Thames Valley OPCC Strategic Delivery Plan – 2014/15 (as at 13.01.2015)

This Strategic Delivery Plan contains two sections:-
Section 1 (Objectives 1 to 6):  captures activity of Office of the Police and Crime Commissioner (OPCC) in support of monitoring and delivering the objectives of the Police and Crime Commissioner’s (PCC) Police and Crime Plan;
Section 2 (Objectives A to E):  captures activity in support of all other responsibilities of the PCC and the OPCC.

SECTION 1
Objectives in support of Monitoring and Delivery of the PCC’s Police and Crime Plan

<table>
<thead>
<tr>
<th>Police and Crime Plan: Objective 1</th>
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<tr>
<td><strong>Cut crimes of most concern to the public and reduce reoffending</strong></td>
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<td>This will be achieved by:</td>
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<tr>
<td>- Effective investigation and enforcement</td>
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<td>- Working in partnership to tackle priority crimes</td>
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<td>- Maintaining the focus on domestic burglary, rural crime and violence</td>
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<td>- Decisively dealing with antisocial behaviour</td>
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<td>- Further embedding Integrated Offender Management</td>
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<td>- Reduce the impact of drugs and alcohol to tackle crime and reduce reoffending</td>
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</table>
| 1.1     | Review of the process for holding the CC to account for successful delivery of the Force Delivery Plan | Mar 2015 | PCC | PH | • Purpose and adequacy of level 1- 4 meetings reviewed – meetings to be rationalised.  
• Mechanism for communicating forthcoming agenda and outcomes among OPCC staff required.  
• Recommendations from internal audit report on PCC governance arrangements being implemented. |  |
| 1.2     | Monitor TVP’s performance for submitting case files to Crown Prosecution Service (CPS) and improvement implementation plan | Mar 2015 | PCC | GE | • Objective around improved quality/speed to be addressed by the ‘Transforming Summary Justice’ (TSJ) plan, which is owned by the Local Criminal Justice Board (LCJB).  
• SPOC – Head of CJ |  |
| 1.3     | Identify opportunities for joint working between OPCC and partners and encourage development of opportunities where feasible | Mar 2015 | SM | Policy officers | • CSP meeting held 3/12/2014. Identified issues raised regarding the process for accessing funding have been addressed and concluded satisfactorily.  
• Email to partners reissued requesting feedback by 15/12/2014  
• Agreed with TVP and CSPs an integrated planning cycle. |  |

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<tr>
<td>Green</td>
<td>Obtain commitment from CSPs and TVP Corporate Comms to develop a coordinated approach to media campaigns.</td>
<td>Met with Neighbourhood Policing (NP) on 18/12/2014 and identified a range of Force activities. Ongoing work to align many of these with wider national policies/best practice. Further meeting with NP scheduled in Feb 2015. Action also links to potential PCC engagement/comms activities in section 5.</td>
<td>1.4 &amp; 4.1</td>
</tr>
<tr>
<td>Green</td>
<td>Met with Neighbourhood Policing (NP) on 18/12/2014 and identified a range of Force activities. Ongoing work to align many of these with wider national policies/best practice. Further meeting with NP scheduled in Feb 2015. Action also links to potential PCC engagement/comms activities in section 5.</td>
<td>The Community Remedy Document has now been finalised and implemented. Future work required around feasibility of other options, particularly Restorative Justice and mediation, and monitoring of the effectiveness of the initiative.</td>
<td>5.1, 5.2, 5.3</td>
</tr>
<tr>
<td>Green</td>
<td>The Community Remedy Document has now been finalised and implemented. Future work required around feasibility of other options, particularly Restorative Justice and mediation, and monitoring of the effectiveness of the initiative.</td>
<td>Attended IOM Steering Group on 13/10/2014 - will continue to monitor in 2015 PCC has agreed to fund a 6 month extension of the Global Positioning System (GPS) tagging project SPOC – CJ IOM lead</td>
<td>4.1</td>
</tr>
<tr>
<td>Green</td>
<td>Attended IOM Steering Group on 13/10/2014 - will continue to monitor in 2015 PCC has agreed to fund a 6 month extension of the Global Positioning System (GPS) tagging project SPOC – CJ IOM lead</td>
<td>CRC selection in progress by Ministry of Justice (MoJ). Selection of new provider announced at end Oct 14 – MTCnovo consortium.</td>
<td>5.1, 5.2, 5.3</td>
</tr>
<tr>
<td>Green</td>
<td>CRC selection in progress by Ministry of Justice (MoJ). Selection of new provider announced at end Oct 14 – MTCnovo consortium.</td>
<td>HCRO selection in progress by Ministry of Justice (MoJ). Selection of new provider announced at end Oct 14 – MTCnovo consortium.</td>
<td>5.1</td>
</tr>
<tr>
<td>Green</td>
<td>HCRO selection in progress by Ministry of Justice (MoJ). Selection of new provider announced at end Oct 14 – MTCnovo consortium.</td>
<td>Healthcare contract awarded. SM has queried with RF/DC how monitoring of substance misuse referrals will continue and this is on next meeting agenda</td>
<td>5.1</td>
</tr>
<tr>
<td>Green</td>
<td>Healthcare contract awarded. SM has queried with RF/DC how monitoring of substance misuse referrals will continue and this is on next meeting agenda</td>
<td>Met with NP on 18/12/2014 to consider options. Identified optimum time (autumn) for PCC involvement in inspection process - GE to draft paper for SMG. NP consulted PCC on future LPA inspection themes.</td>
<td>5.1</td>
</tr>
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**Outcome success measures:**
- A reduction in the rate of priority crimes
- Maintain the outcome rate for cases of violence with injury, domestic burglary and rape above the level achieved in 2013/14
- A reduction in the reoffending rate of individuals identified within the IOM cohort
- A reduction in the level of reported anti-social behaviour
- An increase in successful drug treatment completions

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## Police and Crime Plan: Objective 2

### Protecting vulnerable people

This will be achieved by:
- Agencies working together to tackle effectively all forms of human exploitation including Child Sexual Exploitation
- Working together to safeguard the most vulnerable people and communities including people with mental health difficulties
- Protecting vulnerable women and girls from domestic abuse, sexual violence and Female Genital Mutilation

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| 2.1 Monitor TVP/partner engagement to implement 5 Multi-Agency Safeguarding Hubs (MASHs) and seek to extend the remit to adults and children | Mar 2015  | PCC           | SM           | • Oxon and Bucks MASHs have gone live.  
• Milton Keynes in progress, Berks aiming for 2 MASHs but still uncertainty.  
• ACC (Crime) agreed to act as TVP lead SPOC for OPCC re MASHs |
| 2.2 Develop a working relationship between OPCC and safeguarding partners and identify opportunities for joint working | Mar 2015  | PCC           | SM           | • PCC met with Oxon Safeguarding Chair on 17/12/2014 |
| 2.3 Monitor implementation & effectiveness of TVP’s plans regarding the sustainability and scalability of the Mental Health Street Triage pilot | Mar 2015  | PCC           | SM/IT        | • Steering Group meeting attended by WW on 2/12/2014.  
• Pilot likely to remain in Oxon and initiative will also be implemented in Bucks. No plans to roll out in Berkshire.  
• Triage project will continue to be monitored via Offender Health Group.  
• Innovation Fund bid submitted on 31/12/2014 |
| 2.4 Monitor and engage in development and implementation of local Mental Health Concordats. | Mar 2015  | PCC           | SM           | • PCC has received and signed MH Concordats for MK, Oxon, Bucks and West of Berkshire. |
| 2.5 Monitor the implementation of relevant recommendations from Her Majesty’s Inspectorate of Constabulary (HMIC) reports | Mar 2015  | PCC           | GE           | • OPCC ‘HMIC Tracker’ reviewed in December 2014.  
• Majority of reports that require a PCC response to HMIC are either up-to date, or are in hand.  
• 2 HMIC reports to be discussed at PCC/CC liaison (level 4) meeting (PH) |
| 2.6 Consider the implications of the Violence Against Women & Girls (VAWG) action plan at a local level. | Mar 2015  | SM            | Policy Officers | • Community Safety Fund (CSF) grant conditions 2014/15 includes measure to monitor repeat incidents of DV. |
| 2.7 Better understand the prevalence and nature of Female Genital Mutilation (FGM), honour based violence and modern slavery locally | Mar 2015  | SM            | EF           | • FGM Strategy Plan outlined at meeting on 9/11/2014.  
• Letter from PCC to all NHS Trust CEOs, Directors of Public Health, Health & Wellbeing Broads, GP practices in Thames Valley, CSP Managers and all schools and academies in Thames Valley. |

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**Outcome success measures:**
- Develop and implement a local Mental Health Concordat
- Reduce by at least 50% the use of police custody as a S136 place of safety compared to 2013/14
- 5 Multi-Agency Safeguarding Hubs (MASHs) set up and operational across Thames Valley by the end of March 2015
- Increase the percentage of domestic abuse related violence with injury prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Reduce the repeat rate of victimisation experienced by domestic violence victims on each local ‘Multi-Agency Risk Assessment Conference’ (MARAC) cohort

- FGM Conference attended on 26/11/2014 - PCC support publicly acknowledged.
- Review of Avon and Somerset strategy complete; Sussex is ongoing.
Police and Crime Plan: Objective 3

Work with partner agencies to put victims and witnesses at the heart of the Criminal Justice System

This will be achieved by:
- Ensuring victims and witnesses receive the support they need to cope and recover
- Ensuring victims and witnesses are not further harmed by the criminal justice process
- Agencies providing victims and witnesses with the information they require
- Providing victims with an opportunity to access Restorative Justice and Community Remedies.

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<tr>
<td>3.1 Establish victims’ services commissioning and grant funding process in line with needs assessment outcomes</td>
<td>Dec 2014</td>
<td>PCC</td>
<td>SM</td>
<td>• Up-date document, with timelines for subsequent tender activity, prepared for release 5/12/2014. • Further grant funding round advertised re capital improvements and triage project.</td>
<td></td>
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<tr>
<td>3.2 Tender for commissioned specialist support services for victims of crime in Thames Valley, including victim-led Restorative Justice (RJ) service</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>SM</td>
<td>• RJ tender issued 19/12/2014. • ISVA tender documents released 19th Dec 2014.</td>
<td></td>
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<tr>
<td>3.3 Co-commission with Surrey/Sussex a referral mechanism and non-specialist support for victims, including contract management arrangements.</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>SM</td>
<td>• Contract awarded on 16/10/2014 to Victim Support. First implementation meeting taken place with provider with further local meeting planned. • Shared contract management post for VARC will be recruited via Sussex OPCC.</td>
<td></td>
<td>Green</td>
</tr>
<tr>
<td>3.4 Implement the Victims’ Code via Local Criminal Justice Board (LCJB) ‘Victims and Witnesses Delivery Group’, including a compliance monitoring framework</td>
<td>Mar 2015</td>
<td>DPCC</td>
<td>SM</td>
<td>• V&amp;W Delivery Group has Code as standing agenda item. • Local Compliance Framework drafted but problems obtaining some data. • Guidance due to be provided by MoJ. • HMIC inspection undertaken (TVP) - report awaited.</td>
<td></td>
<td>Green</td>
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<td>3.5 Implement mechanism for consulting with victims</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>CH</td>
<td>• Round 1 of victims grants awarded funding to conduct focus groups with adult victims (via Victim Support) and young victims (via Safe!). • A victim feedback pro forma is currently being developed (based on the victims’ needs assessment). • We are seeking avenues for consultation with victims through the new commissioned services.</td>
<td></td>
<td>Red</td>
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<tr>
<td>3.6 Seek TVP recommendations to develop strategies/plans to help reluctant victims through the criminal justice process</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>SM</td>
<td>• National Witness Service contract awarded to Citizens Advice Bureau (CAB). • Implications for TVP proposed co-location. • CAB letter to PCCs received 06/01/2015</td>
<td></td>
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Outcomes success measures:

- Introduction of commissioned support services for victims of sexual crime, domestic violence and young victims by April 2015
- Development of a commissioned, victim-centred, restorative justice service by April 2015
- Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Development and implementation of a compliance framework for the Code of Practice for Victims
- An increase in overall victim satisfaction in the services received

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## Police and Crime Plan: Objective 4

**Ensure police and partners are visible, act with integrity and foster the trust and confidence of communities**

This will be achieved by:
- Further promoting the ethos of neighbourhood policing
- Establishing a process to monitor and encourage constructive challenge over the way complaints, integrity and ethics issues are handled
- Delivering services that meet the needs of diverse communities across Thames Valley
- Improving confidence in the Criminal Justice process

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</table>
| 4.1 Review recommendations from the neighbourhood policing review and endorse (as appropriate) actions for change | Mar 2015 | PCC | GE/JK | • Met with NP on 18/12/14 – received update on current review process.  
• OPCC invited to attend next ‘NHP Review Checkpoint’ meeting (Feb 2015?) | 1.4 & 1.9 | Green |
| 4.2 Develop the Complaints, Integrity and Ethics Panel to monitor and review police handling of complaints and the internal processes to support it | Sep 2015 | PCC | DPCC/GL | • Summary reports produced by Panel Chairman and Deputy Chairman after each meeting (copy to PCC and CC).  
• Summary reports submitted to Policy, Planning and Performance meetings.  
• Agreed that JIAC members can observe proceedings at Panel meetings  
• Home Secretary’s consultation on police complaints and discipline process - Panel members to aid PCC’s response (by end of January 2015) | | Green |
| 4.3 Develop & implement OPCC complaints handling procedures & practices in respect of complaints made against CC and PCC | Mar 2015 | PH | PH/JR | • Diversa Consultancy contracted to develop TV OPCC complaints handling procedures  
• Reciprocal arrangements for investigating complaints against CCs to be developed with Hants OPCC  
• Governance Manager took up post with TV OPCC on 22 Dec 2014  
• Draft OPCC guidance notes/templates/complaints management system currently being prepared | | Green |
| 4.4 Monitor TVP’s progress to promote the development of a diverse workforce | Mar 2015 | PCC | JK | • TVP Held BME summit in Didcot 15/10/2014 and Recruitment Roadshows in Oxford, Reading and Slough  
• OPCC to evaluate BME recruitment data and consider options on how PCC could utilise this. | | Green |
| 4.5 Identify gaps in Community Safety services for diverse and hard to reach groups and develop | Mar 2015 | SM | Policy Officers | • TVP/OPCC met CSP managers on 06/10/2014 to discuss standardised data reporting and needs | | Green |

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<tr>
<th>Recommendations to Address With Partners</th>
<th>Assessment Timetable</th>
<th>Outcome Success Measures</th>
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| **4.6** Develop & agree arrangements with TVP for PCC oversight and monitoring of Force response to serious case reviews, e.g. recommendations from serious case reviews are considered by Force and implemented, as necessary and appropriate | Mar 2015 | **PCC** | **GE/CH** | • Met with ACC (Crime) on 28/11/2014 - agreed to give PCC a formal bi-annual briefing on relevant Serious Case/Domestic Homicide Reviews.  
• ACC (Crime) invited OPCC to attend TVP’s Investigative Review Panel (first meeting on 3 Feb 2015).  
• PCC responses to serious case reviews will be included within an updated media handling protocol. |
| **4.7** Develop and improve opportunities for victim-led Restorative Justice (RJ) | Mar 2015 | **DPCC** | **SM** | • Scoping and development work to improve victim-led RJ has been grant funded.  
• A consortium of agencies is developing, led by TV Restorative Justice Service, and very engaged with PCC commissioning plans. |

**Outcome success measures:**
- Establishment of a ‘Complaints, Integrity and Ethics Panel’ to monitor and review police handling of complaints made against TVP, and the improvement of professional standards across the service
- Ensure compliance with Independent Police Complaints Commission (IPCC) statutory guidelines
- Ensuring adoption and implementation of recommendations from serious case reviews
- An increase in the hours of active duty worked by Special Constables

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## Police and Crime Plan: Objective 5

**Communicate with the public to learn of their concerns, help to prevent crime and reduce their fear of crime**

This will be achieved by:
- Obtaining the views of communities and ‘hard to reach’ groups on policing and crime
- Promoting crime reduction and prevention activities
- Maximising the use of new technology to make it quicker, easier and more convenient for us to have a two-way communication with our communities
- Engage with voluntary and community groups and listen to their concerns

### Actions

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<tr>
<td>5.1 Implement a programme of all-year-round PCC ‘road show’ public engagement events</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>CH</td>
<td>The OPCC’s Communication and Engagement Strategies are being refreshed – this includes looking at the effectiveness of road-show events. PCC to consider running local police area ‘surgeries’ for the public – options for linking this with visits to LPA inspections also being examined. A schedule for the ‘summer of events’ is being drafted with an emphasis on gathering the public’s views on policing and crime and raising awareness of PCCs / scheduled election in May 2016.</td>
<td>1.9</td>
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<tr>
<td>5.2 Improve the links between national initiatives and PCC local activity/promotion</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>CH</td>
<td>A national campaigns calendar has been created The Restorative Justice (RJ) tender was recently announced - opportunities to support awareness days for FGM, CSE and International Women’s Day are currently under consideration</td>
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<tr>
<td>5.3 Promote the use of digital communications, e.g. ‘TV Alert’, social media and ‘Cover It Live’</td>
<td>Mar 2015</td>
<td>SM</td>
<td>CH</td>
<td>Currently refreshing the OPCCs Communication and Engagement Strategies - including the use of digital communication. All people signed up to the TVP alert system will also be transferred to the OPCC system (planned for January 2015). Recent use of Twitter to live tweet a night time economy operation and another occasion of linking to a national campaign saw an increase in user engagement and reach.</td>
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<td>5.4 Develop recommendations on how PCC can assist in sharing the learning/best practice in relation to key areas of the Police and Crime Plan (e.g. annual conference)</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>CH</td>
<td>Research on how other PCC’s share best practice and learning is underway. A themed conference to highlight innovative work around victims’ grants is under consideration (early</td>
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<td>5.5</td>
<td>Research COMPACT meetings with ‘Voluntary, Community &amp; Social Enterprise’ (VCSE) sector and other partner organisations, and provide recommendations re engagement.</td>
<td>Green</td>
<td>Mar 2015, SM, SM/EF: Oxfordshire COMPACT meeting attended. Further info required regarding other COMPACTs.</td>
</tr>
<tr>
<td>5.6</td>
<td>Develop a set of performance indicators to measure the effectiveness of public and partner engagement.</td>
<td>Amber</td>
<td>Mar 2015, SM, CH: Performance Indicators are not presently used. A current refresh of the OPCCs Communication and Engagement Strategies will include PIs.</td>
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<tr>
<td>5.7</td>
<td>Review need for PCC/TVP/CSP Corporate Communications agreement or protocol</td>
<td>Green</td>
<td>Mar 2015, PCC, PH/CH: The Media Handling Protocol will be updated and enhanced to include joined up campaigns between the OPCC, TVP and CSPs.</td>
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**Outcome success measures:**

- An increase in the number of people engaging with Thames Valley Alert
- Increase the level of targeted consultation and engagement activity that helps inform the PCC of the views and priorities of the public and partners
- Establish ‘voluntary, community, social enterprise’ (VCSE) sector panels to conduct four consultations per year to identify their concerns
- PCC becomes signatory to a VSCE Compact
- A review of Neighbourhood Policing against emerging best practice

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### Police and Crime Plan: Objective 6

**Protect the public from serious organised crime, terrorism and internet based crime**

This will be achieved by:
- Working with partners and national agencies to reduce harm caused to communities by serious organised crime
- Counter the threat posed by terrorism
- Promote awareness of internet based crime and improve online safety

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<tr>
<td>6.1 Regularly monitor the Force’s implementation &amp; delivery of the Strategic Policing Requirement (SPR)</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH/GE</td>
<td>TVP provides key updates on the SPR (to Policy, Planning &amp; Performance meetings) following HMIC thematic reviews. More reviews are expected and will be monitored by the OPCC. PCC and C/Exec attend quarterly SE Collaboration Governance Board meetings – relevant confidential briefings provided re SE ROCU &amp; CT activities &amp; issues. PCC to receive regular monthly counter terrorism (CT) briefings from ACC (Regional SOC &amp; CT) wef Jan 2015</td>
<td>6.3</td>
<td>Green</td>
</tr>
<tr>
<td>6.2 Develop local Serious Organised Crime (SOC) community partnerships</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH/WW</td>
<td>Home Office issued guidance to CCs and PCCs (Oct 2014) on developing partnerships and SOC profiles for force areas TVP to prepare briefing report to next TV Chief Execs meeting (Mar 2015)</td>
<td>6.1</td>
<td>Amber</td>
</tr>
<tr>
<td>6.3 Monitor TVP’s work with regional and national agencies to develop and improve the Force’s response to cyber crime</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>GE/CH</td>
<td>Met NP on 17/12/2014 and identified Force (local) approach to cyber crime, including prevention methods. Contacts for ROCU and local investigation indentified Opportunity for OPCC/PCC to enhance key messages with police, CSP’s and other partners (e.g. Get Safe on Line) OPCC to attend TVP Cyber Crime Steering Group (TBC) PCC and C/Exec attend quarterly SE Collaboration Governance Board meetings – relevant confidential briefings provided.</td>
<td>6.4</td>
<td>Red</td>
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<tr>
<td>6.4 Monitor effectiveness of governance of Force collaboration arrangements, e.g. SE Counter-Terrorism Unit (SECTU)</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH</td>
<td>PCC and Chief Executive attend quarterly SE Collaboration Governance Board meetings - regular confidential briefings provided to PCCs and CCs,</td>
<td>6.2</td>
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### Outcome success measures:
- The number of successful disruptions of serious organised crime groups
- Ensure community safety partnerships are engaged in tackling serious organised crime across Thames Valley
- Improvements to the ‘Action Fraud’ process identified and implemented
- Working with regional and national agencies to develop and improve the Force’s response to Cyber crime
- The police achieving a minimum of 168 cash detention orders
## SECTION 2
Objectives in support of Further responsibilities of Police and Crime Commissioner

### OPCC Operational Objective A

**Establish process to review and update the Police and Crime Plan**
This will be achieved by:
- Working with TVP and partners to coordinate timetable of products to inform PCP (e.g. strategic assessments, PESTEL0)
- Implement process for assessing ‘fit for purpose’ of existing PCP
- Consulting with TVP and partners on proposed changes to the plan
- Consulting with Police and Crime Panel on recommendations to refresh

<table>
<thead>
<tr>
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<th>Links to other actions</th>
<th>RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1 Map timetable of strategic products provided by TVP and partners</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>SM</td>
<td>Discussed on 6/10/2012 with CSP managers.</td>
<td></td>
<td>(C)</td>
</tr>
<tr>
<td>A.2 Develop &amp; agree with TVP and other partners a consultation process and timetable for annual Police and Crime Plan review and, if necessary, release of refreshed plan.</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH/SM</td>
<td>Flowchart of process drafted and consultation taken place with TVP</td>
<td></td>
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</tr>
<tr>
<td>A.3 Consult with and update Police and Crime Panel on proposed Plan refresh mechanism (to be applied from 2015/16 on).</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH</td>
<td>Agreed process with CSPs, requiring drafting of MoU. Process also to be agreed with Force. Mechanism will be presented to Police &amp; Crime Panel, for information</td>
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</table>

**Outcome success measures:**
- Decision report mapping out agreed refresh mechanism.

Status is as follows:
- **Green** – Action on-track or successfully completed
- **Amber** – Work on action not on-track or at risk/outcome less than satisfactory
- **Red** – Action significantly delayed or at severe risk of failure/outcome unsuccessful
- **Green** – Action Completed (C)
### OPCC Operational Objective B

**Make the most effective use of OPCC resources**

This will be achieved by:
- Effective use of PCC funding streams
- Effective use of PDRs for OPCC staff to demonstrate competency
- Identify and meet training needs of OPCC staff
- Implementation of formal programme structure to ensure PCC has complete oversight of OPCC activity and risks

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</table>
| B.1     | Aug 2014  | PCC           | IT           | • New open and transparent bidding process introduced for 2014/15 funding.  
• Grants amounting to £187,055 agreed in August 2014 and paid to 62 separate organisations | (C) | Green | Status is as follows:  
Green – Action on-track or successfully completed  
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Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful  
Green – Action Completed (C) |
| B.2     | Sep 2014  | PCC           | IT/SM        | • Formula updated and results presented to PCC at SMG meeting on 12/9/2014.  
• PCC has informed local authorities that 2015/16 CSF allocations will be maintained at the same cash level as in 2014/15 | (C) | Green |
| B.3     | Nov 2014  | PCC           | IT/SM        | • PCC will allocate some CIP money to maintain levels of CSF grants to LAs in 2015/16.  
• Balance of CIP funding has been offered up by PCC as a cash budget saving in 2015/16 | (C) | Green |
| B.4     | Sep 2014  | PH            | SOG          | • Interim PDRs to be conducted for all staff  
• To date, Governance Manager / Business Manager PDRs outstanding | Green |
| B.5     | Mar 2015  | PH            | SOG          | • New OPCC structure implemented in April 2014  
• 1 current vacancy – Support Officer (PR & Comms) - staff recruitment process still ongoing (Jan 2015)  
• Further ‘light touch’ review of capacity & capability of OPCC required as new OPCC commissioning responsibilities & activities bed-in | (C) | Green |
| B.6     | Mar 2015  | PH            | GL           | • OPCC admin support arrangements are being reviewed to ensure PCC can operate effectively at | Orange | Green |
### Outcome success measures:

- **CSF grant agreements signed**
- **High staff satisfaction with PDR process**
- **Delivery Plan and Risk register reviewed at each SOG with escalation procedure to SMG**
- **Financial outturn for OPCC controlled budgets in line with in-year forecasts**

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**Status is as follows:**

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OPCC Operational Objective C

Review and confirm effectiveness of financial management arrangements

This will be achieved by:
- Adoption of relevant accounting Codes of Practice
- Maintenance of timely and accurate financial administration and accounting control processes
- Proactive cooperation and compliance with internal and external audit investigations and report recommendations

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| C.1     | Close the 2013/14 accounts in accordance with best practice and external timescales | Sept 2014 | IT | JB | • Accounts closed and published on website.  
• Unqualified audit opinion received | (C) |
| C.2     | Identify and then implement ways to close the 2014/15 accounts by 31st May 2015 (i.e. one month earlier than in 2013/14) whilst also reflecting the specific accounting implications of the ‘Stage 2’ transfers of staff, assets and liabilities from the PCC to CC | Mar 2014 | IT | JB | • The agreed closing timetable for 2014/15 was circulated to all appropriate staff on 19th December - should result in accounts completed by 29/5/15.  
• Planning meetings arranged with External audit  
• Awaiting response from CIPFA on a number of key stage 2 technical accounting issues | |
| C.3     | Work closely with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2015/16 to 2017/18 | Jan 2015 | PCC | IT | • Draft revenue budget and fully updated MTFP is being presented to the Level 1 meeting on 20th January | (C) |
| C.4     | Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP | Dec 2014 | IT | JB | • All OPCC controlled budgets have been updated and incorporated in the final version of the MTFP – see 9.3 above | (C) |
| C.5     | Agree 2015/16 revenue budget and issue the council tax precept to billing authorities | Jan 2015 | PCC | IT | • An increase in council tax precept of 1.99% is being recommended to the Police & Crime Panel on 30th January 2015 | |
| C.6     | Submit all grant returns in accordance with external deadlines | Mar 2015 | IT | JB | • All returns, to date, have been completed and submitted in accordance with statutory deadlines | |
| C.7     | Complete and submit all statutory returns in accordance with required timescales | Mar 2015 | IT | JB | • All returns, to date, have been completed and submitted in accordance with statutory deadlines | |
| C.8     | VAT partial exemption calculation 2013/14 | Mar 2015 | IT | JB | • Task successfully completed on 15/10/2014.  
• TVP remains below the permissible 5% threshold | (C) |
| C.9     | Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy | Mar 2015 | IT | SB | • Internal Audit completed and full assurance provided.  
Annual strategy for 2015/16 is being presented to the level 1 meeting on 20th January 2015.  
• Treasury Management continues to be managed in accordance with agreed strategy and all reconciliations are up to date | |

Outcome success measures:

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- Green – Action Completed (C)
- Unqualified external audit opinion
- All statutory deadlines met
- Annual budget and capital programme endorsed by Police & Crime Panel
- Precept increase in line with Government capping rules
- Treasury reports to Level 1 meetings and JIAC

Status is as follows:
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**Red** – Action significantly delayed or at severe risk of failure/outcome unsuccessful

**Green** – Action Completed (C)
## OPCC Operational Objective D

### Maintain an effective system of internal audit

This will be achieved by:
- Consulting / working with the Joint Independent Audit Committee (JIAC)
- Compliance with PSIAS and the audit manual

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<tbody>
<tr>
<td>D.1 In partnership with Joint Independent Audit Committee (JIAC) and TVP, review constitution and operating principles of JIAC</td>
<td>Mar 2015</td>
<td>PH</td>
<td>IT</td>
<td>• In their annual assurance report for 2014 the 3 members of the JIAC have recommended a number of minor changes to operating principles. These will be implemented immediately. • Further recommended changes to the constitution, membership and operating principles will be included in their 2015 annual assurance report (December 2015)</td>
<td></td>
<td>(C)</td>
</tr>
<tr>
<td>D.2 Produce and present the 2013/14 annual report on internal audit to the JIAC meeting on 24th June 2014</td>
<td>Jun 2014</td>
<td>IT</td>
<td>AS</td>
<td>• Annual report produced and presented to JIAC on 24/06/2014</td>
<td></td>
<td>(C)</td>
</tr>
<tr>
<td>D.3 Produce update reports on (1) progress of 2014/15 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</td>
<td>Mar 2015</td>
<td>IT</td>
<td>AS</td>
<td>• 2014/15 progress reports presented to JIAC on 24/06/2014, 16/09/2014 and 16/12/2014. • Q4 progress reports to be presented to next meeting on 13/03/2015</td>
<td></td>
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</tr>
<tr>
<td>D.4 Agree and publish annual internal audit plan 2015/16</td>
<td>Mar 2015</td>
<td>IT</td>
<td>AS</td>
<td>• Annual internal audit plan 2015/16 scheduled to be presented to JIAC meeting in March 2015 for endorsement</td>
<td></td>
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</tr>
<tr>
<td>D.5 Draft Annual Assurance Statement from JIAC and agree with JIAC members before presentation to the PCC and Chief Constable for consideration, approval and action</td>
<td>Dec 2014</td>
<td>IT</td>
<td>IT</td>
<td>• Annual assurance statement was presented to the PCC and CC and the JIAC on 16th December 2014</td>
<td></td>
<td>(C)</td>
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</table>

**Outcome success measures:**
- Audit KPIs are met
- Agreed management actions implemented in a timely fashion
- Satisfaction of stakeholders in audit process

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- **Green** – Action Completed (C)
## OPCC Operational Objective E

### Maintain an effective system of corporate governance

This will be achieved by:
- Adopting an effective framework of corporate governance
- Implementing the Annual Governance Statement (AGS) action plan
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<tr>
<td>E.1</td>
<td>Review, monitor and update (as and when necessary) the joint framework of corporate governance</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>IT</td>
<td>• The current framework was reviewed at the Governance Advisory Group on 20/11/14. A number of changes were identified - these will be reported to a future PCC/CC liaison (level 4) meeting. • The draft contract signing document was also reviewed and, pending minor changes, will be presented to the PCC and CC for approval.</td>
<td></td>
</tr>
<tr>
<td>E.2</td>
<td>Review the effectiveness of the system of internal control and report findings to the JIAC meeting on 24th June</td>
<td>May 2014</td>
<td>IT</td>
<td>CS/GE</td>
<td>• Review presented to the Joint Independent Audit Committee (JIAC) on 24/6/2014</td>
<td>(C)</td>
</tr>
<tr>
<td>E.3</td>
<td>Develop, agree and publish the 2013/14 Annual Governance Statement (AGS)</td>
<td>Jun 2014</td>
<td>PH</td>
<td>IT</td>
<td>• AGS presented to JIAC on 24/6/2014. • Final versions included in 2013/14 Annual Statement of Accounts</td>
<td>(C)</td>
</tr>
<tr>
<td>E.4</td>
<td>Oversee implementation of agreed actions contained in the 2013/14 AGS Action Plan</td>
<td>Quarterly</td>
<td>PCC</td>
<td>IT</td>
<td>• 2nd update report was presented to JIAC on 16/12/2014.</td>
<td></td>
</tr>
<tr>
<td>E.5</td>
<td>Operate an effective Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>CHS</td>
<td>• The scheme runs 24/7 • Currently has 59 visitors, of which 21 attended the annual conference in September 2014. • There are no significant incidents to report</td>
<td></td>
</tr>
<tr>
<td>E.6</td>
<td>Inform and support role of Police and Crime Panel</td>
<td>Mar 2015</td>
<td>PCC</td>
<td>PH/GL</td>
<td>• Ongoing statutory requirement – OPCC subject to reasonable information needs and scrutiny requirements of the Panel</td>
<td></td>
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</tbody>
</table>

### Outcome success measures:
- Publish refreshed framework of corporate governance
- Agree and joint AGS for 2013/14
- 2013/14 AGS Action Plan implemented effectively
- Compliance with the elected local policing bodies order
- Majority assurance obtained from internal audit review of corporate governance arrangements

**Status is as follows:**
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