

Report to the Thames Valley Police & Crime Panel

Title: Summary of Level 1 PCC meeting agenda papers

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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.