

Working together to make our communities safer

Quarter 2 update
July – September 2017

transform
innovate

efficient

public police
effective

Delivery Plan 2017-18

Quarter 2 update – Executive summary

The Delivery Plan update presents a snapshot of the force's activity in relation to the Delivery Plan, highlighting successes and gaps to allow our stakeholders to assess our current position. We engage with officers and staff across the force to identify examples of new projects and initiatives that are actively contributing to reaching the key drivers outlined in both the force Delivery Plan and the Police and Crime Plan. Whilst not reported on below, our "Business as Usual" also contributes to meeting our goals.

This quarter 2 Report provides a summary of the work across each of our goals. It also provides a statistical snapshot of key performance indicators. Thames Valley Police is a large and complex organisation facing a range of challenges, particularly around demand management and future resilience, and this is reflected within the Report.

Key elements:

- **The new Local Policing Operating Model**, launched in June 17, is a large-scale strategic approach to address a number of issues the force is facing, and some aspects of the changes involved are starting to be reflected in the Q2 updates. We expect to start seeing the positive impacts of these activities in Q3 and Q4
- **Supporting the vulnerable** - Funding for the Cinnamon Network and our 18 month "Hidden Harm" campaign which launched on 2 October will help us to meet issues around high demand and high vulnerability groups across a number of Local Police Areas. The Victim's Code was launched, supported by a four-week internal communication campaign that ran from the third week of August 2017
- **Force Resilience** – the Chief Constable's Management Team Medium Term Financial review has considered existing and newly-identified savings. A range of People Directorate initiatives are in place to address staff shortfalls and how we best reflect our community
- **Demand Management** – Two pilots have been run to look at managing demand. Operation Retail was successful in reducing business demand without reducing the number of positive outcomes
- **Contact Management Programme** - now looking at implementation January to April 2018, with systems integration testing ongoing

It is clear that there are areas where Thames Valley Police are engaging strongly, particularly around "working together to build stronger, more resilient communities" and building "a skilled and trusted workforce", both of which will contribute to the longer term success of the Operating Model and allow us to better manage demand and improve our resilience in testing times.

Delivery Plan 2017-18



i) Linking the force Delivery Plan and Police and Crime Commissioner's (PCC's) Police and Crime Plan

1 An emergency service that keeps people safe and brings offenders to justice

Q1 Summary highlights

June 17 saw the introduction of the new Local Policing Operating Model, which saw a number of changes to service delivery. It is within this context that we would expect to see a range of new practices being introduced across the force. These are more likely to come on-line in Q2 and Q3.

Other Q1 highlight activities include:

- The introduction of a Serious Organised Crime action plan
- Working with the Crown Prosecution Service to streamline court processes
- The introduction of the Domestic Abuse Prosecution Team
- The implementation of the Best Use of Stop and Search Scheme, with Stop and Search data monitored via the Stop and Search Operational Review Meeting and Stop and Search Independent Advisory Group
- Operation Stronghold (focusing on disrupting organised crime gangs) began, with first activity resulting in 22 drug-related arrests

Q2 Summary update

- A full review and restructure of the nine Multi-Agency Safeguarding Hubs was undertaken, resulting in omni-competence and greater resilience
- The Policing Strategy Unit have launched operational guidance for those responding to cases of adults at risk and are currently working on 'mate crime' which will help uncover and look at issues involved in elder abuse
- There is an Adults at Risk operating group in place to monitor and develop future service delivery
- The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding, and has completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation. New guidance is also being prepared for mental health, incorporating key elements of the Mental Health Act
- The new Regional Mental Health Forum is chaired by Assistant Chief Constable Crime & Criminal Justice
- New offender management referral process includes flagging domestic abuse offenders in Integrated Offender Management
- Integrated Offender Management and the Violent and Sex Offenders Register are now managed under one Detective Chief Inspector, to provide clarity and additional resources to support Multi-Agency Public Protect Agreements (responsible authorities)
- A joint police/Crown Prosecution Service file quality action plan is now in place with an aim to improve offences brought to justice
- We have increased our focus on file quality, with new training and processes bedding in across intelligence hubs, including compliance checking and enhanced qualitative analysis of files

LINKS TO KEY PCC THEMES

1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered

1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage

2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.2 Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.3 A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.

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- Major Crime have recommended setting of clear Key Performance Indicators for burglary offences due to the increase in Q1. A Burglary Gold Group was set up in July to look at problems and trends in increased burglary reporting in Q1 and to refresh solvability approaches to improve investigative practice. This will also address prevention and detection of burglary, as per Major Crime's recommendations. We are focusing on offender management for repeat offenders
- To support burglary investigation the Contact Management grading policy has changed to enable forensic evidence gathering at the scene more efficiently, in line with evidence based practice. Residential burglary has now been upgraded for a more urgent response, improving our service to the public
- Changes to bail have been fully implemented and quickly embedded, with no adverse incidents as a result
- Thames Valley Police have fully recruited into all Counter Terrorism Firearms Officer positions, and the recruitment of Authorised Firearms Officers is ongoing

2 Working together to build stronger, more resilient communities

Q1 Summary highlights

- To promote ways the public can become more involved in policing within their own communities, the Active Communities Campaign was launched. We are working to identify more opportunities for volunteers
- New community engagement and operational guidance has been implemented that includes the identification of under-represented groups
- Training on neighbourhood resilience for new neighbourhood hubs
- To divert criminal careers, the force promotes restorative justice
- The Project Eagle Tactical Group was developed to identify and safeguard those at risk of / victims of human trafficking or slavery
- The national knife crime campaign was supported through Local Policing and Criminal Justice
- A review of internal procedures on Child Sexual Exploitation and taxi drivers is underway following serious case review
- Our Rural Crime activities were promoted at Countryfile Live 2017
- Stalking guidance delivered
- We have improved our partnership collaboration, notably around shoplifting and bilking procedures, to better manage demand
- Thames Valley Police provides targeted crime prevention advice including supporting the national week of action on Rogue Traders

Q2 Summary update

- Corporate Communications have taken on local engagement in some areas, identifying and seeking representations from under-represented communities
- Reading Local Police Area launched its Street Wardens night-time safety programme in Sept 17
- October 2nd saw the launch of the 18 month hidden harm campaign
- We are maximising the use of the Special Constabulary to support victims and the public on cyber-crime and fraud prevention
- We are promoting community involvement in preparation for our autumn rural crime activities
- We are currently educating volunteer Single Points of Contact, identified as Citizens in Policing, about their new roles
- We have had a positive intake of cadets
- Sustainable community forums are established across 84% of neighbourhood areas
- We are working in collaboration with communities, colleges, licensed premises and schools to focus on knife harm reduction
- Police cadets are involved in Trading Standards test purchase operations
- Cinnamon Network funding approved to address high demand, high vulnerability issues across a number of Local Policing Areas

LINKS TO KEY PCC THEMES

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2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

3.2 Improved data sharing on gangs, with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime, especially knife crime.

4.1 Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

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- Thames Valley police are engaged in a number of projects with local churches to deliver on creating stronger resilient communities
- Problem Solving training delivered to all Neighbourhood Policing teams
- There has been an increase in restorative justice referrals, with processes improved, leading to harm reduction
- Suicide prevention Single Points of Contact are training our frontline to increase the knowledge, understanding and response to those vulnerable to self-harm or suicide
- We are developing opportunities for Special Constables as well as providing mentorship for our Cadets
- Over 15,000 members of the public responded to our survey about the usage of 999 and 101 services

3 A modern police force which meets the needs of our communities

Q1 Summary highlights

A new Local Policing Operating Model was introduced in June 17 to help target resources and provide a more effective and efficient service. This is a significant driver for developing new fit-for-purpose activities across the force which will contribute to this part of the delivery plan.

In Q1 a number of changes were delivered to begin this process:

- The establishment of the Digital Transformation Programme, reviewing proposals for scope, budget and fit
- The deployment of Body Worn Video, laptops and smart phones in line with our Smarter Ways of Working Strategy
- The consolidation of Hampshire and Thames Valley Police service desks, leading to the reduction in serious ICT incidents by 50%
- The completion of the Windows 8 update, and commencement of the Windows 10 upgrade
- The Contact Management Programme delivery date will now be January 2018
- The Gold Demand Group to review increase in calls and incidents
- A Multi-agency Demand and Vulnerability Module proposed
- A review of High-Tech Crime Unit is underway to better manage increased demand
- A new cyber team introduced into the Economic Crime Unit to support frontline investigations
- The standardisation of processes, such as the new shoplifting and bilking procedures to better manage demand
- Post July, 98% of Crime Scene Investigators will have forensic mobile device examination capability

Q2 Summary update

- The discovery stage of the Digital Transformation Portfolio is complete, with 37 project applications to be taken through change and financial planning processes
- ICT 2020 plan to go through force change and planning processes
- The Medium Term Financial Plan was reviewed at the September meeting of the Chief Constable's Management Team and the existing future year's savings were assessed and new savings identified
- Implementation of the Contact Management Platform is scheduled for January to April 2018, and systems integration testing is ongoing
- The Policing Strategy Unit is working to align Contact Management Platform processes with Hampshire Constabulary for domestic abuse and missing people
- We are continuing work to rationalise our estate, with the disposal of 5 premises upcoming
- Thames Valley Police continue to work closely and collaboratively with Hampshire Constabulary to support and train our specialist capabilities
- Priority Based Budgeting reviews are now in place for Fleet, Legal Services and Criminal Justice. These will be reported on in the next Transformation Board

LINKS TO KEY PCC THEMES

1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage

2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.3 A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

5.2 Clarifications of processes for referring on issues that sit best with other authorities.

5.3 Encourage accelerated uptake of new technology in order to prevent, reduce and detect crime.

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- Thames Valley Police now has UK Accreditation Service accreditation and are developing proposals for regional forensic collaboration
- Operation Retail has been shown to improve reporting efficiency around shoplifting. Approximately 66.5 hours have been saved as a result of this trial, increasing the capacity and capability of officers and custody. In the pilot 50% of suspects are now serving prison sentences without being interviewed by an officer
- Shopliftings and Bilking packs have shown a reduced demand on police time of 70-90% across all Local Policing Areas
- The Abingdon Custody Pilot initial analysis has been completed. 35 suspects have been charged without interview during the trial, saving approximately 105 hours and £2,310. It is estimated that if implemented force-wide, approximately 363 hours would be saved within the first month. As demonstrated by the early guilty plea rate, not interviewing eligible suspects does not have a detrimental effect on successful prosecutions

4 A skilled and trusted workforce

Q1 Summary

- Key sections of the Code of Ethics have been rewritten to reiterate legitimacy and trust, including Core Leadership and Operational Leadership
- In June 17 the Organisational Justice Learning Event was delivered
- The force continues to play a leading role in the Centre for Policing Research and Learning, for example hosting a Peer Learning Event on Child Sexual Exploitation, sharing learning with 16 police forces across England and Wales
- The force supports a wide range of research with academic partners at the Open University and Plymouth University, as well as internally delivering Home Office-sponsored research into Predictive Harm Analysis
- Thames Valley Police is developing a force Academic Journal to capture insights from staff and academic research to inform the evidence-based development of policy and practice
- The Strategic Governance Unit is reviewing Organisational Learning and how it can be best disseminated across the force, such as through bulletins and the development of collaborative, staff-led knowledge bases
- A skills audit has been completed to identify the longer term training needs and this is being planned into future work
- We have delivered the Intelligence Professionalisation Programme with regular training days built into shift patterns which include training in emerging crime types, skills updates and expert inputs
- Health, Safety and Wellbeing have been combined in terms of governance to support a more efficient delivery of their services

Q2 Summary update

- The Victim's Code was launched, supported by a four-week internal communication campaign that ran from the third week of August 2017. It was led by a video from the Chief Constable, included articles posted online and 'monitor cards' distributed to all relevant teams to increase awareness and compliance
- We are preparing a report and recommendations based on the Lammy Report and the implications of Black and Minority Ethnic disproportionality in Thames Valley Police
- Targeted Black and Minority Ethnic recruitment campaigns have been run in conjunction with a review of our community ambassadors to maximise our reach into all ethnic communities. This has been supported by the delivery of engagement training by Learning and Professional Development
- Local Policing Areas are currently planning their individual activities as part of Hate Crime Week (14th – 21st October) with a focus on engagement, confidence building and increasing reporting
- The recently advertised police Staff Case Investigator roles and the recent changes to the previous requirement for 2 A Levels (Grade A-C) for student officers, have resulted in a larger and more diverse applicant pool
- The second Black and Minority Ethnic Professional Action Learning Set is in progress
- Additional training was delivered in July to Code of Ethics Champions to enhance staff skills in understanding ethical dilemmas and organisational and procedural justice

LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.

5.3 Encourage accelerated uptake of new technology in order to prevent, reduce and detect crime.

5.4 Development of strategies to improve perceptions of police among young people.

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- The Year 3 Staff Survey opens on 2 October and has a continued focus on Fairness, Ethics, Well-being and Leadership
- The force is working with the Open University and Higher Education providers to develop Higher Level Apprenticeships, in collaboration with Hampshire Constabulary and Surrey and Sussex Police forces
- The Talent Management Programme has been refreshed and revamped ready for the next launch in November 2017
- The Blue Light Initiative has been embedded across the force. A review of the use of Supportive Recovery Plans has been undertaken and areas for improvement identified, resulting in improved guidance and a mandatory Continued Professional Development training module

Appendix 1 – Current Performance Analysis Format
Force Performance Summary for April to September 2017 (Provisional)
Delivery Plan Aims

The “comparison” period is April to September 2016

Measure	Comparison	September
Reduce the level of residential burglary (dwellings)	2,102	2,710

Occurrences recorded as residential burglary (dwellings) on Niche between April and September 2017 increased from 2,102 to 2,710; an increase of 28.9%, (608 occurrences) compared to the previous year.

Measure	Comparison	September
Reduce the level of violence – All Violent Crime	15,685	16,727
Reduce the level of violence – Domestic Violence	5,041	5,009
Reduce the level of violence – Non-Domestic Violence	10,644	11,718

Occurrences recorded as violent crime on Niche increased by 6.6% from 15,685 offences to 16,727 offences between April and September 2017. There has been a decrease in offences identified as domestic violence down 32 offences (0.6%) to 5,009 offences. Non Domestic violence offences increased by 10.1%.

Measure	Comparison	September
Reduce the level of rural crime	666	725

There were 725 occurrences on Niche between April and September 2017 which were identified as rural crime. This was an increase of 59 offences (8.9%) when compared to the same period of the previous year.

Measure	Comparison	September
Increase the percentage of residential burglary investigations which result in prosecution or caution	12.3%	9.8%

The prosecution or caution rate for residential burglaries (dwellings) between April and September 2017 was 9.8%, a reduction from 12.3% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 258 to 265.

Measure	Comparison	September
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	18.7%	13.7%

13.7% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and September 2017. This was a decrease from 18.7% in the same period of 2016/17 when 1,993 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	September
Increase the volume of rape investigations which result in prosecution	61	68

68 rape occurrences were disposed of by means of charge or summons between April and September 2017. This was an increase from 61 in the same period of 2016/17. In the same period the number of offences recorded increased from 773 to 917. The resultant prosecution rate of 7.4% is less than the 7.9% achieved in 2016/17.

Measure	Comparison	Trial Ready Files
Improve the quality of prosecution files submitted to the Crown Prosecution Service		
Complete	64%	65%
Minor Deficiencies	17%	15%
Insufficient to Proceed	19%	20%

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 September 2017; 5,117 files were reviewed by the Evidential Review Officers. 1,036 (20%) were deemed to be insufficient to proceed.

Measure	Comparison	September
Repeat victimisation rate for domestic abuse related crime	26.5%	23.5%

The level of repeat victimisation for domestic abuse related crime was 23.5% in between April and September 2017. This is a decrease from 26.5% in 2016/17.

Measure	Comparison	September
Increase Confidence of Victims to report hate crime and incidents		
Level of Racist Crime	748	952
Level of Faith Related Crime	38	82
Level of Homophobic Crime	81	100
Level of Transphobic Crime	6	10
Level of Disability Related Crime	58	100
Level of Racist Incidents	824	981
Level of Faith Related Incidents	49	63
Level of Homophobic Incidents	72	124
Level of Transphobic Incidents	22	14
Level of Disability Related Incidents	66	118

The number of hate crimes has increased across all strands monitored. Non Crime hate incidents have increased across all strands with the exception of 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	September
Reduce the demand on our service		
Total Calls for Service	297,287	299,619
Attended Calls for Service	146,151	136,000
Immediate Response Calls for Service	66,047	68,902
Urgent Response Calls for Service	53,040	47,558

In April to September 2017 the number of calls for service to Thames Valley increased by 2,332 – an increase of 0.8%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 10,151 – a reduction of 6.9%. 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 4.3% whilst the number shown as requiring an urgent response decreased by 10.3%

Measure	Comparison	September
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	66	61
Level of Female Genital Mutilation Crime	8	0
Level of Forced Marriage Crime	1	0
Level of Honour Based Abuse Incidents	129	116
Level of Female Genital Mutilation Incidents	15	7
Level of Forced Marriage Incidents	12	4

The number of crimes and incidents of honour based abuse have decreased in the 6 months of 2017/18 when compared to the same period of 2016/17. Levels of reporting of female genital mutilation and forced marriage have also fallen in the same period.