

Strategy, Governance, Structure and Priorities for 2025-26



Working in partnership to improve the efficiency and effectiveness of the criminal justice system

Contents

Thames Valley Criminal Justice Board	3
<ul style="list-style-type: none">• Purpose, vision, aims, membership and governance• Leadership statement• Role of the Chairperson	
Objective one: Victim and witnesses	4
<ul style="list-style-type: none">• Victim and witness board	
Objective two: Increase public confidence in the CJS	6
<ul style="list-style-type: none">• Performance Management Group• Local Criminal Justice Group• Criminal justice Bronze Group• Disproportionality board• Children & young person's board• Children & young persons Out Of Court Resolution scrutiny panel	
Objective 3: Reducing re-offending	11
<ul style="list-style-type: none">• Main Reducing re-offending main board• Women's sub-group• Treatment pathway sub-group• Accommodation sub-group• Education, training & Employment sub-group	
Objective four: Communication and engagement	15

Thames Valley Criminal Justice Board

Purpose & Vision

The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency, effectiveness and credibility of the Criminal Justice System. By working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence.

Aims

- To provide a strategic forum for the facilitation and delivery of joined up criminal justice in the Thames Valley where there is an impact on service delivery across the counties.
- To provide a single strategic forum to engage with the Police and Crime Commissioner (PCC) on all criminal justice matters.
- To provide a central point of contact through which communication on criminal justice can be received, considered, and disseminated.
- To work with key partnerships to provide a joined up, co-ordinated criminal justice system across the Thames Valley.
- To assess the need to form sub-groups to focus on particular areas of focus/future projects.
- To continuously monitor and improve the performance of the criminal justice system across the Thames Valley.

Membership & governance

All of the local criminal justice agencies are represented on the Thames Valley Local Criminal Justice Board (LCJB) namely;

- Thames Valley Police and Crime Commissioner
- Thames Valley Police
- Thames & Chiltern Crown Prosecution Service
- HM Courts & Tribunals Service
- HM Probation & Prison service
- Legal Aid Agency
- The board is further supported by a local Defence representative, Citizens Advice (Witness Service) and Public Health England.


Leadership Statement

The LCJB is committed to delivering a high quality of service to the communities of Thames Valley, focussed on the needs of the individual, irrespective of background. Together we recognise that trust, confidence and equality are key factors in being able to work successfully with our communities to reduce crime, harm and risk. All staff within each organisation will play a part in that.

Role of the Chairperson

The chairperson of the board is the Police and crime commissioner. A collaborative, collective and committed approach to managing the work of the Board, rather than the adoption of voting, ensures mutual support to initiatives and a clear partnership focus to delivery of the purpose and vision. A deputy chair is nominated by the board.

Objective one: Victim and witnesses

	Objective 1: Victims and witnesses		
Outcome: Improve the service within the criminal Justice system for victims and witnesses			
Action 1.1 Support the development and implementation of the Victims’ code compliance metrics, to enable the LCJB to scrutinise and monitor the Victims Code of Practice in relation to the 12 victims’ rights.	Action 1.2 Improving the experience of victims within the Criminal Justice System.	Action 1.3 Improve the service provided to victims of DA/rape and sexual offences.	
Lead agency: OPCC Supporting agency: Police/CPS/HMCTS/Witness service/SARC	Lead agency: OPCC Supporting agency: All	Lead agency: Police Supporting agency: CPS	
Delivery: V&W delivery group	Delivery: V&W delivery group	Delivery: Already embedded agency meetings	

Victim & Witness board


The importance of appropriate justice and support for victims and witnesses throughout the criminal justice system is laid out within the Code of Practice for Victims of Crime in England and Wales and the Witness Charter: Standards of care for witnesses in the criminal justice system. It is the purpose of the Victims and

Witnesses board to work together to understand where inefficiencies or gaps in the offer exist, identify where improvements can be made, make recommendations and champion change across the offer, in order to achieve a more connected and whole-system approach that is more effective in responding to people's needs. The multi-agency meeting is held quarterly to facilitate professional discussions and sharing of information across the criminal justice partnership.

The group have worked hard on important areas over the last year. These include;

- Implementing victim awareness training across entire CJS. A new post in the OPCC has been created to delivery on this. Training offered to CJS agencies.
- Production of a victim and witness touchpoint map. The touchpoint map will allow us to ensure that each agency knows where their responsibilities are and ensure information isn't duplicated or missed.
- Core contract for victim's voice.
- The impact of the new parole boards. Training has been developed by probation to improve communication.
- Kept partners up to date and assist on the implementation of the new NPCC restorative Justice guidance.
- Continued delivery updates of the national operating model (NOM) for rape and sexual offences (RaSO), the victims' voice and lived experience schemes. Cross partnership work has progressed this year to improve victim engagement and reduce dis-engagement due to the court backlogs.
- CPS transformation programme.
 - Two stage service to victims:
 - Universal service - centrally managed by CPS HQ.
 - Enhanced service - delivered by CPS Areas and will apply to adult RaSO victims.
- Work has continued with MoJ and the OPCC to prepare for the implementation of the Victims and Prisoners Bill new Victims Metrics – now due to be implemented in early 2026. There is now a duty to collaborate and a duty to comply with the new standards. Since the draft bill there have been several key changes to strengthen and refine the legislations;

Objective two: Increase public confidence in the CJS

	Objective 2 : Increase Public confidence in the CJS				
Outcome: A Criminal justice system that is trusted by the public					
Action 2.1	Action 2.2	Action 2.3	Action 2.4	Action 2.5	
Identify and improve performance at all stages of the criminal justice system	Disproportionality. Create a multi-agency public facing disproportionality board. To review, understand and improve areas of disparity across the whole CJS.	Improving the timeliness and pathway for children and young people in the CJS (as suspects, Victims and witnesses) whilst taking a ‘child first’ approach.	Dealing robustly with those involved in knife crime whilst recognising the opportunities to provide early intervention to Under 18’s.	Prison population pressures and impact on wider TVCJS	
Lead agency: OPCC Supporting agency: All	Lead agency: OPCC Supporting agency: All	Lead agency: Police Supporting agency: YJS	Lead agency: YJS Supporting agency: OPCC	Lead agency: Prison /Probation Supporting agency: All	
Delivery: LCJG	Delivery: Disproportionality board	Delivery: Child and young person’s board	Delivery: Child and young person’s board	Delivery: Across all LCJB meetings	

Performance Management Group

The Performance Management Group monitors performance across the Local Criminal Justice System

Specific areas of work over the last year:

- Working group to review the specialist DA courts
- Development of the Children and young person's Service Level Agreement youth agreement document between courts, police & CPS
- Working group to re-launch Pre-plea Pre-Sentence Report
- Probation Bail information officers

As part of next year's plan one of the priorities will be to develop an agreed LCJB dataset to identify and improve performance

The dataset will be an evidence led dataset to understand CJS performance and:

- will be focused on LCJB priorities
- will have agreed data across the agencies
- will be used to influence change to improve performance
- will enable agencies to hold each other to account

The dataset will:

- be an adaptive product
- provide a thematic focus at each meeting.
- Focus on points of the victim/offender journey

Local Criminal Justice Group

Local Criminal Justice Groups (LCJG) will mirror the function of the Thames Valley Criminal Justice Board by bringing together the local senior management of the CJS agencies to co-ordinate activity and share responsibility for delivering criminal justice in their local areas i.e. at a county level.

This has three aspects:

- Achieving the LCJB's performance targets
- Ensuring compliance with protocols, SLAs, etc
- Facilitating the implementation of change programmes

Objectives

- Maximise their area's contribution to the achievement of the Board's targets and strategic objectives
- Resolve multi-agency issues of local implementation,
- Act as a forum for multi-agency working, improving agency co-operation and understanding, and promote multi-agency working within their local area.
- Contribute to the formulation of Area strategies and protocols.

CJS Bronze group

This group manages cross agency communications and problem solving across Thames Valley plus Bedfordshire and Hertfordshire agencies. Throughout the year this has been a critical forum to manage the different issues across all partners. Areas worked on this year:

- Response to the pressures of remand cases. Working group in place to better manage the processes between agencies on remand application and breach of bail cases, we have a review process after bank holidays (generally a pinch point for agencies). This has led to improved service of files from Police through CPS to the courts leading to a more efficient remand court.

- Defence engagement – identified as a key area to develop by the LCJB. The group continue to meet every other month. Meeting have been very positive, focussing on:
 - Diarised Court user groups meetings at both MC and CC are being developed
 - The LCJB have created a force wide directory/circulation list of all defence firms across Thames Valley. For the first time this has allowed our CJS agencies to reach out to the whole group with updates on performance & process.
 - The LCJB have facilitated a number of Webinars with defence colleagues on behalf of CJS agencies.
- Prisoner transport issues – prisoner transport. LCJB have facilitated a number of meetings to improve the escalation process and the formal process to delivering late prisoners to the court. A number of positive changes have taken place through the year to deliver improved communications and reinforcement of agency guidance. SERCO hold an operational meeting each morning to work with partners in sharing daily court movements, escort arrangements and contingency requirements.
- Appropriate adults – Inconsistent adult appropriate adult provision across Police custody. LCJB completed a review of the position across all the local authorities across Thames Valley. TVP have used this and are developing a new strategy to provide an improved consistent approach to AA use.

Disproportionality board

Strategic Aim

To understand our position in relation to ethnic minority representation across criminal justice in Thames Valley. Where disparities exist; explore, learn and reform to reduce unequal outcomes for those in contact with the criminal justice system. Collaborate to promote cultural organisational change and strive to embed cultural awareness within our workforces, structures and procedures, in turn improving justice, fairness and ultimately the overall trust all communities have in our criminal justice system.

Purpose

The Thames Valley Disproportionality Group will work with Criminal Justice System partners to coordinate and deliver improvements against a set of agreed actions in order to reduce inequalities.

The 5 key areas of focus are;

1. Trust and Confidence
2. Partnership Engagement
3. Workforce Diversity
4. Shared Criminal Justice System Learning
5. Governance

Children & Young Persons board

There was an identified gap in Thames Valley's approach to how we deal with Children and young people (CYP) who come into contact with our criminal Justice System.

CYP should be at the front of centre of our conversations. For this reason I have introduced a children and young person's board.

The purpose of the children & young person board is to enable all relevant agencies to meet, reflect, review and collaborate to improve the timeliness and pathways for children and young people within the criminal justice system whether as defendants, victims or witnesses, whilst ensuring a 'child first' approach.

The Board provides oversight and support, helping to ensure the effective delivery of the objectives below:

- Timeliness of CYP going through the CJS
- Ensure that we provide consistent policies, processes and level of service to our communities.
- Seek funding opportunities
- Explore national initiatives , understand and implement the 'child first' approach
- Improve our response to exploitation
- School attendance/exclusion


The board have had a positive approach to making changes that will improve the journey of children in the CJS. In particular we have:

- Influenced partners to scrutinise and improve their part in the timeliness of children investigations
- Influenced TVP into developing a new child strategy
- Sought greater partnership working with Local Authorities to reduce the impact of poor school attendance and suspension and exclusions.
- worked hard to progress the implementation of the recommendations in the SAFE - Support for Young People Affected by Crime report
- facilitated conversation between TVP and YJS around the use of deferred outcomes

Children & young persons Out Of Court Resolution scrutiny panel

The meeting reviews two local authority Youth Justice Services quarterly. The make-up of the panel includes all CJS agencies and the judiciary (youth magistrates bench chairs). It reviews cautions/conditional cautions and community resolutions. A decision is made on the appropriateness of the outcome. Learning is shared and feedback to specific decision makers is made.

Objective three: Reducing re-offending

	Objective 3: Reduce re-offending		
Outcome: To reduce re-offending through partnership working			
Action 3.1 Improve the pathways from custody into treatment to support better and faster access to support in the community	Action 3.2 DA perpetrator focus programmes	Action 3.3 Improve the resettlement of those in the CJS. Develop the whole system approach to RR	Action 3.4 Improve management of repeat offenders across the CJS – to include retail crime
Lead agency: Probation Supporting agency: Police	Lead agency: Police Supporting agency: OPCC	Lead agency: Probation Supporting agency: OPCC	Lead agency: OPCC Supporting agency: All
Delivery: Reducing reoffending boards	Delivery: TV wide perpetrator group	Delivery: Reducing reoffending boards	Delivery: LCJG

Reducing Reoffending Main board

The purpose of the reducing Re-offending main board is for all relevant agencies to come together and work collectively to improve Thames Valley's overall approach to rehabilitation and reducing re-offending for adults and young people.

- Set a direction to deliver a Reducing Re-offending Strategy for the Thames Valley
- Agree and implement a Whole Systems Approach to rehabilitation & reducing re-offending
- Provide a commitment The Board is to provide oversight and support, helping to ensure the effective delivery of the objectives below:
 - to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector.
 - Understand agencies statutory requirements and ensure they are held to account to deliver on these.
 - Influence clear annual commissioning intentions across the partnership.

- Develop Key Performance Indicators
- Ensure that in TV we provide consistent policies, processes and level of service to our communities.
- Link into the other LCJB areas of business – disproportionality/Victims and witnesses and performance management.
- Seek funding opportunities
- Explore national initiatives and understand best practice

The approach over the next year will be to focus on building confidence in community based sentencing.

The government are conducting 2 reviews that will influence the work of this group over the next 12 months:

1. Sentencing review by Rt Hon David Gauke
2. Court system review by Sir Brian Leveson

Women's sub group

The purpose of the reducing Re-offending women's sub-group is for all relevant agencies to come together and work collectively to improve Thames Valley overall approach to providing suitable women focus to aid rehabilitation and reduce re-offending for adults and young people.

The sub-group is to provide oversight and support, helping to ensure the effective delivery of the objectives below:

- Set a direction to deliver a Reducing Re-offending women's Strategy for the TV
- Agree and implement a Whole Systems Approach to Women's needs.
- Provide a commitment to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector.
- Understand agencies statutory requirements and ensure they are held to account to deliver on these.
- Influence clear annual commissioning intentions across the partnership.
- Develop Key Performance indicators
- Ensure that i we provide consistent policies, processes and level of service to our communities.
- Link into the other LCJB areas of business
- Seek funding opportunities
- Explore national initiatives and understand best practice

In the LCJB plan for the coming year we wish to continue to Increase women's hubs or other such provisions across TV to provide appropriate spaces

The group scope is focussing on alternative to custody;

- Early releases
- Successes
- Barriers
- Avoiding return to custody

Treatment pathway sub group

The purpose of the reducing re-offending treatment pathway sub-group is for all relevant agencies to come together and work collectively to improve the overall approach to providing suitable pathway approaches for mental health, drug and alcohol to aid rehabilitation and reduce re-offending for adults

- The sub-group is to provide oversight and support, helping to ensure the effective delivery of the objectives below:
- Establish an operational treatment pathway sub-group comprising all relevant partners
- Provide a commitment to engaging with a diverse range of providers, including private organisations, other statutory partners and the third sector.
- Understand agencies statutory requirements and ensure they are held to account to deliver on these.
- Share and influence clear annual commissioning intentions across the partnership and seek funding opportunities
- Develop Key Performance Indicators (KPIs)
- Ensure that we provide consistent policies, processes and level of service to our communities.
- Link into the other LCJB areas of business as appropriate and feed into reducing reoffending groups for each local area.
- Seek to identify gaps or barriers in service delivery
- Engage with health partners across mental health treatment to spotlight the needs of people on probation or in prison
- Explore national initiatives and understand share best practice

Accommodation sub group

The key purpose of the reducing Re-offending accommodation sub-group is for all relevant agencies to come together and work collectively to improve Thames Valley's overall approach to providing suitable accommodation approaches to aid rehabilitation and reduce re-offending for adults and young people.

The sub-group is to provide oversight and support, helping to ensure the effective delivery of the objectives below:

- Set a direction to deliver a Reducing Re-offending accommodation Strategy for the Thames Valley
- Establish an operational accommodation sub-group comprising all relevant Thames Valley partners
- Agree and implement a Whole Systems Approach to accommodation need.
- Provide a commitment to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector.
- Understand agencies statutory requirements and ensure they are held to account to deliver on these.
- Influence clear annual commissioning intentions across the partnership.
- Develop Key Performance indicators
- Ensure that in TV we provide consistent policies, processes and level of service to our communities.


- Link into the other LCJB areas of business – disproportionality/Victims and witnesses and performance management.
- Seek funding opportunities
- Explore national initiatives and understand best practice

Education training and employment sub group

The purpose of the reducing Re-offending Education, Training and Employment sub-group is for all relevant agencies to come together and work collectively to improve Thames Valley's overall approach to providing suitable approaches to aid rehabilitation and reduce re-offending for adults and young people.

- The sub-group is to provide oversight and support, helping to ensure the effective delivery of the objectives below:
- Set a direction to deliver a Reducing Re-offending ETE Strategy for the Thames Valley
- Establish an operational ETE sub-group comprising all relevant Thames Valley partners
- Agree and implement a Whole Systems Approach to ETE need.
- Provide a commitment to partnering with a diverse range of providers, including private organisations, other statutory partners and the third sector.
- Understand agencies statutory requirements and ensure they are held to account to deliver on these.
- Influence clear annual commissioning intentions across the partnership.
- Develop Key Performance indicators
- Ensure that in TV we provide consistent policies, processes and level of service to our communities.
- Link into the other LCJB areas of business – disproportionality/Victims and witnesses and performance management.
- Seek funding opportunities
- Explore national initiatives and understand best practice

Objective four: Communication and engagement

	Objective 4: Communication and engagement		
Outcome: Increase public confidence in Thames Valley Criminal Justice System			
Action 4.1 Improve community engagement	Action 4.2 Communicate the efforts of the LCJB and partnership working within the CJS.	Action 4.3 Develop the use of lived experience across the CJS to better understanding and deliver on the learning this provides.	
Lead agency: OPCC	Lead agency: LCJB/OPCC	Lead agency: OPCC	
Delivery: All LCJB meetings	Delivery: Through communication and engagement material and events.	Delivery: Victim & witness delivery group	