

Report to the Thames Valley Police & Crime Panel

Title: Finance and Performance
Monitoring Report

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Background

1. Members of the Panel have asked for a six monthly report on finance and performance monitoring. There is no statutory requirement to produce and monitor delivery of the Police and Crime Plan during the year but this is considered to be best practice since it will facilitate effective management control and delivery of the PCC's objectives, and will help to demonstrate transparency, accountability and effective governance within his office.
2. The PCC's Policy Planning and Performance meeting (PPP) was held on 29 July 2016 where revenue, capital and performance monitoring reports were received and the agenda can be found via the following link:-
<https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/policy-planning-and-performance/>

Financial Monitoring

3. In terms of financial monitoring the following reports were submitted to 29 July meeting:-
 - Annual Treasury Management Report 2015/16 (key points are set out on page 10 of the agenda)
 - Treasuring Management Quarterly Performance Update (key points are highlighted on p320).
 - Final Accounts 2015/16 – the revenue account was underspent by £1.259m and this money has been transferred to general balances. A further report on the final accounts was presented to the Joint Independent Audit Committee on 9 August 2016.
 - Chiltern Transport Consortium Financial Performance Overview 2015-16 – the Consortium manages a fleet of 2,505 vehicles on behalf of TVP, Bedfordshire, Hertfordshire and Civil Nuclear Constabularies
 - Sponsorship 2015/16 - £0.114m was received by TVP in 2015/16 (compared to £0.115m for 14/15).

Revenue Monitoring

4. The approved revenue budget for 2016/17 requires the delivery of £15.6m of productivity plan savings, which brings the total savings since 2011/12 to £87m.
5. At the end of June 2016 the overall budget is £0.660m overspent against profile to date, and a predicted year-end overspend of £2.320m is forecast. £2m of the predicted overspend relates to police allowances, police staff and PCSO budgets.
6. The review of the ICT restructure and the delay in the Contact Management Programme are impacting on the delivery of their associated savings in the current year, which is reflected in the forecast outturn position. Significant work is being undertaken to try and mitigate the projected overspend position including: ensuring police strength remains on target by proactively managing the recruitment intakes, focusing and prioritising the use of overtime and identifying and realising new Priority Based Budget savings.
7. The OPCC has also identified that it is expecting an under recovery on investment interest income received, which will be partly offset by lower interest charges on borrowing, but the current net expectation is an overspend of £0.320m on the OPCC controlled budgets. The Force and the OPCC are working with the business to quantify the outturn position and provide robust management of the budget to mitigate and minimise the year-end position, without a detrimental impact on operational performance.

Capital monitoring 2016/17 and Medium Term Capital Plan

8. The Medium Term Capital Plan has been updated:-
 - To reflect the re-phasing of expenditure from 2015/16 from £5,505m to £9.782m which is due to increased property scheme re-phasing (p303), increased ICT re-phasing and delays in procuring the safer roads equipment
 - An increase of £7.635m to enable the purchase of a leased property which should release annual revenue costs in excess of £0.600m per annum. The purchase of the leased building would be funded by borrowing.
 - Re-based ICT scope of works reducing the current year requirement by £3.825m
 - Grant funded capital purchases of £1.297m to fund ACPO (Assoc of Chief Police Officers) Transportation Asset Management equipment
 - In January funding assumptions regarding Emergency Services Mobile Communication Programme were that the grant would be provided for the full two year implementation period. However, it has now been decided that the funding would be left within the main police grant. This will therefore increase the funding requirement from the Improvement and Performance Reserve by £3.583m.
 - There will be a total increase of £9.131m in the annual capital programme, up from £28.405m to £37.536m with an overall increase of £9.783m for the Medium Term Capital Plan 2016-2020.
9. The newly approval capital budget for this year was now £37.536m and to date a total budget of £12.238m has been drawn upon for schemes. Total spend and commitments amount to £7.648m and predominantly relate to ICT based projects at this stage.

10. To date, including annual provisions, a total budget of £15.750m had been drawn upon for schemes in preparation and live schemes, leaving £5.289m to be potentially drawn on over the remainder of the year.

Performance Monitoring

TVP Annual Delivery Plan Outturn Report 2015/6

11. This is an end of year summary of Force performance in respect of their Delivery Plan and the main points can be noted as follows:-

- There were 129,611 crimes reported across the Thames Valley which was the first increase in overall crime in ten years. This increase was reflected nationally and was largely attributed to a change in recording practices as set out by the Home Office. Crime levels in the Thames Valley remain low compared to five or ten years ago.
- Violence against the person increased by 30.3% on the previous year to 28,319, although it is felt that this does not reflect an actual increase in violence in the Thames Valley.
- There is a 21.4% increase in the recording of sexual offences, with a 37.3% increase in the report of rape and increased reports of domestic abuse related crime (19.5% increase). 2015/16 saw an increase of over 490 prosecutions in relation to domestic abuse totalling 3,193. Nationally the TVP domestic abuse conviction rate is less positive and over the next year crime strategy work with Criminal Justice will look at how this can be improved. Representatives from TVP have visited strongly performing forces.
- Whilst there has been an increase in the number of hate crimes it is felt that incidents remain unreported and the Force expects to see further rises in this category as the public gains greater confidence in how this crime is dealt with.
- Dwelling burglary continues to fall and is at a 42 year low. Robbery increased by 7.6% on the previous year but has fallen by over 50% with levels 5-10 years ago.
- Anti-social behaviour has fallen significantly in the past five years.
- Despite the increase in recorded crime the Force has received positive feedback from HMIC across all areas of policing and victim satisfaction remains high at 88.4%.

TVP Delivery Plan 2016/17 Monitoring Report

12. Some highlights from the monitoring report are listed below:-

Cut crimes that are of most concern to the community (p336)

- There is support from all Criminal Justice agencies to fast track Domestic Abuse Cases at Magistrates Courts with trials listed 14-21 days after the hearing. Discussions continue with the Crown Prosecution Service and Judiciary regarding fast tracking cases at Crown Court.
- Work is being undertaken to improve the quality and timeliness of rape files. A Crime Performance Framework has been developed which prioritises file quality as a key performance indicator.
- The recording of victim contact on NICHE has been identified as an area for improvement for the Force

Visible Presence of the Police (p339)

- Organised Crime Group presentations have been delivered to local community safety partnership boards and interested parties.

- Strategic and operational partnerships for Mental Health remain strong across the Thames Valley.
- The agreed recommendations from the Neighbourhood Policing review continue to be implemented and embedded through Local Police Area Commanders.

Protect our Communities from the most serious harm (p343)

- Further campaigns and education relating to sexual consent
- The SE Counter Terrorism Unit is currently finalising dates for a pilot with Force and local partners in relation to Prevent
- A toolkit is being developed to assist officers when dealing with 'County Lines' type operations which cover both drugs Organised Crime and modern slavery offences.
- A letter has been sent from the Assistant Chief Constable and the PCC aimed at raising awareness of Female Genital Mutilation for professionals working with children and has been distributed to key contacts. A Force Action Plan has been developed which promotes the adoption of the Oxford model of a 'no names referral meeting' where partners can assess cases without making a full referral. This has also been adopted in Milton Keynes.

Use effective communication to build confidence in our communities and make best use of technology across the organisation (p348)

- Work is underway on the development of the new Thames Valley Police website.
- The Force's social media community has increased by 37% over the last year.
- A new Customer Relationship Management System is being developed by the Contact Management Programme Team which opens up new opportunities for citizens to interact with TVP on-line.

Transform the way we deliver policing

- In terms of skills development, a strategic paper incorporating a broader view of organisational risk was presented at TVP Management Team. Emerging threats have been discussed in relation to Modern Slavery, Honour Based Violence, Breast Ironing, Sextortion and non-recent sexual offences and rape.

Optimising the impact of finite resources

A variety of change options continue to be developed and delivered in line with the productivity strategy. Priority based budgeting outcomes completed to date include:-

- Bi-lateral provision of forensic footwear evidence
- The creation of a combined biometrics team
- Realisation of workforce modernisation opportunities and reduction in management posts
- Reduction in under-utilised front counters
- Devolution of Professional Development Unit to the LPA
- Merger of Wokingham and Bracknell LPAs
- Restructure of the Professional Standards Department
- Streamlining of Tecos alarm management processes

Build confidence with communities

- The Demand and Vulnerability Model has provided greater understanding of neighbourhood areas, informing engagement and enabling problem solving in the community.

- The OPCC has commissioned the Hate Crime Network to roll out the public Hate Crime Champion Network to help raise awareness of hate crime and encourage reporting in hard to reach communities.

OPCC Strategic Delivery Plan 2016/17

13. The following areas are highlighted as they are amber (red specifically specified) from the monitoring report are listed below:-

- Preventing and reducing problems associated with new Psychoactive Substances
- Improve partnership working with Safeguarding Boards
- Develop and implement plan for creating community touchpoints
- Achieve the contract specification outcomes for the Victim Support contract
- Achieve the specification outcomes for the Hate Crime contract (red RAG status) - review meeting on 5 July highlighted a range of performance issues and the Champions Network has not been launched
- Review and redesign Victims Services
- Develop e-learning for Victims First
- Promote PCC campaigns for Hate Crime and Domestic Violence
- Identify and implement process for scrutinising individual and collective effectiveness of Local Criminal Justice partners
- Identify hard to reach and undertake targeted engagement activities
- Develop skills of staff to inform long-term scanning capability of OPCC regarding emerging policing and crime issues
- Support the PCC/SAFE Young Victims Conference
- Develop joint working with partners to identify and support recommendations on Cyber Crime
- Develop a Business Plan for the possible transfer of governance responsibility for the Thames Valley Fire and Rescue Services to the PCC

Some green RAG status which may of interest to the Panel include:-

- Review of the Community Safety Fund arrangements
- Scoping exercise underway to understand how best to support victims of FGM
- Victims survey
- Regular meetings are being held with the majority of local authority service commissioners to consider the future of co-commissioning opportunities with regard to domestic abuse
- Develop OPCC performance indicators to measure the effectiveness of public and partner engagement
- With regard to the new Bill a scoping exercise is being undertaken with TVP PSD to evaluate the impact of complaints provisions.

Governance reports

14. In terms of governance the following reports were submitted to 29 July meeting:-

Draft Annual Governance Statement 2015/16

There are no significant issues that have arisen with regard to the present governance arrangements but four potential issues have been identified (p49):-

- Departure of interim Head of ICT and current reviews are now being conducted on corporate governance issues to identify any areas where improvements can be made
- Funding gap 2017/18
- Timely delivery of key ICT infrastructure and business systems
- Proposed changes to the statutory police complaints system

Independent Custody Visitor Scheme Annual Report 2015/16

The Police and Crime Commissioner (PCC) is responsible for co-ordinating and overseeing the Independent Custody Visitors' Scheme. The PCC has a statutory duty under section 51(1) of the Police Reform Act 2002 and schedule 16, part 3 paragraph 299 of the Police Reform & Social Responsibility Act 2011, for the Independent Custody Visitors' Scheme.

Independent custody visiting is the well-established system whereby volunteers attend police stations to check on the treatment of detainees and the conditions in which they are held and that their rights and entitlements are being observed. It offers protections and confidentiality to detainees and the police and reassurance to the community at large.

Recording the outcomes of a visit is one of the most important aspects of the scheme and systems must be in place to ensure that the reports are responded to quickly and positively by those receiving them. ICVs must feedback to the PCC to enable him to draw together issues and identify trends emerging from the visits and address them with the Force.

The PCC is responsible for coordinating and overseeing the Independent Custody Visitors' Scheme. This includes:

- Developing policy to maintain and enhance the effectiveness of the scheme.
- Overseeing the recruitment, approval and training of ICVs.
- Ensuring the maintenance of appropriate organisational arrangements and visiting patterns.
- Establishing and maintaining effective systems for feeding back to the police on a regular basis the outcomes from visits, and putting in place the necessary action to respond to issues as they arise.
- Facilitating meetings of the ICVs to discuss their role and issues arising from it.
- Monitoring performance against the agreed frequency of visits.
- Publicising the work of the scheme.

At the start of the period there were 67 visitors which had now fallen to 57 at the end of the reporting period. Recruitment became increasingly difficult during the year. Visits are conducted in pairs and the agreed number of visits to achieve is 52 per year per suite. There is a written report at the end of each visit. The percentage take up of visits has remained level at 95.4% with 422 visits being conducted. The OPCC has reported that the scheme is currently well placed to continue its aim of reassurance to the local community of the treatment of detainees in custody together with the conditions of the facilities.

Corporate Governance Framework

The Corporate Governance Framework is reviewed and updated annually with the main changes as follows:-

- Two changes to the Statement of Corporate Governance (p128)
- Revised code of corporate governance

- Update to delegations in the Scheme of Corporate Governance
- Changes to Financial Regulations

People Agenda (p245)

The purpose of this report is to provide the PCC with a broad overview of the people priorities being pursued by the Chief Constable to ensure that the Force has a workforce which is both professionally equipped and motivated to deliver an effective policing service to the people of the Thames Valley. As staff constitute the most significant element of the annual budget, the effective use of people is critical to the delivery of the Force Annual Delivery Plan and the PCC's Police and Crime Panel.

HMIC reports

The HMIC reports which have been commented on by the Chief Constable include:-

- **Missing children**
Nationally the HMIC have found that there are serious inconsistencies in the way that Forces use the missing and absent categories which are leaving some children at risk of serious harm. There is good evidence of partnership working but this was inconsistent. Attitudes towards children who go missing are sometimes unacceptable. No criticism has been made of Thames Valley Police and the use of multi agency hubs for high risk and repeat missing cases is cited as an example of good practice in the national report. Thames Valley Police have a number of work-streams to improve further the effectiveness and efficiency of their response.
- **Delivering Justice in a Digital Age**
The national report highlights that the application of digital working has been introduced by each of the criminal justice agencies at a differing pace which has led to technical incompatibilities and differing expectations. The report does not make specific recommendations to Thames Valley but there is a summary on the Force's position on p269 of the PPP agenda. There is a landscape review being conducted by National Police Chiefs Council which should give an indication of where the Force, Crown Prosecution Service and HM Courts and Tribunal Service are in terms of digitalisation.