

Thames Valley OPCC Strategic Delivery Plan – 2015/16 (as at 29.03.2016)

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 F): 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

Police and Crime Plan: Objective 1							
Cut crimes of most concern to the public and reduce reoffending							
This will be achieved by:							
<ul style="list-style-type: none"> - Effective investigation and enforcement - Working in partnership to tackle priority crimes - Maintaining the focus on domestic burglary, rural crime and violence - Decisively dealing with antisocial behaviour - Further embedding Integrated Offender Management - Reduce the impact of drugs and alcohol to tackle crime and reduce reoffending - Use of consistent language 							
	<i>Actions</i>	<i>Timescale</i>	<i>Sponsor (SMG)</i>	<i>Lead officer</i>	<i>Current Status of Action</i>	<i>Links to other actions</i>	<i>R/A/G</i>
1.1	Monitor TVP’s effectiveness in prioritising violent crime and domestic burglary	Ongoing	PCC	GE	<ul style="list-style-type: none"> • Continuing burglary reductions across TVP. • Clear emphasis at Force Performance Group/Force Crime meetings on better understanding increases in violence, including knife crime. 	TVP 1.1	(C)
1.2	Seek evidence that TVP’s support for rural and business communities is tackling and preventing crime affecting those communities	Ongoing	PCC	AB	<ul style="list-style-type: none"> • Recently attended a TV Rural Crime Partnership meeting – topical issues included: use of Drones, HS2, raves and cyber rural crime • NH teams asked to enhance focus on Heritage/Wildlife Crime 	TVP 1.4 & 1.8	(C)
1.3	Seek evidence that TVP’s commitment to ensure that the contribution of Special Constables is maximised while their numbers are maintained is demonstrably effective.	Mar 2016	PCC	GE/ JK	<ul style="list-style-type: none"> • There are currently 514 active Specials (target: 700). The attrition rate has improved over the last 12 months (22 to 18) • Recent campaign across TV universities attracted 59 recruits. Also, use of Twitter ‘Special Side’ has attracted 	TVP 2.1	

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

					positive attention. Further recruitment campaigns planned for Spring 2016.		
1.4	Seek evidence that TVP has implemented evidence-based practice identified by the College of Policing (CoP).	Mar 2016	PCC	GE	<ul style="list-style-type: none"> • Stop & Search training and revised standards for National Police Promotion Framework. • The Force has rewritten the IPLDP for new recruits and other learning packages against the APP framework. • Review of Threat Harm & Risk Checklist against TVP practice 	TVP 5.2	(C)
1.5	Monitor TVPs application of priority-based budgeting approach to determine allocation of resources	Mar 2016	PCC	IT	<ul style="list-style-type: none"> • On track. • PBB savings incorporated in revenue budget for 2016/17 and the MTFP 2017/18 to 2019/20 	TVP 6.3	(C)
1.6	Ensure TVP monitor file quality of all case files submitted to Crown Prosecution Service (CPS).	Ongoing	PCC	PH / GE	<ul style="list-style-type: none"> • Recent introduction of new performance measures at LCJB. Other performance measures being monitored • File quality data scrutinised at internal TVP performance meetings • TVP file quality still inconsistent across 3 county areas and robust OPCC monitoring arrangements still under development • PCC has recently taken over chairmanship of the LCJB and will be able to actively monitor File Quality performance 		
1.7	Monitor impact of TVP Custody Healthcare contract on Public Health Outcome (PHO) 2.16 and any corrective action taken.	Mar 2016	PCC	SM	<ul style="list-style-type: none"> • No apparent problem with PHO indicator. • Mountain Healthcare focused on drugs and alcohol issues – no problems identified. 		(C)
1.8	Monitor TVP's approach to Integrated Offender Management (IOM) – including options for further development.	Mar 2016	PCC	GE	<ul style="list-style-type: none"> • Funding agreed to enable electronic tagging to continue into next year • Force considering other options such as collaboration with Hampshire 		
1.9	Review the Community Remedy (CR) document, exploring further options for inclusion and monitor its usage.	Jun 2016	SM	CH	<ul style="list-style-type: none"> • OPCC undertaking work to better understand capacity of RJ service to take on low level crimes cases. 		
Outcome success measures: <ul style="list-style-type: none"> • A reduction in the rate of domestic burglary • (Reduced) level of violence at CSP (and Force) level • (Reduced) level of rural crime based on NFU insurance claims • Maintain/improve performance at Local Authority level against PHO 2.16 							

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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

	Actions	Timescale	Sponsor (SMG)	Lead Officer	Current Status of Action	Links to other actions	R/A/G
2.1	Monitor TVP's implementation and performance of Multi-Agency Safeguarding Hubs (MASHs) to protect the vulnerable (children and adults)	Mar 2017	PCC	SM/JG	<ul style="list-style-type: none"> • OPCC attends Force Management Exec Board meetings. • Windsor & Maidenhead MASH launched on 25 Jan 2016. 	TVP 3.1	
2.2	Monitor TVPs commitment to the local Mental Health Crises Concordat partnership action plans.	Mar 2016	PCC	JG	<ul style="list-style-type: none"> • OPCC attends the Force Mental Health Steering Group where local action plans are monitored 	TVP 2.4	(C)
2.3	Monitor the effectiveness of TVP's activity to protect children from sexual abuse and provide highest possible level of service to those who have been subject to abuse and exploitation	Ongoing	PCC	EF/JG	<ul style="list-style-type: none"> • Developing links with TVP, e.g. Chair of CSE operational group and Lead for Child Protection & Safeguarding. • PVP developing an operating model, including a local safeguarding framework for LPAs which focuses on CSE disruption. • Force Intelligence Bureau has recently commissioned a piece of work to look at mapping the levels of child exploitation in TVP. 	TVP 3.3	
2.4	Monitor the effectiveness of TVP's activity to encourage FGM referrals by partners, develop preventative and investigative strategies and community engagement.	Ongoing	SM	WW	<ul style="list-style-type: none"> • Force recently set up an operational group to look at DA - FGM included within this scope. Currently working towards a plan of FGM issues • Attended a recent Somali community event on new FGM law and impact of mandatory reporting to the police. 	TVP 3.7	
2.5	Monitor TVP's implementation of relevant recommendations from Her Majesty's Inspectorate of Constabulary (HMIC) reports	Ongoing	PCC	GE	<ul style="list-style-type: none"> • The 'HMIC Tracker' is up-to date and appended to the OPCC Strategic Delivery Plan – no issues to address. 		(C)
2.6	Monitor implementation of PCC domestic abuse recommendations linked to HMIC's 'Everyone's Business' [NEW]	Ongoing	SM	WW	<ul style="list-style-type: none"> • OPCC currently mapping domestic abuse (DA) and making recommendations • Recommendations to TVP have been implemented within the Force's DA Delivery Plan 		(C)

Outcome success measures:

- (Reduced) Repeat victimisation rate of domestic abuse related violent crime

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

- *Increased rate of FGM referrals at Force level*
- *Number of referrals to PCC's Young Victims Service due to sexual abuse*
- *Number of victims of sexual abuse exiting the Young victims service with improved outcomes*

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) **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

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.
- Communicating with the Force and Partners

	Actions	Timescale	Sponsor (SMG)	Lead Officer	Current Status of Action	Links to other actions	R/A/G
3.1	Monitor the effectiveness of TVP's improvements in investigation and case preparation of domestic abuse and rape offences.	Mar 2016	PCC	GE	<ul style="list-style-type: none"> Investigative processes are regularly examined at a range of Force performance meetings. Better communication between police and CPS Rape & Serious Sexual Offences Unit has led to an improved service around early investigative advice – all rape files now dealt with by the CPS within 28 days. 	TVP 1.2	(C)
3.2	Monitor TVP's progress to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process.	Mar 2016	DPCC	SM	<ul style="list-style-type: none"> Victim Journey Workshop took place on 28 Jan 2016. Focus on Victim & Witness Plans which picks up on areas such as Victim Impact Statements and use of intermediaries 	TVP 3.4	
3.3	Monitor TVP's Victims' 'Right to Review' initiative.	Mar 2016	DPCC	SM	<ul style="list-style-type: none"> Rolled out and in place – completed. 	VWDG 1.5	(C)
3.4	Implement Victims Code of Practice and Witness Charter compliance monitoring framework	Sept 2016	DPCC	SM	<ul style="list-style-type: none"> Currently developing an OPCC e-learning package which picks up on the new elements of the Victims Code. 	VWDG 4.1	
3.5	Monitor the effectiveness of TVP/CPS actions to improve rate of cracked trials due victim/witness issues.	Dec 2016	PCC	DPCC/ SM	<ul style="list-style-type: none"> Monitoring is good, but the effectiveness of how this has improved cracked cases is unclear. 		
3.6	Develop and implement recommendations for establishing a process for supporting victims to access appropriate counselling.	Sep 2015	PCC	EF/SM	<ul style="list-style-type: none"> Completed 		(C)
3.7	Identify and implement (with Surrey/Sussex), appropriate contract management arrangements for oversight of Victim Support's 'Victims Assessment & Referral Centre' (VARC).	Mar 2016	PCC	SM	<ul style="list-style-type: none"> OPCC Contract Management Strategy now in place. A Regional Contract Manager is now employed to manage a combined Sussex, Surrey and Thames Valley VARC Ongoing work to better understand VS data 		(C)
3.8	Establish contract management arrangements and procedures for	Jul 2016	PCC	SM	<ul style="list-style-type: none"> Final contract management strategy looking to be signed off 		(C)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

	oversight of PCC commissioned or grant funded local and specialist victims' services (including slavery pilots and Victim Support LSS).						
3.9	Develop options and recommendations for improving OPCC consultation and engagement with victims.	Jun 2016	PCC	CH	<ul style="list-style-type: none"> Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle Ongoing work around victim engagement 	OPCC 5.4	
3.10	Develop a new website for victims to access a directory of support services and relevant information	Apr 2016	PCC	CH	<ul style="list-style-type: none"> On-track for an April 2016 launch as per project plan. 		(C)

Outcomes success measures:

- Increase in volume of rape investigations resulting in prosecution
- Increase in percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Increased volume of domestic abuse investigation which results in charge or caution
- Meet target for rate of cracked trials due to victim/witness issues

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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

	Actions	Timescale	Sponsor (SMG)	Lead Officer	Current Status of Action	Links to other actions	R/A/G
4.1	Monitor the outcomes of TVPs participation in Home Office Stop & Search pilot and activity to ensure best use of Stop & Search	Dec 2016	PCC	GE	<ul style="list-style-type: none"> • Coordinated through TVP Stop & Search Steering Group • A new CoP training packing will be introduced in 2016 • An intranet based toolkit will also be launched to allow managers to monitor local performance 	TVP 2.3	
4.2	Monitor the implementation of the recommendations from the Neighbourhood Policing (NHP) review	Sept 2016	PCC	GE	<ul style="list-style-type: none"> • NHP Review recommendations are incorporated into a key number of workstreams/change programmes such as Contact Management and PBB. • A Demand and Vulnerability toolkit has been developed for user acceptance training. • Social media used to support community engagement – a new 'Local Engagement App' is being developed • Developing 'super volunteers' to maintain police support network and link with other voluntary groups 	TVP 2.6	
4.3	Monitor the effectiveness of TVP's actions to improve focused engagement with diverse communities to help tackle crimes that affect them.	Dec 2016	PCC	GE/ JK	<ul style="list-style-type: none"> • No Force lead at present. • OPCC encouraged to contact individual LPAs to establish local engagement arrangements. • Force engagement linked to NHR review 	TVP 2.5 OPCC 4.2	
4.4	Monitor TVP's progress towards increasing the representation of people from diverse backgrounds in workforce to more closely reflect the population of the Thames Valley	Ongoing	PCC	JK	<ul style="list-style-type: none"> • Force data not available until 19 April 2016 (Diversity Board meeting) • Anecdotal feedback suggests that diversity figures are broadly unchanged since previous update. 	TVP 5.4	
4.5	Monitor the outcomes of Serious Case Reviews and identify how TVP is implementing and validating these.	Ongoing	PCC	GE/ CH	<ul style="list-style-type: none"> • Risks, issues and implementation are monitored through the Force's Independent Review Panel. 		(C)
4.6	Review the structure and effectiveness of the Complaints, Integrity and Ethics Panel	Sept 2016	PCC	DPCC/ GL	<ul style="list-style-type: none"> • Complete – annual review considered & agreed by Panel at its meeting held on 2 Sept 2015 • Continuation of Panel (including structure) may also depend on outcome of PCC election in May 2016 		(C)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

4.7	Review the effectiveness of the OPCC complaints handling procedures & practices in respect of complaints made against CC and PCC	Sept 2015	PH	PH/ JR	<ul style="list-style-type: none"> • New procedures developed, implemented and being followed. • Guidance still to be disseminated to all OPCC staff to raise awareness of complaints handling procedures – OPCC staff briefing will be a task for new Governance Manager. 		
4.8	Review and publish Community Safety Partnership (CSP) activity and performance in 2015/16 in relation to Community Safety Fund (CSF) investment by PCC.	Mar 2016	PCC	SM/ CH	<ul style="list-style-type: none"> • Updated the reporting template – now captures better information on CSP expenditure. • Bucks CSP held as model of good practice for reporting 		(C)
<p>Outcome success measures:</p> <ul style="list-style-type: none"> • <i>Increased victim satisfaction level with TVP</i> • <i>Profile of TVP workforce compared to population of Thames Valley</i> • <i>Development and publication of CSP Infographic</i> 							

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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	Timescale	Sponsor (SMG)	Lead Officer	Current Status of Action	Links to other actions	R/A/G
5.1	Identify and obtain relevant evidence from the Force which demonstrates improved crime prevention capability around harm and priority areas.	Mar 2016	PCC	GE	<ul style="list-style-type: none"> • TVP prevention strategy to reduce risk and demand agreed at November CCMT. • A 'what works' team has been established and is tasked in line with the Preventative Strategy structure • A number of prevention plans have been developed for issues such as RASSO and ASB. 	TVP 1.7	(C)
5.2	Monitor how TVP communicates performance and outcomes to the public	Ongoing	PCC	CH	<ul style="list-style-type: none"> • Regular updates received from TVP Corporate Communications 	TVP 4.2	(C)
5.3	Monitor TVP's implementation of recommendations from the contact management programme to improve public contact with the police.	Sept 2016	PCC	CH	<ul style="list-style-type: none"> • Work is being progressed - appropriate Force contacts being established. 	TVP 4.4	
5.4	Implement a programme of all-year-round PCC public engagement events	Ongoing	PCC	CH/SS	<ul style="list-style-type: none"> • Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle 		
5.5	Identify 'hard to reach' / 'less visible groups' and undertake targeted engagement activities	Ongoing	PCC	CH/SS	<ul style="list-style-type: none"> • Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle • Process of targeted engagement for Victims, BME and Youth is underway. 		
5.6	Develop a set of OPCC performance indicators to measure the effectiveness of public and partner engagement.	Ongoing	SM	CH	<ul style="list-style-type: none"> • Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle 		
5.7	Promote the use of digital communications, e.g. 'TV Alert', social media and 'Cover It Live'	Ongoing	SM	CH/SS	<ul style="list-style-type: none"> • Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle • Existing commitments to continue 		
5.8	Develop recommendations on how PCC can assist in sharing the learning/best practice in relation to key areas of the Police and Crime Plan	Ongoing	PCC	CH	<ul style="list-style-type: none"> • Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle • Holding an OPCC conference (later this year) is under consideration. 	OPCC Action A.3	

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

5.9	Review and up-date PCC/TVP/CSP Corporate Communications agreement or protocol	Dec 2015	PCC	PH/CH	<ul style="list-style-type: none"> Proposed OPCC engagement strategy considered by SOG in January 2016 – agreed in principle Met with new Head of Corporate Comms to discuss development of protocol 		
-----	---	----------	-----	-------	--	--	--

Outcome success measures:
PCC engages cross-sections of the community
The police are proactive in focusing crime prevention where this is most needed
The public are able to contact the police through different channels and track progress
Public/Partner engagement is broadened through performance headlines

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

	<ul style="list-style-type: none"> Protecting vulnerable adults from Organised Crime Groups Engagement with South-East Regional (PCCs/CCs) Governance Board for proactive monitoring of SECTU/ SEROCU performance 			<p>SM</p> <ul style="list-style-type: none"> Input from TVP Organised Crime Unit to CSP Forum identified that CSPs' have not linked with each other - profiles will now be shared. Force engaged in Adult Safeguarding Boards – structure is there. <p>PH</p> <ul style="list-style-type: none"> Forward Scrutiny process of SECTU & SEROCU agreed by SE Region Collaboration Governance Board 23 July 2015 At the SE Regional Collaboration Board meeting held on 18 Feb, SE PCCs & CCs agreed the following 'deep dive' scrutiny themes for future Board meetings: <ul style="list-style-type: none"> 1. PREVENT & radicalisation 2. Cyber crime 3. Proceeds of crime 4. Special Branch collaboration 		<p>(Green)</p> <p>(Green)</p>	
6.5	Develop joint CSP working with partners to identify recommendations on Cyber Crime & PREVENT	Ongoing	PCC	GE	<ul style="list-style-type: none"> Research of CSP Plans and feedback from the previous CSP Forum highlighted differing buy-in to cyber crime. At the recent March CSP Forum, Slough indicated it was willing to lead/link in on its own cyber crime work with other partners across TV, including OPCC. 		

Outcome success measures:

- TVP has the capacity and capability to deliver the statutory functions of the SPR
- Perpetrators of human trafficking and modern slavery are tried and prosecuted; victims are supported
- Victims of Fraud and Cyber crime are recognised and supported

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

SECTION 2

Objectives in support of the further functional responsibilities of the Police and Crime Commissioner

OPCC Operational Objective A							
Improve and enhance collaboration arrangements with OPCC partners							
This will be achieved by:							
<ul style="list-style-type: none"> - Monitoring national Police service collaboration arrangements - Establishing a Policy Development Programme/Process (including capacity) 							
	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
A.1	Identify risks/opportunities arising from introduction of Community Rehabilitation Company (CRC) and support effective working relationship.	Dec 2016	SM	GE	<ul style="list-style-type: none"> • Ongoing discussions with TVP's IOM Lead • New CRC TV Chief Exec in post from Nov 2015 – limited communication with Force and PCC due to CRC focus on internal management arrangements. 		
A.2	Seek ways of developing the relationship between OPCC and safeguarding partners and identify opportunities for joint working	Ongoing	PCC	SM	<ul style="list-style-type: none"> • OPCC has re-engaged with CSPs • Potential issues around capacity of Safeguarding Boards 		
A.3	PCC to hold conference to showcase victims' services projects awarded grant funding in 2014/15.	Jul 2015	SM	CH	<ul style="list-style-type: none"> • Complete 	5.8	(C)
A.4	Research other local partnership meetings and provide recommendations in relation to OPCC engagement.	Mar 2017	SM	All	<ul style="list-style-type: none"> • On-going work to further engage with Children and Adult Safeguarding Boards • Working with Police and Crime Panel's CSE sub-committee to engage other partners in preventing CSE • OPCC attended Domestic Abuse (DA) Partnership Scrutiny Panel in which police/partner issues are identified and improvements taken forward. • PCC engagement with Bucks Fire & Research Service. • OPCC research and response into government consultation on emergency service collaboration • OPCC engagement with Oxon County Council Strategic Management Group • OPCC Prevent training awareness delivered to Language Schools in Oxford and Brookes University. • Remaining area of activity requiring development of 		

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

					effective engagement by OPCC relates to Health & Wellbeing Boards		
A.5	Communicate with local authority councillors about the work of the OPCC	Sept 2016	AS	PH/SS	• Newsletter to Councillors to be sent out every other month after 'purdah period'.		
A.6	Develop communications working group between CSPs, TVP and OPCC to identify collaboration opportunities	May 2016	SM	CH	• Interested CSPs identified - a meeting will be scheduled for May 2016.	5.6	

Outcome success measures:

- % of respondents providing positive feedback from victims' conference
- Focused communication with partners to achieve mutual community safety outcomes
- Shared learning and best practice with service providers to support victims

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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

	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
B.1	Review and document the process by which the PCC can effectively hold the CC to account for successful delivery of the Force Annual Delivery Plan (ADP).	Dec 2016	PCC	PH	In progress – considered by PCC & CC at liaison meeting on 12 Oct 2015. PCC and CC agreed that 'holding to account' scrutiny framework should comprise: <ul style="list-style-type: none"> • Quarterly TVP ADP performance updates to Policy, Planning & Performance meetings • Scrutiny of ad hoc topical operational matters at monthly liaison meetings • PCC attendance (as observer) at Force Performance Group • HMIC Force inspection reports • Reports and annual assurance statements of the Joint Independent Audit Committee (JIAC) and Complaints, Integrity & Ethics Panel (CIEP) • Police and Crime Panel scrutiny of delivery of policing objectives • CC PDR process 		
B.2	Allocate 2015/16 Police Property Act Fund (PPAF) grant monies through 2 public bidding rounds	May 2015 Oct 2015	PCC	IT	<ul style="list-style-type: none"> • First round of grants has been awarded and BACS payments made w/c 13-7-15. • Applications received following second bidding round in December. • Second round of grants have been agreed. Bidders have been notified and banking details from successful applicants is being sought 		(C)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

B.3	Update the funding formula for the community safety fund to enable the 2016/17 grants to be allocated on a fair and equitable basis	Sep 2015	PCC	IT/SM	<ul style="list-style-type: none"> • Most elements of the funding formula have been updated. However, location indicator cannot be updated since relevant information is not captured on Niche and DoH has not updated the Drugs OCU data since 2011/12. • Initial results discussed with PCC at SMG meeting on 27th October. • PCC determined that all local authorities will receive the same % reduction in 2016/17 • Local authorities notified of their individual allocations in January 		(C)
B.4	Explore options for alternative distribution of the community safety fund in 2017/18 and later years	Dec 2016	PCC	IT/SM	<ul style="list-style-type: none"> • Research undertaken to identify how other PCCs spend their community safety funds. • Report was presented to PCC on 27th October with proposals on how the Community Safety Fund can be spent more efficiently and effectively in 2017/18 and later years. • PCC to consider future options (post-election) 		
B.5	Strategic review of OPCC activities and budgets, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2016	IT	CHS	<ul style="list-style-type: none"> • On track – no issues to address • 2016/17 budgets on Aptos have been aligned to known spending commitments. • Further review will be required in early 2016/17 following consideration of options for complaints handling 	OPCC B.5	
B.6	Draft the PCC's 2016/17 OPCC Strategic Delivery Plan, including review of staff needs, capability and capacity	Jun 2016	PCC	PH	<ul style="list-style-type: none"> • Preliminary discussion with current PCC about OPCC staff needs, capacity and capability but development and implementation is subject to outcome of PCC election • SOG will review format of current OPCC Strategic Delivery Plan 	OPCC B.4	
B.7	Monitor and manage the Innovation Grant Funded support service for victims of slavery and other forms of exploitation	Ongoing	SM	AB	<ul style="list-style-type: none"> • Elmore Project – on track • Working with Mustard Tree to develop wider areas of exploitation. Links forged with Reading BC and partners. 	3.8	
B.8	Monitor and manage the Victim Support contract	Ongoing	SM	SM/JG	<ul style="list-style-type: none"> • On track - contract is monitored reasonably well 	3.7	
B.9	Monitor and manage the RJ contract with Thames Valley Partnership	Ongoing	SM	AB	<ul style="list-style-type: none"> • On track – imminent meeting with TV RJ to take forward. 	3.8	
B.10	Monitor and manage the ISVA contract with refuge	Ongoing	SM	EF	<ul style="list-style-type: none"> • Monthly contract management meetings continue. Inconsistencies recently highlighted the robustness of performance data - provider to focus more on clarity. • A review of SARC referrals into the ISVA service has highlighted further inconsistencies with ISVA - further 	3.8	

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

					clarification sought. <ul style="list-style-type: none"> Scheduled visits by EF & JG to visit office locations of the ISVA provider. 		
B.11	Monitor and manage the Young Victims contract	Ongoing	SM	JG	<ul style="list-style-type: none"> Service practitioners undergoing training to become an accredited ISVA service Ongoing work to improve referrals in Bucks and Oxon 	3.8	
B.12	Monitor and manage the Oxfordshire, Buckinghamshire and Berkshire Domestic Violence (pilot) contracts	Ongoing	SM	WW	<ul style="list-style-type: none"> All 3 pilots accepting referrals and working collaboratively to support victims across Thames Valley. An evaluation plan is in place – a Comms plan is being developed. 	3.8	
B.13	Monitor and manage the Counselling contract	Ongoing	SM	EF	<ul style="list-style-type: none"> New Governance Manager will review the external legal advice for this service model. TVP ICT project not viable due to existing Force priorities. OPCC has scoped an alternative (external) CRM system – recommendations and proposed costs with SOG/SMG for consideration. Dialogue with external accredited providers and partners is being maintained in readiness for 'going live'. 	3.8	
B.14	Monitor and manage the Hate Crime Contract	Ongoing	SM	CH	<ul style="list-style-type: none"> OPCC sits on TV Hate Crime Awareness Group to link service with the Force. Meetings scheduled for every 6 months – focus is on awareness and reporting of outreach to communities 		
B.15	Develop a new OPCC website	Mar 2016	SM	CH	<ul style="list-style-type: none"> Website on track for launch as per project plan. 		

Outcome success measures:

- CSF grant agreements signed
- All eligible staff have an effective PDR
- 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

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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

	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
C.1	Close the 2014/15 accounts in accordance with best practice by 31 st 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	May 2015	IT	JB	<ul style="list-style-type: none"> • Complete • Final accounts presented to special meeting of JIAC on 19th August. • Unqualified audit opinion received. • Final accounts and EY Annual Audit Letter published on our website. 		(C)
C.2	Liaise with external audit and then present the audited accounts to the Joint Independent Audit Committee (JIAC) prior to publication on the PCC's website	Aug 2015	IT	JB	<ul style="list-style-type: none"> • Complete. • A special meeting of JIAC was held on 19th August to formally sign-off the accounts. • Annual audit letter received and published on website. 		(C)
C.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Aug 2015	IT	CHS	<ul style="list-style-type: none"> • Complete - WGA pack submitted and queries answered. 		(C)
C.4	Develop new process for monitoring the annual and medium term capital programmes	Jun 2015	IT	IT	<ul style="list-style-type: none"> • Complete • New format presented to PCC at Policy, Planning & Performance meeting on 30th July 		(C)
C.5	Review the Minimum Revenue Provision (MRP) policy and calculation to identify whether cash savings can be made	Jun 2015	IT	JB	<ul style="list-style-type: none"> • Complete • New policy approved at the Policy, Planning & Performance meeting on 30th July 		(C)
C.6	Work with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2016/17 to 2018/19	Jan 2016	PCC	IT	<ul style="list-style-type: none"> • Complete • MTFP presented to Policy, Planning & Performance meeting on 18th January 		(C)
C.7	Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP	Nov 2015	IT	JB	<ul style="list-style-type: none"> • On track • The capital financing estimates have been updated and sent to corporate finance for inclusion in the updated MTFO which will be presented to the PCC on 29 October. 		(C)
C.8	Agree 2016/17 revenue budget and issue the council tax precept to billing	Jan 2016	PCC	IT	<ul style="list-style-type: none"> • Budget proposals agreed by PCC at Policy, Planning & Performance meeting on 18th January. 		(C)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

	authorities				<ul style="list-style-type: none"> • Precept letters issued in early February 		
C.9	Submit all grant returns in accordance with external deadlines	Mar 2015	IT	JB	<ul style="list-style-type: none"> • On track • As at 31.12.2015 all grant returns had been submitted in accordance with external deadlines 		(C)
C.10	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	<ul style="list-style-type: none"> • On track • As at 31.12.2015 all statutory returns had been submitted in accordance with external deadlines 		(C)
C.11	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	<ul style="list-style-type: none"> • On track • As at 31.12.2015 we are continuing to work with external advisors to progress a number of income generation opportunities 		
C.12	Undertake the VAT partial exemption calculation for 2015/16	Mar 2016	IT	JB	<ul style="list-style-type: none"> • On track – Calculation undertaken. • No further action required 		(C)
C.13	Review and update all treasury management policies and associated practice notes	Mar 2016	IT	CHS	<ul style="list-style-type: none"> • Review completed and all relevant documentation updated during February 2016 		(C)
C.14	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	<ul style="list-style-type: none"> • On track • Q3 monitoring report presented to PCC on 18th January 2016. 		
C.15	Contribute to the Force Enterprise Resource Planning (ERP) review and help implement proposed solution	Ongoing	IT	JB	<ul style="list-style-type: none"> • Working closely with Force colleagues to progress an ERP solution with Surrey and Sussex • Tri-force ERP sign-off and tender award decision achieved on 23rd March 2016 		

Outcome success measures:

- *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*

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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

	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
D.1	Produce and present the 2014/15 annual report on internal audit to the Joint Independent Audit Committee (JIAC) meeting on 24 th June 2015	Jun 2015	IT	AS	<ul style="list-style-type: none"> • Complete • Presented to JIAC on 24th June 		(C)
D.2	Produce update reports on (1) progress of 2015/16 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	Quarterly	IT	AS	<ul style="list-style-type: none"> • On track • Update reports were presented to JIAC meetings on 24th June, 15th September and 16th December – will be presented to the meeting on 23rd March. 		(C)
D.3	Review process for the development, production and approval of the Annual Audit Plan	Dec 2015	IT	AS	<ul style="list-style-type: none"> • The process has been reviewed and several process revisions have been made 		(C)
D.4	Publish the approved annual internal audit plan for 2016/17 following formal consultation with stakeholders	Mar 2016	IT	AS	<ul style="list-style-type: none"> • The plan is being presented at the JIAC meeting on 23rd March 		(C)
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	Dec 2015	IT	IT	<ul style="list-style-type: none"> • Complete – the 3 JIAC members presented their annual assurance report to the PCC and CC at the JIAC meeting on 16th December 		(C)

Outcome success measures:

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

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

OPCC Operational Objective E

Maintain an effective system of corporate governance and ensure compliance with the PCCs legal obligations

This will be achieved by:

- Adopting an effective framework of corporate governance
- Implementing the Annual Governance Statement (AGS) action plan

	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
E.1	Review, monitor and update (as and when necessary) the joint framework of corporate governance.	Dec 2016	PCC	IT	<ul style="list-style-type: none"> • An updated version of the corporate governance framework was approved by the PCC and CC at the Policy, Planning & Performance meeting on 30th July 2015 • CIPFA/SOLACE has issued new guidance and current working with PACCTS and APACE colleagues to produce police specific guidance • Review of TVP documentation will therefore be deferred until early 2016/17 		
E.2	Review the effectiveness of the system of internal control for 2014/15 and report findings to the JIAC meeting on 24 th June	May 2015	IT	CHS/GE	<ul style="list-style-type: none"> • Complete • Approved by JIAC on 24th June 		(C)
E.3	Develop, agree and publish the 2014/15 Annual Governance Statement (AGS)	Jun 2015	PH	IT	<ul style="list-style-type: none"> • Complete • AGS approved and published 		(C)
E.4	Oversee implementation of agreed actions contained in the 2014/15 AGS Action Plan	Quarterly	PCC	IT	<ul style="list-style-type: none"> • On track • Being monitored by the Governance Advisory Group with regular updates provided to JIAC • Final update was provided to JIAC on 23rd March 2016 		(C)
E.5	Review and operate an efficient and effective Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002	Ongoing	JR	CHS	<ul style="list-style-type: none"> • Attended Annual Scheme Managers Conference • Currently recruiting Visitors for 6 (out of 8) Custody Suites 		
E.6	Design and implement appropriate Records Management systems (electronic and physical) for OPCC	Dec 2016	JR	JR/CR	<ul style="list-style-type: none"> • Governance Records Management in place. • Review of wider OPCC practice deferred pending new Governance Manager taking up position. 		
E.7	Review publication policy and design and implement office procedures to ensure compliance with duties and responsibilities under the Elected Local Policing Bodies (Specified Information) Order 2011	Jun 2016	JR	JR/CH	<ul style="list-style-type: none"> • Initial review completed. • Updates to be drafted with new guidance/office procedure for website publication to be drafted. • New OPCC website being finalised (Mar 2016) and populated with relevant information 		

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

E.8	Review data handling policies and design and implement fair and transparent office procedures for the handling of all information requests and data access requests	Dec 2016	JR	JR	<ul style="list-style-type: none"> ● Draft policy/guidance for FOI, FOI exemptions and subject access requests complete. ● To be finalised and submitted for PCC approval – pending new Governance manager taking up position. 		
E.9	Raise awareness of publication and information handling policies with all OPCC staff and design and deliver training for relevant OPCC officers	Mar 2017	JR	JR	<ul style="list-style-type: none"> ● Cannot be commenced until E.8 approved. ● Completion dependent on new Governance manager taking up position 		
E.10	Develop and implement fair and transparent administrative arrangements for the handling of Police Appeal Tribunals and ensure compliance with PCC legal duties in misconduct proceedings and under the Police Appeals Tribunal Rules 2012	Dec 2015	JR	JR	<ul style="list-style-type: none"> ● Templates and procedure drafted. ● Testing completed – final draft to be reported 		(C)
E.11	Monitor changes being made (and current change proposals) to the police complaints system and implement necessary changes as required to reflect new legislation		JR	JR	<ul style="list-style-type: none"> ● New Policing & Crime Bill 2016 is available but will need to be tracked through Parliament ● PCC to be briefed on the changes and those included in the final Act. ● Advice will be required for the PCC on the changes, options and recommendations 	E.12	
E.12	Develop and maintain a register of all statutory legal duties and obligations placed on a PCC and ensure systems are in place for these to be discharged appropriately in Thames Valley	Dec 2015	JR	JR	<ul style="list-style-type: none"> ● Complete (subject to any amendments to the enacted Policing & Crime Bill 2016). 	E.11	(C)
E.13	Recruit 2 new members for the joint Independent Audit Committee (to increase membership from 3 to 5 to improve resilience & knowledge base of Committee)	Dec 2015	PH	IT	<ul style="list-style-type: none"> ● Complete 		(C)
E.14	Prepare and deliver induction training for new members of Joint Independent Audit Committee [NEW]	Mar 2016	PH	IT	<ul style="list-style-type: none"> ● Initial training was delivered on 8th February ● An ongoing training programme will be agreed with the chairman. Initial topics to include ICT, external audit and treasury management. In the main these will be delivered before or after planned JIAC meetings 		(C)
E.15	Establish Training for Legally Qualified Chairs of Police Misconduct Panels [NEW]	Mar 2016	PH	JR	<ul style="list-style-type: none"> ● Majority of training took place in January 2016 – remainder completed through the College of Policing. 		(C)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) 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

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*

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) **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

OPCC Operational Objective F

Prepare for the PCC elections in May 2016

This will be achieved by:

- Revisiting what we produced before – make improvements where necessary (e.g. infographics)
- Partnership arrangements and priorities
- Electoral 'purdah' – dealing with candidates

	Actions	Timescale	Sponsor (SMG)	Lead officer	Current Status of Action	Links to other actions	R/A/G
F.1	Produce a comprehensive briefing pack for potential candidates	Mar 2016	PH	JR	<ul style="list-style-type: none"> • APAC²E 'Election Guidance' for OPCC chief executives now published. • APCC 'Purdah' guidance to PCCs now published OPCC and TVP to develop a briefing pack for candidates • Consider establishing a working group (including TVP and key partners) to collate information, coordinate briefings and develop consistent communication strategy. 		
F.2	Develop and agree protocols with PCC, CC and Returning Officer for dealing with PCC candidates	Mar 2016	PH	JR	<ul style="list-style-type: none"> • APAC²E 'Election Guidance' for OPCC chief executives now published • APCC 'Purdah' guidance for PCCs now published. • Confirmation received that David Buckle (Chief Executive, South Oxon & Vale of White Horse DCs) has been appointed Returning Officer for the PCC elections in May 2016. • OPCC Chief Executive and Governance Manager met with Returning Officer on 1st March to discuss protocols 		
<p>Outcome success measures:</p> <ul style="list-style-type: none"> • <i>An open and transparent PCC election which meets statutory guidance</i> • <i>Communication channels established</i> 							

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) **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