

Agenda

Date: Friday 8 September 2017

Time: 11.00 am

Venue: Olympic Room Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF



Map and Directions

The Briefing Meeting for Members will be held at 10am. There should be sufficient space in the car park at the Council Offices.

<http://www.aylesburyvaledc.gov.uk/finding-us>

1. Apologies for Absence

2. Declarations of Interest

3. Minutes

To agree the Minutes of the Meeting held on 16 June 2017

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11.05am

4. Public Question Time

Anyone who works or lives in the Thames Valley can ask a question at meetings of the Police and Crime Panel, at which a 20 minute session will be designated for hearing from the public.

If you'd like to participate, please read the Public Question Time Scheme and submit your questions by email to contact@thamesvalleypcp.org.uk at least three working days in advance of the meeting.

<http://www.southbucks.gov.uk/article/5242/Public-questions-at-Panel-meetings>

11.25am

5. Themed Item - Partnership with Criminal Justice Agencies

A number of key questions have been put to criminal justice agencies and through this information and discussion the Panel would like to

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understand how the PCC is working with criminal justice agencies.

Debbie Johnson from the National Probation Service and Adrian Foster from Chief Crown Prosecutor (Thames and Chiltern) have kindly agreed to attend for this item.

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| <i>12.10pm</i> | <p>6. Performance Monitoring of Police and Crime Plan 57 - 88</p> <p>For performance information the OPCC and TVP Delivery Plans have been attached.</p> <p>6A Specific - Modern Slavery 89 - 96</p> <p>Specific
 April McCoig from Thames Valley Police will provide an update on this area so that Members can get a better understanding of how partners can work together to reduce modern slavery in the Thames Valley.</p> <p>6B Strategic Aim 4 Serious Organised Crime and Terrorism 97 - 104</p> <p>General
 The Panel would like an update on Strategic Aim 4 of the new Police and Crime Plan which covers Serious Organised Crime and Terrorism – Improving the Local Response and the Panel will question the PCC on his key aims.</p> |
| <i>13.00pm</i> | <p>7. Recommendation Monitoring 105 - 114</p> <p>Response to collaboration questions
 Update on previous recommendations</p> |
| <i>13.15pm</i> | <p>8. Topical Issues 115 - 118</p> <p>To note and ask questions on the topical issues report.</p> <p>8A Victims Redesign Project - update from Policy Development Manager 119 - 124</p> <p>8B Update from PCC Public Meeting (Level 1 with Chief Constable) 125 - 138</p> |

This includes the following documents:-

TVP Annual Delivery Plan 2017/18
 OPCC Strategic Delivery Plan 2017/18
 Summary of changes to the Complaints Process

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| <i>13.30pm</i> | <p>9. Work Programme 139 - 140</p> <p>For Panel Members to put forward items for the Work Programme including ideas for themed meetings.</p> <p>10. Date and Time of Next Meeting
 17 November 2017</p> |
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Committee Members

Councillor Julia Adey (Wycombe District Council), Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Emily Culverhouse (Chiltern District Council), Cllr Arvind Dhaliwal (Slough Borough Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Cllr Tom Hayes (Oxford City Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Carol Reynolds (West Oxfordshire District Council), Cllr Emma Webster (West Berkshire Council), Councillor Ian White (South Oxfordshire District Council) and Cllr Barry Wood (Cherwell District Council)

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Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 16 June 2017, in Olympic Room Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.30 pm.

Members Present

Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Margaret Burke (Milton Keynes Council), Cllr Arvind Dhaliwal (Slough Borough Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Cllr Tom Hayes (Oxford City Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Barrie Patman (Wokingham Borough Council), Cllr Emma Webster (West Berkshire Council) and Cllr Barry Wood (Cherwell District Council)

Officers Present

Clare Gray

Others Present

Francis Habgood (Thames Valley Police Chief Constable), Paul Hammond (Office of the PCC Chief Executive), Shona Morrison (Office of the PCC Policy Development Manager) and Anthony Stansfeld (PCC)

Apologies

Councillor Julia Adey (Wycombe District Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Emily Culverhouse (Chiltern District Council), Councillor Tony Page (Reading Borough Council), Councillor Carol Reynolds (West Oxfordshire District Council) and Councillor Ian White (South Oxfordshire District Council)

108. Election of Chairman

RESOLVED

That Cllr Egleton be elected Chairman for the Thames Valley Police and Crime Panel for the ensuing year.

109. Appointment of Vice-Chairman

RESOLVED

That Cllr Mallon be appointed Vice Chairman for the Thames Valley Police and Crime Panel for the ensuing year.

110. Declarations of Interest

New Members of the Panel were welcomed as follows:-

Cllr Bendyshe Brown – Buckinghamshire County Council
Cllr Dhaliwal – Slough Borough Council
Cllr Hayes – Oxford City Council
Cllr Webster – West Berkshire Council
Cllr Wood – Cherwell District Council

There were no declarations of interest.

111. Minutes

The Minutes of the Meeting held on 7 April 2017 were agreed as a correct record subject to the following amendments:-

- Page 9 second paragraph – should say ineffective trials rather than cracked trials – which are trials that do not go ahead.
- 4th paragraph – Julia Girling made a comment that some domestic abuse victims are relocated out of their area and sometimes there is very little hand over which makes them feel vulnerable and re-victimised.
- Feedback from the public had been that sentencing was not tough enough and did not provide an effective deterrent.

112. Public Question Time

There were no public questions.

113. PCC Annual Report

The PCC presented his fifth Annual Report for 2016-17 and highlighted the following issues:-

Strategic Objective 1

Cut crimes that are of most concern to the public and reduce re-offending

- There has been an increase in crime of 7.2% but the national average increase is 19%. The increases in domestic burglary (up 13.6%) and all violent crime (up 7.9%) will naturally be of concern to the public. The increases are in part due to the continued drive for improving reporting and recording of crime by the Force. Nevertheless there appear to be real increases in crime in some areas across the Force and these will be examined in depth as part of the new Service Improvement Review process.
- Thames Valley Police force are categorised by HMIC as most similar to Sussex, Hampshire, Cambridgeshire, Hertfordshire, Essex, Avon and Somerset and Leicestershire.
- Thames Valley were doing well on reducing reoffending compared to other Forces.
- The number of homicides has increased by 1% (19 in the past year) but three of the recorded homicides included in the 2016/17 figures are in relation to the deaths of three men at Didcot Power Station in February 2016 (Demolition Project).

Strategic Objective 2

Protecting Vulnerable people

- This was a key priority area for the PCC
- Thames Valley was one of the first areas to set up Multi Agency Safeguarding Hubs which was represented good practice. There was a concern that there were too many MASH in Berkshire and also there needed to be further input from the education sector. He would review the MASH later this year

with a view to combining some MASH in Berkshire as they were not large enough to be sustainable or effective.

- He also had concerns about safeguarding in language schools and had discussed this issue with the Sussex PCC.
- Various local partnership arrangements exist to identify and protect those at risk of Female Genital Mutilation.

Strategic Objective 3

Work with partner agencies to put victims and witnesses at the heart of the criminal justice system.

- Funding for the Local Criminal Justice Board was better than other areas.
- Commissioning services were working well – his staff were re-designing victim services across the Thames Valley to improve access to support services and the efficiency and effectiveness of service delivery.

Strategic Objective 4

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

- Satisfaction rates of victims remain high at 88%, compared with the national average of 84%.
- The Complaints, Integrity and Ethics Panel continues to constructively challenge the Force on how well it delivers services and this year examined stop and search data.
- There has been specific work to improve trust and confidence amongst gypsy, romany and traveller communities – the PCC received a reasonable amount of correspondence on this area from the public, including complaints which were difficult to solve, particularly with the use of Section 61 powers where people could be removed from a site. However, some communities could leave sites with some damage and also waste on the site which could be extremely expensive to clear. Police were reluctant to use their Section 61 powers in some cases.

Strategic Objective 5

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

- The PCC undertook an external consultation to inform his new Police and Crime Plan 2017-2021. The top four crimes which caused the most concern to the public were burglary, violence, sexual offences and cybercrime.
- The OPCC developed a new website 'Victims First' which acts as a dedicated resource for victims, containing information and advice on what to do and how to get help following a crime. <https://www.victims-first.org.uk>

Strategic Objective 6

Protect the public from Serious Organised Crime, Terrorism and Internet based crime

- Serious Organised Crime continued to be a challenge and there was an upturn in terrorist incidents. The Regional Unit covered a large area in the South East which went down to Cornwall.
- Reference was made to the prosecuting six people in relation to the bank fraud where at least £245m was defrauded from businesses and shareholders. This prosecution followed a six year investigation which cost TVP nearly £7m. The PCC was trying to recover the funding for this investigation and had a meeting with the Cabinet Office. The bank had offered £100m compensation but the fraud had had a significant impact on businesses and also a psychological impact on individuals.

Performance headlines

- The latest Peel Assessment was good with the Force only a few points away from outstanding.
- They were awaiting proposed changes to the funding formula for policing but expressed concern that there was a huge imbalance in funding across the Country e.g Durham (outstanding) received a similar budget to Bedfordshire (inadequate) but was a quarter of the size of Beds and received £18million more funding. Bedfordshire was also closer to Luton and London.

The following questions were asked:

Strategic Area 1 – cut crimes that are of most concern to the public and reduce re-offending

Cllr Mallon

How has the change in recording crime led to a rise ?

The PCC responded that the baseline had been reduced. For example if there was a fight in a school involving 4 people there would be a crime recording of 4 crime incidents. If there was a domestic dispute between 2 brothers and the father become involved then that would be recorded as 3 crime incidents.

Cllr Bendyshe-Brown

From the data our Council receives violent crime has increased despite the change in recording – would the PCC like to comment on this issue?

The PCC reported that violent crime has gone up slightly but the main reason was the change in recording. There was also a national increase in violent crime. Generally crime figures were low in the Thames Valley and the night economy was reasonably civilized and well policed. There was also a lot of co-operation with businesses which was much better than it used to be. Cllr Bendyshe Brown agreed with this but commented that the CSP Strategic Assessment did show a rise in violent crime. The PCC commented that this was due to the change in the baseline.

Cllr Dhaliwal made reference to the £10.5 million savings in 2017/18 and asked what impact the recent terrorist attacks would have on the policing budgets?

The PCC reported that with further cuts there were fewer police officers and that some police resources nationally had been diverted toward terrorism incidents. He again made reference to £7m which the Force had to spend on investigating the fraud case which they had not yet been paid back for. Cllr Dhaliwal asked them when they expected to hear whether they would be reimbursed. The PCC said he had raised this at the highest level and hoped that they would be paid back in the next month or so.

With the new police funding formula are you worried that you may be penalised as a good performing police force. Cllr Barry Wood commented that looking at the statistics Thames Valley appeared to be doing well in terms of comparison with other Force areas and asked whether in that respect what impact would it have on the Force if they did receive fairer funding ?

The PCC reported that he would increase police officers which would reduce crime in other areas. He also referred to the impact of the fraud case and the need to fund technology to reduce crime. Cyber crime was increasing and criminals were now using the internet to commit crime. Serious organized crime was challenging and gangs had come across from Eastern Europe who committed crime in this country. There had been a 2% increase in the precept which was a small amount per resident but it was important to get the balance right in terms of fighting crime.

Strategic Area 2 – Protecting Vulnerable People

Cllr Mallon asked the following question:-

As we can see from the CSP report anti slavery networks are being created across the Force area to draw in the support and expertise of private and third sector partners to combat modern slavery and HMIC was complimentary of the Force's approach highlighting the positive progress that TVP has made. Please can you elaborate on the progress made in this area and how many prosecutions have been made with this approach ?

The PCC reported that there have been prosecutions in this area and gave an example of the Redbridge Site in Oxford where a man with learning disabilities was used as slave labour. The PCC commented that the perpetrators had been released from prison earlier than he would have expected. He was working in partnership with Local Authorities to identify and address modern slavery.

The 2016 Peel Assessment says the Force has made good progress in its ability to investigate so-called honour-based abuse (HBA). It has created an operational group which has provided training and heightened awareness of this type of crime. The group has also created new operational guidance to help officers provide effective protection to people who are vulnerable to this type of abuse. This has resulted in higher levels of identification of HBA within the Thames Valley area. Do you keep any data on how many forced marriages have been prevented and prosecutions for HBA?

The PCC reported that there were no statistics on this area and he would ask the Chief Constable. It was a difficult area to identify when prevention had been effective but it was confident that the work of the Force was having an impact. It was very difficult to reach closed communities. One of the issues was that if a person did report HBA or the threat of a forced marriage then they would be ostracized by their family.

Cllr Bendyshe-Brown, Bucks County Council referred to the Multi Agency Safeguarding Hub in Aylesbury which had just been reviewed by their Select Committee at Bucks County Council and it was agreed that the impact of the MASH was good. However, they would like to see further involvement from the Clinical Commissioning Groups. He asked whether other MASH's were experiencing any issues ?

The PCC reported that he would be reviewing all MASH in the Thames Valley at the end of the year and particularly expressed concern about the resourcing of the MASH in Berkshire as there was one for each Unitary Authority and that a combined MASH would be more efficient. He was particularly impressed with the MASH in Windsor and Maidenhead but commented that a large amount of resources had been invested in the hub. The PCC commented that he was looking at ways e.g use of Associate PCCs to ensure better liaison with Health and Wellbeing Boards.

Cllr McCracken asked about the progress for using the MASH to help find missing people. The PCC said he had not had a recent update on this area and he would ask the Chief Constable. Cllr McCracken then asked about the terms of reference of the MASH. The PCC reported that the Buckinghamshire MASH also looked after adults. The remit of the MASH would be looked at as part of the review.

Strategic Area 3 – Putting victims and witnesses at the heart of the criminal justice system

Ms Girling referred to the last Annual Report where she had expressed concern whether restorative justice was providing value for money, particularly when £270,000 had been spent on 25 completed cases whilst £780,000 had been spent on victim support for 1459 face to face visits. The provision of Restorative Justice was also not a mandatory requirement. In response the PCC said he was aware of the issue of relative cost and value for money of the various support services commissioned for victims and that the OPCC was keeping an eye on outcomes and effectiveness as part of its routine contract management performance monitoring arrangements, in readiness for when the current victims services contracts come up for renewal. Have you had any further thoughts on this ?

The PCC reported that restorative justice was working well and they were developing future victims' referral services in conjunction with partners. He commented that he would like it used for more serious crime as using restorative justice for some crimes at the bottom end was not such good value for money.

Strategic Area 4 – Police visibility and confidence of communities

Cllr Hayes asked about the visibility of the police force and how the new operational structure for neighbourhood policing was impacting on communities ?

The PCC commented that he was looking at whether to reintroduce helmets for police officers to make sure police officers were more visible. Cllr Hayes commented that he wanted to know about the impact on police officer numbers. He asked the PCC how satisfied he was that the Force was visible to the public on a scale of 1:10. The PCC commented that he would score it at 6/7 out of 10 but that police officers were less visible in rural areas as crime rates were lower. Visibility was an issue but also there was a counter argument for police officers to be less visible to catch criminals. Cllr Hayes asked whether he was more or less concerned about visibility since he became a PCC? The PCC said more concerned.

Cllr McCarthy referred to police visibility in town centres and that a police presence helped reduce crime. The PCC reported that city centres such as Milton Keynes, Oxford and Windsor had a good police presence. Cllr McCarthy then asked about market towns. The PCC reported that there were a limited number of police officers and that they had to use the resources they had in the areas of most demand.

Cllr Hayes referred again to the visibility of police and asked whether the PCC would like to see more police officers on the street?

The PCC commented that he would like to see more police officers and expressed concern about police funding. He referred to the proposed changes to the funding formula and concern that funding may not be fairly allocated across the Country but all Forces had to cut police numbers during this period of austerity. Cllr Egleton

also commented that resources had to be used for new types of hidden crime such as cyber crime and CSE and it was important to balance funding for these new crimes and community policing.

Cllr McCarthy asked about the use of Section 61 in terms of the gypsy, romany and traveller communities and that they had local issues in Grove where a lock was broken and it cost £6,000 to clean up the site. The PCC commented that it was unjust to have to pay for the damage caused to a site and that it was important to be tough on these issues. He had written letters to his Local Area Commanders to use their Section 61 powers if damage was being caused. Cllr Egleton reported that the Panel had previously asked for guidance to be given to Local Area Commanders on this area as the legislation was not being interpreted consistently. The Panel Members agreed that there should be a consistent approach to this issue through robust guidance.

Cllr Hayes asked about the increase in hate crime of 8-9% and whether this had increased because of an emphasis on reporting. The PCC reported that there had been an increase in hate crime and that could sometimes be linked to a specific incident such as a terrorist attack. Cllr Hayes asked whether that figure would have significantly increased as a result of the recent attacks? The PCC did not believe that there would be a significant increase. Cllr Hayes commented that he was surprised that the figure was not higher. The OPCC Chief Executive reported that the Brexit decision had an impact on the increase of anti social behavior.

Cllr Mallon asked about the increase in hate crime and asked whether this included imposing the caste system within communities. The PCC commented that this could be a hate crime.

Strategic Objective 5 – Help to prevent crime and reduce fear of crime

Cllr Webster asked about the Victim's First website and asked what feedback they had received? The OPCC Policy Manager reported that they had received good feedback although at this point it was anecdotal. She did not have any figures on the number of hits to the site. There had been an increase of direct referrals to agencies through the website.

Ms Girling referred to the website and commented that it could be better signposted from other websites such as Thames Valley Police. The Policy Manager agreed to look into this area.

Cllr Hayes referred to the survey response of 5000 on the new Police and Crime Plan priorities and asked the PCC what he would do to consult more widely? The PCC reported that this was difficult to do on a wide scale and that he relied on the 18 Local Authorities and attending their Councils to reach residents.

Strategic Objective 6 – Serious Organised Crime, Terrorism and internet based crime

Cllr Margaret Burke referred to the increase in armed police officers and where they came from and when they would change back to ordinary police officers? The PCC reported that they had increased the qualification of many police officers so they could be armed. They also had armed response vehicles which were multi-functional. He commented on the Hungerford massacre which happened 25 years ago where it took Scotland Yard about 4 hours to get to Berkshire whilst 16 people were killed. Therefore it was important to use local resources so that there was a quick response for example by giving police officers tasers. He would prefer it if the police were not armed but with terrorist incidents it was important that an effective response could be delivered quickly to protect the public.

Cllr Egleton commented that in London there was a 8 minute response to a terrorist attack as they had a large number of armed officers. How many armed officers do you have in each Local Authority area in the Thames Valley and how quickly would they be able to respond to a major incident? The PCC reported that the response time in rural areas would obviously be slower but the likelihood of attack would be much lower. Police officers would be able to attend large events such as football matches and concerts much more quickly.

Cllr Webster referred to the Reading festival and whether this was a risk for a potential terror attack. The PCC reported that the Gold Group would look after major events and would identify any potential risks. However, with such a large number of people attending it was difficult to provide 100% reassurance. Police officers would rely on intelligence – there would be internal security within the site and police officers would patrol outside the

site. Cllr Webster suggested that concrete bollards were put around the site to stop vehicles driving into crowds. The PCC reported that they had identified areas of high risk such as Windsor Castle and taken measures to reduce that risk.

Cllr Bendyshe Brown asked with the recent cyber crime event a strategy for the Thames Valley is being drawn up – will the PCC be supportive of this action plan and where appropriate help resource this effectively ?

The PCC reported that cyber crime was one of his priorities and he had attended and been fully supportive of the cyber crime event. He had not yet seen the strategy but once he had sight of this he would be in a position to see whether he could support this financially. The Scrutiny Officer reported that CSPs had met on 12 June to look at a draft strategy and that this should be circulated in the near future. The PCC emphasised that cyber crime affected everyone e.g. schools and banks and was not just the responsibility of the police to prevent this crime.

Performance

Cllr McCracken asked the PCC whether he was a lone voice in terms of asking for money back on the fraud case ? The PCC said that he wasn't but as his Force dealt with the most recent high profile case he had to challenge the Government on this area. He had also commented that the Government had to put more funding into cyber crime as approximately £193 billion was loss to cyber crime. He expressed concern that Section 5 of the Finance Act meant that the Treasury could close down a fraud investigation and that this Section of the Act should be repealed to ensure that all valid investigations should take place. His fellow PCCs also supported him in reimbursement and also that the Government needed more capacity to take on major fraud cases. The Panel agreed that their support should be given to the return of this funding to be reinvested in the Force.

Cllr Hayes asked about the PCC Controlled Expenditure and the cost of democratic representation and where this was shown in the staffing structure? The PCC reported that this related to the Policy Manager post and the PR/Communications Officer.

Cllr Hayes asked how the Policy Officers were feeding in ideas to Government particularly on local issues. The PCC commented that he had good communication links with the previous Minister but that there were obviously changes with the new Government and he will be meeting the new Police Minister. He also had good links in with the Ministry of Justice through Local MPs.

The following areas for actions were raised during the meeting:-

- Unauthorised encampments – that a meeting be held with relevant Local Authority representative as recommended by the Panel in September 2016 to discuss a consistent approach to the interpretation of legislation by your Local Area Commanders with robust guidance being issued.
- Timescales of written responses to the Police and Crime Panel
- Timescale of the review of the MASH and confirmation that this information will be submitted to the Preventing CSE Sub-Committee (even if a confidential session needs to be arranged)
- Review of links to the Victims First website
- Confirmation that resources will be put in place in order to ensure better liaison with Health and Wellbeing Boards to improve outcomes for health related issues e.g MASH representation
- To support the Thames Valley wide strategy on cyber crime (once sent to you for comment).
- To be kept informed of how the new operating model is working and whether there needs to be any change in strategy e.g if officers are taken away from local policing on a regular basis to deal with more urgent priorities such as back filling of vacant posts.

RESOLVED

That a letter be sent to the OPCC in accordance with Section 28(4) of the Police Reform and Social Responsibility Act 2011 to review, report and make recommendations regarding the PCC's Annual Report 2016/17.

114. Update on Community Safety Partnerships

Members noted the report and welcomed the information from each of the Community Safety Partnerships, including information from Crime and Disorder Scrutiny Committees and were impressed with the innovative work being carried out by CSPs.

Cllr Burke expressed concern that she was not a Member of her CSP and that this was an important link to being a Member of the Panel. She suggested that it would be helpful if the Chairman wrote a general letter to CSP Chairman emphasising that this link was crucial. The Chairman commented that this was a matter for individual Councils to address. Cllr McCarthy commented that he was not on his CSP but that this did not hinder the work with the Panel. The Chairman commented that they did not have to be a Member but could observe the meetings to act as a link to the Panel. The Chairman reported that he was happy to write a general letter.

Cllr Webster referred to the perception of crime and that it was important for the police to focus on actual crime rather than reduce the perception of crime. It was important also for Members to have links/or to be aware of the work of other useful bodies such as the Health and Wellbeing Board.

Iain McCracken provided an update on the work of his Council in relation to Domestic Violence and Members noted the following:-

- The Domestic Abuse Service Co-ordinating Project was initiated in April 2011 as one of the projects funded by the Bracknell Forest Community Safety Partnership to tackle domestic abuse.
- It aimed to address a gap in service to standard and medium-risk victims and perpetrators by providing an enhanced level of support to victims as well as provide an enhanced level of management and supervision of perpetrators.
- The 2011/12 cohort (11 couples in total) was monitored to establish the effectiveness of the approach and results showed a reduction from 69 repeat calls to the police in 2011/12 to 24 calls in 2012/13
- In 2013 at the Thames Valley Police Evidence Based Policing conference, Professor Lawrence Sherman and Dr Heather Strang of the Institute of Criminology, University of Cambridge were approached by the Chair of the DASC Project, a police officer with the Force, who proposed to test the DASC programme with a randomised controlled trial (RCT).
- The proposal was made in order to provide an unbiased and evidence-based evaluation of this multi-agency approach. The proposal was accepted and the author was accepted as the principal researcher for the trial. The trial commenced in 2013, focused on standard and medium harm offenders and victims who are repeat subjects of reports of Domestic Abuse.
- The intention was to test the hypothesis that “a multi-agency integrated case management system, will reduce both the frequency and severity of incidents. The trial was well conducted: the treatment group received a high proportion of the intended treatments. The control group received “normal” follow up with very little cross contamination. The treatment group received a far **greater** level of referrals and contacts by the supporting agencies than the control group did.
- The treatment group had about the same frequency of re-offending as the control group. But a **significant** reduction in harm. Harm was measured by using the Cambridge Crime Harm Index which gives a weighting to each offence based on its sentencing
- This is one trial – albeit a well conducted one – and replication will be important.
 - The findings on the effectiveness of the treatments in reducing harm appear to be consistent with findings in treating low harm domestic violence offenders in Hampshire (Operation CARA).
 - DASC provides a promising approach to reducing harm from domestic violence. Combined with the findings from Operation CARA, the DASC project provides an opportunity to improve and develop local strategies to reduce harm from Domestic Violence.

Cllr McCracken reported that this had been an excellent piece of work which could be used by other Local Authorities in the Thames Valley and that he would be happy to send further information to the Chairman.

Cllr Webster referred to the diagram in the CSP report, on behalf of Cllr Patman who had to leave the meeting earlier, saying that the diagram should be amended to show a two way link between Panels and CSP's. Members noted that this was a diagram produced by the LGA.

Members welcomed the report.

115. PCP Annual Report

The Panel noted the draft Police and Crime Panel Annual Report.

The draft report included a section for Panel Members who were asked 'what could the Panel do better'. One of the areas that was raised in this section was public engagement. Nationally Panels did find public engagement fairly limited and locally Thames Valley had the additional issue of covering such as a wide media area it was difficult to get consistent messages out to the public. The Chairman asked that Members liaise with their Communication Teams and their Council to publicise this report as much as possible. One of the new Panel Members reported that she had public relations skills and could help in this area.

Cllr Bendyshe-Brown asked that the following amendment be included in the Annual Report:-

Page 6 – In relation to the Cyber Crime event the report should be amended to say that CSPs are looking at a Strategy from which local areas can develop local or collaborative action plans.

Cllr Hayes referred to feedback from Panel Members which related to lack of public engagement and also obtaining a timely response from the Office of the PCC. He also commented that the public still did not understand the role of the Police and Crime Commissioner. Curtis James Marshall referred to the low turn out for the PCC elections and commented that this was a wider issue and more publicity needed to be undertaken by the Home Office. Cllr Hayes asked the OPCC whether they would be prepared to commit to a 2 week response period. Cllr Egleton reported that it would need to take slightly longer than 2 weeks because of the need to liaise with Thames Valley Police. He also referred to public engagement and commented that the Panel did have a public question time but that it had not been used much by the public.

The Panel also had a recommendation monitoring item to follow up on recommendations made to the PCC. Cllr Burke commented that it was difficult for the public to ask questions as the Panel agenda was only published the week before the meeting. Cllr Egleton reported that the Work Programme of the Panel was published giving advanced notice of items and also that the public had time to put questions to the Panel once the agenda had been published. If any Members had any concerns they could put a request in writing to the Scrutiny Officer asking for the rules of procedure to be amended.

Reference was made to the fact that Oxford Scrutiny Committee had suggested that the Panel should rotate. The Panel had held meetings across the Thames Valley in previous years but there had been no public attendance and had made it harder for Panel Members to attend.

Cllr Mallon suggested that Members of the Panel should put forward any ideas for the Work Programme which would engage the public. He also commented that the PCC does attend Council meetings once a year to engage with each local area. If any Members had any suggestions on how to improve public engagement which they used for their own Councils they should inform the Scrutiny Officer.

Cllr Egleton commented that it would be helpful to meet with new Members to discuss how the Panel operated and the limits of the legislation and also to hear if they had any ideas on how to improve the Panel. Nationally Thames Valley was seen as a Panel that provided effective scrutiny and good practice but the question had been put to Members about what they could do better as the Panel were always looking at the drive for continuous improvement and hold development sessions with Frontline Consulting to enable this. Thames Valley Police and Crime Panel were also in a unique position having representation from across the 18 Authorities and used this opportunity to look at spreading good practice across this wide area.

RESOLVED

That the Annual Report be adopted and published and that Panel Members submit the Annual Report to their respective Authorities for information.

116. Recommendation Monitoring

As there had been robust discussion of other items on the agenda the Chairman asked the OPCC to respond to the recommendation monitoring report in writing.

117. Annual Review of the Panel's Rules of Procedure, Panel Membership and Budget

The Panel received the report of the Scrutiny Officer on the Panel rules of procedure, Panel membership and budget. No amendments had been submitted to the rules of procedure.

In terms of Membership the following changes were made:-

Budget Task and Finish Group – existing Members to continue but Cllr Burke will be replaced by Cllr Bendyshe Brown

Preventing CSE Sub Committee – existing Members to continue with the addition of Cllr Webster.

RESOLVED

That the Panel budget as outlined in the report be approved and Panel membership be agreed subject to the changes outlined above.

118. Report of the Complaints Sub-Committee

The Panel received the report of the Scrutiny Officer on the Complaints Sub-Committee. The PCC was asked to response in writing to the recommendations made by the Sub-Committee.

RESOLVED

That the report be noted.

119. Topical Issues

The Panel received the report of the Scrutiny Officer on topical issues. In relation to the Cyber crime event this had been discussed earlier during the item on the PCC Annual Report. The PCC reported that he did not believe that any PCC had done something as collaborative as this.

Members also welcomed the taxi licensing event which was held at the end of May and noted that a number of authorities across the Thames Valley and outside of the area had signed up to a Thames Valley wide Working Group to identify how they could work together on addressing safeguarding concerns in the Thames Valley.

120. Work Programme

The Work Programme was noted.

121. Date and Time of Next Meeting

8 September 2017 at 11am at Aylesbury Vale District Council

CHAIRMAN

Report to the Thames Valley Police & Crime Panel

Title: Proactive Scrutiny of Criminal Justice

Date: 8 September 2016

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime Panel



Introduction

The aim of this item is to look at how the PCC is working in partnership with Local Criminal Justice partners. The Prime Minister has commented that 'a number of PCCs have argued, youth justice, probation and court services can have a significant impact on crime in their areas and there are real efficiencies to be had from better integration and information sharing'. A joint inspection of local criminal justice partnerships by HMIC, HMCPSP and HMI Probation was undertaken in October 2015 and there was broad consensus that the main barriers to establishing more effective local arrangements are fundamental differences in the drivers, structures, objectives and success criteria of the principal criminal justice agencies, which were seen as inconsistent and misaligned.

<https://www.justicespectorates.gov.uk/hmic/wp-content/uploads/local-criminal-justice-partnerships.pdf>

Information below has been provided by the Thames Valley Local Criminal Justice Board which shows how the Board has been focused on working together and highlight the successes of the Board during the PCC's chairmanship.

In terms of looking at good practice Panel Members agreed that it would be helpful to obtain local evidence through other means and for this item a smart survey was sent to the Local Criminal Justice Board on how the PCC works in partnership. This is attached as an Appendix (Members view on this approach is welcomed). Members of the Local Criminal Justice Board were invited to this meeting and a representative is attending from the Crown Prosecution Service and the Probation Service.

In terms of the survey the responses show that good partnership working is in place and that agencies have similar priorities. 'I think the LCJB within Thames Valley does work effectively as demonstrated by consistently positive outcomes across the partnership' (Quote from survey). However some responses did include comments that the PCC could provide more robust challenge to poor performance or areas where agencies were not committed to joint working.

In previous agendas Members have been given background information on the Criminal Justice System and information is provided below on national research. Attached is a report from the Local Criminal Justice Board showing its priorities and a further report is attached on accommodation for released prisons which is a current concern for the LCJB and the PCC.

<http://sbdc-spider2.southbucks.gov.uk/democracy/documents/s26284/Proposal%20to%20look%20into%20criminal%20justice.pdf>

What is the PCCs statutory duty ?

The **Police and Social Responsibility Act 2011** sets out a duty for PCCs as follows:-

“The PCC and criminal justice bodies (including the police, the Crown Prosecution Service (CPS), Court Service, Youth Offending Teams and probation) must make arrangements to provide an efficient and effective criminal justice system for the police area”

Thames Valley Police and Crime Plan

Quote from the Plan

‘The financial cut backs to the other public services, such as local councils, the Crown Prosecution Service and Her Majesty’s Court and Tribunal Service can cause increased workload for the police’.

Related key aims include:-

- Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders leading to referral pathways into appropriate support agencies and improved access to mental health care for those in contact with the criminal justice system.
- Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse
- Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.
- A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse are as effective as they could be.
- Improved data sharing on gangs with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime.
- A modern offender management strategy addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk of threat or harm. (The Integrated Offender Management Scheme has been operating a number of years in the Thames Valley and aims to bring together organisations to prioritise intervention with offenders who commit the most crime)

The OPCC Strategic Delivery Plan 2017/18 (Partnerships section) has an action to utilise the PCC Chairmanship of TV Local Criminal Justice Board and engage with key delivery groups to encourage more joined up criminal justice system. In the OPCC Plan 2016-7 there was also an Objective 4 ‘Identify and implement process for scrutinising individual and collective effectiveness of Local Criminal Justice Board (LCJB) partners and optimising joint performance.

What does a good criminal justice system look like?

To give the Panel an idea of research undertaken nationally on what good looks like information has been included below from the Crest Report – All on the same side. There is virtually no clarity about what ‘good’ looks like and the information about its performance which is publicly available is limited and uncoordinated. When conducting their research they found that a key problem is the lack of a common view as to what success should look like, which means individual criminal justice agencies often act in ways that run contrary to the best interests of the system as a whole.

- For example, courts staff are measured by HMCTS against the extent to which courts are in use. As a result, more trials are scheduled than can be heard so that there are backups

when one trial cannot proceed. This leads to costs being incurred elsewhere - for example, witnesses who spend a day waiting to give evidence for a trial that is not then heard, and who may then be more likely to disengage from the process.

- The vast majority of respondents said they felt it was important to be informed about criminal justice services (though only a small minority felt well informed in practice). 85% of people felt it was important to be informed about the courts, whilst only 29% feel well informed about them.
- Their poll also shows that the public are much less punitive than often imagined: Asked about the best ways to cut crime; 42% support more police on the streets, 41% better parenting, 33% better discipline in schools, 33% better rehabilitation of offenders. Just 8% say the police arresting more people cuts crime, only 7% say more people in prison does.
- On the most important objective of the criminal justice system, when asked, the public prioritise efficiency in the system (32%) and a fair system that treats everyone equally (26%) over both reducing crime (13%) and looking after the needs of victims (8%).
- Public protection/safety is deemed the most important aspect of criminal justice performance; 65% say keeping public safe from dangerous offenders is the priority, 47% support sentences from judges that both punish and rehabilitate offenders
- In order to communicate with the public about the criminal justice system, PCCs and others need to be able to access basic performance data. Yet despite promises to expand the powers of PCCs, many are still unable to scrutinise how the system is performing as a whole.
- The measures by which individual agencies are held to account are themselves often clunky and poorly designed, driving perverse behaviours. For example, focusing on conviction and/or charge rates in isolation may lead to 'easy' cases being pursued by the Crown Prosecution Service and police. Similarly, holding private community rehabilitation companies (responsible for low to medium-risk offenders) to account for completion of community sentences may lead to breaches being under-reported. Where individual agencies do share performance data locally, it is collected in different formats, according to metrics agreed in Whitehall, rather than locally, making meaningful analysis impossible.
- As a result, PCCs are left in the dark about how local justice services are doing and are unable to hold different parts of the system to account. This is why Crest Analytics has invested in developing a criminal justice dashboard <http://crestadvisory.com/data-analysis-and-tools/> which can bring data from across the system together in one place and produce meaningful analysis for decision makers and the public.
- The full report 'All on the same side', <http://crestadvisory.com/all-on-the-same-side/>

Executive Summary

- They found that the current system for measuring CJS effectiveness is not fit for purpose, characterised by siloed (and often conflicting) objectives, input-oriented measures and a lack of transparency to the public
- New technology presents huge opportunities, but there remain major structural barriers to reform, the most pressing of which is PCCs often lack the ability to access key performance data
- There is a strong appetite for reform, both amongst PCCs and the general public. PCCs feel the system lacks an overall purpose, and a framework for shared outcomes; whilst a clear majority of the public would like more information about the performance of local justice services. The public are also less punitive than often imagined - a large majority think the best way to cut crime is through better prevention, rather than prison and/ or more arrests

- Their report proposes a new framework for measuring effectiveness, with a limited set of shared outcomes set nationally, but local areas given much greater discretion for how those outcomes are achieved.
- In areas with metropolitan mayors, police and crime plans should be replaced by local improvement plans, enabling services to be joined up; and every LCJB in the country should be encouraged to publish force-wide scorecards of CJS performance to enable comparison and encourage data-driven approaches.

(See attached some slides from the report which relate to this national research)

Information provided by the Local Criminal Justice Board on response to HMIC report and what has been achieved in the last two years

Background

The 'Working in Step' report reflects an inspection conducted across 6 Local Criminal Justice Boards / Partnerships during the autumn of 2014. It did not directly review Thames Valley and only Kent partnership was inspected across the South East area. Within the Executive Summary (Pages 15 and 16) it sets out the conclusions and recommendations expected in terms of a national and local response. The national recommendations are set out below for information only and the local recommendations were subject of the self assessment below requested by the Chair of the Thames Valley Criminal Justice Board.

At the national level (extract page 15):

We recommend that, as a priority, the Criminal Justice Board establishes an 'operating framework' that enables local criminal justice agencies to work together more effectively, with the freedom to organise in ways that reflect local circumstances and local and national priorities. As a minimum, the framework should:

- *define the scope for local areas to adapt nationally-determined plans and programmes to meet local need;*
- *promote innovation, through the offer of greater local freedoms and flexibility for the most promising approaches;*
- *establish a forum for local areas collectively to highlight barriers and tensions in the system which inhibit the provision of services;*
- *provide for the identification and dissemination of good practice;*
- *enable access to a national suite of core data against which all local areas can monitor progress and measure success. This should relate to the desired outcomes for the CJS as a whole and be readily understood and accessible to the public; and*
- *provide information and advice to local areas on trends, risks and emerging threats relating to particular crimes requiring an enhanced response. This might be set out in a strategic criminal justice requirement (akin to the Strategic Policing Requirement) to which all LCJPs must have regard in setting their local priorities.*

At the local level (extract page 16):

We recommend that, within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level.

Thames Valley LCJB – Self Assessment (SA).

The inspection report suggested as a minimum, a local review (Self Assessment (SA)) should include:

- *an assessment of the health of the CJS locally, including its impact on victims and witnesses, especially the most vulnerable, and the extent to which perpetrators can expect swift justice;*

SA: The LCJB Partnership in Thames Valley works effectively and relationships are healthy, mature and challenging. Performance improvement still alludes the partnership, especially in the Magistrates Court and has done over several years, in all bar a few areas i.e. DV. In this regard the partnership could be seen as failing to deliver improved performance. Crown Court performance however, is much improved and that would align to more serious cases, with higher risk to organisational reputational damage, equally aligned to providing greater support and protection against the harm to victims.

- *a local assessment of risk (informed by national threats, risks and harm) and the views and experiences of the public to inform local priority setting;*

SA: Priority setting is undertaken in cognisance of the Police annual strategic assessment of local threats, harm and risk, which in itself also reflects the national position. The Board equally takes stock at the annual Planning Day and consideration of all CJS agencies national perspectives, local strain and delivery constraints and intentions.

- *the business and analytical support required for effective partnership planning, commissioning and co-ordination;*

SA: See LCJB and PMG Executive Summary Performance Reports for cross agency data. Performance across the Magistrates Courts is fairly weak; however Crown Court performance is strong. Resource for further analysis of the data is contributed by the agencies.

- *identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing.*

SA: The LCJB is linked via the Chief Executive's meetings to the CSP Safer Partnership Boards. There is limited evidence of joint planning with Local Authorities within the LCJB, although an example of mutually supportive planning would be the drafting of the Reducing Re-offending Strategy (currently in consultation). There is a more tenuous link to health strategic governance. However, an example of joint working with Health would be the planning in respect of the Crisis Care Concordat which, although primarily police led, is mutually supportive toward the LCJB Offender Health and Justice priority.

The findings from this review should result in:

- *a set of agreed local collaborative arrangements which have been refreshed and reinvigorated, which are visible to the public and which ensure that the right issue is tackled at the right level by the right agencies;*

SA: the Board's Governance, Structure and Terms of Reference document is refreshed every year based on the annual partnership planning day and the agreed priorities.

- *an evidence-based, multi-agency action plan, with shared priorities, clear objectives and measurable outcomes which should be updated annually;*

SA: the Board and PMG do not hold bespoke action plans. However, both groups receive quarterly updates regarding cross CJS activity, in the form of Delivery Group updates. Also in the Magistrates Court through the TSJ action plan and update reports, plus in the Crown Court, the new BCM delivery plan will demonstrate cross CJS activity. Both the latter plans are directed against nationally specified objectives and expected outcomes. In addition each of the Board's (priorities) delivery groups has a current or developing action plan, with transparent measures, timescales and joint agency responsibility ownership.

- *an agreed system for reporting progress nationally and to the public.*

SA: At present the national CJB does not require LCJB/P reporting, other than direct updates via the individual agencies at the national level. There is no direct line of accountability or communication either up or down between the two.

A local weakness is the lack of a public facing website that the Board can use to provide greater transparency or insight into local business activity. Discussions are underway with the OPCC to see how we could create a link in this regard, especially related to support for victims and witnesses.

NB: The self assessment document was discussed and accepted at the TV LCJ Board meeting on 20th November 2015.

Conclusion The review report highlights ongoing good work within the Thames Valley Criminal Justice Board. Partnership relations are strong and the Board is supported by a wide range of partners across the spectrum. Scrutiny of performance and management of programmes of work, relating to its priorities, receives good oversight and progress is being made, albeit performance improvement has still some way to go. The Board will consider updates from the national Criminal Justice Board in terms of setting any future 'operational framework' or providing further direction in terms of expectations or local requirements.

Achievements identified at the Planning Day 2016

TVCJB Priorities 2015 - 2016

- Victims and Witnesses
- Promoting a Digital CJS
- Reducing Re-Offending (IOM)
- (Offender) Health & Justice
- Restorative Justice
- Children & Young People

Victims and Witnesses Group – Chair; Emma Garside.

- Continued to deliver against a **Victim and Witness Delivery Plan** which has coordinated the work across all agencies and brought a degree of ownership and accountability to the process.
- **Victims Journey Workshop** (28th January 2016) plotted the victims / witness CJS journey across a number of thematic issues; Intermediaries, Interpreters, VPS, Special Measures and Witness Withdrawals. This had excellent 'buy in' from all agencies and has identified a number of gaps in current provision/services which are now being reviewed and filled.
- Support to the **PCC's Victims Services Commissioning** process, working with the new contract providers, sharing victim feedback and assisting with the contract management and quality assurance.
- Provided a monitoring and oversight function as CJ agencies embed the **New Victims Code**, accepting that evidencing compliance still proves difficult.

Reducing Re-Offending (IOM) Group – Joint Chairs; Paul Gillbard / Alan Baldwin.

- Drafted and presented a **new Reducing Re-Offending Strategy** with an Integrated Service Delivery model. The TV Chief Executives group have given provisional support to the initial draft and local consultation has commenced.
- Successfully evaluated and extended the **Offender Electronic Monitoring arrangements** across key areas of TV which has greatly supported the supervision and monitoring of offenders and in some cases of non compliance has supported prosecutions. Secured funding for 2016-17.
- Supported the introduction, transitional arrangements and integration of the **new Community Rehabilitation Company**.
- Continuous **local review of Offender Resettlement & Rehabilitation Pathways** including Drugs and Alcohol, Accommodation, Education, Training & Employment and Health. These are now being supported by the new prison Through the Gate services.

Digital CJS Group – Chair; Philip Densham.

- Case material for both Magistrates and Crown Courts are now provided by digital means. Work has continued to plan for the imminent implementation of **Overnight Remand work**.
- Embedded **Live Link at Slough Police Station** has enabled Police Officers to give their evidence to Reading Magistrates Court by remote Video Links. New sites at **Abingdon, Bicester and Aylesbury** have come on line this year and are adding to costs and time saved by the Police, which is being redirected into operational activities and not impacted on the quality of the evidence given.
- New **Remote Video Link** sites for vulnerable or intimidated victims and witnesses have been located at **West Berkshire Local Authority** offices at Newbury. A Service Level Agreement and Operational Working Protocol have been drafted to support their use. Amersham and Bicester sites will come on line shortly.
- A cross agency Court Digital Implementation Group has supported the installation of **'In court WiFi** and **Magistrates in Court Presentation** equipment across all courts in the Thames Valley. Crown in Court Presentation equipment is in the process of being installed.
- **Digital Case System** has been installed in the Crown Courts to support Better Case Management.

Health & Justice Group – Chair; Sunita Sturup-Toft.

- Development of the **network of Offender Health Commissioners** with Criminal Justice partners and stakeholders to help deliver more cohesive processes for referral and treatment for those offenders who have Mental Health and Learning Disabilities.
- **Liaison & Diversion (Mental Health) Services** now operate across all custody and courts sites in Thames Valley, except Milton Keynes. This Thames Valley daytime service now provides screening and assessment for a high number of offenders in all main Police custody suites and for those appearing in court.
- **Oxfordshire Liaison & Diversion Services** for both young people and adults has now been extended to cover 24 / 7.
- **Milton Keynes MHTR** (Mental Health Treatment Requirements) Initiative has operated successfully throughout 2015. Over 100 MHTR orders have been directed by the court and the intervention and client support have delivered a hugely impressive 90% compliance rate. The initiative has been successfully nominated for several national and local awards.
- Published the (second) Thames Valley **Statistical Analysis of the Health & Well-being of Offenders supervised by Probation Report**. An offender health needs assessment which is helping to influence local commissioning. .

Restorative Justice Group – Chair; Stephen Czajewski.

- The Restorative Justice Group have taken forward and **developed clear pathways for accessing RJ** by both victims and offenders.
- The Office of the PCC has let the contract for **victim led RJ** and the Community Rehabilitation Company commission the **offender led RJ** work.
- A successful conference was held in October to highlight the **use of Restorative Justice in Domestic and Sexual Violence cases**. The event brought together key stakeholders and professionals to hear about some excellent case studies and good practice examples.

Children & Young People – Chair alternates; YOT(S) Managers

- The YOT(S) Managers have continued to meet this year to manage Youth Justice services, where **lower rates of First Time Entrants** and much **reduced Youth Remand cases** have been reported.
- Many of YOT(S) are considering implementation of the De-Criminalisation of Looked After Children agreement. The report is being considered by the Heads of Children & Social Care across the Thames Valley.

Programme Management Group (PMG) – Chair Adrian Foster.

- The **Fast Track Domestic Violence Trials Initiative** continues to operate across the Thames Valley delivering much faster trials for DV victims in recognition of the vulnerability of these cases and the negative impact high numbers of failing cases was having on performance. Improved conviction and early guilty plea rates are typical across the three counties.
- Comprehensive planning and agency engagement delivered a three week **National Trial Backlog Initiative** (30 were extra trial courts) which took place across Berkshire and Buckinghamshire during June / July 2015. In total 222 trials were delivered in Berkshire and 87 in Bucks throughout the three weeks. Effective Trial Rates considerably improved and Ineffective Trials were much reduced. An evaluation report submitted to the Chief Magistrates Office reflected the positive performance and several areas of learning which have been taken forward into a current 2 week trial backlog initiative in Berkshire.
- **Transforming Summary Justice (TSJ)** was implemented through the spring and summer with clear oversight and accountability provided by the PMG. The initiative is subject to regular reporting with notable improvements to File Quality, Case Management and delivery of Probation Pre-Sentence Reports.

Out of Court Disposals Group - Chair; Rory Freeman/Nigel Doak

- Have continued to operate as a multi agency partnership providing key scrutiny to Police and Youth Offending Team delivery of **Out of Court Disposals**. The group completed detailed **scrutiny of 26 adult and youth cases**. In 18 (69%) cases the decision recorded was agreed with by the panel members. In 8 cases (31%) the decision did not convince the panel. Guidance and feedback have been provided to those involved.

Achievements identified at the Planning Day 2017

TVCJB Priorities 2016 - 2017

- Victims and Witnesses
- Promoting a Digital CJS
- Reducing Re-Offending (IOM)
- (Offender) Health & Justice

- Restorative Justice
- Children & Young People

Victims and Witnesses Group – Chair; Emma Garside. (Ruth Bowskill, CPS)

- Improved guidance has been provided to officers in their use of **Interpreters and Intermediaries**. The number of occasions where these are now correctly used is consequently improving.
- **Victim and Witness Complaints** - Locally we responded to the national report from the Victims Commissioner; Information from all agencies regarding their individual complaints processes and points of contact were collated. A composite complaints information sheet was produced, circulated to all for use by all agencies and as a point of reference for complainants. This document is routinely available in witness rooms at court. The process for multiple agency complaints was consequently made more robust.
- In relation to **Victim Personal Statements** processes have been improved following a review of the MET Police guidance; received and adapted for TVP use, including the need for VPS inclusion at 1st Hearing File. The guidance is regularly sent to officers as part of VPS requests from the Evidential Review Officers and Witness Care Unit. It is also available on the force 'Knowzone'.
- A Victims Workshop (3rd Nov 2016) reviewed **Special Measures requests and Witness Notifications**. Long delays had been acknowledged through the year and a new CPS case allocation process was introduced, with clear escalation routes for Witness Care Officers. This has enabled faster turn-around and earlier decision making for these requests, which ensures witnesses are informed of the outcome in a timelier manner.
- Local agencies have supported the CPS in delivery of their '**Speaking to Witnesses at Court**' initiative. Recent survey shows 95% happy with CPS Service and almost 9 out of 10 (89.5%) felt they were given enough information or support by the CPS to prepare them for the court experience.

Reducing Re-Offending (IOM) Group – Joint Chairs; Jason Hogg / Gabriel Amahwe.

- Continuous **local review of Offender Resettlement & Rehabilitation Pathways** including Drugs and Alcohol, Accommodation, Education, Training & Employment and Health. These are now being supported by the new prison Through the Gate services in addition to IOM teams.
- The Reducing Re-Offending Strategy has been consulted on with local CSPs and **new partnership approaches** are developing to implement packages of support for a wider cohort of offenders. The focus on Serious Acquisitive Crime has been expanded to include Domestic Abuse perpetrators, Organised Crime Group members and Sex Offenders.
- **Offender Electronic Monitoring arrangements** continue to be evaluated and extended across key areas of TV, which has greatly supported the supervision and monitoring of offenders. In some cases non-compliance evidence has supported prosecutions. Funding is secured for 2017-18.
- The **Community Rehabilitation Company** have embedded their transitional arrangements and integrated further into Probation Service delivery both in the community and in prison.

Digital CJS Group – Chair; Philip Densham.

- Case material for both Magistrates and Crown Courts is now provided routinely by digital means. Work has been completed in delivery of digital **Overnight Remand work** in Bucks since the summer of 2016 and now planned is the imminent implementation in Berkshire and Oxfordshire.

- In 2016 the group oversaw the embedding of **Single Justice Procedures** in Thames Valley; a back office court process which has successfully taken over the vast majority of local Traffic prosecutions, enabled by Postal Requisition and supported by the new national **Make a Plea on line** system. The process has significantly reduced local court waiting time for traffic matters from 205 days down to just 35 days.
- **Live Link** continues to enable Police Officers to give their evidence to local court by remote Video Links. Sites at Slough, Abingdon, Bicester and Aylesbury are reducing costs and time spent by the Police giving evidence at court. **New funding** from the force has been agreed to supply 13 additional sites across the force and to join a more robust Video Link Network to ensure a more stable link and improve the quality of the evidence given.
- The **Remote Video Link** sites continue to support vulnerable or intimidated victims and witnesses, located at West Berkshire Local Authority offices at Newbury and the Law Courts at Amersham. Changes to the Bicester site will mean moving the equipment to Banbury Magistrates Court.

Health & Justice Group – Chair; Linda Stent.

- **Liaison & Diversion (Mental Health) Services** now operate across all custody and courts sites in Thames Valley. **New services at Milton Keynes** have come on line and this Thames Valley daytime service now provides screening and assessment for a high number of offenders in all main Police custody suites and for those appearing in court.
- **Milton Keynes MHTR** (Mental Health Treatment Requirements) Pilot continues to operate successfully. Orders directed by the court are supported by the services and the intervention and client support has delivered a highly regarded compliance rate. Further national pilots are being considered, although funding at Milton Keynes is under some risk.
- The work of this group has been acknowledged by the World Health Organisation and a presentation was delivered to an international Law Enforcement and Public Health (LEPH) conference in Amsterdam, highlighting the report; **Statistical Analysis of the Health & Well-being of Offenders supervised by Probation** which was commissioned by the group.

Restorative Justice Group – Chair; Stephen Czajewski. (James Hahn, TVP)

- The Restorative Justice Group has continued to support the work of Thames Valley RJ Services in **developing clear pathways for accessing RJ** by both victims and offenders.
- **Victim led RJ** is increasing, supported by an Information Officer embedded in the Witness Care Unit. The Community Rehabilitation Company have commissioned the **Offender led RJ** work which is equally increasing. An initiative has commenced at Oxford Crown Court to capture some **Pre-sentence RJ** referrals. Finally, the prison governor for Springhill/Grendon prison has successfully introduced use of **RJ in Prison** and this approach is being shared across other prisons in Thames Valley.
- A successful conference was held in November to highlight the use of Restorative Justice and **celebrate 15 years of TVRJ Services**. The event brought together key stakeholders and professionals to hear about some excellent case studies and good practice examples, which has helped place them as a leading provider of RJ services.

Children & Young People – Chair alternates; YOT(S) Managers

- The YOT(S) Managers have overseen significant changes to structures and funding this year. They continue to manage Youth Justice Services, where **First Time Entrants and Youth Remand cases continue to reduce**. The Taylor Report and the Govt. Response will provide some further challenges throughout the forthcoming year.

- YOT(S) and Local Authorities have implemented the **De-Criminalisation of Looked after Children agreement**. Equally, YOT(S) have supported Thames Valley Police in agreeing to work within the **Concordat on Children in Custody** which ensures more appropriate (post charge) overnight accommodation; reducing these from 45 in 2015 to only 1 since Sept 2016.

Programme Management Group (PMG) – Chair Adrian Foster.

- **Better Case Management and Transforming Summary Justice (TSJ)** continue to support performance improvement. Recent TSJ Q3 data showed across the year that the Effective Trial Rate improved 4%. Ineffective, Vacated and Cracked Trials equally all reduced in the Magistrates Court.
- The **Fast Track Domestic Violence Trials Initiative** continues to operate across the Thames Valley. More work has been done to reserve capacity for short notice court appearances particularly in Bucks and MK. This approach is being considered in Berkshire and Oxfordshire to further improve the delivery of much faster trials for DV victims.
- A new **National File Quality Assessment** was introduced in September.

Out of Court Disposals Group - Chair; Nigel Doak.

- This multi-agency partnership provides key scrutiny of Police and Youth Offending Teams delivery of Out of Court Disposals. The group completed **detailed scrutiny of 54 adult and youth cases** across 4 meetings. In 41 (76%) cases the decision recorded was agreed with by the panel members. In 13 cases (24%) the decision did not convince the panel. Of these 13 cases members either took the view that they disagreed with the outcome entirely 5 (9%) or in the other 8 (15%) cases members were not happy leading to the requirement for further clarity. A system of feedback was agreed through the year and now **in each case officers receive commentary on the outcome**.

Background documents

Criminal justice system near breaking point May 2016

<http://www.bbc.co.uk/news/uk-36394842>

Youth Custody Centres ‘so unsafe a tragedy is inevitable) July 2017

<http://www.bbc.co.uk/news/uk-40644383>

Police failing to disclose crucial evidence about defendants July 2017

<http://www.independent.co.uk/news/uk/home-news/police-crown-prosecution-service-disclosure-lawyers-trial-a7846021.html>

More than two thirds of thefts are never solved – Victim Support said victims should be able to review police decisions not to investigate crimes

<http://www.bbc.co.uk/news/uk-england-40131277>

Charlie Taylor review

<https://www.gov.uk/government/publications/review-of-the-youth-justice-system>

Police Foundation Reports

<http://www.police-foundation.org.uk/news/197/15/Victims-at-the-heart-of-the-criminal-justice-system>

https://social.shorthand.com/the_police_fdn/jCfipdqJcn/delivering-justice-for-the-digital-age

National Audit Office

<https://www.nao.org.uk/report/efficiency-in-the-criminal-justice-system/>

<http://www.thamesvalley.police.uk/aboutus/aboutus-depts/aboutus-depts-cj.htm>

<https://www.mix96.co.uk/news/local/1886765/thames-valley-polices-pcc-against-court-closures/>

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Thames Valley Local Criminal Justice Board **Strategy, Governance, Structure and** **Priorities for 2017-18.**

This document provides a briefing in respect of the Strategy, Governance and Structure of the Thames Valley Local Criminal Justice Board (LCJB) following the annual Planning Day which was held on 1st February 2017.

Constitution of the TVCJB

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
Thames Valley Probation
Thames Valley Community Rehabilitation Company
HM Prison Service
Youth Offending Service
Legal Aid Agency

The board is further supported by Victim Support, Witness Service, Health – PH England & NHS England and a representative of the Local Authority Chief Executives.

Purpose and 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.

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

Historically agencies have shared the role of chairperson between the Police, Courts, Probation and CPS lead officers. There has normally been a two year tenure period and succession has been in rotation and by the agreement of members of the Board. 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 usually nominated by the chairperson.

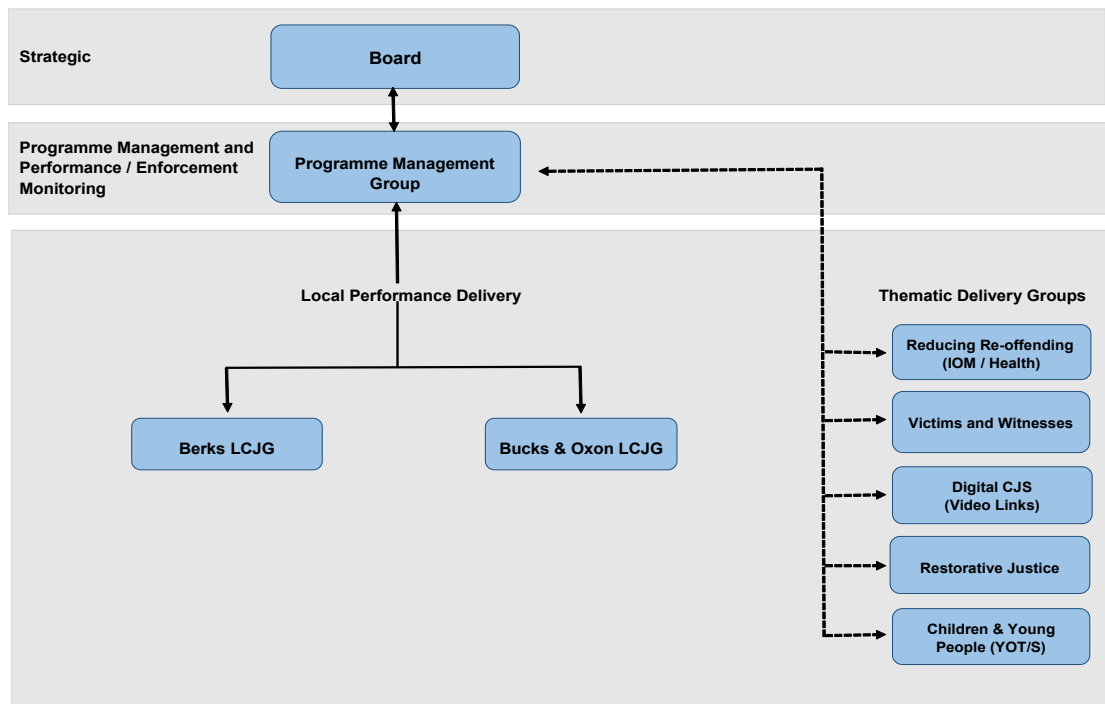
Priorities and Delivery 2017-18

The Board meets 5 times a year to review performance and to consider and approve any new initiatives. Priorities are determined on an annual basis in the context of each agency's own strategic plans and the Police & Crime Plan and this year have been agreed to be:

- Delivering improvements in performance across the Criminal Justice System (CJS), particularly with regard to increasing the proportion of effective trials.
- Identifying and creating efficiencies across the CJS including the delivery of digital working by all agencies and working with as little paper as possible.
- Improving victim and witness satisfaction - putting people at the centre of the CJS.
- Supporting the principle of facilitating the required Criminal Justice processes necessary to make Restorative Justice a timely, safe and efficient intervention in order to reduce re-offending and the risk of repeat victimisation.
- Reducing Re-offending - reducing crime, harm and risk by removing adult and youth offenders from the CJS, especially through the use of Integrated Offender Management.
- Improving access to health provision for offenders and reducing health inequalities.
- Supporting Children and Young People who are going through the CJS and increasing diversion from it, where appropriate.

The Board has several delivery groups, each working on a delivery plan and consisting of multi-agency strategic or operational CJS leads. The groups are responsible for delivery of improved performance, achieving the priorities in their area of business, through strong leadership, management and supervision.

LCJB STRUCTURE 2017



Programme Management Group

This group has operational oversight of the whole programme of work and the performance of the criminal justice agencies. It reviews the work of the local (county-based) groups and the thematic delivery groups and reports back to the board's strategic leads with its recommendations.

Digital CJS Thematic Delivery Group

Within the national programme, the group will effectively deliver digital working locally. Key business areas are:

- The transfer of digital evidence and case material to enable the CJS to operate with minimal paper (in and out of the courtroom).
- Embedding TSJ (Magistrates Courts) and BCM (Crown Courts).
- The increased use of video links to reduce the amount of court attendance by victims, witnesses and offenders.

Victims and Witnesses Delivery Group

This group will oversee victim and witness processes to ensure that the quality of customer service given is compliant with the Code of Practice for Victims and the Witness Charter. Maximising the attendance of victims and witnesses will be a high priority, either in person or by video link, in addition to reducing unnecessary attendance and costs.

Restorative Justice Delivery Group

Thames Valley LCJB is committed to supporting victims to access RJ at all points in the CJ System. Such provision should be available throughout Thames Valley, operate in accordance with nationally specified standards and meet the needs of both victims and offenders. The CJS agencies commit to facilitating the required CJ processes to make RJ a timely, safe and efficient intervention, to reduce re-offending and the risk of repeat victimisation.

Reducing Re-offending Delivery Group

On behalf of the Thames Valley LCJB and Thames Valley Community Safety Partnerships, the group provides strategic direction to all Integrated Offender Management (IOM) activities to deliver an end-to-end offender management model. The group has established a Reducing Re-offending framework that is being supported by Local Authorities and emphasises the need for Integrated Service Delivery at all levels. It equally provides encouragement to increase support for IOM by all partner agencies.

A decision at the LCJB Planning Day was taken to merge the Health and Justice Priority work into that of the Reducing Re-offending Group. This group is therefore specifically developing partnership work between health and justice professionals, including commissioners and providers. Service provision has been mapped to maintain clear pathways of support for service users with issues relating to drug and alcohol misuse, mental health and learning disabilities. A Needs Assessment has been developed to help reduce re-offending and negate health inequalities by improving access to local health provision.

Youth Justice

The Youth Offending Team Managers meet regularly and are supporting the LCJB focus on the needs of Children & Young people in the CJS. The focus of the group is to reduce first time entrants and re-offending, take steps to de-criminalise looked after children and support youth justice.

Local Criminal Justice Groups

The Local Criminal Justice Groups operate on a county basis, bringing local CJ partners together to deliver improvements to local performance and consider local delivery requirements in support of the LCJB priorities.

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Accommodation for Prison Release Offenders.

At the Reducing Reoffending Steering Group meeting concern was raised regarding a long standing issue of a lack of accommodation for offenders post sentence being released from prison. This matter has often been raised at Community Safety Partnership and Integrated Offender Management meetings, however, the response has been limited and reflects the low level of available suitable accommodation in Local Authority areas.

It is clear that attempts to help offenders to rehabilitate and resettle are being significantly hampered by offenders being released back in to the community without the stability of accommodation as a basic need. The ability of those offenders or indeed agencies, such as the NPS, CRC or Health, to support these offenders equally becomes problematic in terms of continuity of contact, making appointments, accessing benefits or securing Education, Training or Employment.

A recent article in the Police Professional (21st June 2017) goes as far as to say, following their own research, that the Through the Gate services are failing. Only 2 of 98 prisoners assessed had been found accommodation and 10 started their licence period with no fixed address. More widely it is said that 1 in 7 prisoners are being released without knowing where they would sleep the first night.¹

The figures (below) from HMP Bullingdon help demonstrate the concern;

Accommodation Profile (extract) – Sept 2016 – May 2017			
Month	Housed	Not Housed or Not Known	Total Released
September 2016	73 (76%)	23 (24%)	96
October 2016	67 (64%)	38 (36%)	105
November 2016	47 (84%)	9 (16%)	56
December 2016	68 (69.4%)	30 (30.6%)	98
January 2017	72 (62.6%)	43 (37.4%)	115
February 2017	43 (66.2%)	22 (33.8%)	65
March 2017	50 (64.9%)	27 (35.1%)	77
April 2017	76 (67%)	38 (33%)	114
May 2017	113 (77%)	34 (23%)	147
TOTAL	609 (69.76%)	264 (30.24%)	873

Members of the Reducing Reoffending Steering Group have been asked to help escalate these concerns and Board members are invited to consider how to support and raise awareness of the issue more widely to help influence any possible change.

David Colchester, LCJB Programme Manager

¹ Police Professional (21st June 2017) article by Adam Button following an interview of Dame Glenys Stacey, HMCI of Probation and Frances Crook, CEO of the Howard League for Penal Reform.

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PCC Partnership with criminal justice agencies

1. How often do you engage with the PCC/OPCC Office							Response Percent	Response Total
1	Daily						0.00%	0
2	Weekly						14.29%	1
3	Monthly						42.86%	3
4	Other						42.86%	3
Analyses	Mean:	3.29	Std. Deviation:	0.7	Satisfaction Rate:	76.19	answered	7
	Variance:	0.49	Std. Error:	0.26			skipped	0
Comments: (3)								
1	11/08/17 10:13AM ID: 62326582	I have a variety of contact with both the PCC and members of the OPCC on a regular basis. The PCC helpfully sends through periodic information arising from the Association of PCCs for circulation or for interest. The members of the OPCC are invariably helpful, knowledgeable and available to support LCJB activities.						
2	21/08/17 12:58PM ID: 62820268	We have always found the PCC's Office very helpful						
3	21/08/17 4:32PM ID: 62834973	At the LCJB						

2. What has this level of engagement consisted of and would further engagement be mutually beneficial (outside of the LCJB) ?							Response Percent	Response Total
1	Open-Ended Question						100.00%	7
1	11/08/17 10:13AM ID: 62326582	The contact has been at both strategic and operational level, mostly to do with Supporting Victims and Reducing Reoffending.						
2	11/08/17 1:45PM ID: 62339144	Task and Finish group re. commissioning of a DA Preperators programme. Not sure at present but Reducing Re-offending and IOM Sub Group is beginning to explore the thorny problem of Offender accommodation on release from prison and how this is leading to increased offending and negative local street culture. There maybe some scope later on down the line to increase partnership working on this issue.						
3	11/08/17 1:49PM ID: 62340953	Ad hoc meetings when required						
4	18/08/17 3:01PM ID: 6271	Scheduled quarterly meetings between PCC and CCP						

2. What has this level of engagement consisted of and would further engagement be mutually beneficial (outside of the LCJB) ?

			Response Percent	Response Total
	8543			
5	21/08/17 12:58PM ID: 62820268	meetings at the LCJB and sub groups, conversations at the CSP business groups and direct working regarding specific projects with the service.		
6	21/08/17 4:32PM ID: 62834973	Yes, to brief the PCC office in relation to the Witness Service and share performance data		
7	22/08/17 7:36AM ID: 62855199	We are a commissioned service provider. Monthly stakeholder meetings are held with the OPCC and Quarterly Contract Review meetings.		
			answered	7
			skipped	0

3. How does your own Agency Strategic Plan mirror the priorities of the Police and Crime Plan ?

						Response Percent	Response Total	
1	Very similar priorities					71.43%	5	
2	Some similar priorities					28.57%	2	
3	No similar priorities					0.00%	0	
Analys s	Mean:	1.29	Std. Deviation:	0.45	Satisfaction Rate:	14.29	answered	7
	Variance:	0.2	Std. Error:	0.17			skipped	0

4. To what extent does the PCC as a Member of the LCJB have regard to your Agency Strategic Plan and the Priorities and Delivery Plan of the LCJB itself ? Are there any conflicting priorities and if so, how are these dealt with by the PCC, as current Chairman?

			Response Percent	Response Total
1	Open-Ended Question		100.00%	7
1	11/08/17 10:13AM ID: 62326582	PCC and Agency Strategic Plans are discussed at least once a year at the LCJB Planning Day. In addition, at other meetings when new plans, consultations or re-structure considerations are released. There is positive alignment in terms of priorities, where appropriate, to support the ends of delivering an efficient and effective Criminal Justice System.		
2	11/08/17 1:45PM ID: 62339144	No conflicting priorities		
3	11/08/17 1:49PM ID: 6234	No conflicting priorities		

4. To what extent does the PCC as a Member of the LCJB have regard to your Agency Strategic Plan and the Priorities and Delivery Plan of the LCJB itself ? Are there any conflicting priorities and if so, how are these dealt with by the PCC, as current Chairman?

			Response Percent	Response Total
	0953			
4	18/08/17 3:01PM ID: 62718543	No conflicting priorities and focus on file quality is a good thing		
5	21/08/17 12:58PM ID: 62820268	our priorities are closely aligned		
6	21/08/17 4:32PM ID: 62834973	I think the V&W subgroup member is aware but not the PCC themselves		
7	22/08/17 7:36AM ID: 62855199	No conflicting priorities. Clearly our focus is solely on the provision of excellent, timely support for victims and witnesses and the corresponding implications/complexities of the criminal justice system.		
			answered	7
			skipped	0

5. A recent HMIC report says that the leaders of local criminal justice agencies acting together, and in cooperation with the PCC, should undertake a fundamental review of local partnership arrangements and the outcome of the review should be a multi agency action plan with clear objectives and measurable outcomes showing what success looks like so that all organisations are working in the best interests of the whole system. Do the priorities of the LCJB and structure for delivery (including Sub Groups) provide an efficient and effective criminal justice system for the police area as suggested by the HMIC report ? Please also add any comments.

			Response Percent	Response Total
1	Yes		83.33%	5
2	No		16.67%	1
Analyses	Mean:	1.17	Std. Deviation:	0.37
	Variance:	0.14	Std. Error:	0.15
			Satisfaction Rate:	16.67
			answered	6
			skipped	1

Comments: (7)

1	11/08/17 10:13AM ID: 62326582	A review of LCJB Partnership arrangements has been completed in Thames Valley. The review was positively received and gave some confidence in terms of the working arrangements between the CJS agencies, including the PCC / OPCC. The Terms of Reference of the Board and its sub group structures are reviewed annually to ensure delivery capability.
2	11/08/17 1:45PM ID: 62339144	It is difficult for me to comment on being very new in post. However as a new chair of the Reducing Re-offending and IOM sub group my first task was to encourage the group to be very clear on what it wished to deliver over the next 12 months, how it was going to do it and what success looked like, ensuring this was consistently measured and reported on. I felt that a great deal of activity was taking place, especially regarding assessments for all sorts of issues but that outcomes were not clear. I am often heard to asking "so what".

5. A recent HMIC report says that the leaders of local criminal justice agencies acting together, and in cooperation with the PCC, should undertake a fundamental review of local partnership arrangements and the outcome of the review should be a multi agency action plan with clear objectives and measurable outcomes showing what success looks like so that all organisations are working in the best interests of the whole system. Do the priorities of the LCJB and structure for delivery (including Sub Groups) provide an efficient and effective criminal justice system for the police area as suggested by the HMIC report ? Please also add any comments.

			Response Percent	Response Total
3	11/08/17 1:49PM ID: 62340953	Yes, but we do not have a clear action plan/prioritisation of work at present		
4	18/08/17 3:01PM ID: 62718543	Yes we review our arrangements annually at a planning day and sitting on 2 CJBs I feel that the TVCLB is the most mature, effective and responsive.		
5	21/08/17 12:58PM ID: 62820268	I think the LCJB within Thames Valley does work effectively as demonstrated by consistently positive outcomes across the partnership.		
6	21/08/17 4:32PM ID: 62834973	The work of the subgroups is not really held to account at the LCJB and the plans are not very outcome focused		
7	22/08/17 7:36AM ID: 62855199	There is often a clear focus on process rather than people; an indictment of the criminal justice system and one which must be managed carefully to ensure that the golden thread of victims/witnesses continues to be central to every work stream.		

6. Looking at your response to the question before, please describe the main successes and barriers to effective joint working to reduce crime and disorder e.g legislation, funding, information, good innovations ?

			Response Percent	Response Total
1	Open-Ended Question		100.00%	6
1	11/08/17 10:13AM ID: 62326582	Significant CPS improvements to supporting (Speaking with) witnesses at court. Single Justice Procedures dramatically cutting delays for Traffic matters being heard at court (205 to 35 days).. Digital Working progress across most CJS agencies continues to improve the efficiency of pre/post hearings and in the court room, except Youth Offending Teams who are still unable to access the Court Store. First Time Entrants and Youth Remand cases continue to reduce. Continued effectiveness of the Out of Court Disposals Scrutiny Panel.		
2	11/08/17 1:45PM ID: 62339144	As said above - lot of good intentions and activity with poor view of the horizon - measurable positive outcomes that go beyond numbers of x having been completed. Think we could be a lot more sophisticated than that.		
3	11/08/17 1:49PM ID: 62340953	The main one is the complexity of the partnership arrangements in place across TVP. This makes partnership working and communication difficult as, particular at local authority level there is limited joint working or commitment to joint working. We need to think about how we can get the local authorities more involved in the work of the LCJB. In terms of success, it would be good to link PCC funding to agencies that actively support the work of the LCJB		
4	21/08/17 12:58PM	There is an established partnership that the PCC Office has adopted and developed its own leadership style. occasionally the local discretion promised by central govt. has not		

6. Looking at your response to the question before, please describe the main successes and barriers to effective joint working to reduce crime and disorder e.g legislation, funding, information, good innovations ?

			Response Percent	Response Total
	ID: 62820268	materialised. additionally the lack of funding hinders any creative and localised innovations.		
5	21/08/17 4:32PM ID: 62834973	All partners get on but there is limited challenge from the Chair		
6	22/08/17 7:36AM ID: 62855199	<p>A clear focus on people rather than process is fundamental to ensuring that all victims and witnesses are provided with the support they deserve in order to get back on track. Information is key to recovery as is a system which considers people over process.</p> <p>Funding is always an issue for Victim Support as a voluntary sector organisation especially with the considerable increase in referral numbers over the last 3 years of the contract. Whilst these reflect a positive in terms of service delivery to victims/witnesses, the impact on resources is considerable and is not reflected by any increase in funding.</p>		
			answered	6
			skipped	1

7. How could the PCC add further value to ensure all partners are meeting their obligations under the Code of Practice for Victims of Crime and ensuring that witnesses remain engaged in the criminal justice system.

			Response Percent	Response Total
1	Open-Ended Question		100.00%	6
1	11/08/17 10:13AM ID: 62326582	<p>The PCC or his deputy could do more to 'champion' the need for putting victims and witnesses at the heart of the Criminal Justice System. Personally, I think the PCC / Deputy are too quiet on the subject and should be more vociferous and influential in ensuring delivery of the Code by each agency.</p> <p>That said, it is clear that commissioning of PCC funds are being appropriately directed into Victim Services, with various innovative areas such as in domestic abuse, complex needs, modern day slavery and exploitation.</p>		
2	11/08/17 1:45PM ID: 62339144	Not sure		
3	11/08/17 1:49PM ID: 62340953	Be responsible for co-ordinating/overseeing auditing of difference agencies using key measures in order that we can identify areas that require further work. If there are agencies that are not performing, the PCC should be robust in challenging poor practice and directly engaging with the Chief Execs or equivalent		
4	21/08/17 12:58PM ID: 62820268	There is a possibility to explore how the code of conduct has been used within the youth Justice system and see if learning can be applied wider.		
5	21/08/17 4:32PM ID: 62834973	Data around Victim Personal Statements and involvement in RJ would be useful		
6	22/08/17 7:36AM ID: 62855199	As above, by considering the priorities of the people we are serving and ensuring processes are designed to support these people.		
			answered	6

7. How could the PCC add further value to ensure all partners are meeting their obligations under the Code of Practice for Victims of Crime and ensuring that witnesses remain engaged in the criminal justice system.

	Response Percent	Response Total
	skipped	1

8. An issue that has been recently raised by the LCJB relates to concerns over accommodation for released prisoners - how can the PCC and partners help to address this and other areas of concern ?

	Response Percent	Response Total
1	Open-Ended Question	100.00%
1	<p>11/08/17 10:13AM ID: 6232 6582</p> <p>The PCC needs to continue exert influence and leverage across the Local Authority areas to support certain key issues, accommodation for those being released from prison being one of the highest at present. There has been long term decline in the availability of accommodation and pressures on what remains, leading to high numbers of offenders leaving prison without and drifting straight back into crime or associating with those involved.</p>	
2	<p>11/08/17 1:45PM ID: 6233 9144</p> <p>Please see comments above</p>	
3	<p>11/08/17 1:49PM ID: 6234 0953</p> <p>Summons the Chief Execs and host a 1 day conference to really understand the issues/barriers which should lead to an action plan</p>	
4	<p>21/08/17 12:58PM ID: 6282 0268</p> <p>This required a broader strategic approach from leaders in the sector, ideally across Thames valley - but realistically within one of the 3 counties to address this issue. The PCC could perhaps lead on this.</p>	
5	<p>21/08/17 4:32PM ID: 6283 4973</p> <p>Not in a position to comment on this</p>	
6	<p>22/08/17 7:36AM ID: 6285 5199</p> <p>All prisoners who are released need to be provided with secure accommodation with support. The current system supports a revolving door when no support/accommodation is provided and released prisoners reoffend. All housing associations should be required to provide a proportion of social housing allocated to released prisoners and an accommodation support provision implemented. In addition, where possible, prisoners should be returned to friends and family where support is available to prevent reoffending.</p>	
	answered	6
	skipped	1

9. On 8 September the Police and Crime Panel are having a themed item on how the PCC is working with criminal justice agencies - if you would be happy to attend this meeting to inform the Panel about how you work in partnership with the PCC - please put your contact details below.

	Response Percent	Response Total
1	Open-Ended Question	100.00%
1	<p>11/08/17 10:13AM ID: 6232</p>	

9. On 8 September the Police and Crime Panel are having a themed item on how the PCC is working with criminal justice agencies - if you would be happy to attend this meeting to inform the Panel about how you work in partnership with the PCC - please put your contact details below.

			Response Percent	Response Total
	<u>6582</u>			
2	<u>11/08/17</u> <u>1:45PM</u> <u>ID: 6233</u> <u>9144</u>			
3	<u>18/08/17</u> <u>3:01PM</u> <u>ID: 6271</u> <u>8543</u>			
4	<u>21/08/17</u> <u>4:32PM</u> <u>ID: 6283</u> <u>4973</u>			
5	<u>22/08/17</u> <u>7:36AM</u> <u>ID: 6285</u> <u>5199</u>			
			answered	5
			skipped	2

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Despite the introduction of PCCs in 2012, the criminal justice system remains a highly centralised and siloed system

Criminal Justice System	
<ul style="list-style-type: none"> • National Criminal Justice Board (CJB) oversees national performance • Local/regional Criminal Justice Boards (LCJB) oversee performance locally 	
Police	Courts
<ul style="list-style-type: none"> • Priorities set locally by PCCs • Performance measured by HMIC 	<ul style="list-style-type: none"> • Priorities set nationally by HMCTS • Performance measured by MoJ
CPS	
<ul style="list-style-type: none"> • Priorities set nationally by Director for Public Prosecutions • Performance measured by HMCPSI 	
Probation	Prisons
<ul style="list-style-type: none"> • Priorities set nationally via contract specification • Performance measured by MoJ/ HMI Probation 	<ul style="list-style-type: none"> • Priorities set nationally by MoJ • Performance measured by HMI Prisons

Policing priorities are set locally by PCCs - but they are the exception; all the other agencies of the CJS are centrally measured and managed

The key governance mechanisms for CJS-wide performance monitoring - the NCJB and LCJBs - are weak and ineffectual

Performance is measured institution-by-institution, rather than according to cross-cutting outcomes

National Criminal Justice Board measurement framework (2016)

Swift indicators		Certain indicators	
Police	1. Time taken from police recording of an offence to a police outcome e.g. 5 days	Police	5. Police outcomes for police recorded crime
Courts	2. Time taken from charge or laying of information to completion in the criminal courts Median/mean number down	Courts	6. Effectiveness of trial listings in court
Courts	3. Time witnesses wait to give evidence in court e.g. 2 hours across both courts	Probation	7. Court orders successfully completed
Courts	4. Number of hearings in court No of a) hearings & b) preliminary hearings by i) guilty ii) not guilty pleas	Courts	8. Financial imposition enforced
		System	9. Proven reoffending within 12 months

Timeliness measures will always be important to PCCs/ the public - but need to be carefully constructed to avoid 'gaming'

By measuring institutions individually (rather than according to cross-cutting outcomes), the framework risks:

- **driving perverse behaviours** e.g. recording police outcomes may lead to 'easy' cases being pursued
- **creating problems in other parts of the CJS** e.g. court listings create problems for victims
- **be based on inputs** e.g. holding probation to account for completion rates may lead to breaches being under-reported

* Each indicator is measured by whether its performance has improved, remained stable or declined

Local criminal justice boards (LCJBs) have access to a wide amount of data, but often it is collected in different formats and does not provide a clear overview of performance across the system

Historically, each police force area has had a LCJB (42 across England and Wales - and although no longer mandatory, most areas have retained their presence in some form, often with the PCC as local champion.) Their role is to co-ordinate and ensure the effective and efficient delivery of justice services:

- LCJBs comprise representatives from the police, CPS, HMCTS, and the OPCC, as well as various other agencies (membership varies from area to area)
- They set priorities for the local area to focus on, depending on local justice need
- Performance management/monitoring varies from area to area, but most track a similar range of information i.e. police, courts etc tracked over time

Simplicity	Measures drawn on are relatively simple and few, but often agencies do not explain acronyms or trends to others	
Transparency	LCJBs tend to share information between themselves but not with the public	
Outcomes	LCJBs draw on current agency measures, but often without method and context	
Value-added	Measures chosen often lack qualitative context or analysis, meaning it is unclear the reasoning behind the measure	
Behaviours	Given the lack of context and definite power/scrutiny, LCJBs can rarely hold each other to account, or be held to account by those who chair them	
Overall assessment	LCJBs are providing a platform for basic information to be shared, but, on the whole, they are far from fulfilling a true role of scrutiny and putting local criminal justice in context	

We consulted a cross-section of PCCs and policymakers to understand their priorities for reform

Our research revealed 4 key insights about how measurement of CJS performance needed to be improved:

1. A limited number of top-down targets will always be necessary, but they need to be carefully designed to avoid gaming
2. A single overarching vision for the CJS would improve the coherence of the system and should align with wider (non-CJS) social policy outcomes
3. Performance measures need to be aligned to accountability
4. In general, the CJS needs to do better at using measures which take into account local context and 'value added'

A new framework for measuring CJS effectiveness

Single national vision	A criminal justice system that reduces the harm caused by crime and strengthens communities				
National joint outcomes	1. Prevention <i>reducing the flow of people into the system</i>	2. Swift/ certain justice <i>offenders rapidly brought to justice</i>	3. Punishment and Rehabilitation <i>offenders face an effective response to their offence</i>	4. Legitimacy <i>perceptions that the CJS is fair/ effective</i>	5. Victims <i>reduced harm caused by crime</i>
Performance indicators (to enable comparative benchmarking)	<ul style="list-style-type: none"> - Rate of school exclusions - First time entrants rate - % of known offenders who are/ were looked after children - % of known offenders who are/ were previously victims - Use of restorative disposals 	<ul style="list-style-type: none"> - Police outcomes (e.g. crimes resulting in charge/summons) <ul style="list-style-type: none"> - File quality - Time - offence to completion <ul style="list-style-type: none"> - Trial <u>effectiveness</u> - Guilty plea rate - Conviction rate (rape) 	<ul style="list-style-type: none"> - % sentenced to short custodial sentences - % completing community orders (RARs) - % of ex offenders in jobs/learning/a home - Reoffending rate (weighted) 	<ul style="list-style-type: none"> - % of public who think system fair - BAME representation in the CJS - Upheld appeals 	<ul style="list-style-type: none"> - Victimisation rate (including violence) - Victims' satisfaction levels <ul style="list-style-type: none"> - Waiting times in court - Vulnerable victims' willingness to testify
Local priorities	Local Improvement Outcome Plans (Mayors) Beefed up Local Criminal Justice Boards (PCCs)				
Agencies accountable	Schools Local authorities Police YOTs	Police CPS Courts	Courts Prisons Probation Local authorities	All	All

Using our proposed framework, it will be possible to shed some light on where criminal justice performance is strongest/ weakest

We can already start to build up a picture of effectiveness using available data

- First time entrants
- School exclusions

1. Prevention

Reducing the flow of people into the CJS

- Time from offence to completion
- Police outcomes

2. Swift and certain justice

Offenders rapidly brought to justice

- Short custodial sentences
- Reoffending rate
- Community order requirement completion

3. Punishment and rehabilitation

Offenders face an effective response

- Attitudes to local police

4. Legitimacy

Perceptions that the CJS is fair/ effective

- Victimisation rate (including violence)
- Victims' satisfaction levels

5. Victims

Reduce the harm caused by crime

But a more comprehensive picture will require more data to be made public

- Known offenders characteristics (e.g. victim/looked after children)

- Police/CPS file quality
- Trial effectiveness
- Conviction rate (by all offences)

- Offender rehabilitation data (post-sentence)

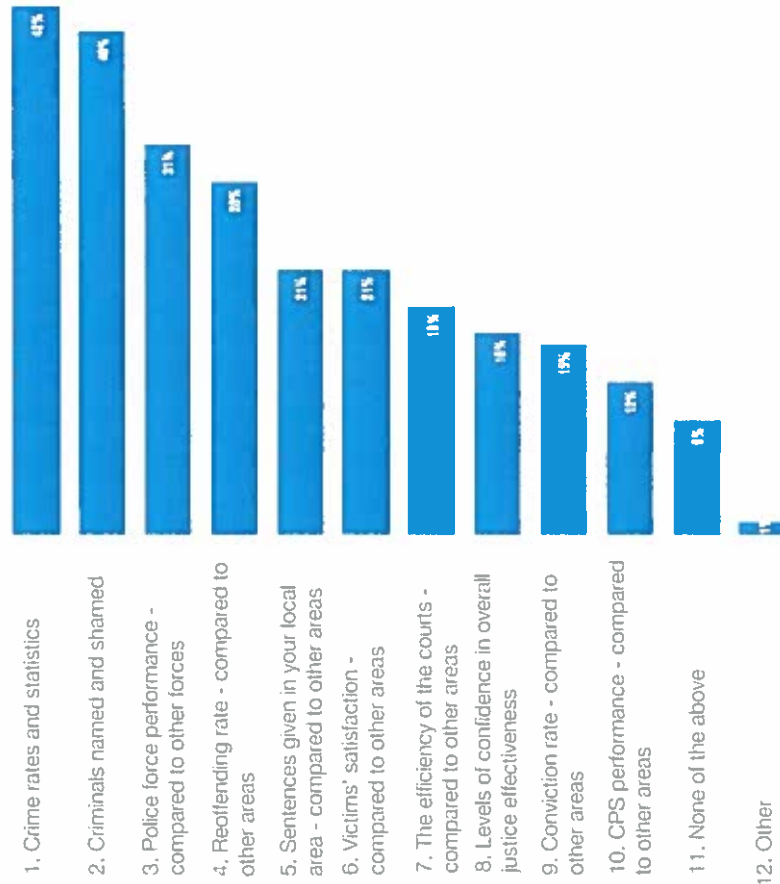
- BAME representation in the CJS
- Upheld appeals
- Attitudes to local CJS organisations/functions

- Waiting times in court
- Vulnerable victims' willingness to testify

4. Mayors and PCCs should publish locally (weighted) ‘scorecards’ illustrating overall CJS effectiveness

- When asked, the public display a clear appetite to have a better understanding of how their local criminal justice services are performing
- Meanwhile PCCs need a simpler way of articulating their overall effectiveness
- A local scorecard would allow PCCs and the public to hold constituent parts of the system to account, give a much better understanding of what good looks like by building on the model of comparing most similar areas and push for greater transparency for our justice services
- In order to ensure these take into account local context/ distance travelled, these scorecards should be weighted to take into account levels of funding against demand

... and they would most like to see crime rates and statistics published in their local area, presented in a way that makes sense



How CJS performance information should be published, in order of importance to the public
(1 = very important, 5 = not at all important)

1. Presented in a way that makes sense (70%)
2. Localised to your local neighbourhood (62%)
3. Performance is tracked over time (60%)
4. Published regularly (57%)
5. Comparable between local areas (45%)

Working together to make
our communities safer

transform
innovate
efficient
public
effective
police



Delivery Plan Aims – Measuring Success:

Measure	Comparison	June
Reduce the level of residential burglary (dwellings)	955	1410

Occurrences recorded as burglary dwelling on Niche between April and June 2017 increased from 955 to 1,410; an increase of 47.6%, (455 occurrences) compared to the previous year.

Measure	Comparison	June
Reduce the level of violence – All Violent Crime	7,791	8,335
Reduce the level of violence – Domestic Violence	2,457	2,538
Reduce the level of violence – Non-Domestic Violence	5,334	5,797

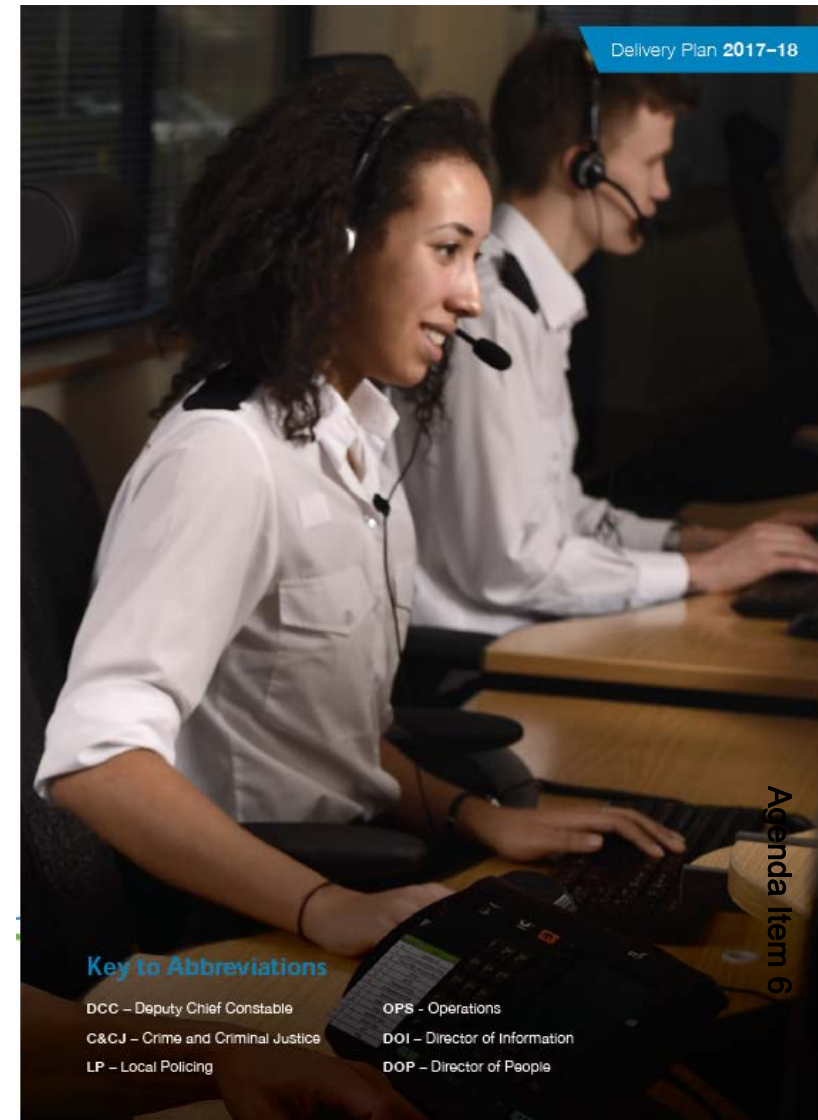
Occurrences recorded as violent crime on Niche increased by 7.0% from 7,791 offences to 8,335 offences between April and June 2017. There was a smaller increase in offences identified as domestic violence up 81 offences (3.3%) to 2,538 offences. Non Domestic violence offences increased by 8.7%.

Measure	Comparison	June
Reduce the level of rural crime	320	353

There were 353 occurrences on Niche between April and June 2017 which were identified as rural crime. This was an increase of 33 offences (10.3%) when compared to the same period of the previous year.

Measure	Comparison	June
Increase the percentage of residential burglary investigations which result in prosecution or caution	11.9%	9.2%

The prosecution or caution rate for residential burglaries between April and June 2017 was 9.2%, a reduction from 11.9% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 114 to 130.



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Measure	Comparison	June
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	18.8%	14.0%

14.0% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and June 2017 (814 crimes). This was a decrease from 18.8% in the same period of 2016/17 when 1,002 crimes were disposed of in this way. Note that these figures are based on offences where no domestic abuse identifier has been selected.

Measure	Comparison	June
Increase the volume of rape investigations which result in prosecution	39	44

44 rape occurrences were disposed of by means of charge or summons between April and June 2017. This was an increase from 39 in the same period of 2016/17. In the same period the number of offences recorded increased from 389 to 451. The resultant prosecution rate of 9.8% is less than the 10.0% achieved in 2016/17.

Measure	Comparison	Trial Ready Files
Improve the quality of prosecution files submitted to the Crown Prosecution Service		
Complete	64%	63%
Minor Deficiencies	17%	15%
Insufficient to Proceed	19%	21%

A new national monitoring system for file quality was introduced by CPS in September 2016. The data for this measure is based on the information recorded under this new monitoring system. The comparison data is for January to March 2017 to allow for bedding issues to be addressed. Between April and June 2017; 2,397 files were reviewed by the Evidential Review Officers. 509 (21%) were deemed to be insufficient to proceed.

Measure	Comparison	June
Repeat victimisation rate for domestic abuse related crime	27.2%	26.6%

The level of repeat victimisation for domestic abuse related crime was 26.6% in between April and June 2017. This is a decrease from 27.2% in 2016/17.

Measure	Comparison	June
Increase Confidence of Victims to report hate crime and incidents		
Level of Racist Crime	343	516
Level of Faith Related Crime	16	40

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Level of Homophobic Crime	51	58
Level of Transphobic Crime	1	6
Level of Disability Related Crime	32	50
Level of Racist Incidents	355	503
Level of Faith Related Incidents	29	28
Level of Homophobic Incidents	28	59
Level of Transphobic Incidents	9	7
Level of Disability Related Incidents	32	56

The number of hate crimes has increased across all strands monitored. Non Crime hate incidents have increase across all strands with the exceptions of faith related and transphobic incidents where numbers are relatively low. A number of factors could be affecting this, including the terrorist attacks in recent months along with increased training for officers and staff resulting in improved recording.

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Measure	Comparison	June
Reduce the demand on our service		
Total Calls for Service	144,463	152,166
Attended Calls for Service	71,620	69,774
Immediate Response Calls for Service	31,549	34,703
Urgent Response Calls for Service	26,095	24,597

In April to June 2017 the number of calls for service to Thames Valley increased by 7,703 – an increase of 5.3%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 1,846 – a reduction of 2.6%. Many incidents are attended by arrangement or by appointment and this is not always reflected on Command and Control. The number of incidents which were identified as requiring an immediate response increased by 10% whilst the number shown as requiring an urgent response decreased by 5.7%

Measure	Comparison	June
Increase Confidence of Victims to report crime and incidents of Honour Based Abuse, Female Genital Mutilation and Forced Marriage		
Level of Honour Based Abuse Crime	28	39
Level of Female Genital Mutilation Crime	2	0
Level of Forced Marriage Crime	0	0

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Level of Honour Based Abuse Incidents	54	56
Level of Female Genital Mutilation Incidents	10	3
Level of Forced Marriage Incidents	9	1

The number of crimes and incidents of honour based abuse have increased in the first three months of 2017/18 when compared to the same period of 2016/17. Levels of reporting of female genital mutilation and forced marriage have fallen in the same period.

Measure

Ensuring compliance with Home Office Recording Standards

We now have processes in place to accurately monitor our data with figures from Q1 available in Q2.

1) An Emergency Services that keeps people safe and brings offenders to justice

Burglary and violent crime have increased across the Force Area and we are working hard to reverse this trend. Force Intelligence and Specialist Operations assess burglary and violent crime operations to inform the Tactical Tasking and Co-ordination Group (TTCG). Local Police Areas identified as requiring additional support have been provided with bespoke analytical products and enhanced intelligence support through hub supervisors.

Organised Crime Groups (OCG) generate a significant amount of our burglary and violent crime demand and a key part of our approach in this area is to identify and disrupt Organised Criminality. We are developing our local policing capability in respect of management and disruption of OCGs. On the 24th of January we launched Operation Stronghold- Stronghold is the name given to all our activity in the pursuit, prevention, protection and preparation against the work of OCGs in our region. A key component of Stronghold is working closely with our partners to share intelligence and co-ordinate activity. We are also seeking links with local businesses to aid prevention of SOC.

The launch saw 180 officers execute 21 simultaneous warrants, as part of Operations Spires, across Oxford, Abingdon and London. 22 people were arrested for drugs offences. This was the first of many such operations, under the Stronghold banner.

Local Serious Organised Crime profiles are being developed which will in turn feed into neighbourhood briefings to ensure neighbourhood policing teams understand the issues relating to their local area and how best to manage them. A SOC action plan has been developed in response to our HMIC inspection to address the identified areas for improvement.

By improving our processes we will improve the efficacy of our Forensic capabilities such as implementing a digital solution to increase potential links on footwear intelligence from custody units and speeding up forensic identifications.

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The use of the Proceeds of Crime Act (POCA) remains a priority as the most effective means of removing criminal property from offenders. A new partnership with an auction house has been agreed by the Chief Constable to allow the realisation of criminal assets in a more efficient and timely manner. Meetings have been held with the Judiciary and CPS to streamline court processes to avoid unnecessary adjournments and increase POCA efficiency.

The Office for the Police and Crime Commissioner's (OPCC) Victim Hub is now live. We have established a Domestic Abuse (DA) Prosecution Team to improve victim support through the Criminal Justice (CJ) process. We are developing new guidance pertaining to the Victims Code and CJ is working more closely with the Witness Care Unit to support more people to engage with the CJ process. Work is ongoing to increase the appropriate use of Victim Contact Contracts and Special Measures.

Areas of Focus

1.1 Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities C&CJ

Our Multi Agency Safeguarding Hubs (MASH) are undergoing detailed review by both the Protecting Vulnerable People (PVP) Unit and Service Improvement. In addition we are working to implement recommendations from 2016.

We have recruited two members of temporary staff to assist with the associated administrative tasks and we are in the process of reviewing co-location options for our two Berkshire MASH's.

1.2 Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft C&CJ

We are working closely with prisons, universities and Adult Services to identify vulnerable individuals.

Learning and Professional Development (L&PD) continue to deliver SaVE 2 training to further embed the issues of safeguarding, vulnerability and exploitation within the organisation. These sessions will make up part of Team in Action (TIA) days until mid-September.

We have developed a new Force Policy relating to vulnerable adults with Force Guidance currently under development.

A paper will be going to CCMT (Chief Constables Management Team) in July, to set out proposals for Force activity in relation to Operation Signature which would provide targeted safeguarding and crime prevention activity for victims identified via Action Fraud. Funding in support of this activity has been approved by the Police and Crime Commissioner (PCC).

1.3 Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators C&CJ

We are working to improve integration between Lifetime Offender Management (LOM) and Integrated Offender Management (IOM) to improve identification and management of high risk OCG offenders. We are also developing our links with Prison Intelligence to improve response and dissemination of intelligence pertaining to active OCG members.

We have revised the matrix for selecting IOM cohorts with Reading CSP now signed off to pilot a new cohort. An IOM toolkit is being developed, linking into NICHE for offenders. Domestic Abuse offenders are now incorporated into the Buckinghamshire IOM.

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The Force is developing an “Offender Management” approach combining VISOR (Violent and Sex Offenders Register) and IOM with training to be delivered in July to VISOR and IOM teams on the new approach.

1.4 Continuing to develop and increase our firearms capability and capacity in line with the changing national threat assessment OPS

We are in the process of delivering the Armed Response Vehicle (ARV) uplift programme, on track for completion by 31st August 2017. We currently have 147 of the 156 Officers required in post with a minimum ARV provision of 10 (increased from 8). Completion of the uplift will see this increase to a minimum provision of 12.

An additional operating centre is to be opened in Milton Keynes and this is currently being progressed via Property Services.

We are growing our Thames Valley Counter Terrorism Specialist Firearms Hubs and are on track to complete delivery in April 2018. 32 Counter Terrorism Specialist Firearms Officers are required and following completion of an upskills course we expect to have them in place ahead of the April deadline.

We are in the process of delivering the Protection Group Uplift within the Thames Valley and are on track for imminent delivery, having achieved 82% of the required increase in Officer numbers.

Our grant for 2017/18 has been updated to reflect increased static demand with separate funding for a dedicated Close Protection Team.

1.5 Improving file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions C&CJ

We have implemented the national Case File Quality Assessment, with a monthly Police/CPS standardisation process.

Work has commenced to embed file quality assessments earlier in the investigative process, alongside the evidential and public interest tests, ensuring that, unless the risk requires an offender to be remanded in custody, cases are only charged when they are ‘court ready’.

Development of the Evidential Review Officer (ERO) function from a job role to an accreditation is underway. This is supported by a revised training and development program, with a governance framework to manage performance and ongoing CPD (Continued Professional Development).

We are developing a joint Thames Valley Police/CPS file quality action plan and have identified File Quality leads on each LPA and Operational Command Unit (OCU).

We have revised our approach to CPS discontinuance notices to ensure remedial action is taken expediently to enable the case to progress where appropriate, and provision of a strategic overview of the themes/issues identified to feed into key working groups and communicate to file quality leads.

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We regularly review and dip check our files to assess quality and we regularly liaise with the CPS and use Early Evidential Advice to ensure quality files are being delivered.

L&PD are designing File Quality Training to be delivered from September 2017.

1.6 Adopting the new legislative requirements of the Police and Crime Act 2017, including improvements to Bail Management DCC

The legislative changes have been adopted and implemented force wide. The Home Office and College of Policing have now expressed concerns nationally that the legislation has been applied too literally. Legal Services have reviewed the legislation, resulting in updated Force Guidance.

L&PD are delivering training in support of the revised bail management arrangements. 323 staff members have attended classroom training with a further 857 completing the e-learning package.

2) Working together to build stronger, more resilient communities

We continue to develop the Project Eagle tactical group to identify and safeguard those at risk/victims of human trafficking/slavery and are working to enhance partnership contributions to the group with the implementation of innovation funded co-ordinators. Out trafficking and slavery Problem Profiles continue to evolve and we ensure that we utilise the national referral mechanism.

We continue to focus on the safety of those enjoying the diverse night time economies of the Thames Valley, building on strong partnerships and taking the opportunities provided by schemes such as Club Angels to protect the vulnerable. We provide support for the National Knife Crime campaign through Local Policing and Criminal Justice.

LPA's and Designated Premises Supervisors work in partnership to achieve licensing objectives. Licensing Officers provide a visible presence and tactical advice across LPAs and work closely with Local Authorities.

We are working in partnership to standardise taxi licensing across our Force area to enhance the safety of taxi drivers and users including seeking funding for a Taxi Licensing single point of contact (SPOC) across all 12 licensing authorities. Local Policing are reviewing internal procedures in conjunction with Force Intelligence and Specialist Operations in light of the Local Safeguarding Children's Board Serious Case Review on Child Sexual Exploitation (CSE) and taxi drivers. We are liaising with Local Authorities (LAs) to maximise the use of rolling Disclosure and Barring Service checks and Licensing Conditions such as obligating licensees to inform the LA if they are arrested.

We are in the process of implementing our shoplifting and bilking demand reduction plans to support businesses in preventing and tackling criminality, changing our processes to seek support from businesses to provide the evidence we need to enable effective investigations whilst reducing unnecessary demand.

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We are developing neighbourhood policing knowledge and capabilities on OCG management including disruption, presenting at the Op Stronghold seminar for relevant staff and partners.

In response to Her Majesty's Inspectorate of Constabulary effectiveness Inspection in 2016, we are developing a Local Safeguarding Framework for LPAs to follow for the local response to serious organised crime (SOC) as well as introducing LPA OCG Prevent SPOCs.

We continue to support the Thames Valley Rural Crime Partnership, co-ordinating the partnership action plan and using management information and engagement activity to identify priority areas. Local Policing and Corporate Communications are working together to target priority areas as part of the Force-wide Rural Crime Campaign as well as contributing to the Countryfile Event.

We are working in partnership in order to ensure a robust and effective Mental Health Crisis Care Concordat, co-ordinating the South East region Mental Health Forum and delivering policing and tactical activity in support of the concordat. We are building effective partnerships in order to protect those who are vulnerable through mental illness.

The Force is developing operational guidance and bespoke intelligence collection plans to tackle Honour Based Violence (HBA) Forced Marriage (FM), coercive control and stalking as well as working to increase partnership data contributions. We are developing a number of products including a new risk assessment, operational guidance, and action plan.

Representatives from PVP met with the OPCC last week, with other partners to build a working group that can consider and implement an FGM (Female Genital Mutilation) plan for the PCC to work towards. Lots of good practice was shared between LAs, health and police, with recognition that this is a multi-agency matter that must be tackled through community engagement and education.

Areas of focus

2.1 Effectively communicate with our communities in order to raise awareness of key issues such as hidden harm, cyber, and cyber enabled crime and road safety to positively influence behaviour.

Our Major Crime Unit has worked with Film Production Company True Vision for over a year and on 31 May, the first of a series of films was broadcast on Channel 4 under the title "Catching a Killer". The film covered the issue of murder associated with a history of domestic abuse, receiving wide-spread coverage.

We reported on the conviction of Thomas Hunter for causing death by dangerous driving and serious injury by dangerous driving, having crashed his lorry resulting in the death of a 3 year old girl and her unborn brother. This has received national and local news coverage and the press release has reached 20,110 people on Facebook.

Through radio interviews and social media posts we have been promoting the 'Little Book of Cyber Scams'.

We publicised a Local Priorities Survey – a short survey to determine what matters most to people within their communities. Over 1,500 people have completed this so far and we will continue to publicise this until the end of June. The results will be fed back to local areas to help inform future activity.

2.2 Maximising intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse C&CJ

Following negotiation, historic mandatory drug testing appointments are being offered for voluntary referrals and for a wider range of substances. The assessments are being conducted and detainees referred by Mountain Healthcare. Liaison and Diversion are taking an increasing role and CJ are utilising a liaison manager for 12 months to pull this together. Consideration is currently being given to the possible use of conditional cautions, including an option for referral to an appropriate external agency.

2.3 Using predictive analytics to tackle Child Sexual Exploitation by identifying hidden harm.

The predictive analytics project continues into year 2 and is regularly reviewed through a Project Board chaired by the head of PVP. Regular field testing on 2 of the 3 models is underway with initial testing yielding positive outcomes.

Briefings and engagement with LPAs on the use of predictive analytics are ongoing.

2.4 Encouraging and supporting communities to actively participate to build safer and more resilient communities

The Force's Active Communities campaign was launched on Thursday 1 June to coincide with national Volunteers' Week. Throughout the week we celebrated the force's volunteers as well as promoting other ways people can become more involved in policing within their own communities including Independent Advisory Groups (IAGs) and Community Forums.

A series of posts were made on the force and local social media accounts reaching 408,774 people. A dedicated Volunteers' Week web page was set up which has been visited 2,137 times amounting to 17 hours of viewing time.

Local Policing support the creation and progression of representative community forums in a number of ways, including the identification and sharing of good practice and supporting LPAs to implement new community engagement and problem solving operational guidance, and the promotion on community profiling tools to identify underrepresented groups.

Through our publicity campaign via our Force website we have launched the new IAG policy and are encouraging applications for membership.

L&PD will develop and deliver training on community resilience for inclusion within wider neighbourhood policing training for the new neighbourhood hubs.

2.5 Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder.

Local Policing is providing central support to LPAs to assist in identifying community assets and resources for use in forums and problem solving. As part of this, training is being delivered to NH Policing Teams which includes problem solving. We are working with the Cinnamon Network (CN) - a C of E based community engagement charity with whom we deliver community engagement forums such as World Café. The CN have submitted some proposals to TVP on ways to deliver community engagement activity which, following some further negotiation, will be submitted to CCMT for approval.

2.6 Working with partners to improve the use and accessibility of RJ, in order for offenders to better understand the impact of their crime on their victims.

TVP chairs the multi-agency Restorative Justice group, a sub group of the Local Criminal Justice Board, as well as sitting on the contract review panel for the Restorative Justice supplier.

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We work with Thames Valley Restorative Justice Service (TVRJS) development managers and workplace leads to promote the use of RJ- a recent awareness drive and improvements to the referral system has resulted in increased referrals.

Leadership in the workplace is needed in order to promote the use of RJ within the culture of investigative & victim/witness care. Departments engaged so far are Reading, Oxford and Aylesbury LPAs and Oxon Force CID with enquiries being made with Major Crime. The remaining LPAs have now been asked to nominate champions so they can be included in the briefing programme being delivered by TVRJS.

3) A modern Police Force which meets the needs of our communities

We are improving management of volunteers by consulting with our LPAs, identifying “super volunteers” to provide professional and pastoral support and investigating centralised recruitment processes.

The Special Constabulary (SC) are being trained by a local voluntary search and rescue organisation and we are piloting SC high risk domestic abuse safeguarding support, reviewing the SC roads policing delivery and exploring future SC support for the cadet scheme. We are developing our skills audit to identify the specialisms of our volunteers and working with specialist units to identify opportunities for our volunteers.

Digital Media Investigators (DMIs) are used by Force CID and we use Hi-TEC Crime and ACESO (phone downloads) in almost all investigations within Force CID- we are working to increase the capacity and improve the efficiency of the High-Tech Crime Unit in order to manage the increased demand. Digital investigation awareness days have been conducted with positive feedback. All LPAs have been offered cyber and fraud prevention material for frontline officers. The Cyber team is now a dedicated resource in the Economic Crime Unit (ECU), providing a point of contact and advice for front line Officers investigating crimes with a cyber element. Cyber and cyber-enabled crime has increased exponentially and the Cyber Team will aim to embed the required knowledge across the organisation in recognition of the fact that cyber criminality is no longer the reserve of the specialist but is now a factor or enabler in the majority of criminality.

We are developing initiatives to reduce demand through standardised processes and partnership working including the creation of performance information on mental health with a view to demand management, introducing the shoplifting initiative to reduce demand and working with Contact Management to ensure consistency of service in response to fear for welfare. Further work is being done with contact management to standardise our response to Anti-Social Behaviour.

Following the Westminster attack, additional security was put in place around Windsor Castle with our video about the security changes viewed over 40,000 times. Advice and reassurance messages were provided to the public in relation to the national move to critical status re the threat of international terrorism. This was well-received by the public.

We run an ongoing programme of targeted crime prevention advice including supporting the national week of action on Rogue Traders with crime prevention and reassurance activity and checks on trade vehicles. A taxi compliance operation in Wycombe was delivered as a multi-agency operation involving three district councils and the Vehicle and Operator Services Agency. 60 vehicles were stopped and 28 offences were identified.

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TVP published its annual crime statistics on 5 May. This was supported by a bespoke statement with the crime figures for each LPA. Targeted TVP alerts were issued from each LPA Commander and local stakeholders received an email with the press release. Due to purdah restrictions associated with the general election we were unable to offer media interviews.

A Smarter Ways of Working (SWoW) strategy has been produced based on four role categories: Fixed, Flexible, Mobile and Specialist. ICT will support these categories with appropriate technologies based on the needs of each role category. This will increase the efficiency of both our estate and staff, reducing the need to return to a fixed location to conduct work.

The productivity savings to be delivered in the current year are being scrutinised as part of the overall financial monitoring. A number of these savings are generated by major change programmes, hence any slippage on the change programme has a corresponding effect on the associated savings. Work has started on reviewing existing future year's savings and identifying new savings. The next significant stage in this process will be the September CCMT Medium Term Financial Plan review.

We continue to work to rationalise our estate and whilst no properties were disposed of in the first quarter, we are moving forward on the disposal of 5 premises. LPA operating model accommodation changes are progressing with four of the required changes completed, and two in progress. SWoW principles are being applied.

Areas of focus

3.1 Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities DoI

The Digital Transformation Portfolio is currently in a discovery stage where all relevant proposals are being reviewed for scope, budget and fit within the programmes. The discovery stage will provide an overall roadmap and estimates of funding and resources to deliver the programmes. In parallel to this ICT has continued to expand its rollout of smartphones beyond the initial 7000 across both Hampshire and Thames Valley and have rolled out more than 300 new laptops in the last month to R&P Officers across both Forces with a further 500 planned to complete in August. An additional 300 Body Worn Video (BWV) cameras have been deployed and local storage infrastructure upgraded to support legislation for all overt Authorised Firearms Officers and Taser Trained Officers to have personal issued with BWV. ICT are now working to deliver a central cloud based storage solution for BWV footage which will enable the uploading and viewing of BWV footage from any TVP enabled workstation and also provide an enabler to share footage with partners, including CPS and courts.

3.2 Transforming Information Communication and Technology (ICT) service delivery through the ICT 2020 plan DoI

Following the consolidation our previously two Service Desks across Hampshire and Thames Valley into a single, central function ICT have upgraded the toolset to provide a user portal capability enabling Officers and Staff to raise incidents online as well as check their incident status and receive up to date information on major incidents before calling the Service Desk. Due to internal process improvements ICT has been able to reduce serious incidents affecting operations by almost 50% whilst reducing the average call wait times to the ICT Service Desk by over 1m. To further drive a culture of collaboration a 'Joint ICT branding' has been created and implemented throughout ICT to provide a single identity for the department and help remove barriers. Work continues to strengthen working relationships with ICT in Surrey and Sussex and Regional CTO and IA Lead positions have been recruited as a consequence to deliver greater synergy through joined up working. Over 20 new staff have been

recruited into ICT during the quarter for business as usual and project related roles and an internal ICT 3 year strategy has been produced to ensure ICT continues to transform in line with business needs.

3.3 Delivering the underpinning technology and data requirements for the ICT 2020 plan, Regional Infrastructure Programme, Emergency Services Mobile Communications Programme and Enterprise Resource Planning Programme DoI

ICT continues to support the delivery of these programmes, this quarter sees the completion of our Windows 8.1 operating system upgrade across more than 10,600 devices as well as the rationalisation of our application landscape by some 5000 applications lowering our management overhead. Activity has commenced on the Windows 10 Upgrade Discovery work in order to support the medium term financial planning process throughout the summer. ICT has completed the build of its new ARK highly resilient state of the art data centre containing over 2,400 high performance virtual servers which will house the entirety of internal Force systems moving away from existing distributed and aged computer rooms. Contact Centre systems across both Thames Valley and Hampshire Forces have been upgraded as well as the telephony systems being upgraded to enable routing calls through internal networks to reduce call costs.

3.4 Developing new operating processes to maximise the benefits provided by the Contact Management Platform OPS

The Contact Management Programme (CMP) is still in development stage with a phased target date for go live from Oct 2017. Developing new operating processes will be a key work stream for the department over the next 3 years.

A senior management post within CM has been created to lead on this work. This post will lead on our Digital policing portfolio and developing business and operational efficiencies from the system. Highlight benefits will include:

- A Foundation Platform
- A system that will enable Contact Management to fully realise the benefits of a collaborated service
- Detailed and Rich Business Understanding
 - Speech and Text Analytics
 - Enhanced Single Enterprise GIS Mapping
 - Enhanced MI
- A system enabling Channel shift across Contact Management
- Broad Holistic View of the Victim – Vulnerability
- Comprehensive Information for Threat Risk and Harm
- Efficient use of Staff
- Officer App
- Citizen portal

3.5 Developing the use of demand management methodologies to align the right resources to areas of need DCC

A wide-range of demand work continues to be undertaken. This includes; Understanding demand analysis (particularly centred on incident demand at this time). This is currently feeding into a Gold Demand Group which is reviewing the increase in calls and incidents.

Resource modelling using Process Evolution Software. Two phases of this work have been completed so far – phase one Local Policing and phase 2 Force Crime (CID, Child Abuse Investigation Unit and Domestic Abuse Investigation Unit. In relation to the second phase, a working group has been set up to address a number of inefficiencies that were identified. Phase 3 resource modelling has just been kicked off for the ViSOR unit. Work on Custody, Local Policing v2 and MASHs are scheduled.

NOT PROTECTIVELY MARKED

The functionality of the Demand and Vulnerability Module (DAVM) continues to be developed and we are currently piloting a vulnerability filter. A proposal has also gone to Force Change Review to create a multi-agency DAVM.

3.6 Investigate, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners DCC

We are developing our collaborative approach to Automatic Number Plate Recognition with Hampshire Constabulary.

We support the delivery of the Specialist Capabilities programme through developing regional relationships and exploring opportunities to deliver services regionally.

The Force Change Review process and monthly meetings facilitate the identification of potential opportunities for collaboration, signposting business leads to engage in collaborative discussions at the proposal and business case stages.

Force change is working with South East Regional Integrated Policing (SERIP) to help identify opportunities for working together regionally. Business cases for collaborative projects and programmes are also discussed at the Central Moderation Panel and Collaboration Board which are joint meetings with Hampshire.

Proposals for regional forensic collaboration have been made. Development of digitisation of fingerprint evidence and High Tech Crime Unit storage is underway.

L&PD will seek to exploit all opportunities for increased efficiencies through greater collaboration with local and other Forces, including Policies, Practices and Delivery.

We are currently collaborating with Hampshire Constabulary for the Firearms and Medics First Aid training delivery. The courses have been aligned and now Officers from both forces can attend either force for their training in this area and similarly training resources are being shared between forces.

4) A skilled and trusted workforce

Core Leadership 2 training is about to be refreshed with the Code of Ethics (CoE) at its heart. The Operational Leadership module has been rewritten to reflect CoE in an operational environment. CoE Champions across the Force work at a local level to implement plans and promote learning.

The Organisational Justice Learning Event was held in June to increase awareness, skills and learning around decision making in relation to complaints, discipline and performance matters.

The Year 3 Staff Survey in conjunction with Durham University (October 2017) will again focus on issues of Fairness, Ethics and Leadership. The findings contribute to the building of a national data set to underpin understanding and develop and evidence base in this area.

NOT PROTECTIVELY MARKED

The Force continues to play a leading role in the Centre for Policing Research and Learning. TVP hosted a recent Peer Learning Event on Child Sexual Exploitation, sharing learning with 16 police forces across England and Wales.

The Force is actively supporting a wide range of research. This includes academic partner research at the Open University and Plymouth University, as well research being undertaken by our own staff following professional academic qualifications and interests.

A proposal has been submitted, to develop a Force Academic Journal, to capture the insights from staff research. This will provide a way of sharing learning, increasing our evidence base and help to highlight further areas of work required.

The Force has appointed a new Direct Entry Superintendent who will bring new skills from a partner agency.

The Talent Management Programme is currently being refreshed and revamped ready for the next launch in November 2017. The Bursary Scheme launched by the College of Policing has been promoted and attracted applications from staff seeking to complete academic qualifications.

A skills audit has been completed to identify longer term training needs and this is being planned into future work. Comprehensive learning and professional development initiatives have been developed and are being implemented to respond to new requirements.

We continue to develop and implement the Intelligence Professionalisation Programme (IPP) with regular training days built into shift patterns which include training in emerging crime types, skills updates and expert inputs.

We continue to review developing crime trends and changes to the criminal landscape to be captured and disseminated in accordance with the National Intelligence Model (NIM) principals.

CSIs are being trained in ACESO phone download capability to reflect the increase in digital crime. Post July, 98% of Crime Scene Investigators (CSIs) will have ACESO capability. This relieves demand from front line Officers and prepares us for the future requirement for accreditation of staff with this capability.

A Force-wide rationalisation of users and equipment has been initiated

There has been a continued focus on implementing the Force Well-being Strategy and ensuring that it becomes incorporated into business as usual. New learning and support initiatives have been implemented around; finance and debt, mental health and physical fitness. New governance arrangements have been implemented to combine Health & Safety and Wellbeing.

A review of the use of Supportive Recovery Plans has been undertaken and areas for improvement identified, resulting in improved guidance and a mandatory CPD training module.

We have reviewed our Police Staff Reward Strategy to ensure that staff are recognised for their contribution to performance in order to enhance our reputation as an employer of choice.

NOT PROTECTIVELY MARKED

We continue to work towards the principles contained within the Best Use of Stop & Search Scheme (BUSSS) with Stop & Search (S&S) data monitored via the S&S Operational Review Meeting (ORM) and S&S IAG. The Home Office mobile S&S app will be monitored to ensure data return compliance.

Areas of focus

4.1 Developing a corporate knowledge repository to create the ability to store, search access organisational knowledge and lessons learnt DCC

A review of previously produced Organisational Learning material within the Force has been undertaken. A meeting is scheduled for August with representatives from a number of departments, intended to review current departmental processes and to design a process map for Organisational Learning.

4.2 Undertake activities to ensure our workforce are more reflective of the communities we serve DoP

A new Equality, Diversity and Inclusion policy statement has been written. A 'Managers Toolkit' is being produced to provide further support, information and advice to managers. The 'Road to Success' document provides a 6 point framework to identify ideas and prioritise actions across the force.

Communication and engagement activities raise awareness and integrate ideas into business as usual e.g. Senior Leaders Forum, Chief Constables Roadshows and local focus/workshop groups.

Social media continues to be used to reach out to our diverse and under- represented communities. Targeted BME (Black, Minority, Ethnic) recruitment campaigns have been run on Asian Star radio, Diversity Jobs and Black History on-line. We have reviewed our list of community ambassadors and re-engaged with them to support us in communicating with our diverse communities and to ensure that we maximise our reach into all ethnic communities in the Thames Valley.

The second BME Professional Action Learning Set (PALS) is in progress and an evaluation of Cohort 1 has been completed. Feedback has been positive and all Cohort 1 delegates have made some progression or are in the process of doing so. We continue to provide study support sponsorship for staff who wish to develop their skills and careers.

The 'Network Connect' staff association's umbrella group continues to meet on a quarterly basis to work together, share good practise and discuss any emerging issues. A new Disability Support Network has been formed and strong links established with the Business Disability Forum to access professional support and advice.

We have reviewed our BME exit questionnaire/interview process to gain a better understanding of why BME officers and staff leave the organisation and to identify how we can best address any underlying issues. A number of these leavers agreed to support the force as community Ambassadors.

4.3 Identify, understand and engage with our diverse communities to provide focused support LP

L&PD have commenced delivery of Engagement Training within the Neighbourhood (NH) Programme that will help NH officers engage with communities with 32.32% of the target audience captured to date.

LPAs are being provided with support to develop their engagement plans, with reviews and feedback on current plans and assistance in understanding community profiling and engagement.

4.4 Developing the skills of our front line staff to recognise and respond appropriately to vulnerability C&CJ

Regular training days to assist staff to identify vulnerability are built into shift patterns these include training in emerging crime types, skill updates and expert inputs.

The Force has rolled out the ABCDE (Appearance, Behaviour, Communication, Demeanour, Environment) vulnerability assessment tool which should enable Officers to identify vulnerable people with whom they interact and refer them to appropriate report services.

The Force is involved in the development of the National Vulnerability Action Plan, currently in draft form.

4.5 Improving our response to hate incidents and crime LP

We are developing assurance mechanisms both on LPAs and centrally to increase recognition, recording and response to hate crime, developing and embedding our Hate Crime ORM, providing support to LPA Hate Crime SPOCs and using the ORM to review the efficacy of the Hate Crime action plan.

The ORM is used to ensure Hate Crime Recording Compliance, supported by the Home Office Hate Crime Plan. We are delivering Hate Crime e-learning, reviewing results to identify any additional learning requirements. L&PD are developing classroom based training in support of this for delivery in September.

4.6 Embedding the recommendations from the National Children and Young People Strategy LP

The LPA engagement plans include Children and Young People (C&YP) engagement activity with central feedback provided to LPA commanders on their plans.

We monitor disproportionality and positive outcome rates of S&S on CY&P as compared to adults. This data is shared with the S&S advisory group for independent review. The S&S ORM will also consider C&YP S&S data and act as a critical friend.

We are reinforcing the safeguarding principles in S&S encounters with C&YP, ensuring prompts are contained within the S&S app to remind Officers of their safeguarding responsibilities.

4.7 Ensuring compliance with the National Crime Recording Standard and Home Office Counting Rules

This is being done through individual risk meetings and will shortly be incorporated into the Service Improvement Review process.



We now have strong leadership and governance through the National Crime Recording Standard (NCRS) Strategic Working Group, chaired by the Deputy Chief Constable (DCC), which brings together senior managers for all key departments and ensures compliance with NCRS and Home Office Crime Recording (HOCR). The meeting is informed by the quarterly audit review of a significant sample-size across a range of crime types. Daily audits of key areas of risk within the crime recording process are undertaken alongside regular thematic auditing of NCRS compliance in relation to specific areas of the business, supporting the Risk Meeting process.

The policy and guidance relating to crime recording is being reviewed and refreshed to ensure an understanding of NCRS and compliance. A dashboard representing NCRS compliance is also being developed. Training is being prepared to improve understanding of the requirements of NCRS / HOCR, and the importance of complying, which will then be rolled-out to officers and staff as appropriate.

4.8 Increasing capacity through investigator recruitment and review of process to meet the demands of existing, new and emerging crime types. C&CJ

A working group has been set up to review selection, role profiles and employment of civilian investigators.

We have completed the Project Evolution Process which has enabled us to review our practices with a view to reducing demand- this will be an ongoing process. Process Evolution identified the need for an uplift of 30 personnel in Force CID to meet current demand.

4.9 Developing an Information, Communications and Technology Resourcing Plan to ensure that we recruit and retain skilled professionals who can support a modern, digitally enabled emergency service DoI

Communication and Technology delivery resource plans are being developed to better forecast and manage technical resources engaged on both business as usual and project activities. A department wide pay review is underway to benchmark salaries against the industry norms.

Thames Valley OPCC Strategic Delivery Plan 2017/18 (as at 20.07.2017)

Business Areas: This Office of the Police and Crime Commissioner (OPCC) Strategic Delivery Plan update captures the activities and progress of the OPCC in support of delivering the PCC's Police and Crime Plan 2017-2021

OPCC Business Areas which support delivery of the PCC's Police and Crime Plan 2017-2021

Business Area 1: Communications, PR & Engagement

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
1.1	Develop and implement a calendar of communications activities addressing key Police and Crime Commissioner (PCC) priorities throughout the year.	2	Mar 2018	PCC/ DPCC	CH	<ul style="list-style-type: none"> A calendar of events exists (e.g. Hate Crime week) A calendar of awareness days to promote priorities is on-going. 	
1.2	Develop and implement a calendar of engagement events at which to improve public awareness of the role of the PCC, activity to deliver the Police and Crime Plan and Victims' First.	2	Mar 2018	PCC/ DPCC	CH	<ul style="list-style-type: none"> Engagement events involving the D/PCC are being explored. 	
1.3	Continue to develop and promote the 'Victims' First Portal' to increase public knowledge of the impact of victimisation and increase access to support.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> A digital marketing plan to promote an online victim portal is being developed Offline avenues will be used after the hub is launched 	
1.4	Develop and communicate 'Safe Locations' Strategy to provide a network of accredited information points and champions to improve communication with and access to support for vulnerable people.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	

1.5	Implement fraud awareness initiatives with elderly and other vulnerable groups via roll out of the 'Safe Locations' approach.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.6	Identify and accredit 3rd Party Reporting Centres for Hate Crime under 'Safe Locations' approach to improve reporting and access to support for victims of Hate Crime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.7	Develop a programme of activities which involve use of the PCC's 'Lets Hate Hate' campaign to help improve Hate Crime awareness and reporting.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> This will be a task for the new Comms Support Officer to develop. 	
1.8	Develop and roll out Domestic Abuse (DA) campaign to increase opportunities for early intervention and prevention.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Currently under consideration – will be informed by WW's report: 'From Call to Court' 	
1.9	Develop and implement engagement to inform PCC policy development, particularly focussing on Black and Minority Ethnic groups (BME), Young and Elderly people.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Currently under consideration – possible groups identified include elderly, BME, BAMER and Safe Location 	
1.10	Develop and communicate, with police and partners, public awareness of Cybercrime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Will be promoted through #Protect Your World campaign PCC's 10% CSF top-slice to be used to support targeted priorities - including cybercrime. 	
1.11	Review process for publishing progress against the Police and Crime Plan 2017-2021.		Dec 2017	SM	CH	<ul style="list-style-type: none"> Force and CSP performance being considered against the new Police and Crime Plan 2017-2021 	

Business Area 2: Partnerships

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
2.1	Ensure Thames Valley Police (TVP) develop and implement new TVP victim referral pathways into PCC-funded victims' services, to replace Automatic Data Transfer (ADT) by end March 2018.		Mar 2018	PCC	SM	<ul style="list-style-type: none"> ICT sub-group of Victims Re-design Project Board has oversight. Project Board now linked in to TVP Force Change Review Board and Force Transformation Board. Business analyst appointed to develop ICT outline requirements and, after corporate ICT prioritisation, work should commence. 	
2.2	Review and agree new Community Safety Fund (CSF) formula and implementation plan to begin in April 2018.		Oct 2017	PH	IT/SM	<ul style="list-style-type: none"> Dependent upon publication of, and consultation on, new national police funding formula 	
2.3	Improve accountability of Local Authorities' Community Safety Fund (CSF) allocations.		Mar 2018	PH	JK	<ul style="list-style-type: none"> Grant agreements have been changed to reflect decisions arising from the review, including introduction of spending plans at year start, and all returns signed off my LPA Commanders. Agreements sent out 26.05.2017 	
2.4	Develop and implement approaches to improve engagement with Local Authority areas and Local Partnerships (e.g. Health and Wellbeing Boards, Safeguarding Boards, Community Safety Partnerships, Youth Offending Teams).	1 - 2	Mar 2018	PCC/ DPCC	SM	<ul style="list-style-type: none"> Discussion on PCC 'liaison posts' (or alternative) on-going but not yet progressed. TV-wide partnership forums to be identified, together with OPCC engagement needs & requirements; frequency of meetings; level of OPCC staff time and resource commitment; benefits and costs of engagement, to inform options 	
2.5	Identify processes for sharing and learning lessons from PREVENT activity across Thames Valley.	4	Mar 2018	SM	JK	<ul style="list-style-type: none"> Following the OPCC CSP Managers Forum, broad agreement received on proposals of a TV-wide 'virtual network' for PREVENT (facilitated through OPCC) 	
2.6	Utilise PCC Chairmanship of TV Local Criminal Justice Board (LCJB), and engage with key Delivery groups, to encourage more joined-up criminal justice system.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> Delivery Groups assigned to relevant Policy Officers. Task & Finish group set up to develop Domestic Violence (DV) perpetrator programme funded from PCC's CSF 10% 	



Business Area 3: Commissioning and Contract Management

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
3.1	Plan a co-located 'Victims' First/Witness Care Unit Hub' to replace the Victim Support 'Victim Assessment & Referral Centre' (VARC), support counselling coordination and other agreed central support functions, by Apr 2018.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> Project Delivery Plan has been refreshed. ICT and Property work streams are progressing though not yet finalised or work started. 	
3.2	Implement Thames Valley Specialist Counselling Service Plan, including full use of Apricot Case Referral Management (CRM)	1	July 2017	SM	EF	<ul style="list-style-type: none"> Application process currently open for counsellors seeking approved status – two induction days planned for August. Geographical spread being monitored. Referrals will be invited from PCC commissioned victims services & TVP Special Trained Officers team after mid-July – currently looking to confirm dates for information workshops prior to going live with these referral routes. 	
3.3	Procure replacement for Victim Support's 'Local Support Service' giving universal (non-intensive) support provision across Thames Valley by Apr 2018.	1	Oct 2017	PCC	SM	<ul style="list-style-type: none"> Draft specification created and circulated to Project Board and shared at Market Engagement event to stimulate market. Procurement advice has been sought with timetable for 'Lightweight Procedure' agreed. 	
3.4	Agree and negotiate any contract extensions for existing PCC victims' services which are scheduled to be re-tendered in 2018.	1	Sep 2017	SM	WW	<ul style="list-style-type: none"> SAFE! Contract extension discussions now progressing - contract extension letter drafted. ISVA contract extension negotiation discussions started. RJ contract extension currently being explored. A new model has been proposed with a significant down-sizing of current model. The CRC is now in a position to collaborate and has confirmed a budget; therefore, TVRJP will be offered a contract extension based on completions shared across the CRC and OPCC. 	
3.5	Procure or deliver replacement services to support victims of any services <u>not</u> receiving a contract extension after 2018.	1	Mar	PCC	SM	<ul style="list-style-type: none"> Victim Support Local Support Service (LSS) will be replaced with Emotional Support and Advocacy (ESA) 	

			2018						Service (see 3.3). <ul style="list-style-type: none"> If Restorative Justice (RJ) service not extended, options will be reviewed (including co-commissioning options). Working with TV Local Authority commissioners for future collaboration with pooled budgets from 2018. 	
3.6	Agree and manage interim year Domestic Violence funding arrangements and projects.	3	Aug 2017	SM	WW					
3.7	Agree and manage interim year arrangements for supporting victims of Hate Crime	2	Apr 2017	SM	CH					(C)
3.8	Agree and manage interim year arrangements for supporting victims of exploitation and modern slavery through the Independent Trauma Advisor (ITA) service	1	May 2017	SM	SM				<ul style="list-style-type: none"> OPCC has taken over helpline (and 3rd party reporting), website and App (same phone numbers and addresses maintained). Post advertised to support Victims First and Safer Locations roll-out, including development of 3rd Party Reporting Centres. Some funding awarded to the two pilots to continue to support existing clients only. 'Rehab' have found funding to continue and expand; 'Elmore' have not at this time. Meeting arranged with TVP exploitation leads to discuss options if Transformation Fund (TF) bid is unsuccessful. 	
3.9	Agree a commissioning strategy for future PCC investment in specialist victims' support services (e.g. co-commissioning opportunities, 'satellite hubs', integrated services)	1 - 3	Sep 2017	PCC	SM				<ul style="list-style-type: none"> Interim plans are evolving to continue to provide specialist services alongside existing model. Discussions taking place in various forums about change in longer term to services based on vulnerability or needs (low level versus complex) rather than crime type. Co-commissioning opportunities for DV have been explored with Local Authority and CCG DV commissioners at meeting on 22 May 17. Expressions of interest received from most areas - now being progressed with Oxon, Bucks, Slough and West Berks. Exploitation and Slavery co-commissioning options will be explored at Adult Exploitation Strategic Partnership on 29 June and with CSPs on 6 Jul meeting. 	
3.10	Agree, procure and manage projects funded by PCC's retained 10% CSF top-slice money.	1 - 5	Jun 2017	PH	SM				<ul style="list-style-type: none"> Up to £150,000 for DV perpetrator scheme. The Task & Finish Group has considered intentions from a CRC Positive Relationships Programme which fitted requirements – there is an agreed program and process in 	

							place. Pathways into the program include statutory and non-statutory routes from across Thames Valley. Looking to start the first group in November. <ul style="list-style-type: none"> • FGM (up to £75,000) – Grant funding will be made available to local projects/organisations which are designed to increase engagement with local communities, provide opportunities for dialogue, engagement and education. • Cybercrime (up to £75,000) – strategy for funding allocation tba (links to action 1.10). 	
3.11	Implement and manage the successful OPCC 'Black and Minority Ethnic Refugee (BAMER) Project' bid in respect of the Home Office 'Violence Against Women and Girls Service' (VAWG) Transformation Fund scheme.	1 & 3	Jun 2017	SM	WW	<ul style="list-style-type: none"> • Successful BAMER bid to the VAWG fund (£400k awarded). This will be managed by the OPCC. • A Thames Valley Domestic Abuse Commissioning Board is proposed to consider options. 		
3.12	Establish audit methodology and arrangements for improved oversight of PCC commissioned or grant funded local and specialist victims' services		Oct 2017	SOG	SM	<ul style="list-style-type: none"> • Audit concept and method tested on ISVA contract. • Audit tools prepared and ready for use on each contract once per year moving forwards. • Victims Services Audit plan yet to be agreed. 		

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
4.1	Develop skills of staff to inform long-term scanning capability of OPCC regarding current, new and emerging policing and crime issues and trends		Dec 2017	SOG	SM	<ul style="list-style-type: none"> Light-touch assessment of CSP/ LA priorities to align with PCC Police & Crime Plan 2017-2021 being undertaken Other academic opportunities being explored SM attendance at National Futures meeting 	
4.2	Consider and support development of a Thames Valley Female Genital Mutilation (FGM) strategy.	2	Mar 2018	SM	WW	<ul style="list-style-type: none"> FGM meeting took place with stakeholders in June to proceed towards a more coordinated approach to FGM in the Thames Valley. A Thames Valley FGM Partnership Group has been proposed including health, third sector, police, education sector and the OPCC. 	
4.3	Consider and implement agreed recommendations from OPCC review of the Domestic Abuse pathway.	3	Mar 2018	SM	WW	<ul style="list-style-type: none"> Review report expected end July. Recommendations expected, some will be picked up by new DV BAMER strategic post. Applications underway for this role - interviews TBC. 	
4.4	Develop a Business Case for the possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC: <ul style="list-style-type: none"> i. Allocation of project budget ii. Appointment of consultants iii. Preparation of draft business case (working with FRAs to gather information) iv. Consultation on draft business case (with public, LA stakeholders and affected staff unions) and publication of summary of responses v. Development and submission of final business case to Secretary of State 	5	Mar 2018	Dep PCC	PH	<ul style="list-style-type: none"> Deputy PCC has engaged with all Thames Valley fire and rescue authority (FRA) representatives and has written to them (late May 2017) setting out proposals for the process by which the OPCC and the FRAs may together consider and take forward the Government's policy objectives regarding police and fire and rescue services collaboration, and governance of fire and rescue services. 	

Business Area 5: Performance (Police)

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
5.1	Coordinate the production and publication of the PCC's 2016-17 Annual Report	May 2017	SM	GE	<ul style="list-style-type: none"> A final version of the report was presented to the Police & Crime Panel on 16 June 2017 An online version is published on the PCC's website. 	(C)
5.2	Develop PCC participation in TVP service reviews conducted by the Deputy Chief Constable	Aug 2017	SM	GE	<ul style="list-style-type: none"> Arrangements are in place to cover attendance for initial tranche of TVP's Service Improvement Reviews (SIR) during Qtr.1/Qtr. 2. OPCC internal tracker in place to monitor SIR updates and capture PCC/ DPCC feedback. 	(C)
5.3	Review and update the OPCC Performance Monitoring Framework	Oct 2017	SM	GE	<ul style="list-style-type: none"> Initial scoping has begun and will include a review of partnership performance monitoring, and reflect any learning from the SIR process (see 5.2). 	

Business Area 6: Use of OPCC Resources

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/AIG
6.1	Allocate 2017/18 Police Property Act Fund (PPAF) grant monies through public bidding rounds.	Mar 2018	PH	IT/CH	<ul style="list-style-type: none"> • 	
6.2	Administer the High Sheriff PPAF for 2017/18	Mar 2018	PH	IT	<ul style="list-style-type: none"> • MOU signed and monies transferred to the 3 HS during May 	
6.3	Strategic review of all OPCC draft budgets for 2018/19, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2017	PH	IT	<ul style="list-style-type: none"> • Not yet started. • All OPCC directly controlled budgets will be reviewed during the summer 	
6.4	Draft the PCC's 2018/19 OPCC Strategic Delivery Plan, including review of staff needs, capability and capacity	Mar 2018	PCC	PH	<ul style="list-style-type: none"> • Not yet started • Review will take into account current service pressures and commitments and any new Government medium-term policy agenda (including service and spending plans) as & when announced (likely date – autumn 2017). 	

Business Area 7: OPCC Financial Management

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
7.1	Close the 2016/17 accounts in accordance with best practice by 14 th May 2017	May 2017	IT	JB	<ul style="list-style-type: none"> Accounts closed and Statements sent to EY on 18th May 	(C)
7.2	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	Sep 2017	IT	JB	<ul style="list-style-type: none"> Final accounts audit in progress Accounts will be formally signed-off at the Special JIAC meeting on 27th July 	(C)
7.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Sep 2017	IT	CHS	<ul style="list-style-type: none"> Submission deadline for the unaudited DCT is 7th July. Unable to submit on time. DCLG informed with new date given of 21st July. 	
7.4	Work with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2018/19 to 2020/21	Jan 2018	PH	IT	<ul style="list-style-type: none"> 	
7.5	Agree 2018/19 revenue budget and issue the council tax precept to billing authorities	Jan 2018	PH	IT	<ul style="list-style-type: none"> 	
7.6	Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP	Oct 2017	IT	JB	<ul style="list-style-type: none"> The draft capital programme will be updated in July 2017. 	
7.7	Submit all grant returns in accordance with external deadlines	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.8	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.9	Undertake the VAT partial exemption calculation for 2017/18	Oct 2017	IT	JB	<ul style="list-style-type: none"> This will be completed after the accounts have been formally signed off 	
7.10	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	<ul style="list-style-type: none"> Liaising with internal departments, HMRC & GT regarding finalising the successful claim for overpaid VAT on seized vehicle sales. Due to meet with Joe Francis at GT to complete this work over the summer. Royal Mail claim is ongoing and we are assisting Mischon de Reya 	

7.11	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	as appropriate. <ul style="list-style-type: none"> In progress, all deadlines achieved to date 	(C)
7.12	Work closely with Corporate Finance and the Enterprise Resource Planning (ERP) Implementation Team to ensure TVP is ready to go live in 2018.	Ongoing	IT	JB	<ul style="list-style-type: none"> Continuing to work closely with key members of the ERP team in KPMG & finance. All current requirements for sprints have been met. 	
7.13	Create, maintain and operate the new digital account for the Apprenticeship levy	Ongoing	IT	JB	<ul style="list-style-type: none"> Account created, now being monitored on a monthly basis 	(C)
7.14	Respond appropriately to any recommendations from HMRC's compliance inspection.	Mar 2018	IT	JB	<ul style="list-style-type: none"> Met with HMRC on 2nd June 2017. TVP has been graded as "low risk" in part due to our good levels of internal control, processes and knowledge. HMRC are continuing to assess specific areas, but do not foresee any problems arising. 	

Business Area 8: Internal Audit

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/I/G
8.1	Produce and present the 2016/17 Internal Audit Annual Report to the Joint Independent Audit Committee (JIAC) meeting on 21 st June 2017	Jun 2017	IT	NS	<ul style="list-style-type: none"> 2016/17 Annual Report was discussed at the Audit Board on the 30 May 2017 and the JIAC on 21 June 2017, 	(C)
8.2	Produce update reports on: (1) progress of 2017/18 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	Ongoing	IT	NS	<ul style="list-style-type: none"> The first 2017/18 Internal Audit Plan progress report will be presented to the JIAC on 13 Sept 2017. Progress in delivering agreed actions report was presented to the JIAC on 21 June 2017, with the next update due on 13 Sept 2017. 	
8.3	Update the Internal Audit team's self-assessment in complying with the Public Sector Internal Audit Standards (PSIAS), and facilitate the completion and reporting of the external PSAIS assessment, due in the autumn 2017.	Dec 2017	IT	NS	<ul style="list-style-type: none"> The team's Public Sector Internal Audit Standards (PSIAS) self-assessment has been updated and the outcome, including any actions to address improvements, was discussed at the Audit Board on 30 May 2017 and the JIAC on 21 June 2017 - completed. The team's external PSIAS assessment is currently scheduled to take place on the 18 & 19 Oct 2017. 	
8.4	Publish the approved Joint Annual Internal Audit Plan for 2018/19, following formal consultation with stakeholders.	Mar 2018	IT	NS	<ul style="list-style-type: none"> 	

Business Area 9: Corporate Governance

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
9.1	Develop, agree and publish the 2016/17 Annual Governance Statement (AGS)	Jun 2017	PH	LJ	<ul style="list-style-type: none"> AGS completed via Governance Advisory Group in May 2017 The 2016/17 AGS will be presented as part of the Statement of Accounts at the Level 1 meeting on 28 July 	(C)
9.2	Oversee implementation of agreed actions contained in the 2016/17 AGS Action Plan	Quarterly	PH	LJ	<ul style="list-style-type: none"> The Governance Advisory Group agreed no action plan was necessary for 2016/17, as no significant governance issues had arisen 	(C)
9.3	Review and update (as and when necessary) the joint 2017/18 TVP/PCC Framework of Corporate Governance in readiness for 2018/19.	Mar 2018	PH	LJ	<ul style="list-style-type: none"> No reviews required in 2017/18 to date 	
9.4	Review and operate an efficient and effective Independent Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002	Ongoing	LJ	CHS	<ul style="list-style-type: none"> The scheme continues to be delivered efficiently and effectively by the (OPCC) Custody Visitor Scheme Administrator Annual report for 2016/17 has been completed and will be presented to the PCC at the Level 1 meeting on 28th July. 	(C)
9.5	Support the OPCC to prepare for, and comply with, additional or changed responsibilities regarding police complaints resulting from the Policing and Crime Act 2017	Jun 2018	PH	LJ	<ul style="list-style-type: none"> Westminster Briefing event on complaints changes attended on 23 May with members of PSD PCC, CEO and Governance Manager attended APCC roadshow on complaints changes on 10 July CEO and Governance Manager liaising to organise potential working group with PSD 	
9.6	Review and enhance OPCC compliance with transparency requirements under the Freedom of Information Act 2000 and Elected Local Policing Bodies (Specified Information) Order 2011	Jun 2018	PH	LJ	<ul style="list-style-type: none"> Governance Officer now recruited and in post; this forms part of her job description and PDR OPCC Publication Scheme has been reviewed, updated and re-published Review of website undertaken by Governance Officer in June 2017 and amendments/additions made as necessary 	(C)
9.7	Review and enhance OPCC compliance with the Data Protection Act 1998 in order to prepare for the General Data Protection Regulation	May 2018	PH	LJ	<ul style="list-style-type: none"> Will liaise with TVP Joint Information Management Unit to determine OPCC requirements and necessary procedural changes, and to plan for implementation 	

Report to the Thames Valley Police & Crime Panel

Title: Modern Slavery and Strategic Objective

Date: 8 September 2017

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime Panel



Modern Slavery

National Perspective

The Prime Minister has described modern slavery as “the great human rights issue of our time”. It is a crime where individuals are exploited for little or no pay through force, threat or deception. Exploitation can include, but is not limited to, domestic servitude, forced or compulsory labour, sexual exploitation and the removal of organs. Victims, including men, women and children, have often endured traumatic experiences and suffer from mental and physical health problems.

Modern slavery is a hidden crime and its scale is difficult to assess. In 2013, the Government estimated that there were between 10,000 and 13,000 potential victims in the UK. Those victims originate from around 100 different countries, with Romania, Poland, Albania, Nigeria and the UK itself the five most common countries of origin. In 2015, 3,266 potential victims were identified and referred to the National Referral Mechanism (NRM—the UK’s framework for potential victims of modern slavery to be identified and referred for appropriate support). There was a “big gap” between the estimated prevalence of modern slavery and the number of people officially identified as victims.

In 2015, the Government passed the Modern Slavery Act, the first of its kind in the world. The Bill consolidated existing offences of slavery and human trafficking. It also increased the penalties for these offences, provided for new preventative orders, and created new maritime enforcement powers. Following recommendations by the Joint Committee, the Bill also introduced measures to support and protect victims, and required reporting by large businesses of what steps they have taken to ensure slavery is absent from supply chains.

The Act also created the role of the Independent Anti-slavery Commissioner. The Commissioner is tasked with promoting good practice and driving improvements to the UK and global response to modern slavery crimes. In April 2016, the current Commissioner, Kevin Hyland, wrote to Parliament regarding the support and protection given to victims of modern slavery. He was particularly concerned about the treatment of victims from the European Economic Area (EEA). Once they were recognised as victims of modern slavery, such people were at “high risk of

becoming destitute and homeless” because of their very limited access to welfare. There was an Inquiry into DWP support available to victims. A review of the NRM is underway and a new system has been trialled.

The National Referral Mechanism (NRM) is a framework for identifying victims of human trafficking or modern slavery and ensuring they receive the appropriate support and NRM also collect data. The NRM grants a minimum 45-day reflection and recovery period for victims of human trafficking or modern slavery. Trained decision makers decide whether individuals referred to them should be considered to be victims of trafficking according to the definition in the Council of Europe Convention. In England and Wales, further consideration is made to those who do not meet the definition of trafficking. Their cases are then considered against the definitions of slavery, servitude and forced or compulsory labour.

Local perspective

April McCoig, Service Development Manager will provide an update at the Panel meeting on 8 September 2017. March 2017 figures show about 150 victims. The PCC is funding pilot projects, run by Elmore Community Services in Oxfordshire and The Mustard Tree in Reading, to provide support to victims of exploitation and modern slavery. Councils have a role in being first responders, identifying victims and providing support for victims e.g. providing temporary safe accommodation. The links at the bottom of the report also highlight local cases.

Local authorities are, under section 52 of the Act, under a new duty – shared with police bodies and the Gangmasters Licensing Authority – to notify the Secretary of State upon developing reasonable grounds to believe that a person may be a victim of slavery or human trafficking. New regulations (SI 2015/1743) coming into force on 1 November set out the contents of these reports, which are anonymised in the case of suspected adult victims but specific in the case of child victims or where the adult victim consents to the report. A report must be made even if the information is received in confidence, and no breach of that confidence will result from the report. A major provision of the Act, introduced late in the parliamentary process, is section 54, dealing with transparency in supply chains.

In the Thames Valley Anti-Slavery Networks are being developed in Bucks and Oxfordshire followed by Berkshire and Milton Keynes. This is a multi-agency network from Statutory and Non Statutory agencies whom may encounter modern day slavery, human trafficking and forced labour in their day to day work activities. The purpose of the network is to build knowledge, identify best practice, identify trends in trafficking, raise awareness and work closely with partners to combat trafficking and identify and rescue victims of trafficking. Other areas of good practice are being looked at e.g. In May 2016, Bucks County Council (through its Safer and Stronger in Partnership Board) commissioned the Jill Dando Institute of Crime Science (UCL) to develop a partnership guide on Modern Slavery. This document has been used this to develop work strands around issues such as understanding the local prevalence, Victim Journeys, Offender Pathways and training needs. The Team is now working with the Office of the Police & Crime Commissioner (OPCC) to set up an Adult Exploitation Service in Buckinghamshire which will also cover Modern Slavery.

A number of CSP's are conducting Hotel Watch Training which includes input from Oxford Brookes University. Oxford School of Hospitality Management and Oxford Brookes University Business School is currently leading a consortium of academic and industry partners working on a project

aiming to develop measures for combating human trafficking in the hospitality and tourism industry. Other aims include developing a comprehensive training toolkit for businesses in the tourism and hospitality sector to assist them in setting up company-wide policies and procedures to identify, deter and prevent trafficking. A significant proportion of trafficking is undertaken through hospitality and tourism businesses, for example travel agencies, airlines and hotels which, by their nature, facilitate the movement and accommodation of traffickers and their victims.

<https://www.brookes.ac.uk/hospitality/research/research-projects/combat-human-trafficking/>

Recent publications/events and media interest in relation to modern slavery

Modern Slavery

National documents

The Anti Slavery Commissioner has made a range of videos on modern slavery available and this video is specifically for Local Government.

<https://www.local.gov.uk/topics/community-safety/modern-slavery>

<http://www.antislaverycommissioner.co.uk/media/1057/victims-of-modern-slavery-frontline-staff-guidance-v3.pdf>

<http://www.antislaverycommissioner.co.uk/priorities/priority-2-law-enforcement-criminal-justice/hmic-inspection/>

<https://publications.parliament.uk/pa/cm201617/cmselect/cmworpen/803/80304.htm>

Victims Services Provision/PCC

<https://www.hampshire-pcc.gov.uk/four-pccs-join-forces-shine-light-modern-slavery>

<https://www.thamesvalley-pcc.gov.uk/victims-first/victims-services/exploitation-and-modern-slavery/>

TVP

<https://www.thamesvalley.police.uk/news/general/four-arrested-connection-modern-slavery-and-money-laundering-high-wycombe/>

<https://www.thamesvalley.police.uk/news/general/thames-valley-police-take-action-under-operation-aidant/>

<https://www.youtube.com/watch?v=dVDgUEgvf1A>

Media

<http://www.itv.com/news/2017-04-30/mps-warn-uk-must-improve-response-to-modern-slavery/>

http://www.bucksfreepress.co.uk/news/15469676.SLAVERY_RING_Family_convicted_after_targeting_vulnerable_victims/

<http://www.windsorexpress.co.uk/gallery/slough/117224/raids-carried-out-in-slough-as-part-of-modern-slavery-crackdown.html>

http://www.sloughobserver.co.uk/news/south_bucks/14540665.Council_to_discover_extent_of_modern_slavery_in_bid_to_tackle_the_issue/

<https://www.mix96.co.uk/news/local/2318878/thames-valley-police-help-tackle-modern-slavery/>

<http://www.bbc.co.uk/news/uk-england-oxfordshire-36716851>

http://www.bucksfreepress.co.uk/news/13878665.Many_hidden_victims_of_modern_slavery_in_Thames_Valley_police_warn/?commentSort=score

<http://www.miltonkeynes.co.uk/news/slavery-case-couple-hit-back-1-6987262>

Example of statements made by organisations

<http://www.oxfordhealth.nhs.uk/modern-slavery-act-statement/>

Modern Slavery discussed at Bucks County Council

<https://democracy.buckscc.gov.uk/ieListDocuments.aspx?Cid=789&Mid=6930&Ver=4>

Strategic Aim 4 – Serious Organised Crime and Terrorism (attached as an Appendix)

<https://www.thamesvalley-pcc.gov.uk/police-and-crime-plan/>

HMIC – Police Effectiveness 2016

<https://www.justiceinspectorates.gov.uk/hmic/publications/peel-police-effectiveness-2016-thames-valley/>

An effective police force is one which keeps people safe and reduces crime.

Tackling Serious and Organised Crime

As at 1 July 2016 the Force was actively disrupting, investigating or monitoring 29 organised crime groups per one million of the population which compares to 49 OCGs across England and Wales. This low number could mean that the Force might not be identifying all active organised crime groups. It needs to build on its knowledge by using information from a wider range of sources.

- LPA staff identify groups of criminals who are referred to as Problem Crime Groups who present a threat which is not thought to be serious but nevertheless needs the attention of local officers. The Force should review its approach in this area as its current approach means that it does not have a single overall view of the nature of these groups which could mean some criminals are overlooked.
- HMIC also considers that the involvement of neighbourhood officers in tackling organised crime needs to be expanded.
- The Force generally responds effectively to organised crime, but it could improve results by making more effective use of partner organisations and by taking a longer term view of OCG management.
- Levels of knowledge about how to tackle organised crime are not consistent which could mean that they are over reliant on specialist staff to provide them with tactical advice.
- LPAs and CSPs have started to work together to tackle organised crime and this could be developed further is a strategic partnership board for the Force were to be developed.
- Thames Valley Police have been working with SEROCU to produce an action plan with Hampshire, Surrey and Sussex forces to improve collaboration arrangements and the current action plan is more of a structured review of current arrangements. The Force need to ensure that the plan is agreed.
- HMIC also learnt that the Force does not routinely pass all of its highest risk OCGs to the SEROCU and uses its own resources to tackle them.
- HMIC believe more should be done to monitor the behaviour of OCG members in prison.
- The Force needs to do more to embed a longer term approach to dealing with organised crime.

Areas for improvement

- The force should further develop its serious and organised crime local profiles in conjunction with partner organisations to enhance its understanding of the threat posed by serious and organised crime and inform joint work aimed at reducing this threat.
- The force should engage routinely with partner agencies at a senior level to enhance intelligence sharing and promote an effective, multi-agency response to serious and organised crime.
- The force should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.

SE Regional Organised Crime Unit

<http://www.serocu.org.uk/about.aspx>

Police Foundation Research – impact of organised crime on local communities

http://www.police-foundation.org.uk/uploads/holding/projects/impact_of_oc_on_local_communities.pdf

The two-year research project reported here attempted to arrive at a definition of organised crime and to address the lack of empirical research on it. It explored the range of organised crimes occurring in three neighbourhoods in Coventry and Wolverhampton, identified some of the key vulnerabilities communities face and assessed the local response from police and partner agencies. The briefing concludes with a number of recommendations based on the implications of the findings.

Recommendations

1. The police and other local agencies need to do more to identify the hidden victims of organised crime and facilitate investigations for which no victim comes forward.

Organised crime was often seen by local officers as 'too specialist'. Tackling organised crime needs to become intrinsic to the work of local neighbourhood teams and not just the preserve of specialist units. Not all interventions require specialist investigation techniques or culminate in a prosecution, and it is critical that neighbourhood officers know and understand all of the tools, techniques and partners at their disposal to disrupt organised crime.

2. Officers' attitudes towards organised crime and their role in tackling it need to be reframed.
3. Police forces should ensure local officers working in the community are engaged in tackling organised crime. Local officers need to be well briefed on the nature and scale of organised crime in their neighbourhoods and how they can play an active part in developing intelligence and tackling the harms caused by OCGs.

The police need the support and engagement of community members to successfully identify and tackle organised crime. In communities where there are cultural or language barriers, current engagement is particularly poor. A proactive approach to community engagement and intelligence gathering should be adopted, including the provision of support for community members to encourage them to come forward with information. There were examples found of police forces providing positive feedback to victims and communities, and demonstrating the benefits and positive results from police intervention. These were considered important for developing trust and encouraging people to report crimes they experience or are witness to.

4. More needs to be done to understand how victims and witnesses can be better supported to provide information about the nature of organised crime, and to ensure it is appropriately recorded and shared.
5. New approaches to engaging with diaspora communities and improving their confidence in the police and other local service providers need to be developed.

Despite efforts by the UK government to encourage a more diversified approach, with an emphasis on safeguarding victims and the vulnerable, and crime prevention, the police response to organised crime continues to place the emphasis on pursuing the perpetrators⁸. The approach promoted by the government demands a more problem-oriented and multi-agency approach to harm reduction and, if it is to become a reality, a substantial shift in focus is needed towards protecting community members from harm and preventing people from becoming involved in organised crime. New measures of success are required that reflect harm reduction, victim support, community engagement and public confidence.

6. Police and Crime Commissioners (PCCs), together with chief constables, need to shift the balance of the response to organised crime towards a greater emphasis on Protect and Prevent.
7. In consultation with other agencies, PCCs should develop new measures of success for gauging the effectiveness of work undertaken to tackle organised crime.

The new local organised crime profiles mandated by the Home Office have the potential to build on the current understanding of local organised crime patterns and could complement OCGM by helping to target preventative as well as enforcement interventions to tackle harm. To be comprehensive, they need to draw on information held by both police and other local agencies. They should identify specific problems and harms caused to communities and set out the roles and responsibilities of different partners in tackling them. The profiles and associated action plans should be owned at district rather than force level, and be grounded enough to be a helpful tool to assist in operational decision making and resource allocation. The intelligence they provide should feed back into OCGM to facilitate the development of intelligence on OCGs and associated offenders at regional and national levels.

8. Police forces should develop local, multiagency strategies, based on local profiles as well as mapped OCGs.

Finally, there is real confusion among local practitioners in the police and partner agencies about what organised crime actually is, whether they should be doing anything about it, and if so what that might be. This has to be addressed in order for an effective, multi-agency response to be developed. Agencies need to find better ways of sharing information, particularly with the police. Only then will the new Serious and Organised Crime Partnerships recently promoted by the government have a chance of being more than 'just another partnership'. Recommendation

9. The National Crime Agency needs to clarify the contribution of local agencies to tackling organised crime and undertake a review of local data sources.
10. Local partnerships need to develop a more effective approach to analysing and sharing data between local agencies on organised crime.

Terrorism (HMIC report excerpt)

How effective are the force's specialist capabilities?

Some complex threats require both a specialist capability and forces to work together to respond to them. This question assesses both the overall preparedness of forces to work together on a number of strategic threats and whether forces have a good understanding of the threat presented by firearms incidents and how equipped they are to meet this threat.

How effective are the force's arrangements to ensure that it can fulfil its national policing responsibilities?

The *Strategic Policing Requirement* (SPR)²⁸ specifies six national threats. These are complex threats and forces need to be able to work together if they are to respond to them effectively. These include serious and organised crime, terrorism, serious cyber-crime incidents and child sexual abuse. It is beyond the scope of this inspection to assess in detail whether forces are capable of responding to these national threats. Instead, HMIC has checked whether forces have

made the necessary arrangements to test their own preparedness for dealing with these threats should they materialise.

The SPR is issued annually by the Home Secretary, setting out the latest national threats and the appropriate national policing capabilities required to counter those threats. National threats require a co-ordinated or aggregated response from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or national arrangements, to ensure such threats are tackled effectively. *The Strategic Policing Requirement*, Home Office, March 2015

www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

The force has good arrangements in place to test its preparedness to deal with national threats. An update of the force's preparedness in respect of each of them is reported to the police and crime commissioner every four months. The deputy chief constable chairs the continuity board which has created plans to sustain the national policing requirements even if there is a major disruption to services. The force regularly tests the resilience of its IT systems, although it has not assessed the vulnerability of its computer network to deliberate criminal acts.

Comprehensive exercise and testing regimes are in place at a force, regional and national level. Each of the SPR areas has an appointed chief officer lead with responsibility for overseeing force preparedness. Much of this activity is strategically directed by the local resilience forum (LRF), a joint emergency services panel, which is chaired by the chief officer.

The Local Resilience Forum brings together emergency services and other statutory bodies involved in crisis management and disaster recovery. The forum has a number of responsibilities including joint operational planning and developing a programme of exercise planning to test the force's state of readiness and response to major incidents.

How well prepared is the force to respond to a firearms attack?

Following the terrorist attacks in Paris on 13 November 2015, the government allocated £143 million to the 43 England and Wales police forces to increase their armed capability. This funding has enabled some forces to increase the number of armed police officers able to respond to a terrorist attack. These attacks include those committed by heavily armed terrorists across multiple sites in quick succession, as in Paris. These attacks are known as marauding terrorist firearms attacks. The funding is for those forces considered to be at greatest risk of a terrorist attack. This also has the effect of increasing the ability of the police service to respond to other forms of terrorist attacks (and another incident requiring an armed policing response). Forces have begun to recruit and train new armed officers. This process is due to be completed by March 2018.

The force has made plans in respect of its required firearms capacity, basing its projected needs on a well-researched armed police strategic risk assessment. It has already started to provide the required increase in its capacity to respond to an attack requiring an armed response.

Following the Paris attacks in October 2015 Thames Valley Police and Hampshire Constabulary reviewed their joint armed policing threat and risk assessment. The geography of the two forces was overlaid and the likely response times of armed response vehicles were fully considered. The learning from this assessment has enabled both forces to identify changes required to their armed capacity.

The learning from this assessment has enabled both forces to identify shortfalls in their capacity to withstand this type of attack. Measures are now being put in place to accredit more officers in firearms skills, and to reassign them from other duties if necessary. Both forces are now making full use of their training facilities to accelerate the firearms training programme. Furthermore, the officers who take on the extra responsibilities associated with this type of work are being rewarded with additional personal payments. This helps to ensure that more officers are attracted to this work as well as helping the force to retain them in this important role.

During the inspection HMIC learned that the force has taken part in various exercises and events involving other forces and partners to test its firearms capabilities. These exercises include elements for making sure that arrangements for managing these sorts of incidents, including the way that the force works with other organisations, are robust.

Summary of findings (Ungraded)

The force has good arrangements in place to test its preparedness to deal with national threats, which include oversight from a chief officer. There are comprehensive testing and exercising arrangements in place which include the contributions of partner organisations. The force's state of preparedness to address the threats set out in the *Strategic Policing Requirement* (SPR) are reviewed by the Police and crime commissioner every four months. There are also continuity plans in place to help the force meet its national policing requirements in the event of a major disruption to services.

The force has assessed and responded to threats requiring an armed response. After the terrorist attacks in Paris, the force reviewed its firearms capabilities in the light of the new methods and weapons which the terrorists had used. The force has ensured its capabilities meets this type of extreme threat.

Closer joint working with Hampshire Constabulary has helped to boost the training capacity, and increasing numbers of officers are being trained to nationally accredited armed response vehicle standards. The force has developed a number of assumptions of likely terrorist scenarios and has tested its ability to respond in simulated training exercises.

<http://www.maidenhead-advertiser.co.uk/news/maidenhead/112891/thames-valley-police-to-carry-out-security-review-following-westminster-terrorist-attack.html>

<http://www.getreading.co.uk/news/reading-berkshire-news/thames-valley-police-carry-out-11851064>



**OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR THAMES VALLEY**

**INFORMATION REPORT TO THE
THAMES VALLEY POLICE AND CRIME PANEL
8th September 2017**

**Police and Crime Plan Strategic Priority 4
– Serious Organised Crime and Terrorism**

The PCC ensures delivery of his Police and Crime Plan objectives by holding to account other PCC-funded and commissioned service providers for their delivery of specific operational policing and crime reduction objectives. In respect of Strategic Priority 4 (Serious Organised Crime and Counter-Terrorism), performance and delivery is monitored in the following 4 main ways:

1. Chief Constable

The PCC holds the Chief Constable to account for operational policing across the Thames Valley. The Chief Constable produces an Annual Force Delivery Plan which complements and supports the PCC's Police and Crime Plan. The PCC (or Dep PCC) attends monthly Service Improvement Reviews across Local Policing Areas in Thames Valley, and also Force Performance Group meetings whereby he can witness the Chief Constable and Deputy Chief Constable (DCC) holding relevant operational staff to account for their specific aims, objectives and targets.

At his quarterly Level 1 public meetings the PCC holds the Chief Constable to account for delivery against the Force's annual Delivery Plan. In respect of Serious Organised Crime and Terrorism, the following Force Delivery Plan objectives and actions are relevant:

1.1 Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities

The Multi-Agency Safeguarding Hubs (MASH) are undergoing detailed review by both the Protecting Vulnerable People (PVP) Unit and Service Improvement. In addition we are working to implement recommendations from 2016.

TVP has recruited two members of temporary staff to assist with the associated administrative tasks and are in the process of reviewing co-location options for the two Berkshire MASH's.

1.2 Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft

TVP is working closely with prisons, universities and Adult Services to identify vulnerable individuals.

Learning and Professional Development (L&PD) continue to deliver SaVE 2 training to further embed the issues of safeguarding, vulnerability and exploitation within the organisation. These sessions will make up part of Team in Action (TIA) days until mid-September.

TVP has developed a new Force Policy relating to vulnerable adults, with Force Guidance

currently under development.

CCMT (Chief Constables Management Team) considered, in July, a paper setting out proposals for Force activity in relation to Operation Signature, which would provide targeted safeguarding and crime prevention activity for victims identified via Action Fraud. Funding in support of this activity has been approved by the PCC.

1.3 Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators

TVP is working to improve integration between Lifetime Offender Management (LOM) and Integrated Offender Management (IOM) to improve identification and management of high risk organised crime gang (OCG) offenders. We are also developing our links with Prison Intelligence to improve response and dissemination of intelligence pertaining to active OCG members.

TVP has revised the matrix for selecting IOM cohorts with Reading CSP - now signed off to pilot a new cohort. An IOM toolkit is being developed, linking into NICHE for offenders. Domestic Abuse offenders are now incorporated into the Buckinghamshire IOM. The Force is developing an "Offender Management" approach combining VISOR (Violent and Sex Offenders Register) and IOM with training to be delivered in July to VISOR and IOM teams on the new approach.

2.6 Working with partners to improve the use and accessibility of RJ, in order for offenders to better understand the impact of their crime on their victims.

TVP chairs the multi-agency Restorative Justice group, a sub group of the Local Criminal Justice Board, as well as sitting on the contract review panel for the Restorative Justice supplier.

TVP works with Thames Valley Restorative Justice Service (TVRJS) development managers and workplace leads to promote the use of RJ - a recent awareness drive and improvements to the referral system has resulted in increased referrals.

Leadership in the workplace is needed in order to promote the use of RJ within the culture of investigative & victim/witness care. Departments engaged so far are Reading, Oxford and Aylesbury LPAs and Oxon Force CID with enquiries being made with Major Crime. The remaining LPAs have now been asked to nominate champions so they can be included in the briefing programme being delivered by TVRJS.

3.6 Investigate, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners

TVP is developing a collaborative approach to Automatic Number Plate Recognition with Hampshire Constabulary.

TVP supports the delivery of the Specialist Capabilities programme through developing regional relationships and exploring opportunities to deliver services regionally.

The Force Change Review process and monthly meetings facilitate the identification of potential opportunities for collaboration, signposting business leads to engage in collaborative discussions at the proposal and business case stages.

Force Change is working with South East Regional Integrated Policing (SERIP) to help identify opportunities for working together regionally. Business cases for collaborative projects and programmes are also discussed at the Central Moderation Panel and Collaboration Board, which are joint meetings with Hampshire Constabulary.

Proposals for regional forensic collaboration have been made. Development of digitisation of fingerprint evidence and High Tech Crime Unit storage is underway.

Learning & Professional Development will seek to exploit all opportunities for increased efficiencies through greater collaboration with local and other Forces, including Policies, Practices and Delivery.

TVP is currently collaborating with Hampshire Constabulary for the Firearms and Medics First Aid training delivery. The courses have been aligned and now officers from both forces can attend either force for their training in this area, and similarly training resources are being shared between forces.

2. South East Collaboration Board

At the South East Regional Collaboration Board the PCCs for Hampshire, Surrey, Sussex and Thames Valley collectively hold the chief officers to account for the delivery of effective regional services, such as serious organised crime and counter-terrorism. Although these meetings are held in private session, formal agendas and minutes are produced.

3. Other relevant meetings

The PCC has regular meetings with the senior TVP officers responsible for Prevent and Channel.

The PCC has regular monthly meetings with the Chief Constable whereby topical and strategic issues are discussed, including counter-terrorism and organised crime.

4. Other relevant updates on the key aims in the Police and Crime Plan

The following provides an update on the four specific 'Key Aims' in the Police and Crime Plan.

Public awareness messages etc.

- Grant funding (of up to £100,000) will be made available by the PCC out of his Community Safety Fund to support the development of a Cybercrime strategy and preventative measures.
- Cybercrime strategy will be promoted through #Protect Your World campaign.

Oversight of activities

- Successful Black, Asian & Minority Ethnic and Refugees (BAMER) bid to the Violence Against Women & Girls (VAWG) fund (£400,000 awarded). This will be managed by the OPCC.

'Dare to Share' culture

- No update.

Better engagement & info sharing between organisations

- Grant funding (up to £100,000) will be made available by the PCC out of his Community Safety Fund to support local projects / organisations providing services which are designed to increase engagement with local communities, provide opportunities for dialogue, engagement and education for key professionals, and to improve reporting and prevention of FGM.
- PREVENT - following the OPCC Community Safety Partnerships (CSP) Managers Forum, broad agreement received on proposals for a TV-wide 'virtual network' for

PREVENT (facilitated through OPCC).

Finally, within the annual internal audit plan for 2017/18 is an audit of Police and Crime Plan Monitoring. This audit will examine the effectiveness of current governance and monitoring arrangements. This audit is scheduled to commence in Q3 (i.e. from October 2017) when the scope of the audit will be agreed. An action plan will be developed to address any areas of identified weakness. The Joint Independent Audit Committee will monitor implementation of any agreed action plan.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

4

SERIOUS ORGANISED CRIME AND TERRORISM:

Improving the
local response

Under the 2011 Police Reform and Social Responsibility Act, PCCs are required to have regard to the Strategic Policing Requirement (SPR) issued by the Home Secretary when issuing or varying a Police and Crime Plan. The latest SPR issued in 2015 highlighted the following national areas of concern which must be addressed by each police force:

- terrorism
- serious and organised crime
- cyber-security incidents
- threats to public order and safety
- civil emergencies
- child sexual abuse and exploitation

At a local level, the police service are integral to minimising the risk of terrorism by preventing radicalisation, protecting public places, transport systems and critical infrastructure from attack.

Organised crime is serious crime which is coordinated and conducted by people working together on a continuing basis (Organised Crime Groups, or OCGs), often motivated by financial gain. OCGs are responsible for the trafficking of human beings, drugs, weapons, wildlife, historical and religious artefacts.

There are over 6,000 Organised Crime Groups (OCGs) active within the UK with a number operating in the Thames Valley. Therefore a combined national and local strategy is required.

In this section, I particularly want to highlight issues of local concern:

- Improving community resilience.
- Improving information sharing.

There are over

6,000

organised crime groups active within the UK with a number in the Thames Valley

Improving community resilience

The Counter-Terrorism and Security Act 2015 and the Government's CONTEST strategy shape the national response to counter-terrorism. The aim is to reduce the risk to the UK and its interests overseas. The national response to domestic terrorism is coordinated between GCHQ, MI5 and the Police Counter Terrorism Command based in London, which coordinates the various Regional Counter Terrorism Units. The National Police Chiefs Council (NPCC) are developing a common approach with regards to tackling national threats such as terrorism and organised crime aligning resources across England and Wales.

“I am aware of the massive effort required to manage the current terrorist threat and the resources demanded to address cybercrime, in addition to more traditional crime, domestic abuse etc...”

Public Survey 2016

I will monitor these developments and engage with my national counterparts regarding implementation strategies. I am particularly keen to see national approaches develop to support the police service investigate large scale financial fraud.

Locally, a strong response can be achieved by active partnerships sharing information to provide an enhanced understanding of potential threats and criminal activity. Thames Valley Police hosts the South East Regional Counter Terrorism and Organised Crime Units (SEROCU and SECTU, respectively). Through these units, the police can counter serious national threats and receive expert capability and resources to advise and address local threats.

An important government approach to preventing radicalisation, extremism and terrorism is the PREVENT strategy. This strategy is designed to safeguard individuals, and vulnerable people in particular from exploitation from extremists. PREVENT training has been a statutory obligation since 2015 for all front line professionals in contact with vulnerable people, such as education, health, social services and police. This strategy builds on work demonstrating that local communities can help to prevent and protect themselves from radicalisation. I have particular concerns in relation to exploitation of those with mental health issues, rough sleepers and those within the prison estate in relation to the risk of radicalisation. I will continue to engage with communities across Thames Valley to understand their specific concerns, reassure, and raise awareness of counter-terrorism measures.

I am keen to see a more coordinated approach across Thames Valley to raising public awareness about serious organised crime and terrorism, to increase the dialogue between the public, local police teams and partnerships on both issues, and improve safeguarding of vulnerable people.

Improving information sharing

According to the National Crime Agency (NCA) in 2013, organised crime cost the United Kingdom around £24 billion and the figure is likely to be much higher today. The NCA's 2016 National Strategic Assessment of serious and organised crime highlights the top 5 threats to the UK as:

- Child Sexual Exploitation and Abuse,
- Organised Immigration Crime,
- Cyber-crime.
- Firearms
- High end money laundering

I would also include drug trafficking. Drug trafficking involving organised criminals from outside of Thames Valley expanding their drug supply lines is becoming more prominent and it almost always involves exploitation of vulnerable persons. As well as children enticed into carrying or selling drugs (as discussed earlier under Priority 3: Reducing Re-offending), adults such as rough sleepers, or vulnerable people whose houses are taken over for the purposes of drug dealing ('cuckooed'), are also frequent targets of organised drug gangs.

Too frequently, crimes that exploit vulnerable people succeed due to failure of organisations to share information. All organisations must be prepared to 'dare to share' information to protect the most vulnerable. In parallel with my ambition to improve the willingness of staff to highlight organisational failings with regards safeguarding (discussed under priority 1, Vulnerability). I am keen to see organisations challenged when failure to share information is observed. I would like to see an information sharing culture emerge across Thames Valley with the shared aim of safeguarding vulnerable people.

Due to political turmoil in countries around the world, immigration crime such as human trafficking and exploitation is increasing. As well as creating a significant new group of vulnerable people, immigration crime also has the potential to 'import' dangerous criminals from overseas into our communities. Illegal migrants are at high risk of exploitation by traffickers who may require debt payment through forced labour, slavery, or by requiring the commission of other crimes. With regards the importation of people with existing criminal records, I am keen to understand if a link exists between those who have entered the UK illegally, and an increased risk of terrorism or local violent crime.

There needs to be closer engagement with the community they work with creating an ownership between the community and the police.”

Public Survey 2016

Key aims:

- Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.
- Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.
- A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.
- Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

Panel Recommendation Monitoring

<p align="center">Panel Recommendations</p>	<p>Progress Update Blue – Panel response Black – PCC response</p>	<p>Committee Assessment of Progress</p>
<p>Unauthorised encampments That the PCC provides reassurance that the application of the unauthorised encampment policy and the interpretation of legislation are being consistently applied by liaising with Local Area Commanders across the Force and Local Authorities across the Thames Valley.</p> <p>Actions include :-</p> <ul style="list-style-type: none"> • The Chief Superintendent commented that he was very happy to work with Authorities across the Thames Valley to work towards a more consistent approach and policy. • Chief Superintendent reported that the Force had recently undertaken a significant piece of work on signposting homeless people to appropriate help such as the local housing authority. He would send a copy of this policy to the Scrutiny Officer to circulate to the Panel. • The PCC referred to the recent suggestion from the Chief Superintendent, that he work with relevant Local Authority contacts across the Thames Valley to ensure that policies for unauthorised encampments were consistent, where possible. 	<p>A meeting was arranged but had to be cancelled at short notice and has not yet been rearranged.</p> <p>Response from the PCC I have raised this issue with the Chief Constable who has undertaken to arrange for all Local Police Area Commanders to receive and implement consistent policy and procedures.</p>	

<p>This could cover, for example, that any decision making in relation to unauthorised encampments should be undertaken at Local Area Commander level.</p>		
<p>Collaboration To liaise with the Hampshire Police and Crime Panel Chairman to look at scrutinising the decisions and actions of the two respective PCCs in respect of collaboration between both Force areas and to identify areas of mutual interest that could benefit from cross panel working.</p> <p>Action In terms of how outcomes were assessed the Chief Constable reported that the performance framework was a 'Restricted' document and could not therefore be circulated, as it included information on recent cases including significant seizures of cash and drugs and cyber crime investigations. He would produce information for the Panel which can be shown in the public domain on what outcomes had been achieved.</p>	<p>Following a Panel officer network meeting with Hampshire, Surrey, Sussex and Kent it was suggested it would be helpful to draft 5 five key questions to put to each PCC at approximately the same time. These five key questions have been put to our PCC for 8 September meeting and the response is attached</p> <p>A collaboration meeting has also been set up with PCP Chairman from Thames Valley, Hampshire, West Sussex, Surrey and Kent on 20 October 2017.</p>	
<p>Roads Policing That a Working Group be set up to look at roads policing and that requests for information on this area be sent to the Deputy Chief Constable. Areas for consideration could include:-</p> <ul style="list-style-type: none"> • More transparent documentation on their strategy on roads policing • Consideration of a business case for average speed cameras 	<p>A request for information has been made. No response has been received on the detailed questions but the TVP response has been to arrange a road safety summit for officers on 19 September 2017 to address some of these issues.</p>	

<ul style="list-style-type: none"> Improved dialogue between police and local authorities on the siting and decommissioning of speed cameras and the need for a Deployment Strategy Consideration of developing a Thames Valley wide partnership to ensure better co-ordination of information across the Thames Valley 		
<p>Taxi Licensing – Follow up from previous year</p> <p>1. That the PCC/Chief Constable be asked to consider looking at Council funding / part-funding a dedicated Police Taxi Licensing Officer specifically to ensure prompt information sharing about incidents, drivers, arrests, charges, convictions – so that Police Licensing becomes the central point for information sharing.</p>	<p>An event was held in May where the Deputy PCC confirmed that the PCC and Chief Constable have agreed the principle that (a) the Force should host a police ‘Taxi Licensing Officer’ to coordinate Force and local authority activities across the Thames Valley, and (b) that the PCC will fund the initial costs of this post for year pending agreement being reached that the local authorities will jointly fund the post thereafter (subject to negotiations)</p> <p>A Local Authority Working Group (this includes 16 members from across the Thames Valley inc Herts has been set up for 13 September to discuss this post, the possibility of standardising policies and whether a regional database is required (as a national register is being produced)</p>	
<p>Cyber Crime – Follow up from previous year</p> <p>To consider whether a Working Group should be set up to look at this area in more detail.</p>	<p>A cyber crime event was held in March and following this event a Thames Valley wide strategy has been circulated for comment (copies will be available at the meeting) to ensure that there is a common approach to cyber crime.</p> <p>Grant funding of up to £75,000) will be made available by the PCC out of his Community Safety Fund to support the development of a Cybercrime strategy and preventative measures.</p>	Agenda Item 7

<p>Female Genital Mutilation Update on this would be helpful for Preventing CSE Sub Committee in Autumn</p>	<p>The OPCC Strategic Delivery Plan (under policy development) has an action to develop a business case to consider and support development of a Thames Valley FGM strategy. A FGM meeting took place with stakeholders in June and a TV FGM Partnership Group has been proposed including Health, third sector, police, education and the OPCC.</p> <p>Grant funding (up to £75,000) will be made available by the PCC out of his Community Safety Fund to support local projects / organisations providing services which are designed to increase engagement with local communities, provide opportunities for dialogue, engagement and education for key professionals, and to improve reporting and prevention of FGM.</p>	
<p>Preventing CSE Sub Committee Updated at last Panel meeting – although would be helpful to clarify the following:-</p> <ul style="list-style-type: none"> • When will the MASH review take place? • Perpetrator profiling – what was the Chief Constable response to this ? • Has the PCC written to the Dof E on language schools? • Update on Hotel and Night watch 	<p>All six Multi Agency Safeguarding Hubs have been live in Berkshire since September 2016 and each Council has a Strategic and Operational Group with TVP representation from senior PVP staff.</p> <p>Planning for the forthcoming year includes a review of the MASH structure, roles and operating model to provide a consistent, quality service across all nine hubs. A business case for demand modelling has been agreed and the work would be undertaken in the summer. Opportunities to increase efficiencies and resilience particularly regarding the six Berkshire MASH are being developed as the current model is unlikely to be financially sustainable beyond 2019 when the agreement for 4x Berkshire Authorities to contribute £37.5k pa to TVP costs expires. Development of the software for the Bucks repeat missing person strategy is complete with a provisional start date for the pilot in early May 2017.</p> <p>A MASH stocktake was undertaken in summer 2016 which identified</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Agenda Item 7</p>

	<p>seven recommendations for further development. These recommendations were focussed on opportunities for greater efficiency in terms of the delivery model and staff roles.</p> <p>In terms of the other points these will be discussed at the CSE Sub on 8 September following the Panel</p>	
<p>Complaints Sub-Committee For the PCC to comment on whether he has made small amendments to the process in terms of personalisation and IT</p>	<p>The OPCC are currently having a restructure and this will issue will be chased up with the new Governance Officer (the previous Governance Manager has left the organisation).</p> <ul style="list-style-type: none"> · Responses from the PCC to complainants are now routinely personalised in the name of the PCC (unless there is an appropriate reason not to). · Changes to the Force ICT email systems have been made in respect of the 'PCC@thamesvalley' email address to lift the automated security features that otherwise divert some external mails into 'quarantine'. 	

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**INFORMATION REPORT TO
THE THAMES VALLEY POLICE AND CRIME PANEL**

8th September 2017

PCC RESPONSE TO REGIONAL COLLABORATION QUESTIONS

a. What is currently covered through regional collaboration?

There are 3 different levels of regional collaboration:

- The SE Collaboration Board deals with counter-terrorism (SECTU), regional organised crime (SEROCU) and other specialist capabilities that are best delivered on a regional basis
- The Chiltern Transport Consortium (CTC) deals with vehicle fleet management across TVP, Bedfordshire, Hertfordshire and the Civil Nuclear Constabulary. Cambridgeshire joined the Consortium on 1st April 2017.
- The bilateral arrangement with Hampshire covers ICT, Information Management (including contact management) and the Joint Operations Unit which provides specialist policing services such as roads policing, firearms and dog support.

b. How is it being governed? (are there any areas of duplication, coterminous issues and any accountability issues)

- The SE collaboration Board which comprises the PCCs and Chief Constables from the 4 police force areas (TV, Hampshire, Surrey and Sussex) meets quarterly. Kent no longer attend these meetings, having joined the eastern Region due to their close collaboration with Essex
- The CTC Board includes PCC and senior force (DCC level) representation from all constituent forces. The Board is scheduled to meet 2-3 times each year.
- The TVP/HC collaboration board comprises PCC and senior force representation. It meets 4 times per year

c. What are the key aspects of the regional framework?

Each collaboration board has agreed membership, its own terms of reference, including meeting frequency. See answer to question (a) above for the different types of collaboration agreement which TVP participates in. The governance arrangements applicable to police collaboration agreements are developed in accordance with the requirements of sections 22A to 22C of the Police Act 1996, as amended by section 89 of the Police Reform and Social Responsibility Act 2011.

d. Are the planned savings expected from collaboration being achieved?

In TVP all agreed savings are removed from the Force's base budget. Individual savings are tracked at the relevant collaboration boards but the Chief Constable manages his overall budget, using virement powers to ensure the best overall use of resources and to maintain Force spending within the overall approved annual budget.

e. Is collaboration delivering operational effectiveness? (are service standards rising or falling, have differences in Force areas been systematically addressed)

Collaboration is an effective tool to deliver specific operational aims and objectives, particularly when these are best set at regional level due to scale or specialism. In each collaboration meeting PCCs hold the relevant chief constables to account for delivery of their specific policing objectives. In some cases, particularly with SECTU and SEROCU, government grant is delivered at the regional level.

HMIC reviews the effectiveness of partnership working, including collaborations, in their annual PEEL assessments. TVP has been awarded a 'good' grade in 9 of the 10 individual elements of the 2016 PEEL assessment, with a 'good' grade overall.

f. Is there a performance management scorecard?

There isn't a single performance management scorecard that is used consistently across all collaboration activity. Each collaboration board has agreed the specific performance management metrics it will use, as appropriate to the collaborated service or function, to ensure that business is conducted efficiently and effectively

g. Are there business cases/coherent vision for further areas of collaboration?

The PCC and Chief Constable have a legal duty to review all areas of policing activity to identify service areas and opportunities where service delivery can

be delivered more efficiently and effectively in collaboration with other forces and other public and private sector partners.

At a recent SE Collaboration Board meeting the PCCs and Chief Constables agreed which areas of specialist capability should be progressed at the regional level, and the relative priority for developing appropriate business cases

The PCC has recently determined that he does not wish to seek changes to the current governance of fire and rescue services in the Thames Valley, although he will ensure that opportunities for closer collaboration at the operational level are considered and implemented when beneficial to all concerned

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

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Report to the Thames Valley Police & Crime Panel

Title: Topical issues

Date: 8 September 2017

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime
Panel



Fire Collaboration

The following article says that the PCC, after discussion with the three fire and rescue services in the area, has taken a decision not to combine the governance of them with the Force.

http://www.oxfordmail.co.uk/news/15476385.Fire_and_police_merger_plan_scrapped/

<http://www.bbc.co.uk/news/uk-england-essex-40714145> (Essex PCC takes over Fire Service

Quote from the mail

But after a series of meetings with fire chiefs, the PCC agreed to not go ahead with any governance changes in the 'foreseeable future'. Today Mr Stansfeld said his office would continue to explore and develop 'more collaboration options' between the police and fire services to 'deliver operational and financial benefits to the public'.

He added: "Within the Thames Valley we are in the complex and unique position of having three fire and rescue services and over the last few months I have had regular discussions with fire and rescue authority representatives and local authority stakeholders to consider potential collaboration and governance change options and developing a possible joint way forward. I recognise that the three Thames Valley fire and rescue services have already achieved a high level of operational collaboration, not only between themselves and other public sector partners but with [Thames Valley Police](#) as well. This collaboration can be seen in the many combined police and fire service joint hubs that have been set up in several towns within the Thames Valley.

Part 1 of the new Police and Crime Act places a duty on police, fire and rescue and ambulance services to collaborate, and enables PCCs to take on responsibility for fire and rescue services. It supports the implementation of the Government's manifesto commitment to "enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners".

The provisions:

- a) Introduce a duty to collaborate on all three emergency services, to improve efficiency or effectiveness.
- b) Enable PCCs to take on the functions and duties of Fire and Rescue Authorities (FRAs), where a local case is made ("the governance model").

- c) Further enable PCCs to create a single employer for police and fire staff where they take on the responsibilities of their FRA, where a local case is made (“the single employer model”).
- d) In areas where a Police and Crime Commissioner has not become responsible for fire and rescue, enabling them to have representation on their local fire and rescue authority with voting rights, where the fire and rescue authority agrees.

The Bill does not mandate the transfer of fire and rescue services to PCCs. Instead, it introduces an enabling power which would allow a PCC to assume responsibility for their local fire and rescue service(s) where it would be in the interests of economy, efficiency and effectiveness or public safety where a local case is made.

The key issue in the Thames Valley area that the PCC will face is the complexity of current service delivery and governance arrangements, and the implications that will have for planning and managing any proposed transfer of governance.

National Association of Police and Crime Panels

1. Association of Police and Crime Panels

Setting up an independent Association to develop a voice for PCPs across the UK seemed to be a popular option.

2. Special Interest Group within the LGA

A Special Interest Group (SIG) within the LGA would arguably more quickly enable the establishing of a national voice for PCPs. It might also provide a convenient first step towards establishing APCP.

3. Combination

At a time when the landscape surrounding PCPs is changing rapidly, it might be argued that the need to set up a national voice is pressing and that we need to move forward more quickly. If one accepts that argument, a combination of both the above options would be feasible whereby a SIG might be set up as a ‘stepping stone’ towards the establishment of a National Association.

4. Other

One final option involving a possible link with another organisation.

Local Government Association – Police and Crime Panel Workshop

Presentations included :-

<https://www.local.gov.uk/police-and-crime-panels-workshop-12-july-2017>

- Jon Scanlan – Police Strategy and Reform Unit, Home Office
- Governance issues
- Overview of the Fire and Rescue Service
- National Association
- Creating successful Panels with meaningful influence

The link provides information on the presentations but points to note include the following:-

- A large focus on the day related to fire governance (the LGA have issued a briefing in relation to this)
- There will be no further resourcing for PCP, in relation to fire collaboration and there are no extra powers for Panels including the new complaints process. Panels need to consider co-opting Members on the Panel with fire experience. Panels will need to look at how to deal with fire complaints if they are taking on governance of their Fire Services. If Panels operate a triage process the LGA advise them to remain with this process for fire issues as well. Issues at the Workshop were discussed e.g having two Chief Fire Officers and one Chief Constable (the rationale for this would need to be presented in the business case)
- Relationships with OPCC/Panel has sometimes been referred to as a game of tennis. Reference was made to the expanding roles of PCC with fire collaboration and also reference to criminal justice strategic plans. There is also a changing landscape – counter terrorism, new Act, Metro Mayors etc.
- Successful Panels – reference was made to the Powercheck report undertaken by Frontline Consulting/Grant Thornton. Issues discussed were proactive scrutiny (well reasoned evidence), balancing the role between scrutiny and support, having a skilled cohesive Panel who provided robust challenge, good relationship with OPCC, annual training, Member champion roles, work planning meetings with the Panel/OPCC
- Scrutinising Terrorism (some of the themes of this will be used in looking at the Police and Crime Plan – Members may consider whether they wish to look at this as a themed item)

Community Safety Partnership Manager's Forum (6 July)

The OPCC hold a Forum for Community Safety Managers and at this Forum the following issues were discussed (some of these items are referred to in this agenda)

- Modern Slavery
- Cyber Crime Strategy
- Prevent agenda in the Thames Valley – no overarching organisation delivers Prevent so there is no single process where Authorities can learn from each other – therefore the OPCC are looking into a virtual learning group which can provide a hub of information. The Home Office are also conducting Prevent pilot projects to use interventions to stop being drawn into terrorism e.g. by providing funding for a Channel and Prevent Co-ordinator.
- Victim Needs Assessment – the OPCC have been working with Perpetuity Research. The victim needs assessment research is an opportunity for people to have their say on the PCC's commissioning of support services for victims of crime. Some of the gaps that need to be looked at include the needs to look at services for males and Black, Asian and minority ethnic communities. Other issues include the need for longer contracts to provide stability in vulnerable services, victim services for complex crimes, waiting times, travel to services and victims of anti social behaviour not being taken seriously. An officer in the Team has also been undertaking research on how to assess value for money on these services

- Victims Redesign
- Community Safety Fund Grant Top Slice – three areas are being looked at which include Domestic Violence Perpetrator Schemes, Cyber Crime and FGM (focus on prevention in all three areas). A BAMER post is also being considered and this person would be able to undertake work in a number of areas e.g. breast ironing.
- Next Meeting – February 2018

Recent publications/events and media interest

National Issues

HMIC

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/hmic-inspection-programme-consultation-2017-2018.pdf>

Hate crime

The CPS have stated that online hate crimes should be treated as seriously as abuse committed face to face

<http://www.bbc.co.uk/news/uk-40981235>

Local Issues

OPCC Office

<http://www.dailymail.co.uk/news/article-4519400/Police-official-tried-kill-affair.html>

<http://www.bbc.co.uk/news/uk-england-oxfordshire-40921529> (Oxford flats explosion)

http://www.sloughobserver.co.uk/news/15485758.Council_launches_drive_to_stop_domestic_violence/

http://www.bucksfreepress.co.uk/news/15474813.Unauthorised_traveller_camp_moves_off_private_land/?ref=mr&lp=27



**OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR THAMES VALLEY**

**INFORMATION REPORT TO THE
THAMES VALLEY POLICE AND CRIME PANEL
8th September 2017**

VICTIMS' SERVICES RE-DESIGN

Background

Since 1st April 2015, the OPCC has commissioned a range of services to assist victims to cope and recover from the consequences of crime. The majority of these services were commissioned for an initial 3 year term with the option to extend for a further 2 years.

The first round of commissioning resulted in a range of service providers contracted to deliver services across the Thames Valley. The largest value contract was awarded to Victim Support (VS), in collaboration with Surrey and Sussex PCCs. This contract (the 'VS contract') included a 'referral mechanism' which was a requirement under the Ministry of Justice (MoJ) Victims Grant agreement.

For Thames Valley, Surrey and Sussex, this referral mechanism essentially involved continuation of previous arrangements, e.g. daily Automatic Data Transfer (ADT) of victims' contact details from the respective police forces to the joint 'Victim, Assessment and Referral Centre' (VARC) based in Sussex, where initial contact with victims is made using an approved contact methodology (telephone call or written contact).

Those victims who are contacted by the VARC and accept the offer of support undergo an assessment of needs then, if appropriate, are referred to a VS local support service (LSS) which provides (non-specialist) emotional and practical support to all victims of crime, by trained volunteers by telephone or face-to-face, or to specialist (non-VS) support service providers where necessary and appropriate.

Key issues driving the victims' services re-design project and objectives

1. The ADT process and contact methodology used in the current service model leads to a consistently high level of attrition of victims. The move away from ADT to a 'consent-based' referral mechanism will be operational prior to the end of the current VS contract (i.e. by no later than 31st March 2018).
2. When the ADT is switched off, the VS 'VARC' will no longer be needed in Thames Valley as only details of those victims who have positively

requested a service will be referred, triggering contact by the new OPCC 'Victims' First Hub'.

3. Re-location of the Thames Valley Police (TVP) Witness Care Unit (WCU) from Reading Police Station is required by April 2018, coinciding with the conclusion of the 3 year term of the VS contract (as well as several other PCC-commissioned victims' services contracts).

Re-design of TV PCC victims' services

Based on learning from the first round of victims' services commissioning, improved data and knowledge of the service provided through the VS contract, as well as insights from other PCC areas, the PCC for Thames Valley has undertaken a fundamental re-design of commissioned victims' services. The new service model will go live on 1st April 2018.

The development of the new service model will involve the following key activities and project timeline.

Phase 1 - to be implemented by April 2018:

- (i) Switch-off of the current ADT referral mechanism on 1 April 2018 and replacement by a 'consent-based' victims' referral mechanism, involving direct referrals of victims to the Victims' First Hub by TVP.
- (ii) A central 'Victims First Hub', co-located with the TVP WCU to facilitate improved, joined-up, service delivery to victims and witnesses, based in the Royal Berkshire Fire and Rescue Services (RBFRS) Headquarters in Reading.
- (iii) The functions of the central Victims' First Hub will involve a range of administrative and coordinating functions to support delivery of services to victims, whether short-term or telephone support to those with less complex needs, or longer-term, holistic support (including specialist counselling) to those with more complex needs.
- (iv) Commissioning of an outsourced Emotional Support and Advocacy Service (ESAS), supporting victims with 'low level needs'. This will involve face-to-face emotional support, peer or group support and advocacy services.
- (v) Extended contract with a range of existing specialist service providers supporting victims with more complex needs.

Phase 2 – to be developed during 2018/19:

- (vi) A network of community 'touchpoints' (or 'Safe Locations'), designed to improve self-referral into victims services, where members of the public or professionals coming into contact with vulnerable people can access information, obtain advice or initiate a referral to the Victims' First Hub.

Phase 3 – development subject to further research and a possible pilot project:

- (vii) Proposed longer-term transition from a 'crime-focused' approach to

commissioning victims services to a 'needs-focused' approach, involving a move from a range of separate specialist services (and providers) determined by crime-type to provision of complex needs services/collaborations determined by the needs of victims.

The eventual new service model will involve better promotion of services and increased access points through which members of the community, and other professionals, can receive information, advice or direct a referral for service to the Victims' Hub.

Together, the Hub and ESAS will replace the existing Victim Support contract at a lower cost (current forecasts indicate potential annual savings of around £300,000). As the services are funded by Ministry of Justice grant funding, savings actually realised will be re-directed into specialist victims' services, particularly domestic abuse and adult exploitation (which is recognised as a gap in current, formal, service provision and has been supported previously by OPCC grant-based, time-limited funding).

The overall aim of this service re-design is to provide a better and more personalised service to victims of crime, through coordination of victim and witness care (for those coming through the criminal justice system) and a single point of contact, together with enhanced, wraparound, emotional, practical and psychotherapeutic support for all victims (including those who have chosen not to report a crime to the police but have been referred by a third party or self-referred for support).

Re-design Project – a summary of the current position

The main purpose of this update is to provide information on the progress of the development and implementation of the central Victims' First Hub, and the tendering of the ESAS and specialist services (i.e. 'Phase 1' project activities).

1. Project governance is taking place via joint TVP/OPCC project board.
2. VS and partners have been notified of the PCC's intention that the VS contract will not be renewed at the end of March 2018 when the existing contract expires. This contract will be replaced by the Victims' First Hub and the ESAS.
3. A series of market engagement and consultation events have been held to communicate and obtain the views of service providers and other partners to help inform the re-design project in terms of the development of the new Victims' First Hub and the specification of the ESAS.
4. Co-location of the Victims' Hub with the TVP WCU has been agreed by the PCC and the Chief Constable. Agreement has also been reached with the RBFRS that the co-located Victims' First Hub and TVP WCU services will be based in the RBFRS HQ in Reading.
5. A victims' services needs assessment was commissioned by the PCC and

undertaken between late January and early June 2017, focusing on the voices and experiences of victims. This needs assessment was used to inform the victims' services re-design.

6. A new 'Victims' First' website and Facebook page have been launched (late-April 2017).
7. Recruitment of staff for the Victims' First Hub is underway. Hub staff will be employees of the PCC.
8. A new OPCC 'PR and Communications Support Officer' has been appointed (due to take up position mid-October 2017), to provide additional capacity to support the PCC's victims' services work, e.g. to support promotion of the 'Safe Locations' initiative and the 'Victims' First' website and 'brand'.
9. Specifications for new service contracts for generic 'Emotional Support & Advocacy Service' and any other TV-wide service contracts are due to be finalised by end-September 2017, tenders to be advertised by mid-October and contracts to be awarded by end-January 2018.
10. Negotiations with current specialist victims' service providers, to agree (where necessary) extensions to current service contracts and/or variations to service specifications and contract prices with effect from 1st April 2018, are ongoing – due to be concluded by end-September 2017. 12 month contract extensions beginning 1st April 2018 have been agreed *in principle* with the existing Independent Sexual Violence Advocacy (ISVA) service (provided by Refuge), the Young Victims Service (provided by SAFE) and the Restorative Justice (RJ) Service (provided by the TVRJS). The latter contract has been negotiated at a much reduced rate to reflect the low uptake of victim-led RJ.
11. The Hate Crime service contract was terminated a year early at the end of March 2017. The Hate Crime helpline, website for third party reporting, and Hate Crime 'app' are being provided by the OPCC as an interim measure. The 'community touchpoints' element of the project re-design, due to be developed under phase 2 of the new service model, will involve development of a network of 3rd party reporting centres, as well as better promotion of services and increased access points through which members of the community, and other professionals, can receive information, advice or direct a referral for all PCC victims services via the Victims' First Hub.
12. A TVP Local Police Area (LPA) 'pilot project' (to test the switch-off of the current ADT referral mechanism and the introduction of the new 'consent-based' referral process) has been running in the Cherwell and West Oxon LPA since July 2017. The initial results from the pilot indicate that the volume of victims seeking referral may be greater under the new 'consent based' referral mechanism than under the current ADT referral system. An additional pilot project (Windsor & Maidenhead LPA) is due to commence

in mid-September. It is expected that the majority of TVP will be operating an 'opt-in' consent-based referral approach prior to the end of the current VS contract. (In support of this, police training is being undertaken – briefings and an e-learning package – in addition to promotion of the PCC's internet-based Victims' First portal www.victims-first.org.uk).

13. A Thames Valley Domestic Abuse (DA) Commissioners Board has been created by the OPCC to support joint commissioning of domestic abuse (DA) services with local authorities. Negotiations concerning proposed co-commissioning of DA services are currently taking place with Oxfordshire County Council (re commissioning of services on behalf of the PCC for the areas of Oxfordshire, Buckinghamshire and Milton Keynes), Slough BC (re commissioning on behalf of the east of Berkshire area), and West Berkshire Council (re commissioning on behalf of the west of Berkshire area). The DA services funded by the PCC will include medium-risk safety planning resources, roll-out of the DA complex needs approach developed in Oxfordshire (and known as the TAP model), and outreach support for Black, Asian and Minority Ethnic communities and Refugees (BAMER). Local DA commissioners will commission these services in addition to their core provision from April 2018 using new funding provided by the PCC.
14. Development of service user 'Outcomes-based' service performance measures currently being investigated.
15. Initial financial modelling indicates that the new service design may generate significant annual financial annual savings of around £300,000 (subject to future levels of referrals), which would be available to be re-invested in specialist victims' services (e.g. domestic abuse, young victims, exploitation / slavery).

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

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Report to the Thames Valley Police & Crime Panel

Title: Summary of Level 1 PCC meeting agenda papers

Date: 8 September 2017

Author: Clare Gray, Scrutiny Officer,
Thames Valley Police & Crime Panel



The information below is a summary of issues from the agenda papers which can be found at <https://www.thamesvalley-pcc.gov.uk/get-involved/public-meetings/>

The following papers have been attached in full as Members may wish to see these papers in more detail (as they relate to performance) (feedback is welcomed on whether this detail is helpful):-

- OPCC Strategic Delivery Plan 2017/18
- TVP Annual Delivery Plan 2017/18
- Changes to the complaints regime

For PCC decisions please use the link below:-

<https://www.thamesvalley-pcc.gov.uk/information-hub/decision-making/>

Agenda information

Mins

- Serious organised crime – establish a Partnership Board to identify, dismantle and disrupt these groups.
- Terrorism – the Force was well prepared to respond to an attack that may require an armed response, with interim arrangements in place whilst a longer term solution was developed to increase capability. How is this been incorporated into the Force's internal review framework (page 8)

Finance

- The Annual Treasury Management Report was noted (page 10). Key points include the fact that the Office continue to borrow from internal cash backed reserves rather than take external loans to help fund the capital programme. As at 31 March 2017 they were 'under-borrowed' by £35.825m. The average return on investments was 0.88% which exceeded the bespoke TVP benchmark of 0.45%.
- Final accounts – in total the revenue account was overspent by £0.411m which equates to 0.1% of the approved revenue budget for 2016/17. The active annual capital programme

budget for 2016/17 was 29.330m with the actual expenditure being slightly lower at £26.062m. General balances reduced to £0.309m to £18.091m which now equate to 4.6% of the net budget requirement in 2016/17, which is comfortably above the guideline level of 3%. Earmarked revenue reserves increased from £32.281m to £34.720m. Due to the number and value of asset sales during the year, capital balances have increased to £17.366m which will help fund the approved Medium Term Capital Plan.

- Funding for road safety camera upgrades is only drawn as necessary to support actual costs. The active budget was £1.300m, however only £0.602m was committed, the remainder £0.698m remains available. In addition delays or requirement changes meant that some Grant Funded projects totalling £0.991m were cancelled or deferred into 2017/18.
- Revenue monitoring 2017/18 – Although it is early in the year the Force has the potential for a significant underspend in the current year due to the shortfall on police officer numbers, caused by high attrition and low recruitment numbers. However, this may be offset with the potential increase in costs due to the heightened security risk. At this early stage in the financial year significant work is being undertaken to try and mitigate the police strength position. The Force started the year with 3,834 officers which was 52 officers below the forecast starting establishment and, as at the end of June TVP has dropped further to 3,783.
- Medium Term Capital Plan 2016/17 to 2019/20 – the PCC was asked to approve a total increase of £6.285m in the annual capital programme for 2017/18 reflecting both final 2016/17 re-phasing and new or varied schemes e.g. LPA laptops and £1.538m of safer road spending has been moved into the current year.

Governance

Local Authorities including the police are required to produce an annual governance statement to show the extent to which they comply with their own code of corporate governance. Following the review of effectiveness of the present governance arrangements there were no significant issues that require immediate attention and nor have any potential issues been identified that may have an adverse impact on the internal control environment during 2017/18.

There were a number of key national and local issues and potential concerns listed as follows:-

- Police grant funding/budgets – having looked at the main productivity savings within the 2017/18 budget the OPCC do not consider these would have a detrimental impact on the governance and internal control arrangements.
- Policing and Crime Act – actual and potential changes to the PCC’s responsibilities in respect of police complaint handling reforms and governance of fire and rescue services will not take effect in 2017/18; the earliest impact will be summer 2018.
- ICT – whilst associated governance issues have been highlighted in the past, these have now been rectified and no further governance issues are anticipated at this stage.
- Strategic Risk Register – this relates to operation service delivery risks only which would not impact on the effectiveness of governance structures.
- General election 2017/Brexit – exit from the EU is likely to have some operational and financial impact upon TVP but this will not take effect during 2017/18. This will be closely monitored.
- Internal audit – there were was nothing to qualify as a potential risk to the effectiveness of the overall governance arrangements.

- TVP Governance and Service Improvement Department – changes to the Force’s new governance structure were considered and it was acknowledged that they have been devised to improve, not weaken internal governance.
- Force Operating Model – the new model was implemented on 1 June 2017 and would not impact directly upon the governance arrangements of the Force or their effectiveness.
- Collaboration – there are no significant new collaborative initiatives anticipated.
- HBOS fraud case – the PCC has raised concerns locally and nationally as to the impact of the large scale criminal investigation.
- The Joint TVP and HC Bi-lateral Collaborative Governance Board formally met three times during 2016/17.
- ICT issues – the Chief Constable Management Team has looked at lessons learnt following the departure of the interim Head of ICT and the external auditors Ernst and Young have submitted a report to the Joint Independent Audit Committee. In terms of the timely delivery of key ICT infrastructure, technological elements of the Contact Management Programme have been delayed beyond the original go live date but a revised plan is now in progress with TVP delivery planned for September 2017.
- Police and Crime Act – the minimum mandatory change will involve the PCC taking on responsibility for hearing appeals against the outcome of complaints against TVP police officers and staff which will be brought into force in summer 2018. Recruitment to the governance arm of the OPCC is being undertaken to bring greater resilience for future change, and scoping work with the PSD relating to the current staff structure and quantities of complaints received is on-going.

Performance (see also attachments)

Force Delivery – TVP Annual Delivery Plan Outturn Report 2016/17

- Occurrences recorded as violent crime increased by 7.9% from 28,383 to 30,625 between April 2016 and March 2017. There is a small increase in domestic violence up 153 offences to 9,722 and non domestic violence increased by 11.1%.
- Rural crime has decreased by 2.5%
- A new national monitoring system for file quality was introduced by the Criminal Prosecution Service in September 2016. Between September 2016 and March 2017, 5,610 files were reviewed and 937 were deemed to be insufficient to proceed.
- Increase the volume of rape investigations – there was 128 rape occurrences which were dealt with by means of charge or summons between April 2016 and March 2017 which was a reduction from 195 in the previous year.
- Increase the volume of domestic abuse violent crime investigations which result in prosecution – 2258 crimes of this type were dealt with compared to 2354 in the previous year.
- The level of repeat victimisation for domestic abuse related crime was 26.5% which is an increase from 24.7% in 2015/16.
- In 2016/17 the number of calls for service increased by 17,647 which was an increase of 3.1%. In the same period the number of calls for service which required police attendance fell by 4,808.
- 1,612 hate crimes were recorded between April 2016 and March 2017 which was an increase of 7.9% from last year. The number of non-crime hate occurrences increased from 1,371 to 1,889 an increase of 38%. The increase has been seen across all the monitored strands.

- 277 occurrences were identified as being cse related offences between April 2016 and March 2017 which was a decrease from 382 from the previous year.
- 113 occurrences were identified as being honour based abuse or forced marriage between April 2016 and March 2017 which was an increase from 86 in the previous year.

Cut crimes of most concern to the public

- A review of the criminal justice processes for Domestic Abuse has resulted in the development of a joint police/Crown Prosecution Service Working Group which will focus on charge and attrition rates and service improvement. Work is being carried out to understand the demands and resourcing required within the Domestic Abuse Investigation Unit.
- Serious Sexual Assault processes and outcomes continue to be monitored and there are weekly conference calls between Protecting Vulnerable People/Crime Department and CPS Rape and Serious Sexual Offence leads. TVP have visited Hampshire and West Midlands Police to examine their out of court disposal pilot. The OPCC has commissioned Victim Support to undertake medium risk safety planning. This forms part of the ongoing work commissioned by the OPCC to re-design victim services.
- Analysis of first four months of the file quality data against the national standard had identified that the lack of any Victim Personal Statement and no reference to whether the victim wishes to provide one remains the main reason for files being graded as insufficient. This issue is being included in the ongoing work to review the role of Evidential Review Officers. File quality improvements were part of the new Service Improvement Review visits to LPA's at the end of March. Criminal Justice have now appointed a new strategic lead for file quality who is linking in with all LPAs and specialist departments to improve communication and updates.
- TVP response to cyber crime is still developing and TVP has taken on several complex investigations into ransomware and URL manipulations.

Enhance the visible presence of the police within our communities and reduce demand

- Strategic and operational partnerships for Mental Health remain strong across the Thames Valley but these partnerships will need to adapt over the coming months to changes to the Mental Health Act through locally delivered training.
- All six Multi Agency Safeguarding Hubs have been live in Berkshire since September 2016 and each Council has a Strategic and Operational Group with TVP representation from senior PVP staff. Planning for the forthcoming year includes a review of the MASH structure, roles and operating model to provide a consistent, quality service across all nine hubs. A business case for demand modelling has been agreed and the work would be undertaken in the summer. Opportunities to increase efficiencies and resilience particularly regarding the six Berkshire MASH are being developed as the current model is unlikely to be financially sustainable beyond 2019 when the agreement for 4x Berkshire Authorities to contribute £37.5k pa to TVP costs expires. Development of the software for the Bucks repeat missing person strategy is complete with a provisional start date for the pilot in early May 2017.
- A MASH stocktake was undertaken in summer 2016 which identified seven recommendations for further development. These recommendations were focussed on opportunities for greater efficiency in terms of the delivery model and staff roles.
- SECTU have delayed the safeguarding pilot planned for the Aylesbury MASH. A similar pilot in Brighton is being evaluated. Referral pathways are being developed, supported by Counter Terrorism awareness training for MASH staff and safeguarding training for SECTU

staff. PREVENT has been added as a strand to the vulnerability assessment tool and a proposal to base a PREVENT Engagement Officer in the Aylesbury MASH is awaiting implementation.

- Work streams have been reviewed with a focus on the development of a toolkit and guidance for neighbourhood teams, ensuring alignment with the new operating model through revised role profiles, training and service improvement and accountability processes to ensure that outcomes are achieved.
- Software to use demand data to model resourcing is now in use and is informing local and crime resourcing levels. New governance processes introduced in April 2017 will embed demand within its function in order to address corporate and HMIC driven requirements.
- An implementation plan is in place for the required changes to bail management by April 17. The Bail Team have been recruited and vetted and the IT work arounds have been put in place.

Protect our communities from the most serious harm

- Development of local Organised crime Group profiles are now part of business as usual for TVP. HMIC feedback recommended finding new ways to incorporate increased levels of partnership data into local organised crime file and this is being progressed within the Force intelligence Bureau and will form part of the OCU Strategic Plan going forward.
- A new Operational Group has been formed linking both Child Protection and CSE into one group reporting into the Head of PVP. As part of the Strategic Vulnerabilities Group the Operational Group looks to identify how to improve the approach into this area at a tactical level, working on best practice and how risk and investigations can be managed more effectively. Oxfordshire, Milton Keynes and Reading are the test beds for the predictive harm model. Social network analysis is being trialled on a child exploitation network and initial findings were being fed back to the operational lead in Oxford.
- TVP has now achieved 94% of its planned Armed Response Vehicle Uplift. The project initiation document for Regional Chief Constables proposal for a split hub to be established in Surrey and Sussex under the command and governance of the Thames Valley and Hampshire Joint Operations Unit has been submitted.
- Over 86% of all relevant staff have completed our Modern Slavery training prior to 31 March 2017. LPA and OCU SPOCS are well embedded providing local support and guidance on Modern Slavery. Anti slavery networks are being created across the Force to draw in the support and expertise of private and third sector partners to combat Modern Slavery. Work is ongoing to embed Modern Slavery within PVP with tactical leadership remaining within the Force Intelligence Bureau.
- FGM – in Milton Keynes a police led FGM Sub-Committee forms part of the Local Safeguarding Children Board and a ‘No Names’ Panel sits regularly with a MASH contribution. No Names Panel allow cases, usually identified by health professionals, to be discussed at multi-agency panels using a reference rather than name, to preserve anonymity. Referrals for support and education can be made and critical cases escalated via the MASH. FGM system flags are used to identify areas with the highest use. In Bucks a full FGM strategy and procedure document is currently undergoing partnership consultation focusing on the themes of Prevent, Protect and Pursue. In Oxfordshire there is a fully established multi-agency operational group and action plan supported by both statutory and voluntary agencies. A No Names Panel sits monthly in order to review cases and support survivors of the practice. Berkshire has multi-agency guidance and a toolkit.

- Targeting criminals by maximising the Proceeds of Crime Act and asset recovery opportunities – in the financial year 16/17 TVP have exceeded the previous year's performance in every area of asset recovery.
- Honour Based Abuse and Forced Marriage – a new risk assessment and operational guidance has been delivered to front line staff. Letters from the PCC and ACC Crime have been sent to relevant partners regarding specific community risks.

Use effective communication to build confidence in our communities and make the best use of technology

- The new website for TVP went live at the end of March. This has been well received by the public.
- All LPA commanders, inspectors and super users were briefed in January 2017 regarding rollout of the local engagement tool on smart phones. Early feedback from LPAs was extremely positive. Reviews and benchmarking of off the shelf predictive policing products have been undertaken and work with the Metropolitan Police has also been progressed but genuine predictive policing is still an ambition for UK Policing. TVP has now begun to develop this within its own resources and work is underway within the MASH to identify how future harm and vulnerability can be assessed and prevented in partnership with contributing agencies.
- A recent proposed on shared infrastructure to support collaboration was presented to the Collaboration Programme Board. Further information gathering and options analysis has been requested and a return was planned for June 2017 for the updated business case.
- A high level timeline of readiness activity for the Emergency Services Mobile Communication Programme commencement has been produced looking at dates of January 2018 (South Central) and August 2018 (South East).

Transform the way we deliver policing and develop the capabilities of our people

- The Force continues to work with the Open University Policing Research Consortium and Durham University Business School to develop, promote and implement evidence-based policing.
- The Force hosted an external peer learning event with the Open University on CSE to share learning and promote good practice. Social Network Analysis utilising the Cambridge Harm index has identified high harm victims who need support.
- TVP continue to invest in the capabilities of their staff and new staff with student eLearning packages, new qualifications for sergeants and inspectors and apprenticeships.
- Analytical profiles have been commissioned to address specific issues such as gangs, modern slavery, CSE and child abuse and identification of external OCGs impacting on TVP.

Optimise the impact of our finite resources in delivering our policing objectives and achieving our priorities

- Overall the £15.6m of productivity strategy savings for 16/17 have been fully delivered.
- The new Governance and Service Improvement Department went live on 1 April 2017. Progress on streamlining service delivery continues to be co-ordinated across change projects and programmes.
- Estate sales for the year have generated significant cash receipts for investment.

- The Berkshire One Public Estate programme has been awarded £450,000 by Government to progress work on collaboration e.g the replacement of Reading Police Station in conjunction with Royal Berkshire Fire and Rescue Service. A recent bid has also been made by the Buckinghamshire OPE.

Build confidence with all our communities and our people through our commitment to Equality, Diversity and Inclusion

- Force strategy and guidance around engagement and problem solving with communities at a neighbourhood level is being finalised to provide clarity and support for areas in their statutory duties under the Police Reform and Social Responsibility Act 2011. This document supports the 10 principles for community engagement and emphasises the requirement for an understanding of the profile of an area and how best to engage with the people within it.
- The unauthorised encampment policy has been updated and all processes and systems have been reviewed.
- The Cadet Scheme has been fully rolled out across the Force with a focus on encouraging those from disadvantaged families to join.
- Stop and search on under 18s are scrutinised at LPA level. The SE protocol to reduce reoffending and criminalisation of children in care was adopted by TVP and its local authorities in 2016. Of particular note is the MOU agreed between Aylesbury Vale LPA and one of their Care Home Providers, resulting in a considerable drop in demand. Work is ongoing with the SE region to promote and drive activity in support of the protocol.

Independent Custody Visitor Scheme

- The Independent Custody Visitors Scheme is a statutory scheme whereby volunteers of local communities attend custody suites to check on the treatment and conditions of detained persons. The PCC is a member of the Independent Custody Visitors Association and is required to organise and oversee the delivery of an independent custody visiting scheme. The PCC is meeting his statutory obligations.
- At the start of the reporting period the scheme had a total of 57 visitors visiting eight designated stations across the Thames Valley and during the reporting period seven visitors left the scheme. Following a recruitment exercise in May 2017 and March 2017 14 new visitors were added to the scheme. However, recruitment of new volunteers continues to be difficult.

Complaints Integrity and Ethics Panel (April and June meeting)

The Panel was set up because of the current national concerns over police integrity which demonstrated the need for the development of a robust, independent and transparent system to be established. The Panel ensures that integrity and ethical issues are prioritised in order to maintain public confidence in policing.

- The minutes are available via the link at the top of the paper (page 190 of the agenda)
- The Panel look at a sample of individual complaint files e.g complaint relating to a suspicious death incident. One of the suggestions made was that when a member of the public made a complaint that they should receive a card which included information on the various stages for making complaints before they receive further information from PSD.

- A presentation was given regarding the new operating model – a Panel Member who had been out on patrol commented that when he attended an incident with officers there were already two other officers on the scene and asked whether there was any duplication in the system. In response the Panel were informed that neighbourhood issues were split into two categories: geographical (PCSO's) and problem solving. They were informed that the new operating model would be subject to a continual review and that the outcome would be clearer in June when TVP go live.
- The Panel received a presentation on Tasers
- An update was given on the Policing and Crime Act 2017. The Panel were informed that the OPCC was currently in the process of a restructure in terms of this area. The Chief Executive of the OPCC emphasised the importance of having clear national guidance of the complaints handling process from the IPCC.
- The number of complaints for Oxford and Windsor and Maidenhead were high. Work was being carried out on this area and Oxford was liaising closely with PSD.

Policing and Crime Act 2017: Changes to the complaints regime

Summary for Complaints Integrity and Ethics Panel

The Policing and Crime Act 2017 received Royal Assent on 31 January 2017. It contains wide-ranging provisions that will affect police forces, PCCs, fire and rescue services, health services, and the criminal justice process.

Below is a summary of significant provisions of the Act that relate to handling of police complaints. Expected implementation dates are provided accordingly.

PCC complaint handling – Summer 2018

The PCC will have the option to take over, from the Chief Constable of the relevant force, responsibility for:

- Initial contact with the complainant on receipt of a complaint
- Resolving complaints informally outside of the statutory scheme
- The decision as to whether or not to record a complaint
- Being the single point of contact with the complainant throughout the life of the complaint

Currently, the PCC has responsibility for all of these elements of complaint handling in relation to complaints against the Chief Constable only and not in respect of any other officer.

The PCC will be obliged to assume responsibility for receiving and responding to appeals that are currently handled by the Head of PSD (see below under Appeals).

The Home Secretary will make regulations governing the delegation of complaints functions by the PCC to his staff and/or third parties.

The PCC will also have added to his general list of statutory duties and functions an explicit duty to hold the Chief Constable to account for handling of complaints. Currently this duty is implied in the relevant legislation.

Changes to the complaints procedure – Summer 2018

Definition

Currently, the definition of a complaint is *an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police.*

The definition of a police complaint will be changed to *any expression of dissatisfaction with a police force.* This change is intended to clarify the definition. It is anticipated the widening of what can be deemed 'a complaint' will result in an increase in volume. All expressions of dissatisfaction will be dealt with in the same way, regardless of whether they are about an individual or a Force policy or procedure.

Contact with complainant

The duty to keep the complainant and interested parties periodically informed of progress in handling a particular class of complaint will be extended to cover all complaints, whether or not they are being investigated.

Recording

All complaints will have to be recorded unless (1) withdrawn, or (2) the complainant consents to informal resolution. The current criteria that allows forces not to record complaints (e.g. abuse of process, vexatiousness) will no longer apply.

Informal resolution

The informal resolution of complaints prior to them being subjected to the legislative procedure already occurs to a greater or lesser extent in police forces. The Act will put this discretion onto a statutory footing.

Formal resolution

Under the current system, once a complaint has been recorded and the IPCC is not directing the investigation, a police force can deal with the complaint in one of three ways; by local resolution, investigation or disapplication.

These three options are to be replaced with one overarching duty to handle the complaint in such a manner as is *reasonable and proportionate*. What amounts to reasonable and proportionate is determined by the complaint handler, though this is likely to be strongly governed by IPCC guidance. Some stipulations as to circumstances in which an investigation must be undertaken will remain, but the statutory concept of local resolution and disapplication will no longer exist.

IPCC investigations

A number of very technical changes will be made to the level of control the IPCC take of investigations into complaints and the relationship between the IPCC and police forces during that process.

The current reasons for making referrals to the IPCC, e.g. death and serious injury cases (DSI), appear to remain unchanged.

There will no longer be “supervised” investigations, and “managed” investigations will be replaced with “directed” investigations. If the IPCC determine that they should be involved, the expectation is that the investigation will be independent.

A “directed” investigation will have similar features to the current “managed” investigation, but will allow the IPCC to exert greater control over the investigation.

All complaints against Chief Officers will have to be referred to the IPCC (removing the current discretion to do so), and if an investigation against the officer is required it will, in all cases, be undertaken independently by the IPCC.

Following an “independent” investigation, the IPCC will determine whether there is a case to answer for misconduct or gross misconduct, although the IPCC will have to seek the AA’s view before issuing the final determination.

Where a complaint comes to the attention of the IPCC, it may treat that complaint as referred, and consider the form of investigation, and commence an investigation without the need for a referral from the Force.

The IPCC will be allowed to re-investigate any complaint, conduct matter, or DSI that was subject to an independent or directed investigation. However, the IPCC will not be able to re-investigate where the original investigation was conducted by an AA.

Appeals

Currently, there are five appeal points in the police complaints system:

1. Against a recording decision
2. Against a disapplication decision
3. Against the outcome of a complaint dealt with by local resolution
4. Against a decision to discontinue an investigation
5. Against the outcome of an investigation

Changes to the complaints regime mean that (1), (2) and (4) will no longer provide points of appeal, as these mechanisms are being removed from the complaints procedure. Similarly in respect of (3) the concept of local resolution is also being removed from the procedure.

Whilst these points of appeal are being removed from the procedure, the provisions relating to appeals are also being changed in the round, so that the complainant will have a *single right to review the outcome of a complaint*. That review will require the reviewing body to consider whether the outcome was reasonable and proportionate. Again, what amounts to 'reasonable and proportionate' is likely to be strongly governed by IPCC guidance.

As explained above, the PCC will be obliged to assume responsibility for receiving and responding to appeals that, under the current regime, are handled by the Head of PSD. That is, all appeals that do not involve: the recording decision; a matter that has been referred to the IPCC; complaints against conduct of a senior officer; complaints made of conduct serious enough to justify criminal or misconduct proceedings; complaints made of conduct that alleges breaches of a person's Article 2 right to life or Article 3 prohibition against torture or degrading treatment.

Transfer of Staff to Local Policing Bodies

Allows the transfer of staff from the force to the OPCC for the purpose of dealing with the PCC's additional responsibilities, e.g. appeals.

Super-complaints

The Act will create the concept of a 'super-complaint'. This concept is borrowed from existing systems run by the Competition and Markets Authority and the Financial Conduct Authority. It will allow organisations (charities, for example) to make complaints about any aspect of policing in England and Wales that causes significant harm to the interests of the public; it is intended to tackle systemic issues, as opposed to individual officers or incidents.

The organisations that are able to make super-complaints will be designated by regulations. The complaint will be made in the first instance to Her Majesty's Chief Inspector of Constabulary. The practical operation of the system will be determined by as yet unpublished regulations made by the Home Secretary.

Volunteers

Currently complaints against police volunteers are handled in whatever way each Force sees fit. The Act will bring such matters concerning certain police volunteers within the police complaints regime.

Changes to the IPCC – Summer 2018

The Act makes a number of changes to the constitution, governance and investigatory powers of the IPCC, including extending their powers of search and seizure, and a new power to investigate concerns raised by whistle-blowers. This latter change effectively creates a new type of investigation that the IPCC can undertake, the nature of which is very similar to current IPCC investigations but with protection for the whistle-blowers identity throughout.

Of most impact, perhaps, is that the IPCC will change its name to the Independent Office for Police Conduct (IOPC).

Police Discipline – July 2017

Currently the disciplinary regime applies to serving officers only. Under the Act it will be extended to former members of police forces who have, for example, resigned or retired before the alleged misconduct came to light. Although the officer/special constable cannot be dismissed if they have already left the force, if the disciplinary proceedings determine the officer would have been dismissed, that person can be added to the 'Police Barred List'.

The Police Barred List already exists but is put on a statutory footing by the Act. Any officer dismissed from a force will be added to this list, held by the College of Policing, and prohibited from being employed by or appointed to any other police force, the IPCC, HMIC or other specified organisation. Any such officer's details will be publically available for a period of five years after addition to the List.

The Act creates a 'Police Advisory List' which will include details of individuals who are subject to gross misconduct investigations at the time of their resignation or retirement, pending the outcome of the investigation or discipline proceedings. If there is a finding of dismissal, the individual will be added to the Police Barred List. If a lesser outcome, or no proceedings are brought, the individual will be removed from the Police Advisory List.

AGENDA ITEM 8

Policing and Crime Act 2017 – update for CIEP since April 2017 meeting

Officers from PSD and the OPCC attended the Westminster Briefing on changes to the police complaints regime on 26 May 2017; unfortunately due to purdah the Home Office were unable to present as anticipated on the timing and impact of forthcoming changes.

However, available updates relating to the IPCC are as follows:

- The IPCC will become the Independent Office of Police Conduct (IOPC) on 4 December 2017
- The process for appointment of the new Director General of the IOPC is currently underway
- As of 22 May 2017, it became mandatory for Appropriate Authorities to refer to the IPCC/IOPC cases of serious corruption involving any abuse of position for a sexual purpose or for the purpose of pursuing an improper emotional relationship. Further guidance upon this new referral criteria has been issued in June 2017
- The full IPCC statutory guidance will be revised and the new version published as soon as possible following the commencement of legislation in summer 2018
- The IOPC will be able to present at misconduct hearings following independent investigations from June 2018
- Power to investigate officers who have resigned/retired
- New police barred list
- Volunteers now subject of the Police Reform Act
- Updated Home Office guidance is available in respect of the discipline process

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Thames Valley Police & Crime Panel Work Programme 2016/17

Date	Main Agenda Focus	Other agenda items
16/12	Police and Crime Plan – To review and make recommendations on the draft Police and Crime Plan for 2017-21 and to receive a report from the Plan Task and Finish Group	<ul style="list-style-type: none"> • Public questions • Report of the CSE Sub Committee • Topical Issues – Mental Health (delivering against the commitments of the Mental Health Crisis Care Concordant) • Work Programme • Followed by Confirmation Hearing for Deputy PCC
3/2	PCC Draft Budget – To review and make recommendations on the proposed precept for 2017/18 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • Annual Assurance Report • Report on implications of the Policing and Crime Bill • Estates Strategy • Topical Issues • Work Programme
7/4	PCC Revised Delivery Plan	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub • Presentation from PCC on his role in the wider criminal justice system to understand in detail what areas the Panel should be including in their work programme • Topical Issues • Work Programme

Date	Main Agenda Focus	Other agenda items
16/6	PCC Annual Report Neighbourhood Policing and Community Safety Partnerships	<ul style="list-style-type: none"> • Election of Chairman/Appt of Vice Chairman • Public questions • Report of the CSE/Complaints Sub Committee • PCP Annual Report • Annual Review of PCP Rules of Procedure and Budget • Topical Issues • Work Programme
8/9	Criminal Justice Prevent	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub • Topical Issues • Work Programme
17/11	Urban Crime ? Strategic Objective 1 Vulnerability	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • Engagement Strategy • Topical Issues • Work Programme