

A large, stylized graphic consisting of a central blue hexagon with a white border, surrounded by a green border. The text is centered within the blue hexagon. There are also two blue L-shaped corner brackets, one at the top right and one at the bottom left of the central blue area.

**Thames Valley Police
Violence Against
Women and Girls
Strategy 2023/25**

FOREWORD



This updated strategy takes us into the second year of a force Violence Against Women and Girls strategy and my first year as Chief Constable of Thames Valley Police. I am motivated by the difference we as a police force can make. We will continue to build trust and confidence amongst the women and girls in our communities by serving victims and survivors and bringing perpetrators to justice.

I am proud of the work carried out in the first year of our strategy. Areas such as domestic abuse, stalking and harassment and rape and sexual offending remain force priorities, with determined and relentless work taking place to protect and achieve justice for those affected. Extensive activity and focus has led to significant increases in the volume of formal action taken against offenders across several crime types and there have been increases in the number of rape, sexual offences and stalking harassment offences resulting in a charge.

I know there is still more to do, and more we can achieve by working closely with our partners and alongside the private sector, victims groups and our Independent Advisory Groups. To help us continue to improve we must listen to our communities and those we do not often hear, and incorporate and understand lived experience.

This applies to us as a force too. We must continue to listen and act on feedback from our workforce about our own culture, as well as take learnings from reports published on other forces. We must make sure our communities and our own people feel safe and able to report behaviour that falls below the standards rightly expected of us.

This strategy represents our commitment to driving improvements and high standards in our work and in our workforce. We enter this second year with resolve to build on the strong start made in the first, and to work together with our partners and public to make a difference to women and girls in our workforce, and in our communities.

Jason Hogg, Chief Constable

FOREWORD



“Last year’s VAWG Strategy set out our aspirations to embed and prioritise violence against women and girls, in all forms, across the force and beyond, bringing in partners from the public, private and voluntary sector, as well as our independent advisory and victim groups.

We have already made some great strides in relation to support for our own staff both in challenging inappropriate

behaviour and support if they have been a victim themselves and additional resources within our Professional Standards Department helps to ensure those who do not meet the values we all expect of each other are held to account.

We have made improvements in victim care through enhanced support, bettering our understanding and use of protective and civil orders and using influencers to raise awareness and demystify the process of attending a SARC. Our outcome rates have improved thanks to hard work that has taken place by all across the force and Project Vigilant is now embedded within our policing of the night time economy and is running in a number of other forces.

Now this landscape has been set, our new two-year TVP VAWG Strategy 2023-2025 seeks to deliver the services that have been designed and tested in the previous 12 months as part of our

day-to-day work and then prioritise new activity.

Our focus in this new Strategy builds upon last year’s successes, focuses further on the most vulnerable and seldom heard women and girls in our communities, broadens our work with partners into the education sector, provides clear ownership and ensures accountability from our critical friends, auditors and most importantly, our public.

In a time where national headlines continue to feature cases involving unacceptable behaviour from individual officers across the country, our ambition at Thames Valley Police is to rebuild trust and confidence in the force by demonstrable means, hand-in-hand with the communities we serve.”

Dennis Murray, Assistant Chief Constable

FOREWORD



I have had the absolute pleasure of working alongside Thames Valley Police for the last two years, following the death of our daughter, Libby to a male violent sexual predator in 2019.

A chance meeting resulted in me delivering a talk at a Project Vigilant training day and from that the rest followed! I recall looking at VAWG and thinking “how can we ever make a change?” but what a change I can now

see! TVP has achieved so much in the last year under VAWG.

Ranging from the most basic factor, and I believe the most important, the continued support and training of its staff, to the ongoing success of Project Vigilant, to the desire to create safer spaces for women and girls and my own personal mission of raising awareness of the importance of the red flags of non-contact sexual offences.

This year TVP became White Ribbon accredited, which I had the honour of being part of, and I’m excited to be supporting the work with educational partners as part of this strategy as this is where I believe we can make a real difference.

What more do I want to see from TVP? More of the same! Delivered with the passion, the pride and the commitment I see from every member of the force to keep our women and girls safe.

Lisa Squire, Campaigner



As a member of the Strategic Independent Advisory Group at TVP, I sit on a sub-group giving my view as a member of the public to the work that is being undertaken by Thames Valley Police around VAWG.

I have been impressed with the work to date in particular the commitment to improve services for victims. This second dedicated strategy sets out the work for the months ahead and I will be seeking confirmation that the work in the community with victims and perpetrators is the main focus, and that this is being appropriately communicated with members of the public.

Olga Senior, Thames Valley Police,
Strategic Independent Advisory Group

OUR COMMITMENTS

We will ensure
Violence Against
Women and Girls
continues to be
prioritised across
our force

We will put the
victim at the
heart of all our
investigations and
actions, ensuring
excellent victim care

We will
listen and
respond to our
communities,
victims and
advisory groups

We will
relentlessly pursue
perpetrators to
prevent them from
causing further
harm

We will promote
a healthy team
culture where
everyone is treated
with fairness and
respect

We will work tirelessly
to root out officers
and staff showing
inappropriate
behaviours that
contradict our values

We will support
and encourage
bystanders
to report
incidents and
take action

We will take a data-
driven approach
to identifying,
understanding and
managing Violence
Against Women
and Girls

OUR DELIVERY PILLARS



Internal Trust & Confidence

1. Raise awareness of sexual misconduct and inappropriate behaviour in the workplace
2. Empower supervisors to respond to inappropriate behaviour and disclosures, creating a healthy team culture for all
3. Support victims and bystanders to have the confidence to report

External Trust & Confidence

1. Improve victim's experience of the Criminal Justice Process
2. Improve confidence, trust and reporting with specific groups of seldom heard women and girls
3. Engagement and partnership working

Relentless Pursuit of Perpetrators

1. Pursue, actively manage and target the most dangerous and prolific offenders
2. Enhance data, intelligence, mapping and analysis to help understanding and targeting of resources
3. Drive improvement of VAWG investigations through effective crime management

Safer Spaces for Women and Girls

1. Ensure safety of girls and empower them to report
2. Ensure our public spaces can be enjoyed by women and girls without fear of attack or harassment
3. Ensure our commercial domestic and private spaces are safe for women and girls to enjoy life, free from exploitation

Internal Trust & Confidence

Thames Valley Police will ensure officers and staff demonstrate the highest standard of ethical values and culture, both internally and with the public

Aims:

- 1. Work tirelessly to root out officers and staff showing inappropriate behaviours that contradict our values**
- 2. Empower supervisors to respond to inappropriate behaviour and disclosures of VAWG, creating a healthy team culture for all**
- 3. Support victims and bystanders to have the confidence to report**

Actions

- 1a. Develop data reporting that assists in identifying key themes and issues that can be fed into communication and training
 - b. Ensure actions from internal engagement plan are included and delivered through the VAWG communication strategy, and that positive behaviours are recognised and celebrated
 - c. Ensure easy access to information on how to report inappropriate behaviour as well as what to expect as part of an investigation and the support available to you should you need it
- 2a. Develop clear guidance for line managers on what constitutes sexual misconduct, parameters for escalation to PSD and support on reflective practice for local resolution, ensuring utmost clarity on complaints process
 - b. Embed supervisory training and engagement that challenges inappropriate behaviour and disclosures, reward and recognise good behaviours that create a healthy team culture, and gives them the tools they need to respond
 - c. Evolve and embed Op Reassure and provide a suite of interventions for post incident, hotspot areas or in the case of proactive engagement
- 3a. Develop enhanced support mechanisms for internal victims of abuse to provide confidence that they will be heard and supported
 - b. Develop a programme of consultation and engagement initiatives that ensures an ongoing organisational conversation around the impact of VAWG and sexual misconduct
 - c. Reduce gender inequality in ranks and roles and increase diversity in senior roles through dedicated positive action initiatives

Delivery Method

- 1a. Development of key data set for sharing with Silver and key internal stakeholders
 - b. Communication strategy to include internal key messages and dates
 - c. Regular updates to intranet pages in the VAWG Hub
- 2a. Publication of line management operated guidance to support disclosure of abuse / supporting internal victims
 - b. Roll out of inclusive leadership course and suite of supervisory resources
 - c. Formal roll out of Op Reassure to empower leaders in addressing cultural issues
- 3a. Publication of support in a single document/ web page that promotes support to all colleagues
 - b. Calendar of engagement events to encourage regular consultation and participation
 - c. Promote Women's Development Programme & one stop shop for development opportunities



External Trust & Confidence

Thames Valley Police will put the victim at the heart of all our investigations and actions, ensuring excellent victim care

Aims:

- 1. Improve victim care and experience of the criminal justice process**
- 2. Improve confidence, trust and reporting with specific groups of seldom heard women and girls**
- 3. Improve engagement and partnership working**

Actions

- 1a. Place the victim at the centre of our work and commit to improving our service to all
 - b. Prioritise and expedite VAWG investigations, ensuring victims are directed to the most appropriate support services
 - c. Improve the use and clarity around Special Measures for victims and witnesses, going through the criminal justice process
- 2a. Capture and develop the evidence base for trust and confidence in our communities in relation to VAWG
 - b. Identify and listen to seldom heard women and girls to shape action
 - c. Share regular communications with the public through a variety of mechanisms to explain our work on VAWG
- 3a. Engage with Victim Circles on VAWG-specific sessions to hear and respond to women and girls who have not received the outcome or treatment they expected
 - b. Undertake regular Closed Case Reviews with the Service Improvement Team
 - c. Ensure consistent and regular update to partners on the VAWG work undertaken, in partnership with the Strategic Partnership Board

Delivery Method

- 1a. Improve understanding of victim needs and increase victim satisfaction
 - b. Improve crime management on LPA's with a force focus on VAWG
 - c. Women and girls in the TVP area will be fully aware of special measures available from the onset
- 2a. Data that informs and benchmarks trust and confidence which can then be improved upon
 - b. Those of Colour, those in care, GRT, disabled and neurodiverse, sex workers, migrants & refugees
 - c. Routine publishing from Comms team with appropriate level of detail VAWG related prosecution
- 3a. A feedback circle that visibly responds to challenge to make improvements to our process
 - b. Routine publishing from Comms team with appropriate level of detail as transparent learning point
 - c. Consistent updates via LPA Commanders & force leads across the partnerships.



Relentless Pursuit of Perpetrators

Thames Valley Police will relentlessly pursue, actively manage and target the most dangerous and prolific perpetrators and make better use of police powers to protect women and girls.

Aims:

- 1. Pursue, actively manage and target the most dangerous and prolific offenders**
- 2. Enhance data, intelligence, mapping and analysis to help understanding and targeting of resources**
- 3. Drive improvement of VAWG investigations through effective crime management**

Actions

- 1a. Better use of police powers to protect women and girls and manage and disrupt perpetrators through higher volumes of arrests and protection orders
 - b. Implement learning from Operation Soteria Bluestone
 - c. Ensure effective sex offender management through robust identification, assessment and management. This includes raising the awareness and use of neighbourhood and response teams
- 2a. Develop VAWG analytical (problem profile) products at force and local level to inform deployment activities and targeting of perpetrators
 - b. Develop Operation Yeomanry to create a lower threshold identification process for those likely to be dangerous offenders
 - c. Improve the provision of MARAC and MATAC on LPAs with a standardised and coherent approach
- 3a. Implement the crime management framework to improve the quality and timeliness of investigations and reduce the volume of active cases
 - b. Ensure the teams investigating VAWG offences are appropriately trained and resourced to deal with complex and multi-faceted investigations
 - c. Increase positive outcomes, with a particular focus on increasing charge volumes for VAWG offences

Delivery Method

- 1a. Increase in volume of protection orders and an increase in the volume of arrests for VAWG
 - b. Increased awareness and implementation of the new operating model
 - c. Effective MAPPA processes
- 2a. Problem profiles completed and used intelligently
 - b. Agree and implement a suitable process for the most dangerous offenders
 - c. Coherent MARAC and MATAC approaches delivered consistently across all LPAs
- 3a. Effective use of the Crime Management Framework and a reduction in active cases
 - b. Workforce data – VAWG teams to be at established levels
 - c. Increase VAWG charge rate by 1%



Safer Spaces for Women and Girls

Women and girls in the Thames Valley will be free to behave and express themselves as they wish without fear of attack, judgement or intimidation

Aims:

- 1. Ensure safety of girls and empower them to report**
- 2. Ensure our public spaces can be enjoyed by women and girls without fear of attack or harassment**
- 3. Ensure our commercial domestic and private spaces are safe for women and girls to enjoy life, free from exploitation**

Actions

- 1a. Work with specialists to develop an educational package for secondary schools to tell the story of Libby Squire and encourage reporting of non-contact offences
- b. Increase representation from the education sector to inform the work that we are doing
- c. Expand the remit of the Circles SE programme across the force
- 2a. Embed Project Vigilant within night time economy policing across the whole force area and increase co-ordination with partners to intercept those looking to cause harm
- b. Develop a VAWG data dashboard to identify locations most at risk and to inform activity
- c. Embed the consideration of preventing VAWG offences into the planning of policing operations at all public events
- 3a. Work with partners to ensure the care system is a safe place for girls
- b. Support partners in reducing exploitation taking place in hotels and taxis
- c. Further develop the safeguarding of sex workers across the Thames Valley

Delivery Method

- 1a. Creation of an education package that can be delivered by teachers, officers and partners
- b. Increased representation on VAWG governance and scrutiny panels
- c. A clear voluntary referral process for those requiring support for concerning behaviour
- 2a. Increase Project Vigilant deployments across the force, including at large public events
- b. Creation of a Project Vigilant training package to consistently upskill officers across the force
- c. Obtainable and accessible data and mapping specific to VAWG offences and incidents
- 3a. Clear VAWG risk assessments and mitigations policing operations surrounding public events
- b. Reduction in exploitation linked to hotels, taxis and the care system
- c. Continued referrals through Op Yale and deployments of Op Exhaust to safeguard sex workers



GLOSSARY



Circles South East	A charity supporting Project Vigilant that work on voluntary referrals of people with problematic sexual thinking and behaviour
DA	Domestic Abuse
LPA	Local Policing Area
MAPPA	Multi Agency Public Protection Arrangements: Assess and manage the risks posed by sexual and violent offenders: guidance for the police, prison service and probation trusts
MARAC	Multi Agency Risk Assessment Conference: a monthly risk management meeting where professionals share information on high risk cases of domestic violence and abuse and put in place a risk management plan
MATAC	Multi Agency Tasking And Coordination: is a monthly meeting to identify and tackle the most harmful domestic abuse perpetrators.
NTE	Night Time Economy – generally classified as licenced entertainment areas within a town centre
Operation Exhaust	Police operation to deter kerb crawling and anti-social behaviour associated with sex work

GLOSSARY CONT.



Operation Reassure	Internal initiative to identify and extract learning from a cultural perspective when officers are dismissed for sexual misconduct
Operation Soteria Bluestone	A collaborative programme bringing police forces together with academics and policy leads to use evidence and new insight to enable forces to transform their response to rape and sexual offences
Operation Yeomanry	Identifies repeat sexual offence suspects so we can maximise opportunities to bring them to justice, minimise further offending and protect future victims
Project Vigilant	An initiative using a combination of uniformed and plain clothed officers to target those displaying predatory behaviour in the night time economy
PSD	Professional Standards Department
Seldom heard	Communities who are less likely to be heard by service professionals and decision-makers
Special Measures	A series of provisions that help vulnerable and intimidated witnesses give their best evidence in court and help to relieve some of the stress associated with giving evidence. Special measures apply to prosecution and defence witnesses, but not to the defendant and are subject to the discretion of the court
VAWG	Violence Against Women and Girls