

Thames Valley Police Delivery Plan Quarter 3 update

Executive Summary

This Delivery Plan update presents a snapshot of the force's activity in respect of the Delivery Plan 2017–18 during the period October to December 2017 (Quarter 3). It highlights successes and gaps to allow our stakeholders to assess our current position. Officers and police staff across the force have identified examples of new projects and initiatives which actively contribute to the key drivers outlined in both the force Delivery Plan and the Police and Crime Plan. Although the update focuses on new activities, it is important to recognise that the force delivers "Business As Usual" too as part of an ongoing commitment to our key aims and objectives.

Thames Valley Police is a large and complex organisation facing a range of challenges, particularly in respect of demand management and future resilience, and this is reflected within the detail of the Report. The force has an ongoing commitment to deliver activities which contribute significantly to "working together to build stronger, more resilient communities" whilst continuing to develop an improved contact management process. Working on demand management and Force resilience will enable effective and efficient use of our resources to keep our communities safe. The key highlights for Q3 include:

- **HMICFRS PEEL (Policing Effectiveness, Efficiency and Legitimacy) inspection** - Awarded an "Outstanding" efficiency rating as part of the PEEL inspection cycle, with particular reference to the Force's "sophisticated understanding of demand" and "innovative approaches to uncovering hidden demand".
- **The Operating Model** – New models of service delivery resulting from the Operating Model have started to embed in Q3, and the process of reviewing the impact of the Model has begun, with working groups to review Smarter Resolution, Supervisory Roles, and Investigative Skills Requirements and make recommendations on future needs.
- **Supporting the vulnerable** – The force has ensured it is operationally equipped to deal with changes to the Mental Health Act, and significant work has been delivered locally and force-wide to protect the vulnerable from exploitation in its many forms. There has been progress in delivering projects to support victims of crime and to ensure the vulnerable in custody have access to support. The force has delivered campaigns and community training in dealing with cybercrime, rural crime and hidden harm.
- **Force Resilience** – A Workforce Planning Gold Group is now in place to make strategic recommendations across the force to create stronger resilience, and Q3 shows a range of actions being taken both by Local Policing Areas and the People Directorate to ensure operational resilience, including the recruitment of 97 police staff investigators and further work to improve recruitment and retention. A Medium Term Workforce Plan has been developed to provide a strategic overview of resourcing 2017-2021. The force is actively reviewing routes of entry to the force so that it can deliver on requirements over this time period, and particularly to ensure that demand for policing services is being met to meet the changing needs of the public.
- **Demand Management** – The two local pilots presented and assessed in Q2 have now been rolled out force-wide for a further trial period to measure their potential impact on demand. The Policing Strategy Unit is proactively looking at operational guidance in areas where demand might be better managed.

Delivery Plan 2017-18 Q3 Update



i) Aligning the Delivery Plan and Police and Crime Plan

Section 1

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

LINKS TO KEY PCC THEMES

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

LINKS TO KEY PCC THEMES

Q3 update

- Following on from the review of the Multi-Agency Safeguarding Hubs in Q2, staffing arrangements and shift patterns are being confirmed to deliver the recommendations. This will improve and help deliver new activities
- The “Positive Relationship” programme for perpetrators of domestic abuse has been developed and promoted via Social Care leads and the Troubled Families programme, with 29 referrals in Q3 with delivery to begin in January 2018.
- Multi-agency Anti-Slavery Networks have been established for Buckinghamshire and Oxfordshire, with the potential of a Berkshire Anti-Slavery Network scheduled to be proposed at the Berkshire Chief Executives meeting in January 2018.
- Slough Local Policing Area has developed a multi-agency problem solving approach to organised crime, which combines the collective force of many agencies including Slough Borough Council (Housing, Trading Standards, Community Safety etc), Probation, Slough Children’s Services Trust and other agencies. This approach supports Operation Stronghold and is increasingly being considered as national best practice.
- The Policing Strategy Unit is developing operational guidance for the force to assist with the prevention of suicide by targeting individuals and locations and signposting towards relevant partners.
- The Policing Strategy Unit is undertaking a review and refresh of the serious sexual assault policy to include raising awareness of IDVA/ISVA services.
- The Oxford Domestic Abuse Unit pilot scheme outcomes are being analysed, with feedback expected in Q4.

1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to

- Referral pathways into appropriate support agencies,
- Improved access to mental health care for those in contact with the criminal justice system.

1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangements of 9 MASH’s serving Thames Valley

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

4.4 Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

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

1.2 Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft**Q3 update**

- An “East Berkshire against Violence” conference was held for over 150 practitioners in Slough on 22nd November with speakers covering areas such as Female Genital Mutilation, forced marriage and domestic abuse.
- The Policing Strategy Unit is undertaking a comprehensive review and refresh of operational guidance concerning how to deal with cybercrime, with a focus on the young and the elderly.
- Following on from the Q2 Economic Crime Unit skills analysis, twelve Specials with IT backgrounds have been identified to help deliver community support around cybercrime.
- Local safeguarding frameworks to deal with Serious Organised Crime have been reviewed and relaunched.
- Major Crime are working with the National Referral Mechanism to safeguard victims of exploitation and slavery.
- To prevent the exploitation of vulnerable people, particularly in relation to “cuckooing” (out of town drug dealers taking over a vulnerable users address), Slough Local Policing Area has successfully secured partial and full closure of a number of premises where occupiers were being exploited.
- Match funding has been secured from the Office of the Police and Crime Commissioner and the Home Office to conduct a Strategic Framework Review on County Lines drug dealing, looking at our response across the Thames Valley.
- Two new multi-agency projects have been launched: one focused on protecting vulnerable adults from modern slavery and exploitation, and the second to problem solve the impacts of serious organised crime to support Operation Stronghold.
- The “Adults at Risk Operating Group” developed in Q2 held its first meeting to develop a stronger culture of sharing best practice, and sharing organisational learning from Operation Eagle (dealing with human trafficking)
- Learning from Operation Eagle (dealing with human trafficking) has been incorporated into new processes, which is intended to improve support to those at risk of exploitation.
- As a result of the Victims Code Campaign there has been an increase in Victims’ Code compliance across the force from 34% to 64% between June 2017 and November 2017. All victims are being given information about the Victims First website hosted by the PCC and there has been a significant increase in traffic to this website as a result

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

3.1 A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be.

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators.

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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- Following on from the Q2 Economic Crime Unit skills analysis, twelve Specials with IT backgrounds have been identified to help deliver community support in respect of cybercrime.

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

Q3 update

- Currently 12% of the Integrated Offender Management programme cohorts have domestic abuse qualifiers.
- There is an ongoing review of the process for management of repeat offenders to create greater links with domestic abuse, developing the work from Q2.

LINKS TO KEY PCC THEMES

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

3.1 A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be.

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.

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

Q3 update

- The ongoing development of firearms capability and capacity has been delivered as Business as Usual.

LINKS TO KEY PCC THEMES

4.2 Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.

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

Q3 update

- Major Crime is currently trialling a digital electronic file submission with the Crown Prosecution Service Complex Case Unit for a recent murder case. The effectiveness of the trial will be reviewed as the case progresses
- There has been a further rollout of the file quality pilot to all three counties of the force; with a primary function to ensure detectives are building compelling, strongly evidenced and fully complete case files at the point of first submission; which will improve efficiency and create capacity for our detectives and rape and serious sexual offence lawyers, but most importantly provide a better and timelier service to victims.
- The File Quality campaign: Be court-ready force-wide internal campaign launched on the 27 November to help improve prosecution file quality and secure justice for more victims of crime.
- As a result of the MK / Bucks Evidential Review Officer trial in Q2 a number of improvements have been implemented including creating consistent best practice, developing capacity for Force CID Detective Sergeants to prioritise and oversee investigations, and streamlining processes to further increase capacity.
- Major Crime are currently trialling a digital electronic file submission with the CPS Complex Case Unit for a recent murder case. The effectiveness of the trial will be reviewed as the case progresses.

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

1.4 Improvements in criminal justice Experience and outcomes for victims of domestic and sexual abuse.

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.

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

Q3 update

- There is further monitoring of the use of bail, although it is being carefully and sparsely used at this time. There continues to be no adverse incidents as a result of inappropriate release with or without bail and the percentage of those on bail is in line with other forces nationally.

LINKS TO KEY PCC THEMES

1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to

- referral pathways into appropriate support agencies,

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- The Policing Strategy Unit delivered operational guidance offering greater support to vulnerable people supporting the changes linked to the Mental Health Act on the day of the introduction of the new legislation (11 December 2017).

- Improved access to mental health care for those in contact with the criminal justice system.

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.

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

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

2 Working together to build stronger, more resilient communities	LINKS TO KEY PCC THEMES
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	LINKS TO KEY PCC THEMES
<p>Q3 update</p> <ul style="list-style-type: none"> A rural crime campaign was launched on 4 December, promoting access to specialist Rural Crime SPOCs and Wildlife Officers, with an aim to reduce crime in the rural community and around farms and small businesses. The Thames Valley Cyber Crime Strategy has been produced and so far has been adopted by Buckinghamshire, Slough and Bracknell Community Safety Partnerships to help deliver cybercrime awareness training to community groups. The Force was successful in its bid to the Office of the Police and Crime Commissioner’s Cyber Crime Grant Funding for Alter Ego productions to produce a bespoke theatre piece looking at healthy relationships online and performed to Year 6 students. Oxfordshire will have the production in the Summer term of 2018 with Berkshire and Buckinghamshire in the Autumn term of 2018. The third programme in the True Vision "Catching a Killer" series called "Bullet through the window" was aired on 7th December at 9pm on Channel 4. This series has helped to highlight the work of the TVP Major Crime Unit and bring attention to key areas such as coercive control, work of family liaison officers and the complexities of detailed investigation work. The #Protectyourworld cybercrime campaign was launched in November focusing on groups that have been identified as vulnerable online, including younger people, older people and small businesses. The activities included staying safe online competitions for under 18s, online safety Q&A sessions for the public and an online safeguarding session attended by 150 professionals working with vulnerable children and young adults Following on from the Economic Crime Unit’s working group on supporting victims of cybercrime and educating vulnerable people, 12 specials are now working across Local Policing areas to deliver this service. Work with Brake, the road safety charity, delivered the “Speed Down Save Lives” road safety week in November to reduce the number of road accidents. Slough have adopted the Home Office Violence Against Women and Girls strategy which was commended at the South Regional Home Office (Violence against Women Group) VAWG conference. 	<p>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</p> <p>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).</p> <p>2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.</p> <p>2.5 Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.</p> <p>5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.</p>

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- Operation Holly was delivered to reduce the opportunity for motorists to drive whilst impaired by either drugs or alcohol and thereby prevent road casualties.
- The Policing Strategy Unit are working with the Cybercrime Unit to deliver comprehensive and user friendly guidance on how officers can support victims of cybercrime, to help reduce becoming a repeat victim.

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

Q3 update

- The Policing Strategy Unit has developed a NICHE (Records Management System) template for use in custody in order to assess the risk of suicide to suspects leaving custody. It also includes guidance about referrals to partner agencies and the importance of regular contact and updates about the investigation.

LINKS TO KEY PCC THEMES

1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to

- referral pathways into appropriate support agencies, and
- Improved access to mental health care for those in contact with the criminal justice system.

1.4 Improvements in criminal justice Experience and outcomes for victims of domestic and sexual abuse.

3.1 A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be.

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

Q3 update

- The project is entering its last three months. Project boards have signed off the Coventry University evaluation and are working towards a proof of concept on all three models.
- A bid has been made for £80K from the force to fund staff to take the project further post March 2018. The force focus will be on the Social Network Analysis model in first instance.

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

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

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

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

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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

Q3 update

- Bracknell and Wokingham Cadet Scheme has successfully recruited additional Volunteer Cadet Leaders which has enabled us to take on a second intake of new Cadets, who have been actively involved in a range of community activities, further embedding them into the Local Policing Area whilst making best use of them in the community.

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

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- Bracknell & Wokingham have increased their drive to gain new sign ups on Thames Valley Alerts. This has been focused on areas where there has been an increase in burglaries to support engagement with vulnerable communities. We now have 15,051 members of Thames Valley Alerts in the area.
- Cherwell & West Oxfordshire Local Policing Area launched the Safeguarding Children in Banbury (SCIB) project in collaboration with local schools.
- The Police and Crime Commissioner has agreed to fund a Healthy Relationships Programme, which will educate children about the importance of healthy relationships. The programme is being developed in both primary and secondary schools.
- Slough are supporting the development of the Innovation Hub within the Slough Children's Services Trust which aims to provide better support to children and families on the edge of care and provide earlier intervention. To support this, the force has seconded a police officer to work within the Hub, located within Council premises.
- A pilot of volunteers supporting domestic abuse victims is still running and the Domestic Abuse Unit is exploring further support functions around risk management, post November 2017.
- The skills audit of police volunteers was completed in Q3; this will allow the force greater access to specialist volunteers, once opportunities are promoted. Opportunities will start being promoted in January 2018.
- Field officers have been tasked to review Local Policing Areas' engagement plans and report back. A focus has been on how we can improve engagement with "hard to reach" groups. Recommendations from these reviews are expected in Q4.
- Planning for Active Communities Campaign Part 2 has been completed, sharing tools available to Local Policing Areas to recruit members into community forums and other activities and so increase community resilience. The campaign itself will launch in January 2018.
- Corporate Communications and Local Policing have launched a Task and Finish Social Media group to develop greater use of social media to communicate with the public and therefore increase engagement.
- Local Policing Areas have targeted burglary with peak seasonal trend analysis and other intelligence tools to make best use of our resources. This combined with collaborative operations utilising neighbouring forces has led to a dramatic increase in detected offences and offenders brought to justice.
- Figures from the Modern Slavery Helpline show a significant upward trend in reporting; 21 people contacted the helpline during October 2017, three times the monthly average recorded between August 2016 and August 2017. 10 cases of modern slavery were identified (compared to monthly average of three) and 25 potential victims were identified during this time (compared to monthly average of seven)

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.

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

2.5 Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.

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.

2.5 Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder**Q3 update**

- Bracknell & Wokingham have worked with their local communities to map home CCTV systems to gather evidence. This has already led to a successful prosecution.
- Partnership working with a local parish council within the Bracknell and Wokingham Local Policing Area who have provided their own speed detection equipment. They then forward the results for targeted enforcement.
- Chiltern and South Buckinghamshire are working on the development of a problem solving team, learning from successes in neighbouring areas and tackling what matters most to our communities: this has seen the area reduce anti-social behaviour through use of closure orders.
- The Cinnamon Network (an organisation working with communities to help the most vulnerable) are now working directly with Deputy Commanders as the Local Policing Area leads to initiate the 18 month projects agreed in Q2, with each area identifying the key areas of work they saw as local priorities.

LINKS TO KEY PCC THEMES

1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangement of 9 MASH's serving Thames Valley

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.

3.2 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.

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

Q3 update

- Following the nomination of Restorative Justice champions in Q2, there has been a continued growth in the number of referrals.
- Following a successful increase in restorative justice disposals launched in Q2 with improved processes and criminal justice outcomes, a restorative justice workshop is now being planned through working together with Citizens MK in Milton Keynes to promote use of restorative justice for hate crime and other offences.

LINKS TO KEY PCC THEMES

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators.

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

<h3>3 A modern police force which meets the needs of our communities</h3>	<p style="text-align: center;">LINKS TO KEY PCC THEMES</p>
<h4>3.1 Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities</h4> <p>Q3 update</p> <ul style="list-style-type: none"> • Procurement are working with ICT to create a resourcing plan to ensure effective commercial support to the Digital Transformation Programme. • The Digital Transformation Portfolio discovery stage was completed in September. A total of 37 project charters have been assessed for investment costs and resources and will be taken through the force change and financial planning processes before final project approval is given. All digital transformation opportunities are now prioritised against agreed criteria, linked to Force objectives. • ICT are working to deliver a central cloud based storage solution for Body Worn Video footage which will enable the uploading and viewing of BWV footage from any TVP enabled workstation and provide an enabler to share footage with partners, including CPS and courts. 	<p style="text-align: center;">LINKS TO KEY PCC THEMES</p> <p>2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.</p> <p>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.</p> <p>5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.</p>
<h4>3.2 Transforming Information Communication and Technology (ICT) service delivery through the ICT 2020 plan</h4> <p>Q3 update</p> <ul style="list-style-type: none"> • Financial and resource investment decisions are expected based on the agreed priorities for each initiative. Each initiative within ICT 2020 will then have clear deliverables, funding and resources allocated against it. 	<p style="text-align: center;">LINKS TO KEY PCC THEMES</p> <p>2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.</p> <p>5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.</p>
<h4>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</h4> <p>Q3 update</p> <ul style="list-style-type: none"> • The ARK data centre is now available to take on new or migrated services from legacy data centres. Services and performance levels are set to meet force needs for both Hampshire and Thames Valley, and in the future 	<p style="text-align: center;">LINKS TO KEY PCC THEMES</p> <p>2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.</p>

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Surrey and Sussex, enabling closer working between these regional forces; whilst allowing us to meet future technological demands; ultimately improving force efficiency and effectiveness.

- There will be further planning on the Emergency Services Mobile Communications Programme (ESMCP) and Enterprise Resource Programme (ERP) to align the deliverables to force objectives, led by the business analyst added to the team in Q2.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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

Q3 update

- Some Local Police Areas are considering introducing an online “virtual Police Community Support Officer” tool as a way of managing demand and improving public accessibility and this is now being trialled.
- Reading is trialling Facebook use by Neighbourhood Policing Team, to reflect feedback from the public and to increase engagement.

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.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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

The Operating Model is driven by the need to make better use of our limited resources to better meet demand, and this will continue to guide both operational and strategic decision-making.

Q3 update

- The Demand Management project charter has been completed and is being assessed for priority against a large number of projects within the Digital Transformation portfolio with an aim, subject to funding, to move to the initiation stage in early 2018.
- Through their work examining demand, the Policing Strategy Unit is looking at opportunities to align TVP and Hampshire processes. There is ongoing work to examine the response to unexplained deaths, cannabis factories and incidents classified as fear for welfare, and see if this can be improved to reduce demand.

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.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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- Early indication is 35% of all Local Police Area crime goes through the “Smarter Resolution” process, 97% of this is filed after proportionate enquires or investigation with only 3% being allocated to officers within the iHubs.
- The Abingdon Custody “no interview” trial has now been rolled out across the force with the successes of the original scheme being reproduced, in time savings and positive outcomes. The initial pilot ends at the end of January 2018. It is believed that the new process will make a significant positive contribution to capacity and so improve public access to front line officers.
- Following the initial trial of Operation Retail in Q2, which saw demand relating to shoplifting and bilking offences fall between 70-90%, the trial has been rolled out across the force to see if these savings can be replicated.
- The new Local 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 to meet the needs of our communities. Operating Model working groups have started to review Smarter Resolution, Supervisory Roles, and Investigative Skills Requirements to make recommendations about future needs.

3.6 Investigate, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners**Q3 update**

- Force Procurement are leading on joint work with Fire and Rescue Services within the Thames Valley to streamline procurement and supply chain operations, with a new warehousing model being discussed to improve efficiencies.
- The force is leading on work to harmonise uniform and equipment across the SE forces, to reduce costs.
- The Major Crime Unit are working closely with the Specialist Capabilities Programme on major investigations. The three focus areas, namely CCTV, Holmes and Investigative Review all have TVP Major Crime Unit representation.
- Change Management have aligned our project process across TVP Change, ICT and Hampshire Force Development.
- Change Management have started to align key project templates required at each gateway.
- Work is underway within the Strategic Governance Unit to align collaborative projects, programmes and portfolios for 18/19 based on budget decisions.
- Change Management is working with South East Regional Integrated Policing to explore regional collaboration opportunities.
- The Strategic Governance Unit has taken responsibility for the development of a force CCTV strategy, working in partnership with local councils and commercial partners to deliver a coherent strategy which identifies and sets out agreed strategic objectives, user requirements, service level agreements, a funding formula and clearly defined responsibilities for the future management of CCTV.

LINKS TO KEY PCC THEMES

1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangement of 9 MASH's serving Thames Valley

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

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

4.4 Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

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

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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4 A skilled and trusted workforce

- The Talent Management Programme has been refreshed into the Developing Potential Programme and was launched in November 2017.
- Mandatory training for line managers on Supportive Recovery Plans was launched in Q2 and as of December the force completion rate is 73%. The plans are part of the Force Wellbeing Strategy, and are intended to reduce the impacts of health and mental health issues on officers and staff, and so contribute to force resilience.
- Work has commenced across Local Police Areas to measure the wellbeing of officers and staff against the National Blue Light Wellbeing Framework, and to help plan future officer and staff support.

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 accelerate up-take of new technology in order to prevent, reduce and detect crime.

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

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

Q3 update

- The Force launched a Force Academic Journal, to capture evidence based practices from staff and academic research to inform the development of policy and practice as well as stimulating discussion about a range of issues relevant to policing.
- An Evidenced Based Policing Research Board is being developed to provide governance and strategic oversight of the development of evidenced based practice across the force.
- The Force continues to be an active partner in the Centre for Policing Research and Learning in collaboration with the Open University and other Police Forces.
- The Corporate Governance and Service Improvement Department held an internal organisational learning conference to explore the meaning of organisational learning and develop a joint understanding of what it might mean for Thames Valley.

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.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

Delivery Plan 2017-18 Q3 Update

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

Q3 update

- A development day for black and minority ethnic staff hosted by the Support Association for Minority Ethnic (SAME) officers and staff was held in November 2017. It was well supported by approximately 60 officers and staff, and there was a focus on development and progression.
- Diversity tracker sheets have been developed for black minority ethnic officers, PCSOs and Specials to improve access to and the visibility of data across the force to inform areas for improvement at force and local levels.
- The force is working with Penna HR Solutions to review and develop our Employer Value and Branding Strategy to promote the force and opportunities within policing to encourage, maintain and develop a diverse workforce that reflects the communities we serve.
- In October, a new Direct Entry Scheme Superintendent and Inspector were appointed and have started their policing careers.
- The new Equality, Diversity and Inclusion policy statement is currently out for consultation with representational groups and the Police Federation, with launch and implementation expected early in Q4.

LINKS TO KEY PCC THEMES

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

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

Q3 update

- Due to county lines issues the Bracknell and Wokingham Local Policing Area has a disproportionate stop and search rate for BME. To help explain this to the community they invited the stop and search single point of contact for the Independent Advisory Group to attend a shift and see how and when the powers are used, which resulted in positive feedback.
- Learning and Professional Development have delivered learning interventions to support engagement with diverse communities including the 2 day Neighbourhood Training Programme in support of the New Operating Model implementation.

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

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

Delivery Plan 2017-18 Q3 Update

- The responses from the Corporate Communications two surveys focused on young people are being collated to feed into future strategy relating to young person engagement, and to help identification of future opportunities.

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

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

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

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

Q3 update

- The Domestic Abuse Investigation Unit have explored using staff and volunteers to deliver risk management work and are aiming to implement their findings post November 2017.
- A member of FCID is delivering training based on the findings and best practice identified in the Milton Keynes/Buckinghamshire Evidential Review Officer trial.
- Policing Strategy Unit has published guidance for officers on "Child Safeguarding – Initial actions" which includes how to record "The Voice of the Child".
- In September, the Policing Strategy Unit released operation guidance for supporting "adults at risk".
- The second pilot of the victim referral system was successfully launched in the Windsor and Maidenhead Local Policing Area. As a result of the positive responses, the Force Change Team and Criminal Justice are collaborating in preparation for a force-wide roll out in Q4.

LINKS TO KEY PCC THEMES

1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to

- Referral pathways into appropriate support agencies
- Improved access to mental health care for those in contact with the criminal justice system.

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

1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse.

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators

4.5 Improving our response to hate incidents and crime

Q3 Update

- Classroom based training in how to respond to hate incidents and crime which was developed in Q2 has now started to be rolled out across the force.
- The Policing Strategy Unit has developed and will publish operational guidance to support officers' management of hate incidents.
- Each Local Policing Area has their own Hate Crime Action plan which is monitored at Hate Crime Operational Review Meetings to ensure a consistent approach.
- The HMICFRS thematic inspection of Hate Crime: qualitative and quantitative data information was shared in November 2017, with recommendations expected in Q4.

LINKS TO KEY PCC THEMES

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

4.2 Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.

Delivery Plan 2017-18 Q3 Update

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

Q3 Updates

- Disproportionality is continually monitored, and there have been positive outcome rates of stop and search on children and young people. This data is shared with the Stop and Search advisory group for independent review.
- We have a process in place to ensure every under 18 year old Stop and Search is scrutinised so no safeguarding opportunities have been missed.
- As part of Service Improvement reviews, Service Improvement are now capturing MASH referrals resulting from Stop and Search.

LINKS TO KEY PCC THEMES

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

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

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

Key outcomes from Q2

- Daily audits of key areas of risk within the crime recording process are undertaken alongside regular thematic auditing of National Crime Recording Standard compliance in relation to specific areas of the business, supporting the Risk Meeting process.
- The National Crime Recording Standard / Home Office Counting Rules training which was developed in Q2 has now started to be rolled out across the force and will support compliance.

LINKS TO KEY PCC THEMES

1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse.

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

Delivery Plan 2017-18 Q3 Update

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

Q3 Update

- Force CID are working with People Services and Resourcing and Resilience to find capable PIP2 (Professionalising the Investigative Process) trained Police Staff Investigators to assist Force CID in delivering everyday services to victims.
- Ninety-seven police staff investigators have been appointed to support the investigative capacity of the force and are actively recruiting to additional positions. The investigator roles will help to build stronger cases and increase the number of convictions.
- The force is advertising for Specialist Entry Detective Constables and has received encouraging numbers of interest and applications for this new route of entry into policing.
- More CSIs are being trained in the Spektor forensic intelligence package to deal with cybercrime.

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

Q3 Update

- The ICT resource demand and allocation process is being used to allocate resources to priority projects and to support future project proposals and identify how much change can be accommodated within the delivery teams.
- A project to deliver a new programme and project management tool is in the initiation stage. This programme and project management tool will further improve demand and supply planning for ICT resources.

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.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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Section 2 Force Performance Summary for April to December 2017 (Provisional)

Delivery Plan Aims

Measure	Comparison	December
Reduce the level of residential burglary (dwellings)	3,555	4,331

Occurrences recorded as residential burglary (dwellings) on Niche between April and December 2017 increased from 3,555 to 4,331; an increase of 21.8%, (776 occurrences) compared to the previous year.

Measure	Comparison	December
Reduce the level of violence – All Violent Crime	23,178	25,365
Reduce the level of violence – Domestic Violence	7,386	7,476
Reduce the level of violence – Non-Domestic Violence	15,792	17,889

Occurrences recorded as violent crime on Niche increased by 9.4% from 23,178 offences to 25,365 offences between April and December 2017. There has been an increase in offences identified as domestic violence of 90 offences (1.2%) to 7,476 offences. Non Domestic violence offences increased by 13.3%.

Measure	Comparison	December
Reduce the level of rural crime	1,075	1,068

There were 1,068 occurrences on Niche between April and December 2017 which were identified as rural crime. This was a decrease of 7 offences (0.7%) when compared to the same period of the previous year.

Measure	Comparison	December
Increase the percentage of residential burglary investigations which result in prosecution or caution	10.4%	8.7%

The prosecution or caution rate for residential burglaries (dwellings) between April and December 2017 was 8.7%, a reduction from 10.4% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 371 to 377.

Measure	Comparison	December
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	19.2%	13.5%

13.5% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and December 2017. This was a decrease from 19.2% in the same period of 2016/17 when 3,027 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	December
Increase the volume of rape investigations which result in prosecution	94	96

96 rape occurrences were disposed of by means of charge or summons between April and December 2017. This was an increase from 94 in the same period of 2016/17. In the same period the number of offences recorded increased from 1,177 to 1,337. The resultant prosecution rate of 7.2% is less than the 8.0% achieved in 2016/17.

Delivery Plan 2017-18 Q3 Update

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 December 2017; 7,485 files were reviewed by the Evidential Review Officers. 1,497 (20%) were deemed to be insufficient to proceed.

Measure	Comparison	December
Repeat victimisation rate for domestic abuse related crime	27.0%	27.2%

The level of repeat victimisation for domestic abuse related crime was 27.2% in between April and December 2017. This is an increase from 27.0% in 2016/17.

Measure	Comparison	December
Increase Confidence of Victims to report hate crime and incidents		
	1,079	1,384
Level of Racist Crime	54	149
Level of Faith Related Crime	120	145
Level of Homophobic Crime	10	17
Level of Transphobic Crime	79	174
Level of Disability Related Crime		
	1,147	1,336
Level of Racist Incidents	64	86
Level of Faith Related Incidents	108	189
Level of Homophobic Incidents	27	26
Level of Transphobic Incidents	102	188
Level of Disability Related Incidents		

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

Measure	Comparison	December
Reduce the demand on our service		
Total Calls for Service	439,862	440,301
Attended Calls for Service	215,183	199,363
Immediate Response Calls for Service	99,221	101,528
Urgent Response Calls for Service	77,309	70,579

In April to December 2017 the number of calls for service to Thames Valley increased by 439 – an increase of 0.1%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 15,820 – a reduction of 7.4%. 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 2.3% whilst the number shown as requiring an urgent response decreased by 8.7%

Measure	Comparison	December
Increase Confidence of Victims to report crime and incidents of Honour Based Abuse, Female Genital Mutilation and Forced Marriage	91	92
Level of Honour Based Abuse Crime	7	0
Level of Female Genital Mutilation Crime	2	2
Level of Forced Marriage Crime	194	155
Level of Honour Based Abuse Incidents	22	10
Level of Female Genital Mutilation Incidents	15	8
Level of Forced Marriage Incidents		

The number of crimes which have been identified as involving Honour Based Abuse have increased by 1 in the period April to December 2017 compared to the same period of 2016. However incidents of honour based abuse have decreased in the same time frame. Levels of reporting of female genital mutilation and forced marriage have also fallen in the same period

