

Thames Valley OPCC Strategic Delivery Plan 2017/18 (as at 20.07.2017)

Business Areas: This Office of the Police and Crime Commissioner (OPCC) Strategic Delivery Plan update captures the activities and progress of the OPCC in support of delivering the PCC's Police and Crime Plan 2017-2021

OPCC Business Areas which support delivery of the PCC's Police and Crime Plan 2017-2021

Business Area 1: Communications, PR & Engagement

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
1.1	Develop and implement a calendar of communications activities addressing key Police and Crime Commissioner (PCC) priorities throughout the year.	2	Mar 2018	PCC/ DPCC	CH	<ul style="list-style-type: none"> A calendar of events exists (e.g. Hate Crime week) A calendar of awareness days to promote priorities is on-going. 	
1.2	Develop and implement a calendar of engagement events at which to improve public awareness of the role of the PCC, activity to deliver the Police and Crime Plan and Victims' First.	2	Mar 2018	PCC/ DPCC	CH	<ul style="list-style-type: none"> Engagement events involving the D/PCC are being explored. 	
1.3	Continue to develop and promote the 'Victims' First Portal' to increase public knowledge of the impact of victimisation and increase access to support.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> A digital marketing plan to promote an online victim portal is being developed Offline avenues will be used after the hub is launched 	
1.4	Develop and communicate 'Safe Locations' Strategy to provide a network of accredited information points and champions to improve communication with and access to support for vulnerable people.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	

1.5	Implement fraud awareness initiatives with elderly and other vulnerable groups via roll out of the 'Safe Locations' approach.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.6	Identify and accredit 3rd Party Reporting Centres for Hate Crime under 'Safe Locations' approach to improve reporting and access to support for victims of Hate Crime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.7	Develop a programme of activities which involve use of the PCC's 'Lets Hate Hate' campaign to help improve Hate Crime awareness and reporting.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.8	Develop and roll out Domestic Abuse (DA) campaign to increase opportunities for early intervention and prevention.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Currently under consideration – will be informed by WW's report: 'From Call to Court' 	
1.9	Develop and implement engagement to inform PCC policy development, particularly focussing on Black and Minority Ethnic groups (BME), Young and Elderly people.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Currently under consideration – possible groups identified include elderly, BME, BAMER and Safe Location 	
1.10	Develop and communicate, with police and partners, public awareness of Cybercrime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Will be promoted through #Protect Your World campaign PCC's 10% CSF top-slice to be used to support targeted priorities - including cybercrime. 	
1.11	Review process for publishing progress against the Police and Crime Plan 2017-2021.		Dec 2017	SM	CH	<ul style="list-style-type: none"> Force and CSP performance being considered against the new Police and Crime Plan 2017-2021 	

Business Area 2: Partnerships

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
2.1	Ensure Thames Valley Police (TVP) develop and implement new TVP victim referral pathways into PCC-funded victims' services, to replace Automatic Data Transfer (ADT) by end March 2018.		Mar 2018	PCC	SM	<ul style="list-style-type: none"> ICT sub-group of Victims Re-design Project Board has oversight. Project Board now linked in to TVP Force Change Review Board and Force Transformation Board. Business analyst appointed to develop ICT outline requirements and, after corporate ICT prioritisation, work should commence. 	
2.2	Review and agree new Community Safety Fund (CSF) formula and implementation plan to begin in April 2018.		Oct 2017	PH	IT/SM	<ul style="list-style-type: none"> Dependent upon publication of, and consultation on, new national police funding formula 	
2.3	Improve accountability of Local Authorities' Community Safety Fund (CSF) allocations.		Mar 2018	PH	JK	<ul style="list-style-type: none"> Grant agreements have been changed to reflect decisions arising from the review, including introduction of spending plans at year start, and all returns signed off my LPA Commanders. Agreements sent out 26.05.2017 	
2.4	Develop and implement approaches to improve engagement with Local Authority areas and Local Partnerships (e.g. Health and Wellbeing Boards, Safeguarding Boards, Community Safety Partnerships, Youth Offending Teams).	1 - 2	Mar 2018	PCC/ DPCC	SM	<ul style="list-style-type: none"> Discussion on PCC 'liaison posts' (or alternative) on-going but not yet progressed. TV-wide partnership forums to be identified, together with OPCC engagement needs & requirements; frequency of meetings; level of OPCC staff time and resource commitment; benefits and costs of engagement, to inform options 	
2.5	Identify processes for sharing and learning lessons from PREVENT activity across Thames Valley.	4	Mar 2018	SM	JK	<ul style="list-style-type: none"> Following the OPCC CSP Managers Forum, broad agreement received on proposals of a TV-wide 'virtual network' for PREVENT (facilitated through OPCC) 	
2.6	Utilise PCC Chairmanship of TV Local Criminal Justice Board (LCJB), and engage with key Delivery groups, to encourage more joined-up criminal justice system.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> Delivery Groups assigned to relevant Policy Officers. Task & Finish group set up to develop Domestic Violence (DV) perpetrator programme funded from PCC's CSF 10% 	



Business Area 3: Commissioning and Contract Management

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
3.1	Plan a co-located 'Victims' First/Witness Care Unit Hub' to replace the Victim Support 'Victim Assessment & Referral Centre' (VARC), support counselling coordination and other agreed central support functions, by Apr 2018.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> Project Delivery Plan has been refreshed. ICT and Property work streams are progressing though not yet finalised or work started. 	
3.2	Implement Thames Valley Specialist Counselling Service Plan, including full use of Apricot Case Referral Management (CRM)	1	July 2017	SM	EF	<ul style="list-style-type: none"> Application process currently open for counsellors seeking approved status – two induction days planned for August. Geographical spread being monitored. Referrals will be invited from PCC commissioned victims services & TVP Special Trained Officers team after mid-July – currently looking to confirm dates for information workshops prior to going live with these referral routes. 	
3.3	Procure replacement for Victim Support's 'Local Support Service' giving universal (non-intensive) support provision across Thames Valley by Apr 2018.	1	Oct 2017	PCC	SM	<ul style="list-style-type: none"> Draft specification created and circulated to Project Board and shared at Market Engagement event to stimulate market. Procurement advice has been sought with timetable for 'Lightweight Procedure' agreed. 	
3.4	Agree and negotiate any contract extensions for existing PCC victims' services which are scheduled to be re-tendered in 2018.	1	Sep 2017	SM	WW	<ul style="list-style-type: none"> SAFE! Contract extension discussions now progressing - contract extension letter drafted. ISVA contract extension negotiation discussions started. RJ contract extension currently being explored. A new model has been proposed with a significant down-sizing of current model. The CRC is now in a position to collaborate and has confirmed a budget; therefore, TVRJP will be offered a contract extension based on completions shared across the CRC and OPCC. 	
3.5	Procure or deliver replacement services to support victims of any services <u>not</u> receiving a contract extension after 2018.	1	Mar	PCC	SM	<ul style="list-style-type: none"> Victim Support Local Support Service (LSS) will be replaced with Emotional Support and Advocacy (ESA) 	

			2018						Service (see 3.3). <ul style="list-style-type: none"> If Restorative Justice (RJ) service not extended, options will be reviewed (including co-commissioning options). Working with TV Local Authority commissioners for future collaboration with pooled budgets from 2018. 	
3.6	Agree and manage interim year Domestic Violence funding arrangements and projects.	3	Aug 2017	SM	SM	WW				
3.7	Agree and manage interim year arrangements for supporting victims of Hate Crime	2	Apr 2017	SM	CH					(C)
3.8	Agree and manage interim year arrangements for supporting victims of exploitation and modern slavery through the Independent Trauma Advisor (ITA) service	1	May 2017	SM	SM				<ul style="list-style-type: none"> OPCC has taken over helpline (and 3rd party reporting), website and App (same phone numbers and addresses maintained). Post advertised to support Victims First and Safer Locations roll-out, including development of 3rd Party Reporting Centres. Some funding awarded to the two pilots to continue to support existing clients only. 'Rehab' have found funding to continue and expand; 'Elmore' have not at this time. Meeting arranged with TVP exploitation leads to discuss options if Transformation Fund (TF) bid is unsuccessful. Interim plans are evolving to continue to provide specialist services alongside existing model. Discussions taking place in various forums about change in longer term to services based on vulnerability or needs (low level versus complex) rather than crime type. Co-commissioning opportunities for DV have been explored with Local Authority and CCG DV commissioners at meeting on 22 May 17. Expressions of interest received from most areas - now being progressed with Oxon, Bucks, Slough and West Berks. Exploitation and Slavery co-commissioning options will be explored at Adult Exploitation Strategic Partnership on 29 June and with CSPs on 6 Jul meeting. 	
3.9	Agree a commissioning strategy for future PCC investment in specialist victims' support services (e.g. co-commissioning opportunities, 'satellite hubs', integrated services)	1 - 3	Sep 2017	PCC	SM					
3.10	Agree, procure and manage projects funded by PCC's retained 10% CSF top-slice money.	1 - 5	Jun 2017	PH	SM				<ul style="list-style-type: none"> Up to £150,000 for DV perpetrator scheme. The Task & Finish Group has considered intentions from a CRC Positive Relationships Programme which fitted requirements – there is an agreed program and process in 	

							place. Pathways into the program include statutory and non-statutory routes from across Thames Valley. Looking to start the first group in November. <ul style="list-style-type: none"> • FGM (up to £75,000) – Grant funding will be made available to local projects/organisations which are designed to increase engagement with local communities, provide opportunities for dialogue, engagement and education. • Cybercrime (up to £75,000) – strategy for funding allocation tba (links to action 1.10). 	
3.11	Implement and manage the successful OPCC 'Black and Minority Ethnic Refugee (BAMER) Project' bid in respect of the Home Office 'Violence Against Women and Girls Service' (VAWG) Transformation Fund scheme.	1 & 3	Jun 2017	SM	WW	<ul style="list-style-type: none"> • Successful BAMER bid to the VAWG fund (£400k awarded). This will be managed by the OPCC. • A Thames Valley Domestic Abuse Commissioning Board is proposed to consider options. 		
3.12	Establish audit methodology and arrangements for improved oversight of PCC commissioned or grant funded local and specialist victims' services		Oct 2017	SOG	SM	<ul style="list-style-type: none"> • Audit concept and method tested on ISVA contract. • Audit tools prepared and ready for use on each contract once per year moving forwards. • Victims Services Audit plan yet to be agreed. 		

Business Area 4: Policy Development

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
4.1	Develop skills of staff to inform long-term scanning capability of OPCC regarding current, new and emerging policing and crime issues and trends		Dec 2017	SOG	SM	<ul style="list-style-type: none"> Light-touch assessment of CSP/ LA priorities to align with PCC Police & Crime Plan 2017-2021 being undertaken Other academic opportunities being explored SM attendance at National Futures meeting 	
4.2	Consider and support development of a Thames Valley Female Genital Mutilation (FGM) strategy.	2	Mar 2018	SM	WW	<ul style="list-style-type: none"> FGM meeting took place with stakeholders in June to proceed towards a more coordinated approach to FGM in the Thames Valley. A Thames Valley FGM Partnership Group has been proposed including health, third sector, police, education sector and the OPCC. 	
4.3	Consider and implement agreed recommendations from OPCC review of the Domestic Abuse pathway.	3	Mar 2018	SM	WW	<ul style="list-style-type: none"> Review report expected end July. Recommendations expected, some will be picked up by new DV BAMER strategic post. Applications underway for this role - interviews TBC. 	
4.4	Develop a Business Case for the possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC: <ul style="list-style-type: none"> i. Allocation of project budget ii. Appointment of consultants iii. Preparation of draft business case (working with FRAs to gather information) iv. Consultation on draft business case (with public, LA stakeholders and affected staff unions) and publication of summary of responses v. Development and submission of final business case to Secretary of State 	5	Mar 2018	Dep PCC	PH	<ul style="list-style-type: none"> Deputy PCC has engaged with all Thames Valley fire and rescue authority (FRA) representatives and has written to them (late May 2017) setting out proposals for the process by which the OPCC and the FRAs may together consider and take forward the Government's policy objectives regarding police and fire and rescue services collaboration, and governance of fire and rescue services. 	

Business Area 5: Performance (Police)

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
5.1	Coordinate the production and publication of the PCC's 2016-17 Annual Report	May 2017	SM	GE	<ul style="list-style-type: none"> A final version of the report was presented to the Police & Crime Panel on 16 June 2017 An online version is published on the PCC's website. 	(C)
5.2	Develop PCC participation in TVP service reviews conducted by the Deputy Chief Constable	Aug 2017	SM	GE	<ul style="list-style-type: none"> Arrangements are in place to cover attendance for initial tranche of TVP's Service Improvement Reviews (SIR) during Qtr.1/Qtr. 2. OPCC internal tracker in place to monitor SIR updates and capture PCC/ DPCC feedback. 	(C)
5.3	Review and update the OPCC Performance Monitoring Framework	Oct 2017	SM	GE	<ul style="list-style-type: none"> Initial scoping has begun and will include a review of partnership performance monitoring, and reflect any learning from the SIR process (see 5.2). 	

Business Area 6: Use of OPCC Resources

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/AIG
6.1	Allocate 2017/18 Police Property Act Fund (PPAF) grant monies through public bidding rounds.	Mar 2018	PH	IT/CH	<ul style="list-style-type: none"> • 	
6.2	Administer the High Sheriff PPAF for 2017/18	Mar 2018	PH	IT	<ul style="list-style-type: none"> • MOU signed and monies transferred to the 3 HS during May 	
6.3	Strategic review of all OPCC draft budgets for 2018/19, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2017	PH	IT	<ul style="list-style-type: none"> • Not yet started. • All OPCC directly controlled budgets will be reviewed during the summer 	
6.4	Draft the PCC's 2018/19 OPCC Strategic Delivery Plan, including review of staff needs, capability and capacity	Mar 2018	PCC	PH	<ul style="list-style-type: none"> • Not yet started • Review will take into account current service pressures and commitments and any new Government medium-term policy agenda (including service and spending plans) as & when announced (likely date – autumn 2017). 	

Business Area 7: OPCC Financial Management

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
7.1	Close the 2016/17 accounts in accordance with best practice by 14 th May 2017	May 2017	IT	JB	<ul style="list-style-type: none"> Accounts closed and Statements sent to EY on 18th May 	(C)
7.2	Liaise with external audit and then present the audited accounts to the Joint Independent Audit Committee (JIAC) prior to publication on the PCC's website	Sep 2017	IT	JB	<ul style="list-style-type: none"> Final accounts audit in progress Accounts will be formally signed-off at the Special JIAC meeting on 27th July 	(C)
7.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Sep 2017	IT	CHS	<ul style="list-style-type: none"> Submission deadline for the unaudited DCT is 7th July. Unable to submit on time. DCLG informed with new date given of 21st July. 	
7.4	Work with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2018/19 to 2020/21	Jan 2018	PH	IT	<ul style="list-style-type: none"> 	
7.5	Agree 2018/19 revenue budget and issue the council tax precept to billing authorities	Jan 2018	PH	IT	<ul style="list-style-type: none"> 	
7.6	Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP	Oct 2017	IT	JB	<ul style="list-style-type: none"> The draft capital programme will be updated in July 2017. 	
7.7	Submit all grant returns in accordance with external deadlines	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.8	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.9	Undertake the VAT partial exemption calculation for 2017/18	Oct 2017	IT	JB	<ul style="list-style-type: none"> This will be completed after the accounts have been formally signed off 	
7.10	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	<ul style="list-style-type: none"> Liaising with internal departments, HMRC & GT regarding finalising the successful claim for overpaid VAT on seized vehicle sales. Due to meet with Joe Francis at GT to complete this work over the summer. Royal Mail claim is ongoing and we are assisting Mischon de Reya 	

7.11	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	as appropriate. <ul style="list-style-type: none"> In progress, all deadlines achieved to date 	(C)
7.12	Work closely with Corporate Finance and the Enterprise Resource Planning (ERP) Implementation Team to ensure TVP is ready to go live in 2018.	Ongoing	IT	JB	<ul style="list-style-type: none"> Continuing to work closely with key members of the ERP team in KPMG & finance. All current requirements for sprints have been met. 	
7.13	Create, maintain and operate the new digital account for the Apprenticeship levy	Ongoing	IT	JB	<ul style="list-style-type: none"> Account created, now being monitored on a monthly basis 	(C)
7.14	Respond appropriately to any recommendations from HMRC's compliance inspection.	Mar 2018	IT	JB	<ul style="list-style-type: none"> Met with HMRC on 2nd June 2017. TVP has been graded as "low risk" in part due to our good levels of internal control, processes and knowledge. HMRC are continuing to assess specific areas, but do not foresee any problems arising. 	

Business Area 8: Internal Audit

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/I/G
8.1	Produce and present the 2016/17 Internal Audit Annual Report to the Joint Independent Audit Committee (JIAC) meeting on 21 st June 2017	Jun 2017	IT	NS	<ul style="list-style-type: none"> 2016/17 Annual Report was discussed at the Audit Board on the 30 May 2017 and the JIAC on 21 June 2017, 	(C)
8.2	Produce update reports on: (1) progress of 2017/18 Internal Audit Plan delivery and summary of matters arising from completed audits; and (2) progress of delivery of agreed actions in internal audit reports to the JIAC on a quarterly basis	Ongoing	IT	NS	<ul style="list-style-type: none"> The first 2017/18 Internal Audit Plan progress report will be presented to the JIAC on 13 Sept 2017. Progress in delivering agreed actions report was presented to the JIAC on 21 June 2017, with the next update due on 13 Sept 2017. 	
8.3	Update the Internal Audit team's self-assessment in complying with the Public Sector Internal Audit Standards (PSIAS), and facilitate the completion and reporting of the external PSAIS assessment, due in the autumn 2017.	Dec 2017	IT	NS	<ul style="list-style-type: none"> The team's Public Sector Internal Audit Standards (PSIAS) self-assessment has been updated and the outcome, including any actions to address improvements, was discussed at the Audit Board on 30 May 2017 and the JIAC on 21 June 2017 - completed. The team's external PSAIS assessment is currently scheduled to take place on the 18 & 19 Oct 2017. 	
8.4	Publish the approved Joint Annual Internal Audit Plan for 2018/19, following formal consultation with stakeholders.	Mar 2018	IT	NS	<ul style="list-style-type: none"> 	

Business Area 9: Corporate Governance

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
9.1	Develop, agree and publish the 2016/17 Annual Governance Statement (AGS)	Jun 2017	PH	LJ	<ul style="list-style-type: none"> AGS completed via Governance Advisory Group in May 2017 The 2016/17 AGS will be presented as part of the Statement of Accounts at the Level 1 meeting on 28 July 	(C)
9.2	Oversee implementation of agreed actions contained in the 2016/17 AGS Action Plan	Quarterly	PH	LJ	<ul style="list-style-type: none"> The Governance Advisory Group agreed no action plan was necessary for 2016/17, as no significant governance issues had arisen 	(C)
9.3	Review and update (as and when necessary) the joint 2017/18 TVPIPCC Framework of Corporate Governance in readiness for 2018/19.	Mar 2018	PH	LJ	<ul style="list-style-type: none"> No reviews required in 2017/18 to date 	
9.4	Review and operate an efficient and effective Independent Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002	Ongoing	LJ	CHS	<ul style="list-style-type: none"> The scheme continues to be delivered efficiently and effectively by the (OPCC) Custody Visitor Scheme Administrator Annual report for 2016/17 has been completed and will be presented to the PCC at the Level 1 meeting on 28th July. 	(C)
9.5	Support the OPCC to prepare for, and comply with, additional or changed responsibilities regarding police complaints resulting from the Policing and Crime Act 2017	Jun 2018	PH	LJ	<ul style="list-style-type: none"> Westminster Briefing event on complaints changes attended on 23 May with members of PSD PCC, CEO and Governance Manager attended APCC roadshow on complaints changes on 10 July CEO and Governance Manager liaising to organise potential working group with PSD 	
9.6	Review and enhance OPCC compliance with transparency requirements under the Freedom of Information Act 2000 and Elected Local Policing Bodies (Specified Information) Order 2011	Jun 2018	PH	LJ	<ul style="list-style-type: none"> Governance Officer now recruited and in post; this forms part of her job description and PDR OPCC Publication Scheme has been reviewed, updated and re-published Review of website undertaken by Governance Officer in June 2017 and amendments/additions made as necessary 	(C)
9.7	Review and enhance OPCC compliance with the Data Protection Act 1998 in order to prepare for the General Data Protection Regulation	May 2018	PH	LJ	<ul style="list-style-type: none"> Will liaise with TVP Joint Information Management Unit to determine OPCC requirements and necessary procedural changes, and to plan for implementation 	