

Working together to make
our communities safer

transform
innovate
efficient
public
effective
police

Delivery Plan Aims – Measuring Success:

Measure	Comparison	June
Reduce the level of residential burglary (dwellings)	955	1410

Occurrences recorded as burglary dwelling on Niche between April and June 2017 increased from 955 to 1,410; an increase of 47.6%, (455 occurrences) compared to the previous year.

Measure	Comparison	June
Reduce the level of violence – All Violent Crime	7,791	8,335
Reduce the level of violence – Domestic Violence	2,457	2,538
Reduce the level of violence – Non-Domestic Violence	5,334	5,797

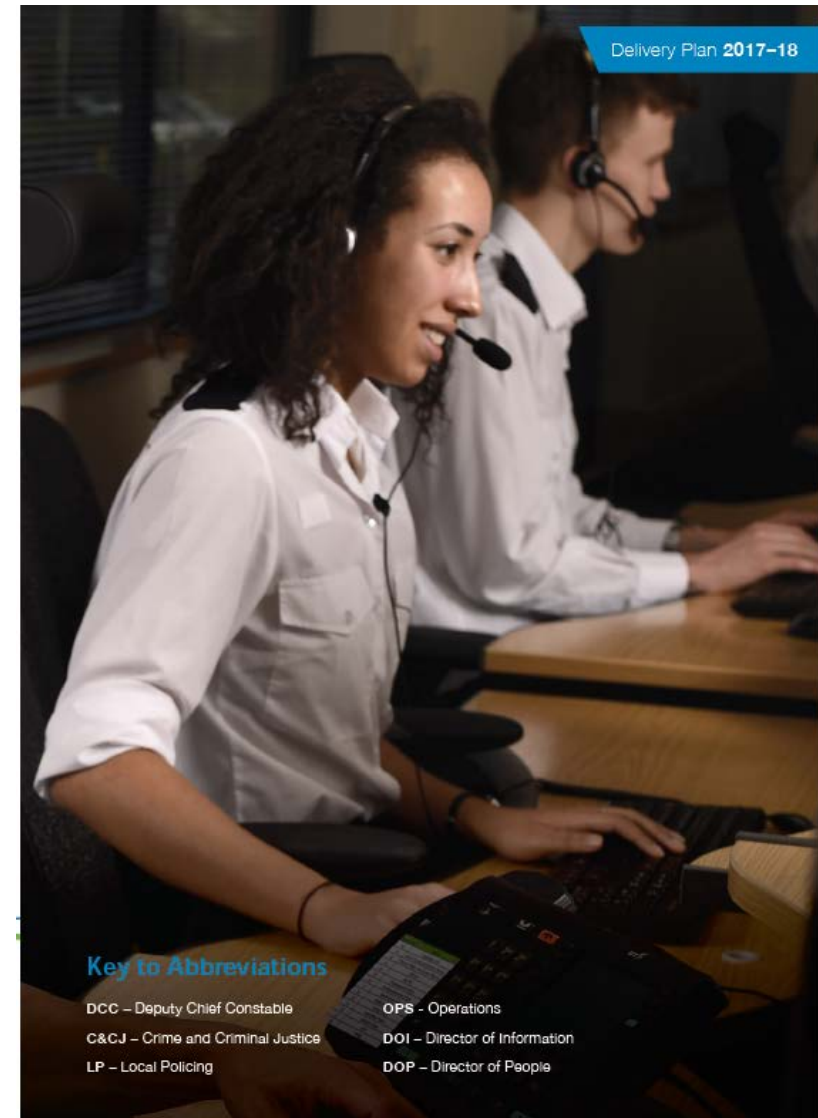
Occurrences recorded as violent crime on Niche increased by 7.0% from 7,791 offences to 8,335 offences between April and June 2017. There was a smaller increase in offences identified as domestic violence up 81 offences (3.3%) to 2,538 offences. Non Domestic violence offences increased by 8.7%.

Measure	Comparison	June
Reduce the level of rural crime	320	353

There were 353 occurrences on Niche between April and June 2017 which were identified as rural crime. This was an increase of 33 offences (10.3%) when compared to the same period of the previous year.

Measure	Comparison	June
Increase the percentage of residential burglary investigations which result in prosecution or caution	11.9%	9.2%

The prosecution or caution rate for residential burglaries between April and June 2017 was 9.2%, a reduction from 11.9% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 114 to 130.



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Measure	Comparison	June
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	18.8%	14.0%

14.0% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and June 2017 (814 crimes). This was a decrease from 18.8% in the same period of 2016/17 when 1,002 crimes were disposed of in this way. Note that these figures are based on offences where no domestic abuse identifier has been selected.

Measure	Comparison	June
Increase the volume of rape investigations which result in prosecution	39	44

44 rape occurrences were disposed of by means of charge or summons between April and June 2017. This was an increase from 39 in the same period of 2016/17. In the same period the number of offences recorded increased from 389 to 451. The resultant prosecution rate of 9.8% is less than the 10.0% achieved in 2016/17.

Measure	Comparison	Trial Ready Files
Improve the quality of prosecution files submitted to the Crown Prosecution Service		
Complete	64%	63%
Minor Deficiencies	17%	15%
Insufficient to Proceed	19%	21%

A new national monitoring system for file quality was introduced by CPS in September 2016. The data for this measure is based on the information recorded under this new monitoring system. The comparison data is for January to March 2017 to allow for bedding issues to be addressed. Between April and June 2017; 2,397 files were reviewed by the Evidential Review Officers. 509 (21%) were deemed to be insufficient to proceed.

Measure	Comparison	June
Repeat victimisation rate for domestic abuse related crime	27.2%	26.6%

The level of repeat victimisation for domestic abuse related crime was 26.6% in between April and June 2017. This is a decrease from 27.2% in 2016/17.

Measure	Comparison	June
Increase Confidence of Victims to report hate crime and incidents		
Level of Racist Crime	343	516
Level of Faith Related Crime	16	40

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Level of Homophobic Crime	51	58
Level of Transphobic Crime	1	6
Level of Disability Related Crime	32	50
Level of Racist Incidents	355	503
Level of Faith Related Incidents	29	28
Level of Homophobic Incidents	28	59
Level of Transphobic Incidents	9	7
Level of Disability Related Incidents	32	56

The number of hate crimes has increased across all strands monitored. Non Crime hate incidents have increase across all strands with the exceptions of faith related and transphobic incidents where numbers are relatively low. A number of factors could be affecting this, including the terrorist attacks in recent months along with increased training for officers and staff resulting in improved recording.

Measure	Comparison	June
Reduce the demand on our service		
Total Calls for Service	144,463	152,166
Attended Calls for Service	71,620	69,774
Immediate Response Calls for Service	31,549	34,703
Urgent Response Calls for Service	26,095	24,597

In April to June 2017 the number of calls for service to Thames Valley increased by 7,703 – an increase of 5.3%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 1,846 – a reduction of 2.6%. Many incidents are attended by arrangement or by appointment and this is not always reflected on Command and Control. The number of incidents which were identified as requiring an immediate response increased by 10% whilst the number shown as requiring an urgent response decreased by 5.7%

Measure	Comparison	June
Increase Confidence of Victims to report crime and incidents of Honour Based Abuse, Female Genital Mutilation and Forced Marriage		
Level of Honour Based Abuse Crime	28	39
Level of Female Genital Mutilation Crime	2	0
Level of Forced Marriage Crime	0	0

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Level of Honour Based Abuse Incidents	54	56
Level of Female Genital Mutilation Incidents	10	3
Level of Forced Marriage Incidents	9	1

The number of crimes and incidents of honour based abuse have increased in the first three months of 2017/18 when compared to the same period of 2016/17. Levels of reporting of female genital mutilation and forced marriage have fallen in the same period.

Measure

Ensuring compliance with Home Office Recording Standards

We now have processes in place to accurately monitor our data with figures from Q1 available in Q2.

1) An Emergency Services that keeps people safe and brings offenders to justice

Burglary and violent crime have increased across the Force Area and we are working hard to reverse this trend. Force Intelligence and Specialist Operations assess burglary and violent crime operations to inform the Tactical Tasking and Co-ordination Group (TTCG). Local Police Areas identified as requiring additional support have been provided with bespoke analytical products and enhanced intelligence support through hub supervisors.

Organised Crime Groups (OCG) generate a significant amount of our burglary and violent crime demand and a key part of our approach in this area is to identify and disrupt Organised Criminality. We are developing our local policing capability in respect of management and disruption of OCGs. On the 24th of January we launched Operation Stronghold- Stronghold is the name given to all our activity in the pursuit, prevention, protection and preparation against the work of OCGs in our region. A key component of Stronghold is working closely with our partners to share intelligence and co-ordinate activity. We are also seeking links with local businesses to aid prevention of SOC.

The launch saw 180 officers execute 21 simultaneous warrants, as part of Operations Spires, across Oxford, Abingdon and London. 22 people were arrested for drugs offences. This was the first of many such operations, under the Stronghold banner.

Local Serious Organised Crime profiles are being developed which will in turn feed into neighbourhood briefings to ensure neighbourhood policing teams understand the issues relating to their local area and how best to manage them. A SOC action plan has been developed in response to our HMIC inspection to address the identified areas for improvement.

By improving our processes we will improve the efficacy of our Forensic capabilities such as implementing a digital solution to increase potential links on footwear intelligence from custody units and speeding up forensic identifications.

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The use of the Proceeds of Crime Act (POCA) remains a priority as the most effective means of removing criminal property from offenders. A new partnership with an auction house has been agreed by the Chief Constable to allow the realisation of criminal assets in a more efficient and timely manner. Meetings have been held with the Judiciary and CPS to streamline court processes to avoid unnecessary adjournments and increase POCA efficiency.

The Office for the Police and Crime Commissioner's (OPCC) Victim Hub is now live. We have established a Domestic Abuse (DA) Prosecution Team to improve victim support through the Criminal Justice (CJ) process. We are developing new guidance pertaining to the Victims Code and CJ is working more closely with the Witness Care Unit to support more people to engage with the CJ process. Work is ongoing to increase the appropriate use of Victim Contact Contracts and Special Measures.

Areas of Focus

1.1 Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities C&CJ

Our Multi Agency Safeguarding Hubs (MASH) are undergoing detailed review by both the Protecting Vulnerable People (PVP) Unit and Service Improvement. In addition we are working to implement recommendations from 2016.

We have recruited two members of temporary staff to assist with the associated administrative tasks and we are in the process of reviewing co-location options for our two Berkshire MASH's.

1.2 Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft C&CJ

We are working closely with prisons, universities and Adult Services to identify vulnerable individuals.

Learning and Professional Development (L&PD) continue to deliver SaVE 2 training to further embed the issues of safeguarding, vulnerability and exploitation within the organisation. These sessions will make up part of Team in Action (TIA) days until mid-September.

We have developed a new Force Policy relating to vulnerable adults with Force Guidance currently under development.

A paper will be going to CCMT (Chief Constables Management Team) in July, to set out proposals for Force activity in relation to Operation Signature which would provide targeted safeguarding and crime prevention activity for victims identified via Action Fraud. Funding in support of this activity has been approved by the Police and Crime Commissioner (PCC).

1.3 Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators C&CJ

We are working to improve integration between Lifetime Offender Management (LOM) and Integrated Offender Management (IOM) to improve identification and management of high risk OCG offenders. We are also developing our links with Prison Intelligence to improve response and dissemination of intelligence pertaining to active OCG members.

We have revised the matrix for selecting IOM cohorts with Reading CSP now signed off to pilot a new cohort. An IOM toolkit is being developed, linking into NICHE for offenders. Domestic Abuse offenders are now incorporated into the Buckinghamshire IOM.

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The Force is developing an "Offender Management" approach combining VISOR (Violent and Sex Offenders Register) and IOM with training to be delivered in July to VISOR and IOM teams on the new approach.

1.4 Continuing to develop and increase our firearms capability and capacity in line with the changing national threat assessment OPS

We are in the process of delivering the Armed Response Vehicle (ARV) uplift programme, on track for completion by 31st August 2017. We currently have 147 of the 156 Officers required in post with a minimum ARV provision of 10 (increased from 8). Completion of the uplift will see this increase to a minimum provision of 12.

An additional operating centre is to be opened in Milton Keynes and this is currently being progressed via Property Services.

We are growing our Thames Valley Counter Terrorism Specialist Firearms Hubs and are on track to complete delivery in April 2018. 32 Counter Terrorism Specialist Firearms Officers are required and following completion of an upskills course we expect to have them in place ahead of the April deadline.

We are in the process of delivering the Protection Group Uplift within the Thames Valley and are on track for imminent delivery, having achieved 82% of the required increase in Officer numbers.

Our grant for 2017/18 has been updated to reflect increased static demand with separate funding for a dedicated Close Protection Team.

1.5 Improving file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions C&CJ

We have implemented the national Case File Quality Assessment, with a monthly Police/CPS standardisation process.

Work has commenced to embed file quality assessments earlier in the investigative process, alongside the evidential and public interest tests, ensuring that, unless the risk requires an offender to be remanded in custody, cases are only charged when they are 'court ready'.

Development of the Evidential Review Officer (ERO) function from a job role to an accreditation is underway. This is supported by a revised training and development program, with a governance framework to manage performance and ongoing CPD (Continued Professional Development).

We are developing a joint Thames Valley Police/CPS file quality action plan and have identified File Quality leads on each LPA and Operational Command Unit (OCU).

We have revised our approach to CPS discontinuance notices to ensure remedial action is taken expediently to enable the case to progress where appropriate, and provision of a strategic overview of the themes/issues identified to feed into key working groups and communicate to file quality leads.

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We regularly review and dip check our files to assess quality and we regularly liaise with the CPS and use Early Evidential Advice to ensure quality files are being delivered.

L&PD are designing File Quality Training to be delivered from September 2017.

1.6 Adopting the new legislative requirements of the Police and Crime Act 2017, including improvements to Bail Management DCC

The legislative changes have been adopted and implemented force wide. The Home Office and College of Policing have now expressed concerns nationally that the legislation has been applied too literally. Legal Services have reviewed the legislation, resulting in updated Force Guidance.

L&PD are delivering training in support of the revised bail management arrangements. 323 staff members have attended classroom training with a further 857 completing the e-learning package.

2) Working together to build stronger, more resilient communities

We continue to develop the Project Eagle tactical group to identify and safeguard those at risk/victims of human trafficking/slavery and are working to enhance partnership contributions to the group with the implementation of innovation funded co-ordinators. Out trafficking and slavery Problem Profiles continue to evolve and we ensure that we utilise the national referral mechanism.

We continue to focus on the safety of those enjoying the diverse night time economies of the Thames Valley, building on strong partnerships and taking the opportunities provided by schemes such as Club Angels to protect the vulnerable. We provide support for the National Knife Crime campaign through Local Policing and Criminal Justice.

LPA's and Designated Premises Supervisors work in partnership to achieve licensing objectives. Licensing Officers provide a visible presence and tactical advice across LPAs and work closely with Local Authorities.

We are working in partnership to standardise taxi licensing across our Force area to enhance the safety of taxi drivers and users including seeking funding for a Taxi Licensing single point of contact (SPOC) across all 12 licensing authorities. Local Policing are reviewing internal procedures in conjunction with Force Intelligence and Specialist Operations in light of the Local Safeguarding Children's Board Serious Case Review on Child Sexual Exploitation (CSE) and taxi drivers. We are liaising with Local Authorities (LAs) to maximise the use of rolling Disclosure and Barring Service checks and Licensing Conditions such as obligating licensees to inform the LA if they are arrested.

We are in the process of implementing our shoplifting and bilking demand reduction plans to support businesses in preventing and tackling criminality, changing our processes to seek support from businesses to provide the evidence we need to enable effective investigations whilst reducing unnecessary demand.

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We are developing neighbourhood policing knowledge and capabilities on OCG management including disruption, presenting at the Op Stronghold seminar for relevant staff and partners.

In response to Her Majesty's Inspectorate of Constabulary effectiveness Inspection in 2016, we are developing a Local Safeguarding Framework for LPAs to follow for the local response to serious organised crime (SOC) as well as introducing LPA OCG Prevent SPOCs.

We continue to support the Thames Valley Rural Crime Partnership, co-ordinating the partnership action plan and using management information and engagement activity to identify priority areas. Local Policing and Corporate Communications are working together to target priority areas as part of the Force-wide Rural Crime Campaign as well as contributing to the Countryfile Event.

We are working in partnership in order to ensure a robust and effective Mental Health Crisis Care Concordat, co-ordinating the South East region Mental Health Forum and delivering policing and tactical activity in support of the concordat. We are building effective partnerships in order to protect those who are vulnerable through mental illness.

The Force is developing operational guidance and bespoke intelligence collection plans to tackle Honour Based Violence (HBA) Forced Marriage (FM), coercive control and stalking as well as working to increase partnership data contributions. We are developing a number of products including a new risk assessment, operational guidance, and action plan.

Representatives from PVP met with the OPCC last week, with other partners to build a working group that can consider and implement an FGM (Female Genital Mutilation) plan for the PCC to work towards. Lots of good practice was shared between LAs, health and police, with recognition that this is a multi-agency matter that must be tackled through community engagement and education.

Areas of focus

2.1 Effectively communicate with our communities in order to raise awareness of key issues such as hidden harm, cyber, and cyber enabled crime and road safety to positively influence behaviour.

Our Major Crime Unit has worked with Film Production Company True Vision for over a year and on 31 May, the first of a series of films was broadcast on Channel 4 under the title "Catching a Killer". The film covered the issue of murder associated with a history of domestic abuse, receiving wide-spread coverage.

We reported on the conviction of Thomas Hunter for causing death by dangerous driving and serious injury by dangerous driving, having crashed his lorry resulting in the death of a 3 year old girl and her unborn brother. This has received national and local news coverage and the press release has reached 20,110 people on Facebook.

Through radio interviews and social media posts we have been promoting the 'Little Book of Cyber Scams'.

We publicised a Local Priorities Survey – a short survey to determine what matters most to people within their communities. Over 1,500 people have completed this so far and we will continue to publicise this until the end of June. The results will be fed back to local areas to help inform future activity.

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2.2 Maximising intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse C&CJ

Following negotiation, historic mandatory drug testing appointments are being offered for voluntary referrals and for a wider range of substances. The assessments are being conducted and detainees referred by Mountain Healthcare. Liaison and Diversion are taking an increasing role and CJ are utilising a liaison manager for 12 months to pull this together. Consideration is currently being given to the possible use of conditional cautions, including an option for referral to an appropriate external agency.

2.3 Using predictive analytics to tackle Child Sexual Exploitation by identifying hidden harm.

The predictive analytics project continues into year 2 and is regularly reviewed through a Project Board chaired by the head of PVP. Regular field testing on 2 of the 3 models is underway with initial testing yielding positive outcomes.

Briefings and engagement with LPAs on the use of predictive analytics are ongoing.

2.4 Encouraging and supporting communities to actively participate to build safer and more resilient communities

The Force's Active Communities campaign was launched on Thursday 1 June to coincide with national Volunteers' Week. Throughout the week we celebrated the force's volunteers as well as promoting other ways people can become more involved in policing within their own communities including Independent Advisory Groups (IAGs) and Community Forums.

A series of posts were made on the force and local social media accounts reaching 408,774 people. A dedicated Volunteers' Week web page was set up which has been visited 2,137 times amounting to 17 hours of viewing time.

Local Policing support the creation and progression of representative community forums in a number of ways, including the identification and sharing of good practice and supporting LPAs to implement new community engagement and problem solving operational guidance, and the promotion on community profiling tools to identify underrepresented groups.

Through our publicity campaign via our Force website we have launched the new IAG policy and are encouraging applications for membership.

L&PD will develop and deliver training on community resilience for inclusion within wider neighbourhood policing training for the new neighbourhood hubs.

2.5 Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder.

Local Policing is providing central support to LPAs to assist in identifying community assets and resources for use in forums and problem solving. As part of this, training is being delivered to NH Policing Teams which includes problem solving. We are working with the Cinnamon Network (CN) - a C of E based community engagement charity with whom we deliver community engagement forums such as World Café. The CN have submitted some proposals to TVP on ways to deliver community engagement activity which, following some further negotiation, will be submitted to CCMT for approval.

2.6 Working with partners to improve the use and accessibility of RJ, in order for offenders to better understand the impact of their crime on their victims.

TVP chairs the multi-agency Restorative Justice group, a sub group of the Local Criminal Justice Board, as well as sitting on the contract review panel for the Restorative Justice supplier.

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We work with Thames Valley Restorative Justice Service (TVRJS) development managers and workplace leads to promote the use of RJ- a recent awareness drive and improvements to the referral system has resulted in increased referrals.

Leadership in the workplace is needed in order to promote the use of RJ within the culture of investigative & victim/witness care. Departments engaged so far are Reading, Oxford and Aylesbury LPAs and Oxon Force CID with enquiries being made with Major Crime. The remaining LPAs have now been asked to nominate champions so they can be included in the briefing programme being delivered by TVRJS.

3) A modern Police Force which meets the needs of our communities

We are improving management of volunteers by consulting with our LPAs, identifying “super volunteers” to provide professional and pastoral support and investigating centralised recruitment processes.

The Special Constabulary (SC) are being trained by a local voluntary search and rescue organisation and we are piloting SC high risk domestic abuse safeguarding support, reviewing the SC roads policing delivery and exploring future SC support for the cadet scheme. We are developing our skills audit to identify the specialisms of our volunteers and working with specialist units to identify opportunities for our volunteers.

Digital Media Investigators (DMIs) are used by Force CID and we use Hi-TEC Crime and ACESO (phone downloads) in almost all investigations within Force CID- we are working to increase the capacity and improve the efficiency of the High-Tech Crime Unit in order to manage the increased demand. Digital investigation awareness days have been conducted with positive feedback. All LPAs have been offered cyber and fraud prevention material for frontline officers. The Cyber team is now a dedicated resource in the Economic Crime Unit (ECU), providing a point of contact and advice for front line Officers investigating crimes with a cyber element. Cyber and cyber-enabled crime has increased exponentially and the Cyber Team will aim to embed the required knowledge across the organisation in recognition of the fact that cyber criminality is no longer the reserve of the specialist but is now a factor or enabler in the majority of criminality.

We are developing initiatives to reduce demand through standardised processes and partnership working including the creation of performance information on mental health with a view to demand management, introducing the shoplifting initiative to reduce demand and working with Contact Management to ensure consistency of service in response to fear for welfare. Further work is being done with contact management to standardise our response to Anti-Social Behaviour.

Following the Westminster attack, additional security was put in place around Windsor Castle with our video about the security changes viewed over 40,000 times. Advice and reassurance messages were provided to the public in relation to the national move to critical status re the threat of international terrorism. This was well-received by the public.

We run an ongoing programme of targeted crime prevention advice including supporting the national week of action on Rogue Traders with crime prevention and reassurance activity and checks on trade vehicles. A taxi compliance operation in Wycombe was delivered as a multi-agency operation involving three district councils and the Vehicle and Operator Services Agency. 60 vehicles were stopped and 28 offences were identified.

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TVP published its annual crime statistics on 5 May. This was supported by a bespoke statement with the crime figures for each LPA. Targeted TVP alerts were issued from each LPA Commander and local stakeholders received an email with the press release. Due to purdah restrictions associated with the general election we were unable to offer media interviews.

A Smarter Ways of Working (SWoW) strategy has been produced based on four role categories: Fixed, Flexible, Mobile and Specialist. ICT will support these categories with appropriate technologies based on the needs of each role category. This will increase the efficiency of both our estate and staff, reducing the need to return to a fixed location to conduct work.

The productivity savings to be delivered in the current year are being scrutinised as part of the overall financial monitoring. A number of these savings are generated by major change programmes, hence any slippage on the change programme has a corresponding effect on the associated savings. Work has started on reviewing existing future year's savings and identifying new savings. The next significant stage in this process will be the September CCMT Medium Term Financial Plan review.

We continue to work to rationalise our estate and whilst no properties were disposed of in the first quarter, we are moving forward on the disposal of 5 premises. LPA operating model accommodation changes are progressing with four of the required changes completed, and two in progress. SWoW principles are being applied.

Areas of focus

3.1 Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities DoI

The Digital Transformation Portfolio is currently in a discovery stage where all relevant proposals are being reviewed for scope, budget and fit within the programmes. The discovery stage will provide an overall roadmap and estimates of funding and resources to deliver the programmes. In parallel to this ICT has continued to expand its rollout of smartphones beyond the initial 7000 across both Hampshire and Thames Valley and have rolled out more than 300 new laptops in the last month to R&P Officers across both Forces with a further 500 planned to complete in August. An additional 300 Body Worn Video (BWV) cameras have been deployed and local storage infrastructure upgraded to support legislation for all overt Authorised Firearms Officers and Taser Trained Officers to have personal issued with BWV. ICT are now working to deliver a central cloud based storage solution for BWV footage which will enable the uploading and viewing of BWV footage from any TVP enabled workstation and also provide an enabler to share footage with partners, including CPS and courts.

3.2 Transforming Information Communication and Technology (ICT) service delivery through the ICT 2020 plan DoI

Following the consolidation our previously two Service Desks across Hampshire and Thames Valley into a single, central function ICT have upgraded the toolset to provide a user portal capability enabling Officers and Staff to raise incidents online as well as check their incident status and receive up to date information on major incidents before calling the Service Desk. Due to internal process improvements ICT has been able to reduce serious incidents affecting operations by almost 50% whilst reducing the average call wait times to the ICT Service Desk by over 1m. To further drive a culture of collaboration a 'Joint ICT branding' has been created and implemented throughout ICT to provide a single identity for the department and help remove barriers. Work continues to strengthen working relationships with ICT in Surrey and Sussex and Regional CTO and IA Lead positions have been recruited as a consequence to deliver greater synergy through joined up working. Over 20 new staff have been

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recruited into ICT during the quarter for business as usual and project related roles and an internal ICT 3 year strategy has been produced to ensure ICT continues to transform in line with business needs.

3.3 Delivering the underpinning technology and data requirements for the ICT 2020 plan, Regional Infrastructure Programme, Emergency Services Mobile Communications Programme and Enterprise Resource Planning Programme DoI

ICT continues to support the delivery of these programmes, this quarter sees the completion of our Windows 8.1 operating system upgrade across more than 10,600 devices as well as the rationalisation of our application landscape by some 5000 applications lowering our management overhead. Activity has commenced on the Windows 10 Upgrade Discovery work in order to support the medium term financial planning process throughout the summer. ICT has completed the build of its new ARK highly resilient state of the art data centre containing over 2,400 high performance virtual servers which will house the entirety of internal Force systems moving away from existing distributed and aged computer rooms. Contact Centre systems across both Thames Valley and Hampshire Forces have been upgraded as well as the telephony systems being upgraded to enable routing calls through internal networks to reduce call costs.

3.4 Developing new operating processes to maximise the benefits provided by the Contact Management Platform OPS

The Contact Management Programme (CMP) is still in development stage with a phased target date for go live from Oct 2017. Developing new operating processes will be a key work stream for the department over the next 3 years.

A senior management post within CM has been created to lead on this work. This post will lead on our Digital policing portfolio and developing business and operational efficiencies from the system. Highlight benefits will include:

- A Foundation Platform
- A system that will enable Contact Management to fully realise the benefits of a collaborated service
- Detailed and Rich Business Understanding
 - Speech and Text Analytics
 - Enhanced Single Enterprise GIS Mapping
 - Enhanced MI
- A system enabling Channel shift across Contact Management
- Broad Holistic View of the Victim – Vulnerability
- Comprehensive Information for Threat Risk and Harm
- Efficient use of Staff
- Officer App
- Citizen portal

3.5 Developing the use of demand management methodologies to align the right resources to areas of need DCC

A wide-range of demand work continues to be undertaken. This includes; Understanding demand analysis (particularly centred on incident demand at this time). This is currently feeding into a Gold Demand Group which is reviewing the increase in calls and incidents.

Resource modelling using Process Evolution Software. Two phases of this work have been completed so far – phase one Local Policing and phase 2 Force Crime (CID, Child Abuse Investigation Unit and Domestic Abuse Investigation Unit. In relation to the second phase, a working group has been set up to address a number of inefficiencies that were identified. Phase 3 resource modelling has just been kicked off for the ViSOR unit. Work on Custody, Local Policing v2 and MASHs are scheduled.

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The functionality of the Demand and Vulnerability Module (DAVM) continues to be developed and we are currently piloting a vulnerability filter. A proposal has also gone to Force Change Review to create a multi-agency DAVM.

3.6 Investigate, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners DCC

We are developing our collaborative approach to Automatic Number Plate Recognition with Hampshire Constabulary.

We support the delivery of the Specialist Capabilities programme through developing regional relationships and exploring opportunities to deliver services regionally.

The Force Change Review process and monthly meetings facilitate the identification of potential opportunities for collaboration, signposting business leads to engage in collaborative discussions at the proposal and business case stages.

Force change is working with South East Regional Integrated Policing (SERIP) to help identify opportunities for working together regionally. Business cases for collaborative projects and programmes are also discussed at the Central Moderation Panel and Collaboration Board which are joint meetings with Hampshire.

Proposals for regional forensic collaboration have been made. Development of digitisation of fingerprint evidence and High Tech Crime Unit storage is underway.

L&PD will seek to exploit all opportunities for increased efficiencies through greater collaboration with local and other Forces, including Policies, Practices and Delivery.

We are currently collaborating with Hampshire Constabulary for the Firearms and Medics First Aid training delivery. The courses have been aligned and now Officers from both forces can attend either force for their training in this area and similarly training resources are being shared between forces.

4) A skilled and trusted workforce

Core Leadership 2 training is about to be refreshed with the Code of Ethics (CoE) at its heart. The Operational Leadership module has been rewritten to reflect CoE in an operational environment. CoE Champions across the Force work at a local level to implement plans and promote learning.

The Organisational Justice Learning Event was held in June to increase awareness, skills and learning around decision making in relation to complaints, discipline and performance matters.

The Year 3 Staff Survey in conjunction with Durham University (October 2017) will again focus on issues of Fairness, Ethics and Leadership. The findings contribute to the building of a national data set to underpin understanding and develop and evidence base in this area.

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The Force continues to play a leading role in the Centre for Policing Research and Learning. TVP hosted a recent Peer Learning Event on Child Sexual Exploitation, sharing learning with 16 police forces across England and Wales.

The Force is actively supporting a wide range of research. This includes academic partner research at the Open University and Plymouth University, as well research being undertaken by our own staff following professional academic qualifications and interests.

A proposal has been submitted, to develop a Force Academic Journal, to capture the insights from staff research. This will provide a way of sharing learning, increasing our evidence base and help to highlight further areas of work required.

The Force has appointed a new Direct Entry Superintendent who will bring new skills from a partner agency.

The Talent Management Programme is currently being refreshed and revamped ready for the next launch in November 2017. The Bursary Scheme launched by the College of Policing has been promoted and attracted applications from staff seeking to complete academic qualifications.

A skills audit has been completed to identify longer term training needs and this is being planned into future work. Comprehensive learning and professional development initiatives have been developed and are being implemented to respond to new requirements.

We continue to develop and implement the Intelligence Professionalisation Programme (IPP) with regular training days built into shift patterns which include training in emerging crime types, skills updates and expert inputs.

We continue to review developing crime trends and changes to the criminal landscape to be captured and disseminated in accordance with the National Intelligence Model (NIM) principals.

CSIs are being trained in ACESO phone download capability to reflect the increase in digital crime. Post July, 98% of Crime Scene Investigators (CSIs) will have ACESO capability. This relieves demand from front line Officers and prepares us for the future requirement for accreditation of staff with this capability.

A Force-wide rationalisation of users and equipment has been initiated

There has been a continued focus on implementing the Force Well-being Strategy and ensuring that it becomes incorporated into business as usual. New learning and support initiatives have been implemented around; finance and debt, mental health and physical fitness. New governance arrangements have been implemented to combine Health & Safety and Wellbeing.

A review of the use of Supportive Recovery Plans has been undertaken and areas for improvement identified, resulting in improved guidance and a mandatory CPD training module.

We have reviewed our Police Staff Reward Strategy to ensure that staff are recognised for their contribution to performance in order to enhance our reputation as an employer of choice.

NOT PROTECTIVELY MARKED

We continue to work towards the principles contained within the Best Use of Stop & Search Scheme (BUSSS) with Stop & Search (S&S) data monitored via the S&S Operational Review Meeting (ORM) and S&S IAG. The Home Office mobile S&S app will be monitored to ensure data return compliance.

Areas of focus

4.1 Developing a corporate knowledge repository to create the ability to store, search access organisational knowledge and lessons learnt DCC

A review of previously produced Organisational Learning material within the Force has been undertaken. A meeting is scheduled for August with representatives from a number of departments, intended to review current departmental processes and to design a process map for Organisational Learning.

4.2 Undertake activities to ensure our workforce are more reflective of the communities we serve DoP

A new Equality, Diversity and Inclusion policy statement has been written. A 'Managers Toolkit' is being produced to provide further support, information and advice to managers. The 'Road to Success' document provides a 6 point framework to identify ideas and prioritise actions across the force.

Communication and engagement activities raise awareness and integrate ideas into business as usual e.g. Senior Leaders Forum, Chief Constables Roadshows and local focus/workshop groups.

Social media continues to be used to reach out to our diverse and under- represented communities. Targeted BME (Black, Minority, Ethnic) recruitment campaigns have been run on Asian Star radio, Diversity Jobs and Black History on-line. We have reviewed our list of community ambassadors and re-engaged with them to support us in communicating with our diverse communities and to ensure that we maximise our reach into all ethnic communities in the Thames Valley.

The second BME Professional Action Learning Set (PALS) is in progress and an evaluation of Cohort 1 has been completed. Feedback has been positive and all Cohort 1 delegates have made some progression or are in the process of doing so. We continue to provide study support sponsorship for staff who wish to develop their skills and careers.

The 'Network Connect' staff association's umbrella group continues to meet on a quarterly basis to work together, share good practise and discuss any emerging issues. A new Disability Support Network has been formed and strong links established with the Business Disability Forum to access professional support and advice.

We have reviewed our BME exit questionnaire/interview process to gain a better understanding of why BME officers and staff leave the organisation and to identify how we can best address any underlying issues. A number of these leavers agreed to support the force as community Ambassadors.

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4.3 Identify, understand and engage with our diverse communities to provide focused support LP

L&PD have commenced delivery of Engagement Training within the Neighbourhood (NH) Programme that will help NH officers engage with communities with 32.32% of the target audience captured to date.

LPAs are being provided with support to develop their engagement plans, with reviews and feedback on current plans and assistance in understanding community profiling and engagement.

4.4 Developing the skills of our front line staff to recognise and respond appropriately to vulnerability C&CJ

Regular training days to assist staff to identify vulnerability are built into shift patterns these include training in emerging crime types, skill updates and expert inputs.

The Force has rolled out the ABCDE (Appearance, Behaviour, Communication, Demeanour, Environment) vulnerability assessment tool which should enable Officers to identify vulnerable people with whom they interact and refer them to appropriate report services.

The Force is involved in the development of the National Vulnerability Action Plan, currently in draft form.

4.5 Improving our response to hate incidents and crime LP

We are developing assurance mechanisms both on LPAs and centrally to increase recognition, recording and response to hate crime, developing and embedding our Hate Crime ORM, providing support to LPA Hate Crime SPOCs and using the ORM to review the efficacy of the Hate Crime action plan.

The ORM is used to ensure Hate Crime Recording Compliance, supported by the Home Office Hate Crime Plan. We are delivering Hate Crime e-learning, reviewing results to identify any additional learning requirements. L&PD are developing classroom based training in support of this for delivery in September.

4.6 Embedding the recommendations from the National Children and Young People Strategy LP

The LPA engagement plans include Children and Young People (C&YP) engagement activity with central feedback provided to LPA commanders on their plans.

We monitor disproportionality and positive outcome rates of S&S on CY&P as compared to adults. This data is shared with the S&S advisory group for independent review. The S&S ORM will also consider C&YP S&S data and act as a critical friend.

We are reinforcing the safeguarding principles in S&S encounters with C&YP, ensuring prompts are contained within the S&S app to remind Officers of their safeguarding responsibilities.

4.7 Ensuring compliance with the National Crime Recording Standard and Home Office Counting Rules

This is being done through individual risk meetings and will shortly be incorporated into the Service Improvement Review process.

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We now have strong leadership and governance through the National Crime Recording Standard (NCRS) Strategic Working Group, chaired by the Deputy Chief Constable (DCC), which brings together senior managers for all key departments and ensures compliance with NCRS and Home Office Crime Recording (HOCR). The meeting is informed by the quarterly audit review of a significant sample-size across a range of crime types. Daily audits of key areas of risk within the crime recording process are undertaken alongside regular thematic auditing of NCRS compliance in relation to specific areas of the business, supporting the Risk Meeting process.

The policy and guidance relating to crime recording is being reviewed and refreshed to ensure an understanding of NCRS and compliance. A dashboard representing NCRS compliance is also being developed. Training is being prepared to improve understanding of the requirements of NCRS / HOCR, and the importance of complying, which will then be rolled-out to officers and staff as appropriate.

4.8 Increasing capacity through investigator recruitment and review of process to meet the demands of existing, new and emerging crime types. C&CJ

A working group has been set up to review selection, role profiles and employment of civilian investigators.

We have completed the Project Evolution Process which has enabled us to review our practices with a view to reducing demand- this will be an ongoing process. Process Evolution identified the need for an uplift of 30 personnel in Force CID to meet current demand.

4.9 Developing an Information, Communications and Technology Resourcing Plan to ensure that we recruit and retain skilled professionals who can support a modern, digitally enabled emergency service DoI

Communication and Technology delivery resource plans are being developed to better forecast and manage technical resources engaged on both business as usual and project activities. A department wide pay review is underway to benchmark salaries against the industry norms.