

# Agenda

**Date:** Friday 17 November 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>

Please note that this meeting will be recorded for subsequent broadcast. You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this recording will be retained in accordance with the Council's published policy.

Therefore by entering the room, you are consenting to being recorded and to the possible use of those sound recordings. If you have any queries regarding this, please contact the Scrutiny Officer on 01895 837529.

**1. Apologies for Absence**

**2. Declarations of Interest**

**3. Minutes**

To agree the Minutes of the Meeting held on 8 September 2017

**5 - 16**

*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](mailto: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	<b>5. Chairman's briefing</b>	
11.35am	<b>6. Local Policing</b>	<b>17 - 22</b>
	For a Local Area Commander to provide a briefing on:- <ul style="list-style-type: none"> <li>• how the local policing model has been implemented in their area and the positive impact this model has had in reducing crime.</li> <li>• what is the impact of working in partnership with other organisations to address demand and dealing with local policing issues such as anti-social behaviour</li> </ul> <p>For the PCC to provide an update on how he was holding the Chief Constable to account on:-</p> <ul style="list-style-type: none"> <li>• the local policing model and how success was being measured</li> <li>• the combination of budgetary pressures, increased demand, the reduction in officer posts and recruitment and retention, the impact of the new operating model and changing work practices - all of which may impact on stress levels within the Force</li> </ul>	
12.20pm	<b>7. Performance Monitoring of the Police and Crime Plan</b>	<b>23 - 100</b>
	General Panel Members are asked to consider general performance information which includes:- <ul style="list-style-type: none"> <li>• national benchmarking information</li> <li>• HMICFRS Police Efficiency Report 2017</li> <li>• the OPCC and TVP Delivery Plans which were discussed at the PCC public meeting on 16 November 2017.</li> </ul> <p>Specific</p> <ul style="list-style-type: none"> <li>• 999 calls/ 101 service and what actions have been taken to improve response times (and the implementation of the new Contact Management Programme)</li> <li>• To consider the OPCC report on <u>Strategic Aim 1</u> of the Police and Crime Plan on Vulnerability</li> </ul>	
12.50pm	<b>8. Recommendation Monitoring</b>	<b>101 - 114</b>
	Response to previous recommendations for Member comment	
13.00pm	<b>9. Report of the Preventing Child Sexual Exploitation Sub-Committee</b>	<b>115 - 118</b>
	The Chairman will present the minutes of the Sub-Committee and ask the Panel to agree any recommendations in the report.	
13.10pm	<b>10. Topical Issues</b>	<b>119 - 126</b>
	To note and ask questions on the topical issues report. Reports attached on	

topical issues and the new complaints regime A short verbal report will be given on the PCC budget for next year leading into the budget scrutiny process for the Task and Finish Group on 20 November 2017.

- 13.15pm      **11.      Work Programme**      **127 - 128**  
For Panel Members to put forward items for the Work Programme including ideas for themed meetings.
- 12.      Date and Time of Next Meeting**  
2 February 2018 at 11am

### **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)

This page is intentionally left blank

# Minutes

---

**Minutes of the Thames Valley Police and Crime Panel held on Friday 8 September 2017, in Olympic Room Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.15 pm.**

## Members Present

Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Cllr Arvind Dhaliwal (Slough Borough 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 Barrie Patman (Wokingham Borough Council), Cllr Emma Webster (West Berkshire Council), Councillor Ian White (South Oxfordshire District Council) and Cllr Barry Wood (Cherwell District Council)

## Officers Present

Clare Gray

## Others Present

Matthew Barber (Deputy PCC), Katy Barrow-Grint (Thames Valley Police), Adrian Foster (CPS Thames and Chiltern), Francis Habgood (Thames Valley Police), Paul Hammond (Office of the PCC) and Debbie Johnson (National Probation Service)

## Apologies

Councillor Julia Adey (Wycombe District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council) and Councillor Carol Reynolds (West Oxfordshire District Council)

## 122. Declarations of Interest

Emma Webster declared an interest on the topical issues item as a Member of the Royal Berkshire Fire Authority.

## 123. Minutes

The Minutes of the Meeting held on 16 June 2017 were agreed as a correct record subject to the following amendment:-

PCC Annual Report – Strategic Objective 4

Cllr Hayes referred to the minute on hate crime and commented that his question related to the rise in hate crime and whether this was prompted by terror attacks or whether this was outside the timeframe. He also referred to Brexit and the impact this may have. The Chief Constable reported that there was a correlation between Brexit and terror attacks which coincided with publicity from the OPCC to encourage reporting which increased figures. He would be happy to send the Panel a copy of the graph showing hate crime figures.

**Action: Chief Constable**

Strategic Aim 6

Cllr Webster referred to the minute on Reading festival and concerns around security and passed her thanks to Thames Valley Police for an excellent job in keeping people safe.

**124. Public Question Time**

There were no public questions.

**125. Themed Item - Partnership with Criminal Justice Agencies**

Panel Members in previous meetings have agreed that it would be useful to have a themed item on the PCC's partnership with criminal justice agencies. As part of this item a smart survey was sent to partners of the Local Criminal Justice Board (LCJB) and a copy of the response is attached to the report. Members also welcomed two expert witnesses:-

Debbie Johnson – National Probation Service

Adrian Foster – Chief Crown Prosecutor (Thames and Chiltern CPS)

Debbie Johnson introduced herself and reported that she was the Chair of the Reducing Reoffending Group of the LCJB and a Member of the Sub-Group which was looking at domestic abuse. They are commissioning, with funding from the OPCC, a Domestic Abuse Perpetrator Programme with the Police Integrated Offender Management Team to better manage certain low and medium risk offenders whose cases would not be going to court. The new Positive Relationships Programme would be going live in November.

In terms of reducing reoffending they had a Delivery Plan for the next 12 months. One of the areas that the Group had some areas of concern was the long standing issue of a lack of accommodation for offenders post sentence being released from prison. This matter had often been raised at Community Safety Partnerships and Integrated Offender Management meetings, however, the response had been limited and reflects the low level of available suitable accommodation in local authority areas. A recent national article stated that only 2% of 98 prisoners assessed had been found accommodation via the 'Through the Gate' Programme 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. Without the stability of accommodation it is difficult for agencies to support offenders to ensure that they can access benefits or secure Education, Training or Employment or to protect the public if the offender could not be located.

Debbie Johnson reported that this has been raised at the Joint Chief Executive Meeting recently and she had been heartened by the response by Councils. She commented that agencies needed to work together on this area particularly with public sector budget restraints and with the increase of rough sleeping and tented communities. At the meeting attendees agreed that a partnership event should be organised to look at possible solutions and she asked Panel Members to inform her of any key people that should attend and to raise awareness of this issue.

**Action: Panel Members**

Cllr Bendyshe-Brown commented that CSP's recognise the situation but with huge pressures on housing services with vulnerable clients it was a difficult area to address. Debbie Johnson referred to work with Local MAPPA's (MAPPA is a mechanism through which agencies can better discharge their combined responsibility for Public Protection. This mainly involves coordinating risk management of certain categories of High Risk Sexual and

Violent Offenders) and the need to prioritise this area as prison release offenders were also vulnerable and at risk of repeat offending and causing harm to the public if the right provision was not put in place e.g. could be a child protection issue. If prisoners did not have access to the right accommodation this could make them accessible to people who preyed on and manipulated the vulnerable e.g. serious organised crime gangs which would lead them back into criminal behaviour.

The Chief Constable reported that there was a change in law with the Homelessness Reduction Act 2017 where local authorities would have a statutory duty to house ex-offenders; the definition of priority need has been extended to encompass ex-offenders. Debbie Johnson reported that conversations needed to be had about the new legislation and to look at creative ideas about how best to deal with ex-offenders to help produce better outcomes.

Cllr Dhaliwal asked about the possibility of perpetrators making contact with victims. Debbie Johnson responded to say that where there was a high risk of harm the ex offender would be put into approved premises with a risk assessment undertaken and tests would be carried out about how they engaged with the community. The Victim Liaison Unit would provide information to the victim. The Licence conditions should prevent contact with the victim and specify areas the ex offender would not be allowed to enter. There are a variety of ways to protect the victim.

Cllr Macpherson commented that in terms of the partnership event it would be helpful to invite employment agencies. She also referred to youth offending rates which were very high and the recent Lammy review which reported that young offenders from ethnic minorities would become the next generation of criminals because of bias found in the criminal justice system – the review found that the system discriminates in treatment of people from ethnic minority backgrounds. Debbie Johnson reported that this was a client group that she didn't particularly work with and that the Youth Offending Service would be best to respond to this. There is a lot of work put into the transition from child to adult and this is being looked at by the Reducing Reoffending Delivery Group. Probation Officers had been seconded from her office to work with the high risk clients in the Youth Offending Service. Cllr Macpherson welcomed that this area was being addressed in the Delivery Plan.

Adrian Foster

As the Chief Crown Prosecutor, he has responsibility for the prosecution of most criminal cases across five counties: Berkshire, Oxfordshire, Buckinghamshire - which form the Thames Valley Police force area - and Hertfordshire and Bedfordshire, which have their own police forces. Every year, they prosecute about 38,000 cases across those areas. They prosecute about five-and-a-half thousand of those in the Crown Court - the most serious cases - and they have an eight-in-ten success rate.

He has a number of specialist lawyer teams dealing with the most serious casework and also a specialist legal team that deals with Rape and Serious Sexual Offences, and they have a particular priority in terms of other offending - Domestic Violence is one of those; Hate Crimes; Hostility based on sexual orientation; and they make sure that the Proceeds of Crime from criminals get back to the public. Individual victims and witnesses are taken into account and they are supported throughout the process. The Chief Prosecutor works closely with the Chief Constable and his Assistants. He also works closely with the PCC, who is also Chair of the Local Criminal Justice Board. They have a Planning Event at the beginning of each year to look at their vision and priorities and to ensure an efficient and effective criminal justice system. A number of Sub-Groups are in place, which are fit for purpose and able to deliver initiatives in support of those priorities.

Superintendent Katy Barrow- Grint has been Head of Criminal Justice since July 2017 and has wide ranging duties including:-

- 400 staff including being the Lead on Custody Suites
- responsibility for compliance with the Victims Code of Practice. She has been working with the Policy Manager in the OPCC on the Victims First website.
- There has been a large amount of work on improving file quality to make sure that the case is ready for court and important to train investigators to make sure everything is covered.

- introduction of the new pre-charge bail limit of 28 days which was introduced as part of the Policing and Crime Act. It is possible to secure an extension beyond the initial 28 day bail period where it is appropriate and necessary. An extension of up to 3 months can be authorised by a senior officer at Superintendent level or above.
- Digitalising the criminal justice system – with associated training/cost/implementation

The Deputy PCC reported on his and the PCC's role in relation to criminal justice. He referred to the smart survey and the Crest Report. (Information on the Crest Report is detailed in the agenda papers. The report comments that whilst PCC's have a mandate to improve policing and cut crime, their leverage over other parts of the criminal justice system is negligible and that there is no clarity about what success looks like with performance information being limited and uncoordinated).

There were a number of very positive comments in the smart survey such as 'I think that the LCJB within Thames Valley does work effectively as demonstrated by consistently positive outcomes across the partnership'. However, the following comments were made:-

- The work of the sub groups is not really held to account at the LCJB and the plans are not outcome focused.
- Lot of good intentions and activity with poor view of the horizon
- There is often a clear focus on process rather than people – focus on people is fundamental to ensuring that all victims and witnesses are provided with the support they deserve
- The PCC could do more to champion the need for putting victims and witnesses at the heart of the criminal justice system.
- The complexity of the partnership arrangements makes communication difficult, particularly at local authority level there is limited joint working or commitment to joint working – a one day conference should be hosted to look at concerns over accommodation for released prisoners
- It would be good to link PCC funding to agencies that actively support the work of the LCJB
- Limited challenge from the chair
- Be responsible for co-ordinating/overseeing auditing of different agencies using key measures – if agencies are not performing the PCC should be robust in challenging poor practice and directly engaging with Chief Execs

The Deputy PCC reported that Thames Valley LCJB partners were working well together as a Board but there was always more work to be done and it was helpful to obtain the views of the survey. Partners involved in criminal justice were wide ranging and the discussion previously on emergency accommodation for ex-offenders showed that there were difficult issues to tackle. In an ideal world the journey through the criminal justice system would be seamless but it is not. If PCC's were given responsibility for criminal justice then the Government would have to give them additional powers and resources to do so.

He raised the issue of file quality and reported that file quality was improving at every performance review.

The Chief Constable also referred to the huge breadth of partners involved in the criminal justice system. One area he specifically referred to was Aspire Oxford who were working with ex-offenders delivering training and skills for people who have survived adversity and are committed to making remarkable changes to their lives. There is a lot of performance data that is published already around the court process and it was also important to note that the financial challenges around the criminal justice system as well e.g magistrate court closures and the need to increase the use of technology.

During questions the following points were noted :-

- Cllr Bendyshe-Brown asked the Deputy PCC what the impact had been of the split in probation services (The 35 probation trusts in England and Wales have been partially replaced by 21 community rehabilitation companies (CRCs), run by private companies with payment-by-results contracts that kicked in from February 2015. Existing staff have been split between CRCs and the National Probation



Service, with many teams now operating alongside each other). The OPCC Chief Executive reported that the national press had portrayed some concern about this but it was important to keep a watching brief on this area.

- Cllr Macpherson asked the Deputy PCC whether he was confident that the National file quality assessment (page 59) will improve the quality of prosecution files ? Have you made an estimate to what figures will look like next year for files with minor deficiencies and those insufficient to proceed (one of the reasons for files being graded as insufficient is the lack of any Victim Personal Statement (VPS)) ? The Chief Crown Prosecutor answered this question by saying that if a case was received with information missing then they do a report back and say it has not met the standard. Cases, where information is lacking are being picked up before they reach the Prosecutor so that TVP can correct them. He commented that there had been a significant increase in quality going from a 20% failure rate to 8%. Training is taking place to help improve file quality. Superintendent Barrow Grint reported that through the Learning and Development Department they were working closely with CPS on the more serious cases. There was a general training scheme which also looked at the victim personal statement. There has been a significant improvement in work with victims which has fed into the quality of files. Court timescales were very tight and it was important to ensure that the file was ready before it went to court. Cllr Macpherson asked that a report be submitted to the Panel in Spring 2018 to provide assurance that performance continued to be improved.

**Action: OPCC**

- Cllr Mallon referred to hate crimes and the use of the caste system in this Country which was leading to discrimination. He asked whether this had come to the notice of the courts ? The Chief Prosecutor reported that they prosecute inter-ethnic offending but this was not an issue that had been raised specifically. They had race related figures and information on Islam phobic incidents but it was not generally split into ethnicity. Cllr Mallon raised the issue of race around the Bullfinch case and the recent concerns of a MP stating that there needs to be an honest open debate on CSE including racial motivation. The Chief Crown Prosecutor commented that he would bear this in mind.
- Julia Girling (Independent Member who volunteers for Victim Support) asked why there was no resident CPS staff based at the courts and commented that they tend to get a different paralegal in everyday, so handovers can be difficult, take time and don't offer a continuity of service for witnesses coming back the following day. Also with trials listed to start in the afternoon (after legal arguments a jury has been sworn in and opening speech done) there is little chance of witnesses being started, so why do they warn them to attend? The Chief Crown Prosecutor reported that there should be a paralegal in every court and they will attend the first day of any case that they have looked after. Paralegals will assist in court on a rota basis. Julia Girling also referred to the remote live link which was a good initiative but she gave an example where a witness with special needs had an intermediary who had to attend the ground rules hearing at the trial court and then travel 2 hours to the live link location while the victim had to wait. She suggested that the ground rules could have been completed the previous day. Katy Barrow Grint reported that the video links were generally working well and they had used it for example when a suspect was unwell. She reported that Thames Valley Police had an excellent Witness Care Unit. The Deputy PCC reported that because of pressures on the court service there was limited lead in times and that efficient use of court time had to be pushed to its maximum. It was important that agencies worked in partnership in this area to provide an efficient and effective system for all.
- Cllr Wood commented that the public did not really distinguish between the police and criminal justice system and that published performance information on outcomes for a joined up system would be extremely helpful e.g. information on letting offenders out half way through their sentence. The Deputy PCC reported that they were monitoring progress and actively working together, particularly through their Planning Day to ensure that there were joint outcomes. The Deputy PCC agreed to look at whether the Board was adequately monitoring their own priorities but in terms of PCC taking overall ownership it was very difficult to take on accountability without power. Superintendent Barrow Grint reported that the Business Manager of the LCJB was looking at improving communications through the use of the internet and twitter. Panel Members then agreed the following recommendation:-

The Chairman thanked Adrian Foster, Debbie Johnson and Katy Barrow-Grint for contributing to the meeting.

## RECOMMENDATION

1. That the PCC, in consultation with the LCJB may wish to consider the performance monitoring suggested by the Crest Report to ensure that there is a single overarching vision for the LCJB which is outcome focused.
2. That the PCC, in consultation with the LCJB should revisit their decision on publishing further information on their website on performance monitoring
3. That consideration be given to more robust challenge/influence from the PCC, where there is poor practice or where partners were not engaging (e.g holding a one day conference to look at accommodation for released prisoners) and that the Plans and actions from Sub Groups should be challenged by the Board to ensure the most effective outcome for the criminal justice system as a whole.

## 126. Performance Monitoring of Police and Crime Plan

### 6A Specific – Modern Slavery

April McCoig attended the meeting to discuss the issue of modern slavery and reported that she had just been appointed into the post of Anti-Slavery Co-ordinator within Thames Valley Police. This was an important partnership post to liaise with multi agency partners to ensure that services were consistent across the Thames Valley. Local Authorities also have a significant role in terms of detecting and combatting modern slavery.

Local Authorities are one of a number of agencies identified within Section 52 of the Modern Slavery Act as 'First Responders' along with the Police, the Salvation Army, UK Visas and Immigration etc. First Responders are specified statutory authorities who have a responsibility to identify potential victims and refer cases to the UK Human Trafficking Centre. They must submit referrals into the National Referral Mechanism or for any victims who do not wish to be referred into the NRM, First Responders must submit a Duty to Notify form to the Home Office (to build up a picture of what was happening nationally). However, if the victim does not consent to go through the NRM then responsibilities may exist through other legislation that may impact Local Authorities.

In England and Wales, if a victim of modern slavery is found not to be a victim of trafficking, the Competent Authority must go on to consider whether they are the victim of another form of modern slavery, which includes slavery, servitude and forced or compulsory labour. 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.

Thames Valley Police have recorded 150 unique victims between February 2016 and 2017 and there was an even split between male and females. The main nationalities affected were British, Vietnamese and Romanian. There is a huge increase of organised crime gangs using modern slavery particularly with crimes of sexual exploitation and supplying drugs. Victims of forced labour crimes tend to be vulnerable. County Lines is a model of drug distribution where a single telephone number is given to sell drugs and other people are used to run drugs using vulnerable adults and children. Another term 'cuckooing' is used where gangs take over the properties of vulnerable people and use their property to undertake criminal acts.

The aim of the new co-ordinator role was to set up Anti Slavery networks which now existed in Buckinghamshire and Oxfordshire and parts of Berkshire e.g Slough. In October the chairs of each area will meet with the Force Tactical Lead to help co-ordination across the Thames Valley. There was also a Modern Slavery Vulnerabilities Strategic Group.

In October 2017 there would be a campaign called 'Hidden Harms' which will communicate on a number of issues such as Female Genital Mutilation, Domestic Violence and Modern Slavery.

Reference was made to Operation Aidant which was linked in with the National Crime Agency co-ordinated week of action. TVP had executed five warrants across Oxfordshire, Buckinghamshire and Berkshire relating to sexual exploitation in Modern Slavery. This operation also ties in with TVP Stronghold campaign which aims to work in partnership with communities and agencies to tackle serious organised crime such as modern slavery. Operation Stirling also managed to sentence perpetrators of modern slavery.

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

Modern Slavery should be a high priority on Local Authority agendas and could link into a number of areas such as the Localism Act, Safeguarding Teams and Health and Wellbeing. A number of Authorities were undertaking good initiatives in this regard such as West Berkshire who were running sessions on county lines which was being rolled out to professionals and young people. Buckinghamshire had also undertaken some work with the Jill Dando Institute to provide clarity to partners on where to focus resources and priorities when action planning. They were also undertaking a Select Committee Inquiry into modern slavery. Slough Borough Council has commissioned a report in relation to the victim response to modern slavery. Training has been set up by <http://hopeforjustice.org/>

Modern slavery also needed to be a priority for businesses and there was a duty for organisations with a turnover of more than £36m to issue a slavery and human trafficking annual statement.

The key area for Local Authorities was the identification of victims and the support that could be provided e.g. housing. Cllr Dhaliwal asked what the PCC was doing to raise awareness around reporting suspicious activities and the Deputy responded that it was up to Community Safety Partnerships who had more localised knowledge to undertake this. April McCoig referred to the Hidden Harms Campaign which would be carried out in October.

Cllr Hayes referred to the inspiring work carried out by Oxfam who had set a benchmark for organisations to follow. He also expressed concern that there was no clear information as to what happened to victims beyond the statutory 45 day recovery and reflection period (where they may not have access to Welfare Benefits) and no system to make sure that survivors from slavery don't fall back into exploitation. The Deputy PCC reported that with the redesign of Victims Services improved specialist support will be provided to victims of crimes according to their needs. He also commented that there had been discussions about whether the PCC could sit on Health and Wellbeing Boards as a voting member. However in the meantime he could sit as a non voting Member.

Reference was made to the Rahab project which was dedicated to identifying and supporting those who are or have been affected by any form of exploitation by offering support and empowerment.

<http://rva.org.uk/organisation/rahabtherahabproject/>

Thames Valley Police have submitted a bid to the Police Transformation Fund for nearly £1m over 2 years. If successful then additional funding will not be required (as at August the result of the bid is unknown). If the bid is unsuccessful this may impact on the Rahab Service and funding for this would be sought through partnership contributions in addition to a PCC grant funding bid. Rahab also get voluntary contributions. The outcome of the bid should be known in the next two weeks.

Following the comprehensive presentation by April McCoig the Panel **recommended:-**

#### **To Panel Members**

**That they work with their Councils to ensure that they are doing all they can to identify and combat modern slavery in all its forms and provide an update to the Scrutiny Officer on how this is being undertaken**

#### **To PCC**

- 1. That he ask TVP to provide a checklist for all Councils to ensure that they are meeting their obligations in terms of the Modern Slavery Act and that where there were gaps in services that he address this**

through his powers to require a report from a CSP where he was not content that the CSP is carrying out its duties efficiently and effectively.

2. That he ask for a steer to be given on how Health and Wellbeing Boards should tackle the issue of modern slavery
3. That data be provided to the Panel on repeat victims of modern slavery where they have been referred to the National Referral Mechanism more than once and that the PCC inform the Panel how he will ensure that victims who are at risk of being re-trafficked are being minimised.

## **6B Strategic Aim 4 Serious Organised Crime and Terrorism**

The Deputy PCC reported that the PCC holds the Chief Constable to account for operational policing across the Thames Valley. The PCC attends monthly Service Improvement Reviews across Local Policing Areas in the Thames Valley, and also Force Performance Group meetings whereby he can witness the Chief Constable and his Deputy to hold relevant operational staff to account for their specific aims, objectives and targets.

Operation Stronghold is Thames Valley Police making a commitment to seeing a reduction in levels of serious and organised crime in the region. Working closely with partners TVP aim to achieve better knowledge sharing and suitable resourcing to disrupt and prevent the work of organised crime gangs and provide safeguarding to the innocent victims. For example 9 people were arrested in Reading where officers seized drugs and a machete and relates to individuals who have been supplying drugs who were operating across County lines.

At the SE 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.

All officers and staff working within SEROCU and SECTU are under the direction and control of the chief constable of Thames Valley Police. In addition, although the Thames Valley PCC has responsibility for holding the TVP chief constable to account for policing services provided by TVP, including the SEROCU/SECTU which the force hosts, the four other PCCs also provide formal oversight and scrutiny through regular regional governance board meetings.

The PCC is also a Member of the national Specialist Capabilities Board which is looking at developing collaborative operational and governance arrangements for the most effective delivery of specialist policing capabilities at the local and regional level.

During discussion the following points were made:-

Cllr Bendyshe Brown commented that crime across the Thames Valley had gone up by more than seven per cent in the in the past year and asked the PCC what he was doing to reassure the public ? The Deputy PCC reported that these figures were similar to rises in crime nationally and that he could share some benchmarking information with Members. He specifically made reference to the rise in organised crime and also burglaries and drug dealing through County lines which was being seen nationally. Crime was changing and new tactics were being employed.

**Action: OPCC**

The Deputy PCC then referred to the new operating model which had a 'bumpy' start but was now settling down. There had also been a large spike of '999' calls during the summer. The Chief Constable was having regular discussions with Local Area Commanders to see how the new model was bedding down but overall the new model should provide a better intelligence picture.

Cllr Bendyshe Brown commented that he had tried to ring TVP via the 101 telephone number to report a suspicious matter but gave up after he could not get through and considered that this was unacceptable. The

Chief Constable reported that they were doing a press campaign at the moment to stop people misusing '999' calls and a piece of work was being undertaken by the Force. Performance was being picked up with 70% of calls being answered in less than a minute.

Cllr White reported that concerns had been raised about the 101 system for a number of months and was concerned that this was not being addressed. The Chief Constable reported that there was a huge spike in calls over the summer and TVP only had a finite number of resources. This also had an impact on the operating model going live in June. Calls were being monitored carefully – he did not have the latest information to hand but performance had improved considerably.

Cllr Hayes reported that his Council was concerned about the length of time to respond to 101 calls (17 mins) and also asked for clarification on grant funding. He expressed his thanks to TVP over the summer months and the level of reassurance given to the public with armed police on patrol to protect them from terrorism. Cllr Hayes referred to a street operation to address aggressive street culture which was very successful and asked whether this would be repeated. He also mentioned the amount of stress that police officers were under due to the new operating model and the impact of their job on their mental health.

The Deputy PCC reported that he would respond in writing on the street operation and whether it would be repeated. He commented that enforcement was not the only answer to address aggressive street culture.

**Action: OPCC**

In terms of the impact on officers of the new operating model the Chief Constable reported that a survey had been carried out to look at any concerns by officers. There would always be concerns over changes in shift patterns and there was flexibility to change shifts if necessary. He felt that the issues around stress were not directly linked to the new operating model but they were monitoring the situation.

With the new operating model there was an increase in workload in the summer months but this experienced nationally. There was also an increase in demand due to the terrorist threat and an increase in serious incidents.

The Deputy PCC reported that there was an error in the agenda papers and that £100,000 was now being given through the 10% top sliced community safety grant for cyber-crime prevention activities, rather than the £75,000 quoted (the remaining £100,000 for female genital mutilation).

Cllr Macpherson asked whether Thames Valley was prepared for an attack in terms of their capacity (the Level 1 minutes say that interim arrangements are in place whilst a longer term solution was developed to increase capability) Have many officers left to join the Met Police and is there a shortage of officers generally, particularly constables and inspectors ?

The Deputy PCC reported that the Force was well prepared. Police officers did naturally leave the Force and apply to work with other neighbouring forces. TVP regularly did an advertising campaign for new recruits and also looked at terms and conditions to retain officers, for example ensuring sufficient car parking was available for police officers and staff at police stations and administrative premises to minimise potential travel to work problems.

Cllr Dhaliwal asked the Deputy PCC if he was happy that the PCC was fulfilling his legal duties under the PREVENT strategy and how was he working with partners? What funding and activity will he undertake to support local plans and if there is any misalignment with these Plans how will he co-ordinate this to ensure the strategy is being delivered for the Thames Valley?

The PCC would provide a written answer to this question.

**Action: OPCC**

**The Panel recommended that the PCC provide a report to the Panel at its next meeting on:-**

- **the 101 service and what actions have been taken to improve response times**
- **the new operating model and how its success was being measured**

- a response to the actions outlined above
- an update on the dare to share culture which had not been included in the OPCC report under Strategic Aim 4

## 127. Recommendation Monitoring

Information was circulated on a powerpoint in relation to unauthorised encampments and this would be circulated to Members. The Chief Constable reported that some training had been undertaken within TVP to ensure that a consistent approach was being taken across the Thames Valley in their approach to unauthorised encampments and the application of legislation. There was also a Task and Finish Group looking at rural crime and this issue in particular. A guide would be produced on the steps that need to be taken and working with landowners to help address concerns. Once the Task and Finish Group had concluded their work the findings would be circulated to the Panel. The Deputy PCC commented that he had talked to Local Area Commanders to ensure that there was a consistent approach taken but also that it was a complex area of law. Cllr Webster also asked whether the Group could look at illegal raves and the ability of residents to contact TVP late at night to ensure an appropriate response.

**Action: Chief Constable/Scrutiny Officer**

## 128. Topical Issues

The Deputy PCC provided an update on fire collaboration. The Deputy PCC reported that he and the PCC had met with the three fire and rescue services and a decision had been taken not to pursue the transfer of governance responsibility for them to the PCC in the foreseeable future (e.g. at least until after the next PCC elections in 2020). Instead they would continue to explore and develop more collaboration options between the three fire and rescue services, and between them and the police, to deliver operational and financial benefits to the public.

PCCs in other areas in the Country were moving ahead with transferring governance, such as Essex, but they had only one fire and rescue service so it was easier to effect than in the Thames Valley. The Deputy PCC commented that he would be extremely happy with one Thames Valley Fire Service but because of the difficulties of currently having three fire and rescue services, pushing forward with any governance changes currently would derail the great collaboration work being produced e.g. they were currently working with the fire service over the use of drones.

The Deputy PCC also referred to discussions with senior officers over closer collaboration with the ambulance service, particularly as the South Central Ambulance Service (SCAS) covered the Thames Valley and Hampshire geographical area, where there was already significant police service collaboration. However, one of the potential stumbling blocks was the Isle of Wight, which was covered by the Hampshire Constabulary but not the SCAS.

Cllr Bendyshe Brown asked about early adopters. The Deputy PCC reported that there was 2/3 PCCs who were looking to take over governance of their fire and rescue service in October. The Government would like to see other PCCs go down this route as soon as possible. However, with the three fire and rescue services in the Thames Valley it was more productive to look at areas for encouraging operational collaboration, such as sharing personnel and assets (equipment and premises), rather than seeking to take over governance responsibility in the face of likely resistance.

Cllr Hayes asked whether the PCC Office had considered the Deputy having a full time role and also whether they had met with the Home Secretary/Policing Minister. The Deputy PCC reported that the Panel had voted in favour of his appointment as a part time role at his confirmation hearing. If the PCC wanted him to work full time that was for him to determine. He was currently looking at how he could engage with Health and Wellbeing Boards across the Thames Valley and to ensure appropriate engagement with partners over a three

day week. The PCC had met with the Policing Minister and the Prime Minister (with her previous local connections) but not the Home Secretary.

The Chief Executive reported that there were no changes to the Community Safety Fund grant allocation model. The Deputy PCC commented that Local Area Commanders signed off local CSP spending initiatives to ensure that the Fund was being appropriately spent.

CLlr Bendyshe Brown asked about police funding for future years. The Deputy PCC reported that he was not expecting any changes to funding but that increases in demand were being experienced across the Country. They would need to address this in the next budget round. The Chief Executive also referred to the reduction of funding to partner agencies and how this impacted on the Force, and that a wider public sector view of resources needed to be considered.

With the changes to the complaints regime some aspects of the discretionary powers were not welcomed by Thames Valley PCC. However, the PCC was obliged to assume responsibility for receiving and responding to appeals from mid 2018 that are currently handled by the Force's Head of Professional Standards Department (PSD). The Office of the PCC and the Head of PSD were currently looking at the operational and resourcing issues and the implications of this mandatory transfer of responsibility e.g. whether relevant dedicated 'appeals officers' in the PSD should transfer to the OPCC or, given as they were located in neighbouring offices, whether it was simpler to leave the PSD officers in their current location to minimise disruption. Further meetings would be arranged with the Chief Constable to finalise the details. This transfer of responsibility may also have a potential knock on effect to the workload of the Panel if the PCC's new responsibility gives rise to an increased volume of complains made against the PCC's handling of, and decisions concerning, appeals.

In respect of recent media attention over the summer the PCC was asked to provide the Panel with a written report on the current position regarding his office to demonstrate that it is operating efficiently and effectively, and that any previous conflicts in the office have now been resolved. The Deputy PCC reported that this media attention related to a personal and private matter involving individual staff members and that there had been no performance issues which impacted on the Office.

**Action: OPCC**

**129. Victims Redesign Project - update from Policy Development Manager**

Members noted the written update in the agenda and had no further questions.

**(i) Update from PCC Public Meeting (Level 1 with Chief Constable)**

Members noted the report and had no further questions.

**130. Work Programme**

The Work Programme was noted and the Scrutiny Officer asked Panel Members to submit items for next year to her.

**Action: Panel Members**

**131. Date and Time of Next Meeting**

17 November 2017

**CHAIRMAN**





## Report to the Thames Valley Police & Crime Panel

---

**Title:** Local Policing

**Date:** 17 November 2017

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



### Future of Policing

The Home Affairs Select Committee has been undertaking an Inquiry into current and future challenges of modern policing with Chief Constables from West Yorkshire, Staffordshire, West Midlands and the Chair of the National Police Chiefs Council (Sara Thornton). This information is useful for informing the public not only about the demands on police forces (and local policing) but also in terms of pressures on the budget leading up to budget scrutiny.

The main points made at the Select Committee were as follows:-

- Police recorded crime has increased by 5% in the year ending June 2015, by 7% in the year ending June 2016 and by 13% in the latest year. This rise in recorded crime can include continuing improvements to recording processes and practices or genuine increases in crime. Comparably, the Office for National Statistics estimates 5.8 million incidents of crime in the year ending June 2017 which is a 9% reduction compared with the previous year. However these estimates do not include fraud and computer misuse offences.
- The Country has been on two critical alerts for terrorism in the last six months.
- The Police have received a flat rate settlement despite increases in crime and the increased threat of terrorism which has impacted on the service to the public. There have been real term budget cuts despite PCCs using their maximum 1.99% precept but also consideration needs to be given to 3% rise in inflation and the pay settlement. There are less resources to undertake increasingly pressurised and complex work which is also impacting on the stress levels of the police force. Some Police Officers are frustrated that they cannot provide the quality of service they want to victims because of pressure on resources. PCCs will need to make difficult decisions in the future. There had been discussions about whether PCCs should be given flexibility over their precept rather than having it capped. However, if the precept was increased then the public would expect this additional funding to be used on volume/traditional crime rather than the Chief Constable/PCC's priorities. The public need to take on board that the police can no longer fulfil certain localised roles in all areas due to the financial reality they currently face.
- Chief Constables have also commented on the increase in online threats, serious organised crime, protection of the vulnerable balanced against the need to deal with

traditional/volume crimes such as theft and burglary. Rape and serious sexual offences have increased by 65% in some areas.

- Funding for Local Authorities and public sector agencies have also been significantly reduced (by 40% or more) which impacts on preventative work such as youth offending. There is an increase in violent crime and a number of young people are involved in knife crime which needs to be addressed in preventative work such as education and youth engagement.
- All Chief Constables emphasise the importance of preventive work and early intervention and the need to problem solve.
- There was no urban/rural split required in terms of police funding
- One Chief Constable reported that 83% of calls related to mental health issues, missing people and helping the vulnerable. Some police officers were becoming uniformed social workers.
- Chief Constables were taking action through joint procurement, transformation programmes (sharing specialist capabilities) and technology. Whilst some police reserves may still look healthy it was estimated there would be a reduction in reserves of 60% whilst money was spent to technology etc to help the Force deal with demand in the future.

PCCs have generally invested in four main areas because of limited resources (bearing in mind investment has already gone into creating child abuse units and there is a national priority for modern slavery) :-

- Counter Terrorism – neighbourhood policing is essential in combatting terrorism
- Cyber Crime
- Economic Crime
- Neighbourhood Policing

## Neighbourhood Policing

The Police Foundation have undertaken national research on the future of neighbourhood policing and refer to the Policing Vision 2025 which spells out a commitment to shift the focus of local policing from reactive to proactive activities, based on a sophisticated understanding of community needs, improved analytics and increased multi-agency integration. In the wake of recent terrorist incidents the case for grass roots intelligence gathered through strong community connections has gained urgency. New policing models adopted in response to emerging patterns of demand, budgetary challenges and a radically altered partnership picture, have resulted in considerable variations in the size, structure and remit of local police teams. The College of Policing are leading a process to formalise evidence-based national principles on the essential elements of neighbourhood policing.

## New operating model

Thames Valley Police is viewed as being at the forefront of national thinking as to how to sustain Neighbourhood Policing within the current policing landscape.

Previously at a Panel Meeting a video was shown on local policing.

<https://youtu.be/Ek9Mt-pliwA>

“The concept behind the new operating model is to deliver more efficient and smarter ways of working whilst ensuring that resourcing matches demand and that the right person is deployed to

the right job at the right time. Pilot schemes were launched on three of the Force's Local Policing Areas – Reading, West Berkshire and Milton Keynes, focusing upon different aspects of the proposed operating model and the results have been very encouraging. Through smarter and more consistent processes, which we are calling 'Smarter Resolution' time spent investigating specific crime types through to resolution has reduced significantly by around 30%. This in turn has enabled faster response times in relation to Immediate and Urgent Graded Incidents. "

An update on the new model was given in June 2016 and the report can be found at item 47 under the following link:-

<http://sbdc-spider2.southbucks.gov.uk/democracy/ieListDocuments.aspx?CId=289&MID=2386>

HMICFRS Thames Valley Police Efficiency Report 2017 quotes the following on the new operating model:-

"At the time of our inspection, the force had recently changed how it uses its frontline officers and staff by implementing a new operating model to improve efficiency. By using this model the force aims to provide the most appropriate response to calls from the public, either dealing with the incident in the control room or deploying a response and patrol officer, a member of a neighbourhood team or an investigator, as appropriate. The force's analysis of all demand dealt with by investigators, local police officers and specialists in child abuse and domestic abuse units helps it to allocate the right level of resources to these different areas. This analysis builds on information gathered during the priority-based budgeting process identifying internal demand, and assesses what future demand and predictive demand in these areas may involve. Work completed so far forms the first and second phase of the force's 11 demand analysis plans, which deal with investigative, response and patrol and neighbourhood policing demand. Further work is planned in 2017 for other areas of the force's work, such as managing dangerous offenders."

"Benefits, such as those provided through its new operating model, are tracked to ensure that they are achieved."

"During our inspection, we heard how the force was talking to local policing area staff and officers about the implementation of the new operating model. As already described, its implementation has increased the workload of some staff more than expected in certain parts of the force. The force is working with local policing areas to understand the reasons for this better and is adjusting its model to make sure that officers and staff workload is spread more evenly."

'We found that not everyone in the workforce was happy about the initial effect of the new operating model but they understood why the changes had been made.'

"There is no doubt that the leadership of the force is committed to receiving feedback from the workforce, but not all of the frontline police officers we spoke with felt that their views would be valued. This perception may have been influenced by the very recent introduction of the new operating model, but the force should make sure it continues to engage with personnel affected by change."

## Increasing demand and 999/101 calls

### Excerpt from HMIC Report Police Efficiency national report released 9 November

“More and more forces are using some form of risk-based analysis to inform their allocation of resources, but some remain unable to allocate adequate resources to meet the needs of their demand models. There are many examples of forces using their resources flexibly. However, not many forces have carried out sufficient analysis to be confident of their ability to predict the overall effect of moving resources from one area of operations to another. Where resources are not adequately allocated, or the consequences are not adequately understood, those working within policing usually compensate for this shortfall with their own hard work and discretionary effort. In a small number of cases, this is not sufficient and the needs of the public are not adequately met.

This is particularly true within force control rooms, which primarily deal with public 999 or 101 calls. At the time of our inspection, some control rooms appeared to be struggling to meet demand, particularly in relation to 101 non-emergency calls. Many forces have found it difficult to retain control room staff and a number of them rely too much on outdated technology. HMICFRS inspectors regularly encounter highly dedicated control room staff who are frustrated by the processes and structures within which they have to work. Encouragingly, forces are considering different ways of managing demand through online tools, although only a small number of high-performing forces can demonstrate the effectiveness of these tools. Given how important a high-performing control room is to a force’s overall efficiency, a sustained focus on the part of chief officers on improving performance in this area is vital.”

Information on Thames Valley performance in relation to 999 calls is available within the HMIC report on Police efficiency under the performance item (page 9 of the report). “During our fieldwork we obtained the data on the 999 calls received for the previous 24 hours. Of the 787 calls, 93.7 percent were answered within 10 seconds; 1.4 percent of calls were abandoned by the caller. The force’s figures for the abandonment rate for 101 calls have averaged 6.1 percent for the three months December 2016 to February 2017. More recent figures were not available.”

“During our inspection, we assessed whether the way that the force operates either suppresses, or does not deal appropriately with, calls for service from the public. Data supplied by the force indicate that it classifies a lower proportion rate of calls as ‘priority’ than many other forces in England and Wales. This might mean that the initial response from the force is not appropriate. Staff told us that their workload has increased significantly since the new operating model was introduced. We discussed this with the force, who told us that in the month before our inspection (when the new model was introduced) calls from the public had risen by around 15 percent, which the force is currently analysing. This increase has been seen in other forces. However, during our inspection we did not find any evidence to suggest that demand is being suppressed. The response to the public who call using 101 or 999 is prompt.

We also examined a sample of calls from the public that were initially graded as requiring a priority response but were subsequently graded as less urgent. In all cases a proper assessment of the required response had been made using the THOR model of risk assessment and had been endorsed by a supervisor. We were encouraged to learn from the force that it has processes in place to identify if demand is being suppressed. It monitors the speed that calls are answered, it has strong supervision in the control room and its service improvement team have reviewed its management of priority calls involving domestic abuse or racism. However, the increase in

demand at the same time as the introduction of the new operating model is a burden on the force that it should continue to monitor closely. HMICFRS will revisit this as part of the autumn 2017 PEEL inspection.”

West Midlands Police Chief Constable reported that they had an upsurge in the number of 999 calls with a number of more urgent calls that needed an immediate response. Whilst there was an influx of calls in the summer months experienced by Thames Valley and other Forces (see press links below) the Chief Constables interviewed at the Select Committee commented that this summer would not be exceptional and that this could soon be normal.

Thames Valley Police have introduced a new system to deal with contact with the public. At a Panel meeting in February 2017, the PCC reported that the new Contact Management Programme had undergone a difficult start but that this technology was required to transform the police force and eventually produce savings. It was an important programme as their capabilities grow larger and linked in with Microsoft which was key.

The new solution will provide both Forces with the enabling IT technology to record and manage all public contact, providing an improvement in service to the public by providing a single view of the customer and improving the forces ability to manage threat, risk, harm and vulnerability and providing front line officers with all the required information when deployed to ensure the best public service is being provided.

The Head of Contact Management at TVP has informed the public that a new online reporting system would be available to give people options of how they would contact the police which would also include updates and progress checks. Another area that is being looked at by TVP is the use of artificial intelligence computers which could be used to answer calls, detect crimes and identify criminals.

[http://www.oxfordmail.co.uk/news/15582175.Changing\\_way\\_police\\_serve\\_public\\_was\\_necessary\\_to\\_deal\\_with\\_demand\\_chief\\_says/](http://www.oxfordmail.co.uk/news/15582175.Changing_way_police_serve_public_was_necessary_to_deal_with_demand_chief_says/)  
[http://www.oxfordmail.co.uk/news/15593488.Massive\\_surge\\_in\\_bogus\\_999\\_calls\\_putting\\_strain\\_on\\_emergency\\_call\\_centres/?ref=twtrece](http://www.oxfordmail.co.uk/news/15593488.Massive_surge_in_bogus_999_calls_putting_strain_on_emergency_call_centres/?ref=twtrece)  
[http://www.oxfordmail.co.uk/news/15597373.Will\\_robotocops\\_be\\_taking\\_your\\_999\\_calls\\_in\\_the\\_future\\_/?ref=twtrece](http://www.oxfordmail.co.uk/news/15597373.Will_robotocops_be_taking_your_999_calls_in_the_future_/?ref=twtrece)  
[http://www.oxfordmail.co.uk/news/15614231.iPLOC\\_The\\_way\\_you\\_report\\_crimes\\_to\\_police\\_could\\_be\\_about\\_to\\_change\\_forever/?ref=twtrece](http://www.oxfordmail.co.uk/news/15614231.iPLOC_The_way_you_report_crimes_to_police_could_be_about_to_change_forever/?ref=twtrece)

## Police Foundation

[http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/kpmg\\_neighbourhood\\_policing\\_dinner.pdf?mc\\_cid=5a967f4abc&mc\\_eid=94035843f4](http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/kpmg_neighbourhood_policing_dinner.pdf?mc_cid=5a967f4abc&mc_eid=94035843f4)

## Anti Social Behaviour

<http://www.independent.co.uk/news/uk/home-news/homeless-people-sleep-rough-doorway-fines-oxford-remove-possession-2500-a7859246.html>

This page is intentionally left blank

# Thames Valley Crime 2016-17

## MSG (Most Similar Group) comparisons (per 1,000 population)

- TVP's MSG's are: Hampshire, Leicestershire, Hertfordshire, Essex, Cambridgeshire, Sussex, Avon & Somerset
- TVP Summary (see attached charts for detail of each crime type)

	Position in MSG (8 Forces)	TVP crime per 1,000	MSG Average per 1,000
<b>All Crime</b>	1 / 8	58.697	67.876
<b>Most Serious Violence</b>	1 / 8	12.976	18.448
<b>Burglary Dwelling</b>	3 / 8	5.516	7.163
<b>All Sexual Offences</b>	4 / 8	1.872	1.866
<b>Rape</b>	6 / 8	0.682	0.649

***Green: better, or in line with, the MSG average***

***Amber: Worse than the MSG average, but not an outlier***

This page is intentionally left blank





# PEEL: Police efficiency (including leadership) 2017

An inspection of Thames Valley Police



November 2017

© HMICFRS 2017

ISBN: 978-1-78655-474-1

[www.justiceinspectors.gov.uk/hmicfrs](http://www.justiceinspectors.gov.uk/hmicfrs)

## Contents

<b>Introduction .....</b>	<b>3</b>
<b>Force in numbers .....</b>	<b>5</b>
<b>Overview – How efficient is the force at keeping people safe and reducing crime? .....</b>	<b>6</b>
<b>How well does the force understand demand? .....</b>	<b>8</b>
How well does the force understand current demand? .....	8
How well does the force understand things that affect demand? .....	11
Summary of findings .....	14
<b>How well does the force use its resources? .....</b>	<b>16</b>
How well does the force understand the capability of its workforce? .....	16
How well does the force understand the capability of its leaders? .....	18
How well does the force allocate resources? .....	19
How well does the force work with others? .....	22
Summary of findings .....	25
<b>How well is the force planning for the future? .....</b>	<b>26</b>
How well does the force predict likely future demand? .....	26
How well is the force planning for the future, in terms of workforce? .....	28
How well does the force plan for likely future demand? .....	29
Summary of findings .....	31
<b>Next steps .....</b>	<b>32</b>
<b>Annex A – About the data.....</b>	<b>33</b>

## Introduction

As part of our annual inspections of police effectiveness, efficiency and legitimacy (PEEL), HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)<sup>1</sup> assesses the efficiency and leadership of forces in England and Wales.

### What is police efficiency and why is it important?

As with all public services, the police service must operate in a way that makes the most of its available resources. To do this, police forces must understand what their demand is – by which we mean what work they can reasonably predict they will have on any given day – and ensure that they have the resources they need, in the right place, to meet that demand. To stay efficient they must have good, realistic and evidence-based plans for the future. Our efficiency inspection assessed all of these areas during 2017.

As part of the 2017 inspection, we also integrated aspects of leadership into our assessment of efficiency, as the two areas are closely linked. We assessed how police leaders are driving innovation in policing, within their own forces and further afield. We also inspected how well forces are planning for the future with regards to their leadership.

Between 2010/11 and 2015/16, central government funding for the police service in England and Wales fell by 19 percent, or £1.7 billion in cash terms. Police forces met the required budget reductions until November 2015, when the government announced that overall police spending would be protected from further cuts, to enable the police to continue to adapt to emerging crime threats while taking further steps to improve efficiency. While that was a more favourable funding settlement for policing than was expected, reductions in spending by other public services will still create additional pressure for police forces.

---

<sup>1</sup> This inspection was carried out before 19 July 2017, when HMIC also took on responsibility for fire & rescue service inspections and was renamed HM Inspectorate of Constabulary and Fire & Rescue Services. The methodology underpinning our inspection findings is unaffected by this change. References to HMICFRS in this report may relate to an event that happened before 19 July 2017 when HMICFRS was HMIC. Citations of documents which HMIC published before 19 July 2017 will still cite HMIC as the publisher.

Our report on Thames Valley Police's legitimacy inspection will be available on our website ([www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/thames-valley/](http://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/thames-valley/)) at the end of 2017. HMICFRS reports on police effectiveness will be published in early 2018. Previous PEEL reports are also available on our website: [www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2016/thames-valley/](http://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2016/thames-valley/).

More information on how we inspect and grade forces as part of this wide-ranging inspection is available on our website ([www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/](http://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/how-we-inspect/)).

## Force in numbers



### Financial position

	2017/18	2020/21	Percentage change
Forecast change in total gross revenue expenditure	<b>£428m</b>	<b>N/A</b>	<b>—</b>



### Workforce

	2016/17	2020/21	Percentage change
Planned change in officer numbers	<b>4,096</b>	<b>3,910</b>	<b>-5%</b>

	2016/17	2020/21	Percentage change
Planned change in total workforce	<b>7,181</b>	<b>6,964</b>	<b>-3%</b>



### Calls for assistance

	Thames Valley Police	England and Wales force average
999 calls per 1,000 population 12 months to 31 March 2017	<b>117</b>	<b>135</b>



### Recorded crime

	2015/16	2016/17
Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017	<b>55</b>	<b>59</b>
	Thames Valley Police	England and Wales force average
Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2017	<b>+7%</b>	<b>+11%</b>

For further information about the data in this graphic please see annex A

## Overview – How efficient is the force at keeping people safe and reducing crime?

### Overall judgment<sup>2</sup>



**Outstanding**

Thames Valley Police is judged to be outstanding in the efficiency with which it keeps people safe and reduces crime. Our overall judgment this year is an improvement on last year when the force was judged to be good for efficiency overall. The force is judged to be outstanding in its understanding of demand; its use of resources to manage demand is also assessed to be outstanding; and its planning for future demand is judged to be good.

### Overall summary

How well does the force understand demand?



**Outstanding**

How well does the force use its resources?



**Outstanding**

How well is the force planning for the future?



**Good**

Thames Valley Police has an outstanding understanding of the demand for its services that is based on detailed analysis of a wide range of data, including from partner agencies such as the ambulance and fire and rescue services. The force is committed to understanding hidden demand and uses innovative technology to help it identify and tackle demand that is less likely to be reported. It takes steps to make sure that demand is not suppressed.

The force is also outstanding in how well it uses its resources. It has a good understanding of workforce skills and abilities through using the College of Policing's competency and values framework, which sets out the national standards for

---

<sup>2</sup> HMICFRS judgments are outstanding, good, requires improvement and inadequate.

workforce skills. It combines these with locally identified needs such as communication skills to describe and plan for the workforce skills it needs, now and in the future.

The force manages change programmes well, assessing new programmes against agreed criteria and whether proposed changes will support its priorities. The priority-based budgeting process gives the force a comprehensive understanding of the costs of its activities and the effect of moving resources from one part of the force to another. It is able to identify and analyse trends in demand and has a good understanding of likely future demand in many areas of its activities. The force is working with academic partners to include a wider range of information to develop this understanding. It is also involved in a wide range of good collaborative work with other forces and agencies, and carefully assesses collaborative opportunities based on the benefits to the force.

Thames Valley Police is good in how it plans for the future, and some elements are outstanding. The force has displayed innovation, embracing and investing in technology. It uses external expertise such as financial and specialist IT consultancies to provide additional challenge, scrutiny and expertise for its saving plans. These savings plans project a balanced budget until 2021, but depend on the creation of more efficient ways of working. The force is investing well in its infrastructure to make this process possible.

## **How well does the force understand demand?**

To be efficient, it is essential that police forces have a good understanding of the demand for their services. This means that they should not only understand what sort of incidents are likely to be reported on a normal day, but also what they need to do in advance to prevent crime. They should also understand the crimes and other activity in their area that are often hidden and are less likely to be reported, such as modern slavery or child sexual exploitation, and take action to uncover them.

Forces should be able to identify and reduce work that is unnecessarily created internally through inefficient processes. Similarly, forces should be looking for ways to identify processes and ways of working that are more efficient. Forces also have to make decisions about how they prioritise and respond to the demand for their services and should be able to demonstrate that their approach to prioritisation does not cause them to overlook some of their demand.

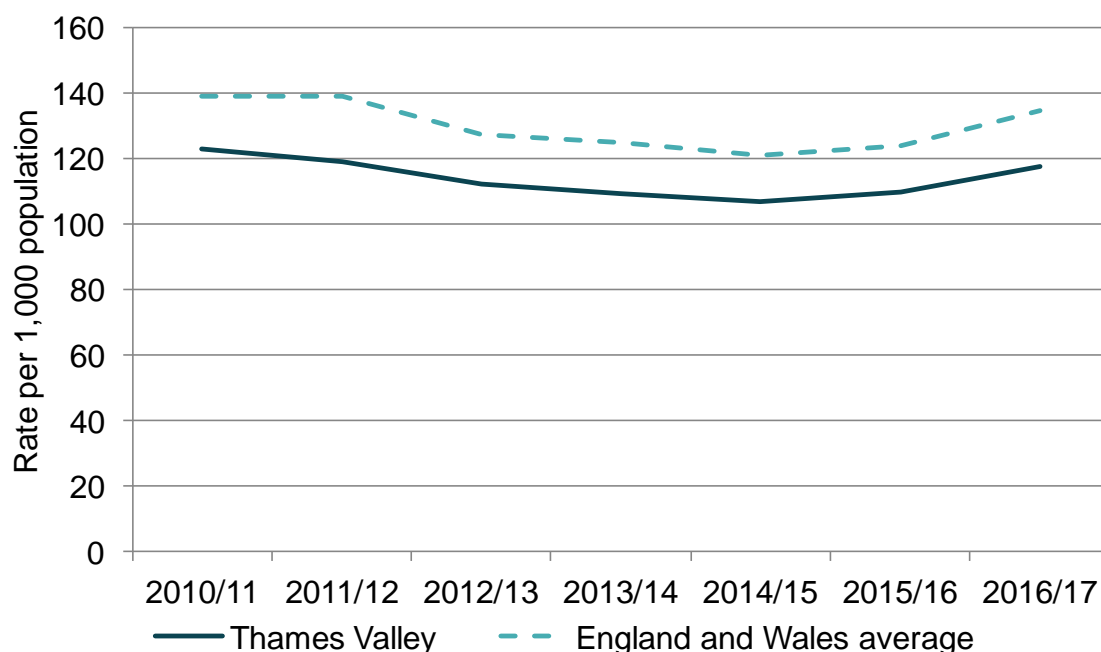
## **How well does the force understand current demand?**

HMICFRS inspected how well Thames Valley Police understands the demand for its services. These demands can range from answering and responding to 999 calls to protecting victims and uncovering crimes that would not otherwise be reported. It is important that police forces understand the work that they need to do so that they can ensure that they have resources in place.

Forces deal with much more than responding to emergencies and investigating reports of crime. However, the number of calls for service (999 calls and 101 calls) and the levels of recorded crime can nonetheless be used to make simple comparisons. In particular, they can give an indication of whether demand has changed or is particularly high or low. Figure 1 shows how the number of 999 calls has changed since 2010/11, while figure 2 illustrates how crime has changed since 2010/11.



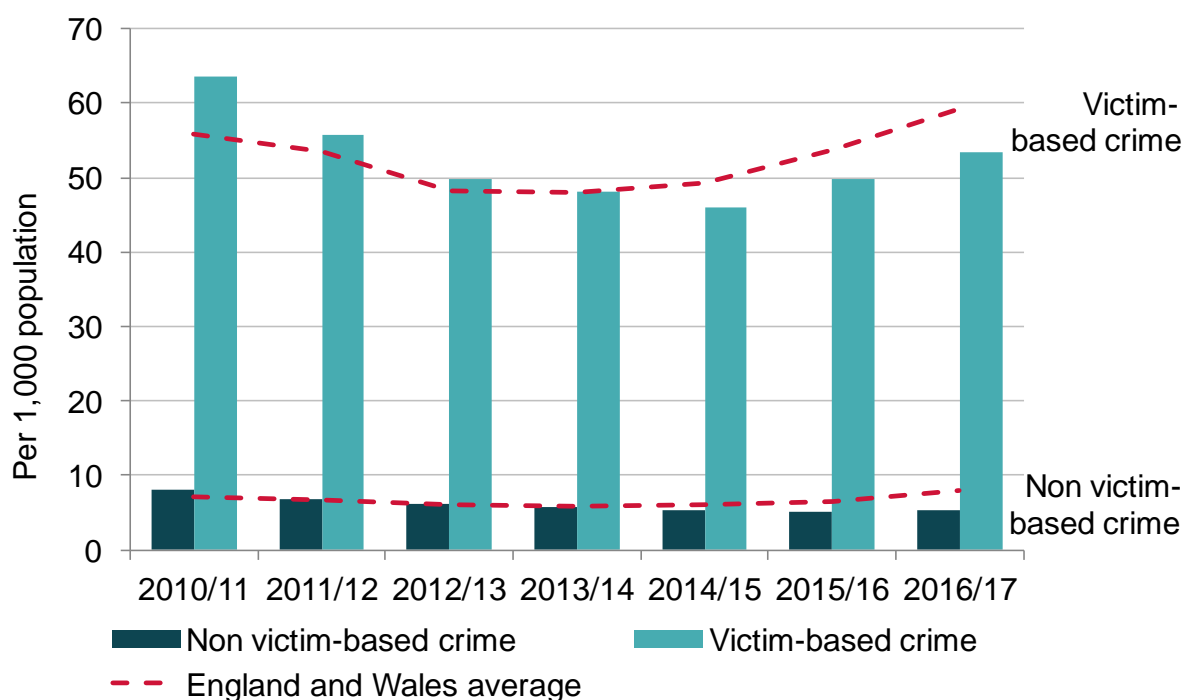
**Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in Thames Valley Police compared with England and Wales as a whole, from 2010/11 to 2016/17**



**Source: Home Office Annual Data Requirement**

Thames Valley Police recorded 117 999 calls per 1,000 population in 2016/17. This was broadly in line with the England and Wales force average of 135. The rate has decreased from the 123 calls per 1,000 population recorded in 2010/11; however, it has increased since 2015/16 when the rate was 110 calls per 1,000.

**Figure 2: Police-recorded crimes per 1,000 population in Thames Valley Police compared with England and Wales from 2010/11 to 2016/17**



**Source: Home Office Police-recorded crime data**

Victim-based crimes (those where there is likely to be a specific victim) include violence against the person, sexual offences, robbery and other theft, criminal damage and arson. All other crime is considered non victim-based.

The rate of victim-based crime per 1,000 population in Thames Valley in 2016/17 was 53.4 crimes. This is lower than the rate in 2010/11 of 63.6 crimes. The rate of victim-based crime decreased between 2010/11 and 2014/15 to 46.0 crimes per 1,000 population before increasing to the 2016/17 rate. The rate of victim-based crime per 1,000 population in England and Wales decreased from 55.8 to 48.1 crimes between 2010/11 and 2013/14 before increasing to 59.3 in 2016/17.

In the local population of Thames Valley Police the rate of non victim-based crime per 1,000 population in 2016/17 (5.3 crimes) was lower than in 2010/11 (8.1 crimes). The rate of non victim-based crime per 1,000 population decreased to 5.2 crimes in 2015/16 before rising again to the 2016/17 rate. The rate of non victim-based crime per 1,000 population in England and Wales in 2016/17 was 7.9 crimes. This decreased from 7.1 in 2010/11 to 5.9 crimes in 2012/13 before increasing to the 2016/17 rate.

### **Understanding demand**

Thames Valley Police has a detailed understanding of demand in most areas of the force's activities. In our 2015 and 2016 efficiency inspections, we found that the force used data to understand demand related to calls for service and recorded crime and in its work to protect vulnerable people. We also noted how the force made good use of this understanding as part of a priority-based budgeting process allocating resources to priority areas. The force has refined its understanding of demand over the last 12 months. It continues to use numeric datasets to understand reported demand, but now includes more information gathered from partner agencies, such as the ambulance and fire and rescue services, throughout the force area and from its workforce during workshops to look at demand on its services to improve this understanding. It has trained staff to use demand analysis technology. The force uses this broad information to identify not only what demand it dealt with, but to quantify how much demand is created at each location and for which team.

At the time of our inspection, the force had recently changed how it uses its frontline officers and staff by implementing a new operating model to improve efficiency. By using this model the force aims to provide the most appropriate response to calls from the public, either dealing with the incident in the control room or deploying a response and patrol officer, a member of a neighbourhood team or an investigator, as appropriate. The force's analysis of all demand dealt with by investigators, local police officers and specialists in child abuse and domestic abuse units helps it to allocate the right level of resources to these different areas. This analysis builds on information gathered during the priority-based budgeting process identifying internal demand, and assesses what future demand and predictive demand in these areas may involve. Work completed so far forms the first and second phase of the force's

demand analysis plans, which deal with investigative, response and patrol and neighbourhood policing demand. Further work is planned in 2017 for other areas of the force's work, such as managing dangerous offenders.

### **More complex demand**

Thames Valley Police is good at understanding and dealing with hidden demand. The chief constable's delivery plan<sup>3</sup> contains the priorities for Thames Valley Police over the next 12 months and explains how the force will meet them. This includes identifying and tackling hidden demand, such as domestic abuse, child exploitation and hate crime. The force has created a demand and vulnerability module, which is an IT-based tool that incorporates data from police and other partner agencies, to help understand demand in other organisations. Currently the module incorporates all police, fire and ambulance service data and some data from community safety partnerships. This helps to reveal hidden demand (for example, the force's analysis has shown that 80 percent of assaults attended by the ambulance service are not reported to the police) and also provides a basis for local problem-solving activity. This supplements the force-level assessment of the hidden demand most likely to affect the force.

During our inspection, we found that the importance of identifying and dealing with hidden demand was understood by its workforce at all levels. The force provides safeguarding training to frontline officers and staff and all those we spoke with were aware of the type of demand that is likely to be hidden. We were impressed by the strong focus on hidden demand. Of particular note is the use of the Police Innovation Fund to create an information and communication technology (ICT) application combining police and partnership data to identify previously unknown links between abusive criminals and their victims. This technique, known as 'social networking', has already provided vital information about demand that might otherwise not have been identified.

## **How well does the force understand things that affect demand?**

HMICFRS inspected how well Thames Valley Police reduces the demand that inefficiency can create internally. Forces can do this by identifying and eliminating inefficient processes, by ensuring they monitor work to get the best outcomes and by encouraging officers and staff to suggest new and better ways of doing their jobs.

---

<sup>3</sup> The four overall priorities of the chief constable's delivery plan are: an emergency service that keeps people safe and brings offenders to justice; working together to build stronger, more resilient communities; a modern police force which meets the needs of our communities; a skilled and trusted workforce.

## Managing, prioritising and filtering demand

Thames Valley Police has strong governance processes in place to ensure that the force is efficient. It has sophisticated monitoring arrangements to ensure that the force works to meet the priorities of the chief constable's delivery plan in an efficient way. The force has a comprehensive performance framework using data and themed inspections of activity to track progress in service provision. It uses the National Intelligence Model (NIM)<sup>4</sup> and the management of risk in law enforcement (MoRiLE)<sup>5</sup> approach to make sure that it prioritises its resources towards the areas of greatest risk. The force has a robust change management process to ensure that it continues to change in the most efficient way. These arrangements support the overall monitoring of the delivery plan. The chief constable receives quarterly updates on progress towards the delivery plan priorities.

In addition to supporting the overall efficient management of the force, the change management board oversees projects that identify and tackle inefficient processes. This board was responsible for the priority-based budgeting process in which every department in the force analysed the services it provided (internal and external), identified priorities and costs and developed more efficient ways of working at an individual and team level. This helped the force to reorganise departments to be more efficient and save money.

The force has used its sophisticated understanding of demand on its services well. It identified that the workload of operational officers is not spread evenly throughout the force. The force ensured that the design of its new operating model takes this inefficiency into account, and deploys officers and staff in line with its understanding of demand.

During our inspection, we assessed whether the way that the force operates either suppresses, or does not deal appropriately with, calls for service from the public. Data supplied by the force indicate that it classifies a lower proportion rate of calls as 'priority' than many other forces in England and Wales. This might mean that the initial response from the force is not appropriate. Staff told us that their workload has increased significantly since the new operating model was introduced. We discussed this with the force, who told us that in the month before our inspection (when the new model was introduced) calls from the public had risen by around 15 percent, which

---

<sup>4</sup> The National Intelligence Model ("the Model") is a process used by police forces and other law enforcement bodies to provide focus to operational policing and to ensure resources are used to best effect. The Model is set out in a Code of Practice. *Code of Practice: National Intelligence Model*, Home Office, National Centre for Policing Excellence and Centrex, 2005, paragraph 3.1.1, page 6. Available at: <http://library.college.police.uk/docs/npia/NIM-Code-of-Practice.pdf>

<sup>5</sup> MoRiLE: the 'management of risk in law enforcement' process, developed by the National Police Chiefs' Council. This tool assesses the types of crimes that threaten communities the most and highlights where the force does not currently have the capacity or capability to tackle them effectively.

the force is currently analysing. This increase has been seen in other forces. However, during our inspection we did not find any evidence to suggest that demand is being suppressed. The response to the public who call using 101 or 999 is prompt.<sup>6</sup>

We also examined a sample of calls from the public that were initially graded as requiring a priority response but were subsequently graded as less urgent. In all cases a proper assessment of the required response had been made using the THOR<sup>7</sup> model of risk assessment and had been endorsed by a supervisor. We were encouraged to learn from the force that it has processes in place to identify if demand is being suppressed. It monitors the speed that calls are answered, it has strong supervision in the control room and its service improvement team have reviewed its management of priority calls involving domestic abuse or racism. However, the increase in demand at the same time as the introduction of the new operating model is a burden on the force that it should continue to monitor closely. HMICFRS will revisit this as part of the autumn 2017 PEEL inspection.

Thames Valley Police has a good record of establishing robust processes to ensure that it realises the benefits from change. The force has achieved savings of 18 percent of its overall budget since 2010 (£76.3m) while maintaining high levels of public satisfaction with the service it provides.<sup>8</sup> It has an established regime of assessing change ideas, projects and programmes and it systematically reviews change proposals both to identify whether they support the chief constable's delivery plan and to assess their likely savings and effect. A prioritisation matrix is used to record the results of this review, along with subsequent actions. Robust programme management processes monitor programmes on the matrix. There are regular progress updates (for example, to chief officer-led boards) as well as post-implementation reviews when projects end. Benefits, such as those provided through its new operating model, are tracked to ensure that they are achieved. The force's knowledge of demand and response allows it to simulate different scenarios that might result from a change programme, and to model the consequences that these may have on service to the public. It considers the effect of changes on staff, and uses change single points of contact in local policing areas and staff focus groups when required. During our inspection, we heard how the force was talking to local policing area staff and officers about the implementation of the new operating model.

---

<sup>6</sup> During our fieldwork we obtained the data on the 999 calls received for the previous 24 hours. Of the 787 calls, 93.7 percent were answered within 10 seconds; 1.4 percent of calls were abandoned by the caller. The force's figures for the abandonment rate for 101 calls have averaged 6.1 percent for the three months December 2016 to February 2017. More recent figures were not available.

<sup>7</sup> Thames Valley Police uses a risk assessment model based on threat, harm, opportunity and risk (THOR) to determine the most appropriate response.

<sup>8</sup> In the year ending 31 December 2016, 93.5 percent of all victims of crime stated they were satisfied with the treatment they had received from Thames Valley Police.

As already described, its implementation has increased the workload of some staff more than expected in certain parts of the force. The force is working with local policing areas to understand the reasons for this better and is adjusting its model to make sure that officers and staff workload is spread more evenly.

### **Leaders promoting innovative thinking**

The force leadership is committed to seeking out and responding to ideas from the workforce, although not all of its structures for doing this are fully established throughout the force or valued by all personnel. The chief constable has discussed the new operating model in person with the workforce and has led communication about the model throughout the force area. The force has other arrangements for seeking feedback from the workforce. These include the change single points of contact, an 'email the chief' facility and an internal social networking system, which the workforce can use both as a discussion forum and to make suggestions and raise questions with the force. Staff forums are used in some local policing areas to identify improvements and leaders are open to innovation from the workforce, such as a project in Milton Keynes that involves closer working with primary schools. There is no doubt that the leadership of the force is committed to receiving feedback from the workforce, but not all of the frontline police officers we spoke with felt that their views would be valued. This perception may have been influenced by the very recent introduction of the new operating model, but the force should make sure it continues to engage with personnel affected by change.

## **Summary of findings**



### **Outstanding**

Thames Valley Police has an outstanding understanding of demand for its services based on systematic analysis of a wide range of information, including data from partner agencies such as the ambulance and fire and rescue services. The force has used ICT-based demand mapping technology along with staff focus groups to develop a sophisticated understanding of demand in most of its activity. It is committed to understanding demand that may be hidden and is making good use of innovative technologies, such as social networking and its own bespoke demand and vulnerability matrix using police and partnership data, to identify and deal with hidden demand. We found that the importance of identifying and dealing with hidden demand was understood by officers and staff at all levels.

The force has strong governance processes in place to ensure that it is efficient. It takes steps to prevent demand being suppressed and staff in the control room provide a prompt service to members of the public who contact the police by phone. The grading and response to incidents is well supervised. The force should continue

to monitor the implementation of the new operating model to make sure that its understanding of demand remains up-to-date. It has robust processes to ensure that it tracks and realises the benefits from change.

The leadership of the force is committed to seeking out ideas and receiving feedback from the workforce. However, not everyone we spoke with felt their views would be valued so the force should ensure that it continues to involve all personnel in the changes it makes.



## How well does the force use its resources?

Police forces have finite resources with which to do an increasingly complicated job, so must ensure that they deploy and use their resources in the best way possible. The biggest resource that policing has is its workforce and it is important that forces make sure that they have access to the skills needed to police effectively now and in the future.

It is also important that forces make sophisticated decisions about how to spend and invest their resources in order to get the best value for the public. This means forces need to have a good understanding of what they can achieve within a particular budget.

Forces cannot provide services efficiently in isolation, and must work with other police forces and local organisations to ensure they provide the best service to the public at the most appropriate cost.

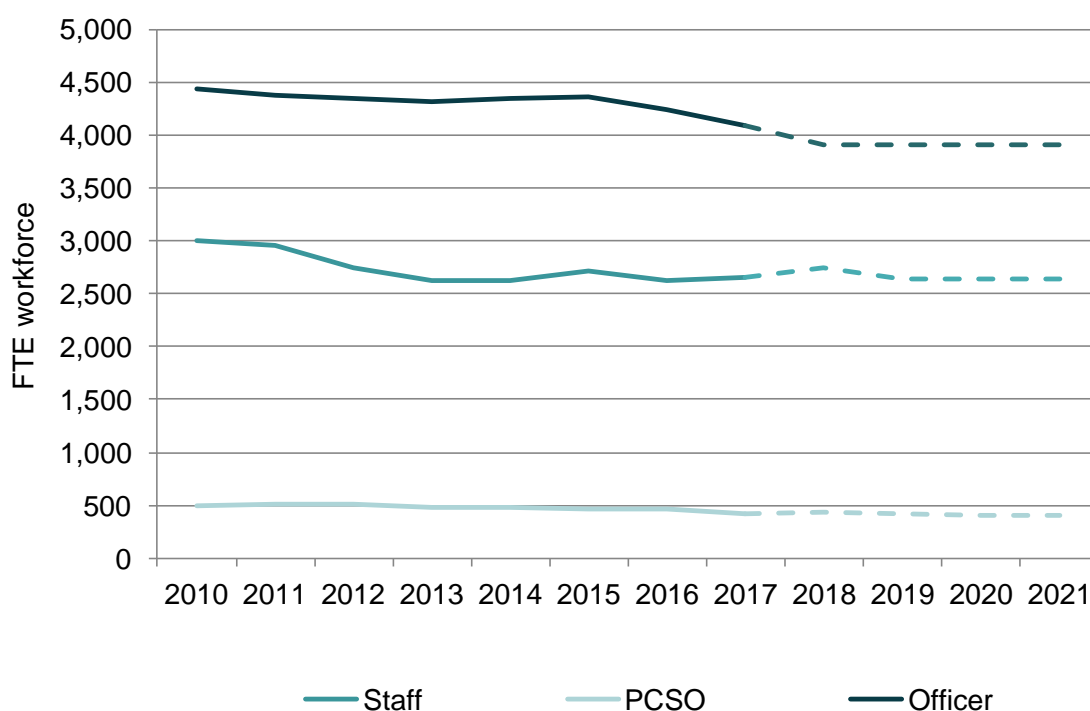
## How well does the force understand the capability of its workforce?

HMICFRS inspected how well Thames Valley Police understands the skills it needs, the skills it actually has in the workforce and what steps it is taking to ensure that they match. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible.

Figure 3 illustrates the workforce profile (the number of officers, staff and police community support officers (PCSOs)) since 2010 and projections to 2021. Between March 2017 and March 2021, it is projected that the number of officers will decrease by 186.1 FTE (5 percent) from 4,096 to 3,910. Similarly, the number of officers across England and Wales as a whole is projected to decrease by 2 percent.



**Figure 3: Thames Valley Police's planned full-time equivalent workforce (FTE) as on 31 March from 2010 to 2021**



**Source: Home Office Police workforce statistics and HMICFRS spring data collection**

The number of staff working in Thames Valley Police is projected to decrease by 14.7 FTE (1 percent) from 2,660 to 2,645 between March 2017 and March 2021. Staff numbers across England and Wales are also projected to decrease by 2 percent. The number of PCSOs in Thames Valley is projected to decrease by 16.3 FTE (4 percent) from 425 to 409 over the same period, whereas, for England and Wales as a whole, PCSOs are projected to increase by 0.2 percent.

Thames Valley Police has a good understanding of the skills it currently requires in the workforce and is developing the skills that it will need in the future. The demand analysis conducted as part of planning for the new operating model identified the capability and capacity required among the staff in each function. The future workforce skills that are required are assessed by the force in the context of the chief constable's delivery plan. The plan highlights the need to develop greater capability in relation to investigating crime, with a particular focus on cyber and digitally-enabled crime, safeguarding, and increasing firearms capability in line with the national firearms threat assessment. The force ensures it develops the skills that it has identified it needs by linking its individual performance assessment process (the personal development review (PDR) system) with the force learning and development plan.

The force has a good understanding of the skills it has in the workforce. An overview of the overall level of skills in the workforce is maintained by using the PDR system, which follows the College of Policing's competence and values framework. The force

reports that about 80 percent of its workforce have an up-to-date PDR, meaning that it has a good level of knowledge of workforce skills compared against this framework. In addition, the force undertook an operational skills audit, which included police officers and staff, so that it could ensure the workforce has the right skills to operate within the new policing model. Once the force established its baseline information, it refined it by checking with individuals their actual level of confidence and competence in any skills. This process made sure that the force identified those who may need more experience or training to be fully competent. Through the PDR system and training and accreditation records the force maintains an overview of the skills of each member of the workforce, which allows it to identify who is on duty and their skills at any given location. However, the force has not extended this skills audit to include non-police skills, which is a missed opportunity. The force recognises the potential usefulness of detailed information and has obtained information on the wider skills of special constables and volunteers, who provide a range of other skills to the force.

Thames Valley Police takes a considered approach to developing its workforce capacity to ensure that the workforce has the skills it needs. Workforce skills are monitored at a force and local policing area level. The skills audit is used to guide the development of officers and staff, ensuring that the skills of the workforce match what is needed. The areas where the chief constable's delivery plan identifies a need for future skills development are being addressed. There is now more training in digital media investigations and the SaVE<sup>9</sup> training is raising the ability of staff to deal with safeguarding concerns. In addition, the force is developing the investigative skills of its police staff investigators through a career pathway programme and is recruiting externally for officers to join the force in order to become investigators.

Where possible, the force develops the skills of its own personnel to meet its needs and the apprenticeship programme for staff in the contact management department is a good example of this. However, the force recognises that it needs to recruit externally for certain specialist skills and it has recruited to address gaps in these areas, such as in IT and tackling cyber-crime.

## **How well does the force understand the capability of its leaders?**

HMICFRS inspected how well Thames Valley Police understands the skills it needs and the skills its leaders have, and what steps it is taking to ensure that they match.

---

<sup>9</sup> SaVE training is a safeguarding course designed by Thames Valley Police that covers safeguarding, vulnerability and exploitation.

The force has a good understanding of the skills it needs in its leaders. It uses the competencies contained in the competence and values framework developed by the College of Policing as the baseline that it expects leaders in the force to attain. The force believes that it is difficult to plan with certainty about the skills its future leaders may need. However, it concentrates on developing the operational skills that it knows will be needed, along with leadership and personal resilience skills that will be of value to leaders whatever the future changes in the policing environment. The force has rewritten its leadership programmes to align with the skills described in the competence and values framework. It has also created an additional local element dealing with communication skills; this training exceeds what is contained in the competence and values framework. This is because the force believes that communication skills will be important in the style of leadership it wants to see displayed.

The force has a good knowledge of its current leadership skills through its PDR process, which includes an annual assessment of performance linked to continuing professional development and completion of the core leadership programme. The force also makes extensive use of coaching and work-based assessments as part of its approach to workforce development. Within the last 12 months, the force has conducted a leadership skills and capability audit for officers of the rank of chief inspector and above. For officers of the rank of superintendent and above, there is an annual PDR moderation process in which the chief constable's management team discusses the performance of all senior officers. This means that the leadership skills of those subject to the process is well known to the force.

The force has good processes in place to make sure that the skills in its leaders match the skills it requires. As outlined above, the force assesses leadership development in terms of the development of operational skills, leadership skills and personal resilience skills. The senior appointments board makes sure that those in senior leadership positions have the right operational skills and abilities for the role. At a more junior level, the force uses the PDR system to make sure that members of the workforce are developed to be competent operationally. In addition, the force has provided training to support leadership and personal resilience skills. This consists of the core and senior leadership programmes, but also additional innovative training; for instance, the force gave presentations and held workshops designed to make delegates think about how they operate both personally and in the workplace.

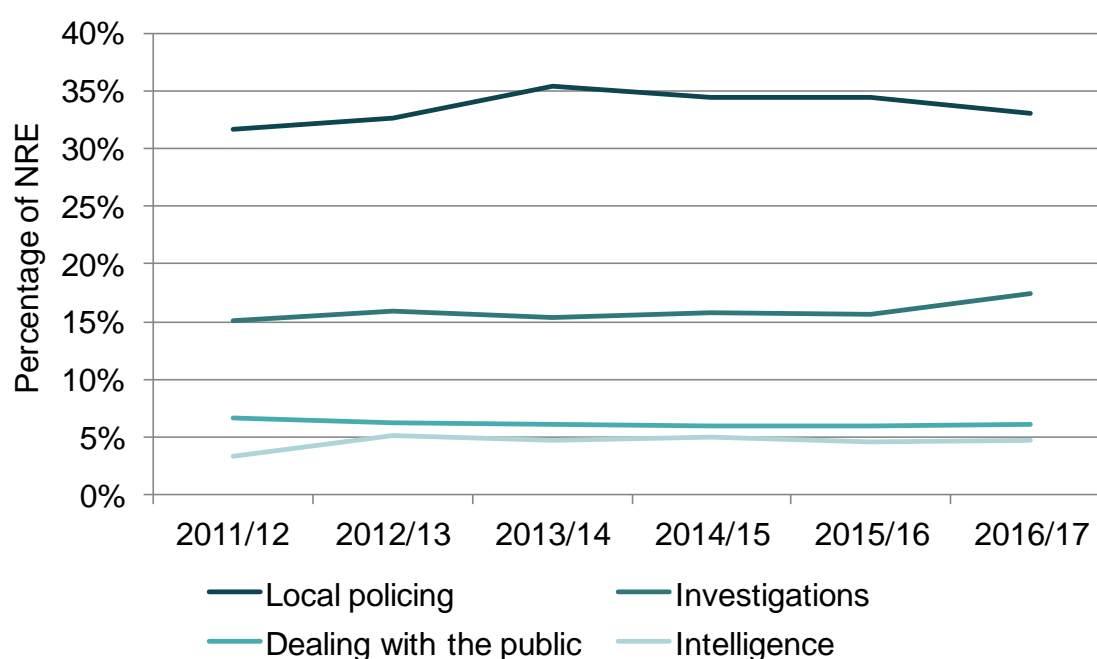
## **How well does the force allocate resources?**

HMICFRS inspected how well Thames Valley Police uses its understanding of demand to prioritise its activities in order to provide the best service to the public. To assess this, we considered the extent to which the force understands what it can provide within a particular budget.

The level of spending on different police functions varies between forces, depending on the particular demands that each force must meet. Higher expenditure does not necessarily mean better services, but it can demonstrate how a force prioritises its resources.

Figure 4 shows how expenditure is distributed across the most common police functions. Local policing covers functions such as incident response, neighbourhood policing and local investigations. Investigation covers areas of specific proactive investigative functions, such as major crime, while dealing with the public includes front counter and control room activities. Intelligence covers the gathering and assessment of intelligence.

**Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions in Thames Valley Police from 2011/12 to 2016/17**



**Source:** Chartered Institute of Public Finance and Accountancy (CIPFA)

**Note:** Functions that have not been included as they are equivalent to back office functions or are only a small proportion of expenditure include operational support and road policing.

In Thames Valley, the percentage of estimated expenditure on local policing in 2016/17 is in line with 2011/12 at 33 percent. Estimated expenditure on investigation has increased from 15 percent to 17 percent, expenditure on 'dealing with the public' is similar to 2011/12 and expenditure on intelligence is similar to 2011/12 at around 5 percent.

### **Prioritisation and cost**

Thames Valley Police takes a systematic approach to how it prioritises its activities and uses resources to meet the needs of the public. The force prioritises its activities in accordance with the chief constable's delivery plan, which is updated annually and aligns with the police and crime commissioner's (PCC's) police and crime plan. This

makes sure that the force's priorities support the public's priorities, which are established through the PCC's public consultation. Updating the delivery plan every year means that the force's activities are reprioritised according to changing national policing threats. For instance, the 2017 delivery plan includes a commitment that the force will increase its firearms capability to meet the changing national threat assessment in this area. The plan is also updated to take account of changing public expectations. For example, the public now access information and services in a different way, so the delivery plan includes the commitment to provide more services online.

The first overall priority of the delivery plan is for the force to be: 'An emergency service that keeps people safe and brings offenders to justice'. The force recognised that to achieve this alongside funding reductions it needed to change how it deployed its resources. The priority-based budgeting process provides the force with a good level of understanding of demand and local priorities, which the force refines through detailed analysis of demand. The force has used this information to prioritise activity during the implementation of the new operating model. We found that not everyone in the workforce was happy about the initial effect of the new operating model but they understood why the changes had been made.

The force uses the priority-based budgeting process and its demand analysis work to help it to restructure and redeploy its resources in an intelligent way. The priority-based budgeting process began in 2015 and identified an initial baseline of the costs of each function throughout the force (contact management functions were not included because this department is subject to a separate change programme). The force asked senior managers to consider how these functions could be provided differently, in line with force priorities. The effect of reducing or increasing investment in that function was also considered. The force has used this process over the past two years to become more efficient. It has an up-to-date understanding of the costs of each activity.

The creation of the new operating model forms part of the continuing priority-based budgeting process and illustrates how an awareness of costs has helped the force to plan and prioritise. Demand analysis confirmed that the workloads of officers in urban areas were higher than that experienced by officers working in more rural areas. As a result, the force was able to reallocate resources to areas of higher demand, while understanding the effect this has on the workloads of officers in rural areas.

## **Investment**

Thames Valley Police has developed an evidence-based process for making decisions about investments. The change prioritisation matrix is used to assess the extent to which any investment will support the chief constable's delivery plan and give the greatest return on investment. The force identifies at the project initiation stage what the returns on an investment will be, and programme management

oversight structures ensure that these returns are tracked and realised. The force has an analyst who is responsible for tracking the realisation of benefits during and after a project.

The force considers not only the financial return, but also how those investments support how it provides an efficient service to the public and, in addition, the extent to which savings support the changes it is making to work more efficiently and to make future savings. For example:

- The force will spend £27.3m over three years in order to provide the right police estate for the new operating model and on maintenance and savings. It invested £7m in 2016–17 to purchase what was a leased headquarters building, which will lead to annual rental savings of up to £500,000.
- The force is investing in IT infrastructure and plans to spend £19.2m over three years to improve systems and monitoring, including mobile applications, contact management and document management systems. This will achieve £7.5m of continuing savings, provide a better service to the public and allow officers to work more efficiently, for instance by reducing the need for officers to return to the station to complete administrative tasks. The force estimates that over the next four years it will achieve total savings of £37m.

## **How well does the force work with others?**

HMICFRS inspected how well Thames Valley Police has explored all opportunities to work in collaboration with others to increase efficiency and provide better, more resilient services. This can include working jointly with other police forces, local public sector organisations, the private sector and the voluntary sector. We looked at whether the force has a clear rationale for the decisions it has taken about how it works with other organisations and other forces, and whether it has a good understanding of how successful its joint working is.

### **How the force works with other organisations and other forces**

Thames Valley Police works well with partner organisations, such as community safety partnerships and adult and children's services, to manage demand and provide a better service. It has good collaborative working arrangements with other police forces and is exploring how these can be developed further. The force works well with non-police partners, such as social services and the probation service, to tackle problems and work more efficiently. At a local policing area level, the force works with local partner organisations through community safety partnerships, to disseminate information and tackle problems of crime and disorder. It has

contributed to the creation of multi-agency safeguarding hubs<sup>10</sup> and multi-disciplinary teams, which include those parts of children's services that deal with young people who go missing and may become vulnerable to sexual exploitation. This helps provide a better service but is also an efficient way for organisations to work together as their resources reduce. The force has also developed partnerships with fire and rescue services, and mental health services, identifying how they can work together more efficiently. It has recognised the effect of demand on the ambulance service and how this might displace demand onto the force. To mitigate this, the force has put in place a written agreement setting out how the two organisations work together and is monitoring its effectiveness. There are strong collaborative arrangements with Hampshire Constabulary, with one single chief officer for the collaborated operational units, such as firearms, roads policing and public order. One senior management team covers both forces' contact management departments and there is a single assistant chief officer and ICT department for both forces. The force is also part of the South East Regional Organised Crime Unit and the South East Counter Terrorism Unit.

In addition, local policing area commanders work with local partners to mitigate reductions in resources, but there is no force-wide oversight of this. The force might consider with local policing areas where they are acting to mitigate reductions in partnership resources and to confirm that demand is not being inappropriately shifted onto the police.

### **The benefits of joint working**

Thames Valley Police recognises the benefits of its collaborative work. It currently spends 13.2 percent of its budget in collaborated areas of work, which this year will provide savings equivalent to 0.6 percent of its overall budget. It is involved in a wide range of collaborative areas and has developed productive arrangements with all partners that it believes to be relevant, but there are many other agencies within the three counties that comprise the force area, which makes collaboration with non-police agencies difficult. The force shares some buildings with the fire and rescue service and achieves economies of scale in fleet management as part of the Chilterns transport consortium.<sup>11</sup>

---

<sup>10</sup> A multi-agency safeguarding hub (MASH) brings together into a single location key safeguarding agencies to better identify risks to children (and in some areas, vulnerable adults), and improve decision-making, interventions and outcomes. The MASH enables the multi-agency team to share all appropriate information in a secure environment, and ensure that the most appropriate response is provided to effectively safeguard and protect the individual.

<sup>11</sup> The Chilterns transport consortium is an outsourced fleet management organisation used by Thames Valley Police to manage its vehicle fleet.



The force has rigorous governance processes for its collaboration with Hampshire Constabulary, which are overseen by the deputy chief constable's board. This reports to an overall governance board consisting of the two chief constables and the two PCCs. These boards monitor the collaborative programmes and the benefits they bring. For example, a review of the joint operating unit, conducted by the two forces last year, projected annual cost savings of £6m.

Collaborations that are not yet in place, such as the contact management programme, will be subject to scrutiny and peer review to make sure that the anticipated benefits are identified before implementation. The force makes a careful assessment of collaborative opportunities and makes its decisions on a case-by-case basis. In addition to the collaborations with Hampshire Constabulary, the force plans to collaborate with the forces in Surrey and Sussex on joint services for finance and human resources.

### **Leadership driving innovation**

Leaders in Thames Valley Police have demonstrated that they seek out new opportunities and ways of working, and experiment with new approaches to working more efficiently. For example, the force has furthered its understanding of the demand it faces by using external consultants to support its analysis of demand; it has now purchased the software used to provide its demand analysis and trained its own personnel in how to use this so that it can continue with this work. It is developing the IT infrastructure for a new contact management centre. The force, with the help of a global IT company with experience of working with law enforcement agencies in the USA, has developed an online portal that the public can use to contact the police. The force encountered some difficulties during this development work, but senior leaders were supportive and constructive, learning from the experience rather than apportioning blame.

We heard from the leaders in the force that they aim to be involved in the development of new approved professional practice. This is particularly clear in the area of human resources. The chief constable is the national lead for pay and reward. The force is leading the development of police officer apprenticeships. In addition, the force is an active member of the Open University Centre for Police Research and Learning.



## Summary of findings



### Outstanding

Thames Valley Police is outstanding in how well it uses its resources. The force understands the current skills of its workforce and leaders, and what it will need in the future. The personal development review process is used well and the force maintains one overall database that details the skills of each member of the workforce. The force also conducted an operational skills audit to ensure the workforce has the right skills to operate within the new policing model. It develops the skills of its own personnel to meet its needs, but recognises that it needs to recruit externally for certain specialist skills, such as IT and tackling cyber-crime.

The force takes a systematic approach to how it prioritises its activities and uses resources that is based on the chief constable's annual delivery plan. The plan is in line with the PCC's priorities and demonstrates how the force has taken local and national needs into account as well as changing public expectations.

Priority-based budgeting and the force's analysis of demand have given the force an understanding of the costs of each function. We have seen how the force uses that knowledge to shift resources to areas of greater need. We were particularly impressed by the robust approach the force took to assessing the effect of any change programme and return on investment. Each proposal is assessed against the chief constable's delivery plan and proposed benefits are identified and tracked.

The force is involved in a wide range of collaborative work with other organisations, including other forces, ambulance and fire and rescue services, mental health services, social services and the probation service, to keep the public safe and to work more efficiently. It carefully assesses collaborative opportunities and makes its decisions on a case-by-case basis. Leaders in Thames Valley Police seek out new approaches to working more efficiently. For example, the force used external consultants to support its demand analysis and then purchased the software required and trained its own staff so that it can continue with this work.

## **How well is the force planning for the future?**

To be efficient, a police force needs not only to understand the present, but also to be able to make reasonable predictions about the future in terms of how its demand will change, how its workforce will change and how its partners will be affected. It needs to have adequate, realistic and innovative plans to meet the operational and financial challenges of the future.

### **How well does the force predict likely future demand?**

HMICFRS inspected how well Thames Valley Police analyses trends in its current demand in order to predict likely future demand. We also assessed the extent to which it has taken account of changing public expectations and technology. In addition, we expect forces to be considering how they will work with other organisations and other forces in the future.

#### **Predicting future demand**

Thames Valley Police works well to identify and analyse trends in demand for its services. The force has a comprehensive understanding of most demand, gained from its own and partnership data using the demand and vulnerability module. It has invested in the demand analysis software already referred to that allows it to identify and analyse trends in demand effectively and the force has trained staff in its use. It is currently using this application to analyse the trends behind the surge in demand that the force experienced during the implementation of the new operating model, and will conduct a further detailed analysis of demand later this year, when the new model has matured.

Overall the force has a sound understanding of likely future demand. It has comprehensively mapped what demand will involve for its contact management functions in its new operating processes and IT structures. Through its National Intelligence Model processes, it has identified and analysed other areas where it expects that demand will change, such as cyber-crime, domestic abuse, modern slavery and child sexual exploitation. It is taking an innovative approach using ICT and partnership data to identify children who may be at risk of harm through a process known as predictive risk modelling. This technique uses an algorithm to identify children at risk of future harm from domestic abuse, substance misuse or mental health problems. The force also uses risk terrain modelling, which analyses risk factors to identify locations that have a greater likelihood of child harm in the future. The force recognises that it could broaden its understanding of future demand. It is extending its analysis of demand into other areas, such as the management of dangerous offenders, which will help it to understand what future

demand will involve. It is also working with HMICFRS and the London School of Economics on an academic project to predict future demand, although this is still at an early stage.

### **Future considerations**

The chief constable's delivery plan takes account of changing public expectations. It draws its understanding of public expectations from the PCC's police and crime plan, which is based on public consultation. In addition, the force consults with local policing area commanders and partner organisations to incorporate their knowledge of needs and expectations in the force area. It also applies professional judgment and knowledge of national trends about changing public expectations to inform its vision for the future. For example, the force is making changes within its contact management centre because it recognises that the public is now making greater use of online facilities to access services. It has collaborated with Hampshire Constabulary to create an online portal that will be made available in 2018 for the public to report crimes and receive updates. This allows the force to become more efficient, but also provides a service that matches the public's changing expectations. However, there has been limited specific activity targeted towards groups of the community who may not usually engage with the police. This might mean, for example, that the force's knowledge of how young people's expectations are changing may be incomplete.

Thames Valley Police understands what technology can offer policing and criminals, and how this is changing, which informs its view of the future. Its commitment to make the best use of technology to provide a better service to the public is contained within the chief constable's 2017 delivery plan. The chief officer team is aware of the risks and benefits of technology, and the use of technology is considered in any change project. The design and implementation of the contact management programme, with its use of new technology to improve how the public contacts the force, is a good example of this. The force is restructuring how it uses technology through its digital delivery strategy. This strategy outlines how the force will use technology to provide better services to the public, prevent crime and work more efficiently.

Working with residents, businesses and partner organisations also forms part of the chief constable's delivery plan. The force has been instrumental in the creation throughout the force area of multi-agency safeguarding hubs in which the relevant professionals work together to provide a more efficient service to vulnerable people. The force also takes a leading role in multi-agency teams working together to identify and protect others who may be particularly vulnerable. The force's work with agencies in which data are pooled to identify vulnerable children provides the basis for more efficient working with other agencies. Its collaboration with Hampshire Constabulary is now mature and provides benefits to both forces in terms of operational and organisational capabilities, as well as cost savings. The joint contact

management programme, to be implemented in 2018, should make it easier for the force to manage demand and for the public to access police services. This supports the delivery plan priority of “providing a modern police force that meets the needs of its communities”. It is actively considering how to work more closely with other forces, for example by collaborating with the forces in Surrey and Sussex to provide joint human resources and finance services.

## **How well is the force planning for the future, in terms of workforce?**

HMICFRS inspected how well Thames Valley Police has plans in place to recruit, develop and nurture the leaders of tomorrow to ensure it has the right skills and talent in the right roles.

### **Succession planning**

Thames Valley Police has identified the skills it needs in its future leaders and provides a good range of development opportunities. The force’s baseline leadership skills are the skills in the College of Policing’s competency and values framework. Leaders must demonstrate compliance at the required level of the competence and values framework before they can apply for promotion. The force has a range of ways to help leaders achieve the required competency. At a senior level, there is a senior appointments panel that oversees all appointments at chief inspector level and above. This panel takes into account organisational need and personal preferences in deciding all senior postings, making sure that officers have, or develop, the right skills for the post. The force has a recognised talent management process to identify suitable members of the workforce for development. Development opportunities are accessed through the PDR system. Police officers can apply for modules of the core and senior leadership programmes, which the force has rewritten to take account of the competence and values framework. All members of the workforce can receive mentoring and other development opportunities, such as the Cambridge Master’s programme, support for self-identified study, half-day leadership courses and accreditation towards diplomas.

The force has a resource management board that is responsible for identifying where skills shortages may emerge. The force uses this knowledge to prioritise training or recruitment activity, such as the specialist detective entry route that it has created recently to address a shortage of investigators in the force. It is exploring the use of career pathways and apprenticeships among its police staff. The force already provides police staff investigators with the opportunity to progress and become more highly qualified. In the future, the force will make greater use of apprenticeships. Thames Valley Police is the chair of the policing Trailblazer employer group, a national group responsible for agreeing the learning pathways for the police service.

The force will soon be advertising a small number of apprenticeships internally, but it expects that in future it will make much greater use of apprenticeships to provide career pathways for the workforce and to attract external talent.

## **Recruitment**

Thames Valley Police makes good use of a variety of recruitment and development opportunities. It has a stated aim to become an employer of choice and is using different recruitment opportunities to address organisational need (such as the shortage of detectives) and to increase the diversity of the workforce. It makes good use of the superintendent Direct Entry scheme:<sup>12</sup> two out of the force's 25 superintendents were recruited this way. It is using the Police Now scheme<sup>13</sup> to attract recruits. The force is the national lead in developing policing apprenticeships; the first apprenticeships will be available in 2018. The force is also in the process of recruiting for its specialist entry detective programme, which it hopes will attract more candidates from black, Asian and minority ethnic (BAME) backgrounds who are underrepresented in the workforce.

## **How well does the force plan for likely future demand?**

HMICFRS inspected how adequate, realistic and innovative Thames Valley Police's plans for the future are, and to what extent it is planning to make savings in the future, including saving to invest in new systems and approaches.

## **Plans**

The force develops its plans to meet its vision for the future and take account of anticipated future demand and public expectations. Thames Valley Police has a good record of achieving change with sound financial management, which gives confidence that it will be successful with its most recent savings plans. The chief constable's delivery plan is aligned with the PCC's priorities and is the basis of all force planning. Plans for change are assessed against the extent to which they meet the priorities in the delivery plan, along with the nature of any savings and the effect of the anticipated change. Initial assessment of any proposal is robust through the change prioritisation matrix. The force has a well-developed business change process with strong project governance evident throughout and a clear focus on benefits realisation. The priority-based budgeting process gives the force an understanding of the costs of its activities and the effects of reducing or increasing resources.

---

<sup>12</sup> College of Policing Leadership programmes: information available at <http://recruit.college.police.uk/Officer/leadership-programmes/Pages/Fast-Track.aspx>

<sup>13</sup> Information available at: [www.policenow.org.uk/the-programme/about-the-programme](http://www.policenow.org.uk/the-programme/about-the-programme)

Thames Valley Police's plans are supported by sound financial planning, and are subject to scrutiny and challenge. The force's future savings plans are realistic and the plan's progress is overseen through the change management process. The force uses external expertise such as financial and specialist IT consultancies to provide additional challenge, scrutiny and expertise for its saving plans. An additional level of overall scrutiny is provided by the joint independent audit committee. This group is made up of independent members who provide advice to the force and the PCC about risks to the force, as well as scrutiny and challenge of its savings plan.

Separate, well-defined scrutiny arrangements for collaborated projects involve the force's management team and the PCC. The force projects a balanced budget up to 2020/21. The force has a good record of robust change management which gives confidence that this balanced budget will be achieved. Through the PCC, the force has access to adequate financial reserves that will support the implementation of its change plans. The PCC also holds £18m of general unallocated reserves (4.6 percent of annual budget) which are available for any unexpected costs.

Thames Valley Police has displayed innovation in how it is planning for the future. It is embracing and investing in technology to provide policing more efficiently and to ensure a better service to the public. Its investment in mobile technology will allow its officers and staff to do more without having to return to their bases. The contact management project will alter how the public can contact the police. Later in 2017, members of the public will be able to have more contact with the force online. The demand and vulnerability module is an innovative way of analysing a wide range of data to reveal hidden demand. The force also displays high levels of innovation in how it is developing parts of its workforce and its leaders. It is improving how it provides recognisable qualifications to its officers and staff through work-based assessment, with firm plans to make greater use of apprenticeships. The force continues to invest in developing the skills in its leaders that it will need in the future and demonstrates an innovative approach in aspects of leadership development.

## **Savings**

The force continues to invest in the infrastructure it will need to provide a better service to the public and to make savings in the future. The force estimates that over the next four years it will achieve a total of £37m of savings, mainly through changes made using its priority-based budgeting process and from collaborative working.

These savings can only be achieved if the force invests in the infrastructure necessary to allow the entire force and its officers and staff to work efficiently. For example:

- The force plans to spend £27.3m over three years to support new ways of working and to maintain operational performance and capacity by investing in its estate. It invested £7m in 2016–17 to purchase a leased headquarters building, giving annual savings of up to £500,000.



- The force is investing in IT infrastructure and will spend £19.2m over three years to improve systems, including mobile applications, contact management and document management systems. It is also spending £4.35m over two years in a resource planning system with Surrey and Sussex police forces that will cover finance, human resources and learning and development.
- The force is investing in communications equipment and is planning to spend £6.7m over three years in order to improve systems for mobile communication.

## Summary of findings



**Good**

Thames Valley Police is good in how it plans for the future. Some elements of its approach are outstanding. The force has a comprehensive understanding of most demand. Its investment in demand analysis software means that it is able to identify and analyse trends in demand and it has a good understanding of most aspects of likely future demand. It has used the PCC's consultation with the public as well as feedback from partner agencies and its own professional judgment to identify how public expectations are changing, although it could do more to make sure that it gathers a wider range of views. The force is making changes to how the public can contact and exchange information with the force online; this demonstrates how it is investing in IT infrastructure to save money, make better use of technology and provide a service that meets the changing expectations of the public.

The force has good processes in place to develop its leaders and has reshaped its leadership training to incorporate the standards contained in the College of Policing's competency and values framework. It provides a good range of development opportunities and is leading the national work on the development of apprenticeships within policing, which will help identify more career pathways.

The force has displayed innovation, embracing and investing in technology to provide policing more efficiently and to ensure a better service to the public, such as its creation of a demand and vulnerability module. The force's plans for the future are sound and built on good planning assumptions. It uses external expertise such as financial and specialist IT consultancies to provide additional challenge, scrutiny and expertise for its saving plans. It continues to invest in its infrastructure, particularly its estate, IT and communications equipment, to help achieve savings and improve its service over the next four years.

## Next steps

HMICFRS will assess progress on any recommendations and areas for improvement identified within our reports in several ways. We either revisit those forces where we have identified a serious cause of concern, go back to assess them as part of our annual PEEL inspection programme or receive updates on their progress through regular conversations with forces.

HMICFRS highlights recurring themes emerging from our PEEL inspections of police forces within our national thematic reports on police effectiveness, efficiency, legitimacy and leadership (see: [www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/national-peel-reports/](http://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/national-peel-reports/)). These reports identify those problems that are reflected across England and Wales. They may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made nationally.



## Annex A – About the data

The source of the data is presented with each figure in the report, and is set out in more detail in this annex. The source of Force in numbers data is also set out below.

### Methodology

Please note the following for the methodology applied to the data.

#### Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower', 'higher' or 'broadly in line with' the England and Wales average. This is calculated by using the difference from the mean average, as a proportion, for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service within the average in this publication.

#### Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

#### Population

For all uses of population as a denominator, unless otherwise noted, we use the Office for National Statistics (ONS) mid-2015 population estimates.

## **Force in numbers**

### **Forecast change in gross revenue expenditure**

These data show estimated gross revenue expenditure (GRE) for the force in 2017/18 and 2020/21. This was gathered from forces by HMIC staff prior to fieldwork (April 2017). Some of the data provided will have been subject to revisions after this time but figures should represent the picture as at the time of inspection. Future forecasts of expenditure are estimates for which forces use different methodologies. As these are estimates care should be taken in interpreting changes.

### **Workforce figures (FTE) for 2016/17 and 2020/21**

These data were obtained from the Home Office annual data return 502. The data are available from the Home Office's published police workforce England and Wales statistics (available from [www.gov.uk/government/collections/police-workforce-england-and-wales](http://www.gov.uk/government/collections/police-workforce-england-and-wales)), or the Home Office police workforce open data tables (available from [www.gov.uk/government/statistics/police-workforce-open-data-tables](http://www.gov.uk/government/statistics/police-workforce-open-data-tables)). Figures may have been updated since the publication. Workforce includes section 38-designated investigation, detention or escort officers, but does not include section 39-designated detention or escort staff.<sup>14</sup> The data are the actual full-time equivalent figures (or FTE), and figures for 2016/17 are the figures as at 31 March 2017.

For FTE, these data include officers on career breaks and other types of long-term absence, and excludes those seconded to other forces. Projections for 2020/21 are budget-based and therefore likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances, therefore, an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a high vacancy rate which masks this change.

### **Calls for assistance**

These data are obtained from the Home Office annual data return 441.

### **Recorded crime**

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from [www.gov.uk/government/statistics/police-recorded-crimeopen-data-tables](http://www.gov.uk/government/statistics/police-recorded-crimeopen-data-tables)).

---

<sup>14</sup> See sections 38 and 39 of the Police Reform Act 2002. Available at: [www.legislation.gov.uk/ukpga/2002/30/section/38](http://www.legislation.gov.uk/ukpga/2002/30/section/38)

## **Figures throughout the report**

### **Figure 1: Rate of 999 calls recorded per 1,000 people in the local population in the force area compared with England and Wales as a whole, from 2010/11 to 2016/17**

These data are obtained from the Home Office annual data return 441. City of London Police does not submit 999 calls data to the Home Office as these are included in figures provided by the Metropolitan Police Service.

### **Figure 2: Police-recorded crimes per 1,000 population compared with England and Wales from 2010/11 to 2016/17**

These data are obtained from Home Office police-recorded crime and outcomes data tables (available from [www.gov.uk/government/statistics/police-recorded-crime-open-data-tables](http://www.gov.uk/government/statistics/police-recorded-crime-open-data-tables)). Total police-recorded crime includes all crime (excluding fraud offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMICFRS inspection. The England and Wales rate given in this figure is a simple average of all forces' rates to reduce the effect of large forces on the average.

### **Figure 3: Planned full-time equivalent (FTE) workforce as on 31 March from 2010 to 2021**

Data from 2010 to 2017 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE figure. The percentages used in figure 3 are derived from the total FTEs within forces and therefore may differ slightly from the exact figures quoted within the report. Data from 2018 onwards are budget-based projections, therefore depending on a force's planning strategy may not include a projection for absences.

Due to the complex and continually evolving picture of workforce collaboration between forces, not all changes in workforce figures reflect the workforce that is available to forces. Involvement in strategic alliances and/or regional organised crime units would be an example of where changes over time are likely to be skewed. Therefore, sharp increases or decreases need to be considered with caution as they may simply represent accounting changes related to how staff are allocated to forces and not real changes in staffing levels.

At the time of the inspection, the future financial climate was uncertain. Several forces did not have confirmed plans for workforce projections. It is important to note that figures are in many instances unconfirmed estimates provided to assist HMICFRS in our inspection programme and should not be seen as a concrete plan for the future workforce available for policing.

**Figure 4: Estimated percentage of net revenue expenditure allocated across policing functions from 2011/12 to 2016/17**

These data were obtained from data collected by the Chartered Institute of Public Finance and Accountancy (CIPFA) for use in the HMICFRS Value for Money profiles (available from [www.justiceinspectors.gov.uk/hmicfrs/our-work/value-for-money-inspections/value-for-money-profiles/#2016](http://www.justiceinspectors.gov.uk/hmicfrs/our-work/value-for-money-inspections/value-for-money-profiles/#2016)). The data define policing functions using the Police Objective Analysis categories.

We have made some adjustments to the original POA data in order to provide valid historical comparisons. For instance, in 2011/12 the POA category "Local policing" included the sub-category "local investigation and prisoner processing", however, from 2012/13 onwards this moved to the "Investigations" category. We have therefore removed "local investigation and prisoner processing" from the 2011/12 figure to provide a historical comparison and not create misleading percentage changes.

For the same reason above, for the 2011/12 "Investigations" figure we have included "local investigations and prisoner processing" for historical comparison.

Furthermore, in 2016/17 "Public Protection" became its own level two category, whereas in previous years it had been included as a sub-category under "Investigations". Therefore for historical comparisons, we have included public protection in "Investigations" for 2016/17.

## Thames Valley OPCC Strategic Delivery Plan 2017/18 (as at 7.11.2017)

**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.					<ul style="list-style-type: none"> <li>Actions 1.1. &amp; 1.2 are now merged and superseded by a new corresponding action at 1.12</li> </ul>	
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.					<ul style="list-style-type: none"> <li>Actions 1.1. &amp; 1.2 are now merged and superseded by a new corresponding action at 1.12</li> </ul>	
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"> <li>The online victim portal is being developed</li> <li>Portal is being advertised through Facebook to raise awareness of the brand</li> <li>Working with TVP Corporate Comms to ensure Victims First is promoted in Force communications</li> </ul>	
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"> <li>Actions 1.4. &amp; 1.6 are now merged and superseded by a new corresponding action at 1.13</li> </ul>	

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"> <li>This will be a task for the new OPCC Comms Support Officer to develop.</li> </ul>	
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.					<ul style="list-style-type: none"> <li><i>Actions 1.4. &amp; 1.6 are now merged and superseded by a new corresponding action at 1.13</i></li> </ul>	
1.7	Develop a programme of activities which involve use of the PCC's 'Let's Hate Hate' campaign to help improve Hate Crime awareness and reporting	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> <li>The campaign has been pushed out at events (e.g. Force Open Day) and been promoted digitally and offline.</li> <li>Promotion of this campaign will continue during Hate Crime Awareness week in October. Marketing material has been sent to TVP LPAs, Parish Councils and local community groups to raise awareness</li> <li>This will be a task for the new OPCC Comms Support Officer to develop.</li> </ul>	
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"> <li>In communication with Camden Council to utilise an existing coercive control campaign, and looking to work with a creative agency to develop a video to use alongside this.</li> <li>'Clare's Law' will be developed through an off-shoot of the coercive control campaign and other new materials - going live in Jan/Feb 2018</li> <li>Action also informed by OPCC report: 'From Call to Court' (links to 4.3)</li> </ul>	
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"> <li><b>Recommendation to the PCC to remove this action</b> due to relevant links with other on-going work and/or to avoid duplication elsewhere: <ul style="list-style-type: none"> <li>⊖ OPCC development of Victim First Touchpoints (links to 1.13)</li> <li>⊖ OPCC development of BAMER work (links to 3.11)</li> <li>○ TVP developing its own engagement with children &amp; young people (based on outcomes of OPCC survey that informed the new 5 Year Police &amp; Crime Plan)</li> </ul> </li> </ul>	
1.10	Develop and communicate, with police and partners, public awareness of Cybercrime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> <li>PCC's 10% Community Safety Fund (CSF) top-slice to be used to support targeted priorities - including cybercrime (links to 3.10)</li> </ul>	

						<ul style="list-style-type: none"> <li>The Force will be promoting their Protect Your World campaign in Nov and will use this opportunity to highlight PCC's cybercrime grant.</li> </ul>	
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"> <li>Recent meeting with the Force to identify how the Delivery Plan can be more demonstrably aligned to PCC's 5 Year Plan - Force are progressing this.</li> <li>OPCC working with its website designer to create an infographic which can be updated to show progress against the 5 Year Plan (and can be downloaded for other reports).</li> <li>Links to 5.3 - ongoing review and update of the OPCC Performance Monitoring Framework</li> </ul>	
1.12	Implement the 2017 Communication Strategy.	2	Mar 2018	PCC/DPCC	CH	<ul style="list-style-type: none"> <li>OPCC is actively promoting a range of priorities within the Police and Crime Plan (e.g. Hate Crime week)</li> <li>Opportunities for linking PCC and Dep PCC engagement events to organisational funding are being explored</li> </ul>	
1.13	Develop a Victims First marketing strategy.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> <li>This is currently being developed and will incorporate plans for the Victims First Touchpoints.</li> </ul>	

## 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	(RAG change A → R) <ul style="list-style-type: none"> <li>An alternative automated referral mechanism is being explored and will be implemented subject to: <ul style="list-style-type: none"> <li>TVP development of interim transitional NICHE crime recording system workarounds for the recording &amp; reporting to Victims First Hub of 'non-crime' incidents, pending release of next version of NICHE software incorporating a 'Victims Module' (due in mid/late 2018);</li> <li>Victims First Hub case referral management system ('Apricot') receiving TVP 'information assurance' accreditation to allow automated reporting of victims' data from NICHE.</li> </ul> </li> </ul>	
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"> <li>The Home Office has decided not to consult on their new proposed new funding formula until 2018 at the earliest. In the circumstances, the local review of the CSF formula will also be deferred for at least 12 months.</li> </ul>	
2.3	Improve accountability of Local Authorities' Community Safety Fund (CSF) allocations.		Mar 2018	PH	JK	<ul style="list-style-type: none"> <li>Mid-year CSF returns due by the end of Oct - reminders will be sent.</li> <li>2 CSF's under review</li> </ul>	
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"> <li>Discussion on PCC 'liaison posts' (or alternative) on-going but not yet progressed.</li> <li>TV-wide partnership forums to be identified, together with OPCC engagement needs &amp; requirements; frequency of meetings; level of OPCC staff time and resource commitment; benefits and costs of engagement, to inform</li> </ul>	



						options <ul style="list-style-type: none"> <li>• Deputy PCC will be supporting engagement with partners specifically to represent and develop links with the PCC</li> <li>• Recruitment for the new OPCC Policy Development Officer role has concluded and is awaiting vetting.</li> </ul>	
2.5	Ensure greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.	4	Mar 2018	SM	JK	<ul style="list-style-type: none"> <li>• The first PREVENT Virtual Learning Group Newsletter sent 21 Sept. 2017</li> <li>• There are now currently 18 subscribers from across the 3 counties. Longer-term aim is for a 'virtual network' (owned by the OPCC) to be set up for all users.</li> <li>• OPCC organised and supported the training of 6 new WRAP facilitators for Oxon CSP (12 Oct)</li> </ul>	
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"> <li>• Delivery Groups assigned to relevant Policy Officers.</li> <li>• Task &amp; Finish group set up to develop Domestic Violence (DV) perpetrator programme funded from PCC's Community Safety Fund (CSF) 10% top slice (links to 3.10)</li> <li>• PCC keen to support a coordinated 'Through the Gate' event in Thames Valley. This will require recruitment of a consultant to manage such an activity.</li> </ul>	

## 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"> <li>Current recruitment process will fill 5 Victims First Hub officer posts</li> <li>A briefing is being organised to ensure resilience around the Counselling Hub</li> </ul>	
3.2	Implement Thames Valley Specialist Counselling Service Plan, including full use of the Victims First Hub 'Apricot' Case Referral Management (CRM) system	1	July 2017	SM	EF	<ul style="list-style-type: none"> <li>Application process remains open for counsellors seeking approved status - two induction days completed.</li> <li>Geographical spread being monitored with focused recruitment in under-represented areas</li> <li>Week commencing 23 Oct - a new hyperlink will be issued to PCC commissioned victim services and TVP Special Trained Officers which will allow referrals to be made directly onto Apricot</li> <li>New forms (templates) currently being drafted within Apricot for the transfer of Hate Crime to the hub functions</li> </ul>	
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"> <li>Went out to Tender on 9th Oct - 9 expressions of interest received to date (closes early Dec) (links to 3.5).</li> </ul>	
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"> <li>SAFE! (Young Victims Service) contract extension discussions now progressing - contract extension letter sent.</li> <li>Independent Sexual Violence Advocacy (ISVA) contract extension confirmed.</li> <li>Agreement in principle with Thames Valley Partnership Restorative Justice (TVPRJ) but arrangements still to be confirmed: (RAG change G → A) <ul style="list-style-type: none"> <li>TVPRJ contract extension currently being explored. A new model has been proposed with a significant down-</li> </ul> </li> </ul>	

						sizing of current model. The CRC is now in a position to collaborate and has confirmed a budget; therefore, TVPRJ 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 2018	PCC	SM	<ul style="list-style-type: none"> <li>Victim Support 'Local Support Service' (LSS) will be replaced with 'Emotional Support and Advocacy Service' (ESAS) (links to 3.3).</li> <li>A joint streamline model with 2 new contracts has been proposed. Early discussions with the Prison Service may lead to a better model with OPCC/Community Rehabilitation Company (CRC)/Prison Service.</li> </ul>	
3.6	Agree and manage interim year Domestic Violence (DV) funding arrangements and projects.	3	Aug 2017	SM	WW	<ul style="list-style-type: none"> <li>Working with TV Local Authority commissioners for future collaboration with pooled budgets from 2018 (RAG change G → A + links to 3.9) <ul style="list-style-type: none"> <li>Oxfordshire CC is currently evaluating three bids following tender.</li> <li>Lead commissioners agreed for Berks</li> <li>Buckinghamshire still being considered.</li> <li>'Black, Asian, Minority Ethnic and Refugee' (BAMER) outreach posts commissioning agreed.</li> <li>Commissioning agreed with Oxon for 'The Anchor Programme' ('TAP'), a service for DV victims with complex needs.</li> <li>Medium Risk Strategic Plan still to be confirmed.</li> </ul> </li> </ul>	
3.7	Agree and manage interim year arrangements for supporting victims of Hate Crime	2	Apr 2017	SM	CH	<ul style="list-style-type: none"> <li>OPCC took over helpline (and 3<sup>rd</sup> party reporting), website and App (same phone numbers and addresses retained).</li> <li>Post advertised to support Victims First and Safer Locations roll-out, including development of 3<sup>rd</sup> Party Reporting Centres.</li> </ul>	(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"> <li>Budget identified - engaging with modern slavery networks and exploring local providers (links to 3.9)</li> </ul>	
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"> <li>Interim plans are evolving to continue to provide specialist services alongside existing model.</li> </ul>	

						<ul style="list-style-type: none"> <li>• 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.</li> <li>• Co-commissioning opportunities for DV have been explored with Local Authority and Clinical Commissioning Group (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 (links to 3.6)</li> <li>• Consideration being given to pilot wider Independent Trauma Advisory (ITA) services - currently looking at providers (links to 3.8).</li> </ul>	
3.10	Agree, procure and manage projects funded by PCC's retained 10% Community Safety Fund (CSF) top-slice money.	1 - 5	Jun 2017	PH	SM	<ul style="list-style-type: none"> <li>• Domestic Violence (DV) perpetrator scheme (£100,000) going live with first 2 groups early November (links to 2.6)</li> <li>• Evaluation went out to tender - contract awarded to Centre for Public Innovation.</li> <li>• FGM (up to £100,000) and Cybercrime (up to £100,000) Grant funding bid process has been completed - imminent paper to OPCC Strategic Management Group. (FGM links to 4.2; cybercrime links to 1.10)</li> </ul>	
3.11	Implement and manage the successful OPCC 'Black, Asian, Minority Ethnic and 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"> <li>• Successful BAMER bid to the VAWG fund (£400k awarded) - being managed by the OPCC.</li> <li>• BAMER Board now established with terms of reference and risk register in place</li> <li>• BAMER strategic post being recruited by Oxfordshire CC.</li> <li>• BAMER outreach posts being recruited by TVP LPAs.</li> </ul>	
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"> <li>• Audit concept and method tested on Independent Sexual Violence Advocacy (ISVA) contract.</li> <li>• Audit tools prepared and will be tested as part of the 2018/19 Audit Plan.</li> <li>• Audit Plan to be created (WW)</li> </ul>	

## Business Area 4: Policy Development

### OPCC activity & progress update

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"> <li>OPCC exploring potential for link-up with Dawes Centre of Future Crime and Cranfield School of Management.</li> <li>OPCC meeting Said Business School (Management Science Faculty) on 25 Oct to explore current thinking on Futures.</li> </ul>	
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"> <li>FGM funding bids are evaluated and awarded.</li> <li>FGM Strategy Group meeting on Oct 27th (links to 3.10).</li> </ul>	
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"> <li>Final publishing currently under review. (links to 1.8)</li> </ul>	
4.4	Develop a Business Case for the possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC: <ol style="list-style-type: none"> <li>Allocation of project budget</li> <li>Appointment of consultants</li> <li>Preparation of draft business case (working with FRAs to gather information)</li> <li>Consultation on draft business case (with public, LA stakeholders and affected staff unions) and publication of summary of responses</li> <li>Development and submission of final business case to Secretary of State</li> </ol>	5	Mar 2018	Dep PCC	PH	<ul style="list-style-type: none"> <li>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.</li> <li>PCC and Dep PCC met with 3 lead FRA members (early August). Following review of options, and potential opportunities and constraints, joint decision taken that the PCC would <u>not</u> be actively pursuing any F&amp;R service governance changes in the foreseeable future (e.g. until after next PCC elections in 2020 at earliest).</li> <li>Instead, the Dep PCC will join the joint FRS &amp; TVP chief officer Steering Group and participate in the development</li> </ul>	(C)

of collaborative work being undertaken by the 4 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"> <li>A final version of the report was presented to the Police &amp; Crime Panel on 16 June 2017</li> <li>An online version is published on the PCC's website.</li> </ul>	(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"> <li>Arrangements are in place to cover attendance for initial tranche of TVP's Service Improvement Reviews (SIR) during Qtr. 1/Qtr. 2.</li> <li>OPCC internal tracker in place to monitor SIR updates and capture PCC/ DPCC feedback.</li> </ul>	(C)
5.3	Review and update the OPCC Performance Monitoring Framework	Dec 2017	SM	GE	<ul style="list-style-type: none"> <li>Initial scoping has begun and will include a review of partnership performance monitoring, and reflect any learning from the SIR process (links to 1.11 &amp; 5.2)</li> <li>HMICFRS consulting nationally on its proposal for introducing new 'Force Management Statements'. OPCC working through potential issues, risks and benefits before responding (18 Dec)</li> </ul>	

## Business Area 6: Use of OPCC Resources

### OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
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"> <li>The PPAF application process closed on 21 September</li> <li>A recent panel meeting undertook an initial evaluation of applications - a number of queries have been sent to LPAs for clarification.</li> <li>A final list of recommendations will be presented to the PCC and CC by the end of November</li> </ul>	
6.2	Administer the High Sheriff PPAF for 2017/18	Mar 2018	PH	IT	<ul style="list-style-type: none"> <li>MOU signed and monies transferred to the 3 HS during May</li> </ul>	
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"> <li>Review undertaken and presented to OPCC Strategic Management Group (SMG) in August</li> </ul>	
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"> <li>Not yet started</li> <li>Review will take into account current service pressures and commitments and any new Government medium-term policy agenda (including service and spending plans) as &amp; when announced (likely date – autumn 2017).</li> </ul>	

## 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 <sup>th</sup> May 2017	May 2017	IT	JB	<ul style="list-style-type: none"> <li>Accounts closed and Statements sent to EY on 18<sup>th</sup> May</li> </ul>	(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"> <li>Accounts have been formally signed-off at the Special JIAC meeting on 27<sup>th</sup> July (subject to completion of WGA audit)</li> </ul>	(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"> <li>Problems with locking and formally submitting the DCT for Cycle 1 resolved by DCLG on 31 August. Audit changes actioned on Cycle 2. External Audit completed their review on 28<sup>th</sup> September and it was submitted to CLG on the same day.</li> </ul>	
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"> <li>Medium term plans being prepared for presentation to PCC at level 1 meeting on 16<sup>th</sup> November</li> </ul>	
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"> <li></li> </ul>	
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"> <li>The draft capital budgets were updated in August 2017 - they will be revised for each iteration of the capital programme. In addition, we have prepared a modelling spreadsheet for corporate finance to use to assist in assessing the cost of ICT bids</li> </ul>	
7.7	Submit all grant returns in accordance with external deadlines	Ongoing	IT	JB	<ul style="list-style-type: none"> <li>In progress, all deadlines achieved to date</li> </ul>	
7.8	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	<ul style="list-style-type: none"> <li>In progress, all deadlines achieved to date</li> </ul>	
7.9	Undertake the VAT partial exemption calculation for 2017/18	Oct 2017	IT	JB	<ul style="list-style-type: none"> <li>The calculation is underway. There is no expectation that the threshold will be breached</li> </ul>	
7.10	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	<ul style="list-style-type: none"> <li>Liaising with internal departments, HMRC &amp; GT regarding finalising the successful claim for overpaid VAT on seized vehicle sales.</li> <li>Multiple correspondence between GT, OPCC &amp; HMRC for both the</li> </ul>	



					<p>original and the top up claim - still ongoing, but with all questions answered and awaiting HMRC.</p> <ul style="list-style-type: none"> <li>• As yet, HMRC have not paid out on any police force claims in this area.</li> <li>• A claim has been submitted for output VAT on income for supplies of information (e.g. to solicitors and insurance companies) HMRC are arguing that this would constitute unjust enrichment. We are awaiting correspondence from HMRC.</li> <li>• Royal Mail claim is ongoing and we are assisting Mischoon de Reya as appropriate.</li> </ul>	
7.11	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	<ul style="list-style-type: none"> <li>• In progress, all deadlines achieved to date</li> </ul>	(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"> <li>• Continuing to work closely with key members of the ERP team in KPMG &amp; TVP Corporate Finance.</li> <li>• Due to have a conference call with KPMG &amp; Microsoft to discuss the system's lack of compliance with the CIPFA code on fixed assets.</li> <li>• All current requirements for sprints have been met.</li> </ul>	
7.13	Create, maintain and operate the new digital account for the Apprenticeship levy	Ongoing	IT	JB	<ul style="list-style-type: none"> <li>• Account created, now being monitored on a monthly basis</li> </ul>	(C)
7.14	Respond appropriately to any recommendations from HMRC's compliance inspection.	Mar 2018	IT	JB	<ul style="list-style-type: none"> <li>• Met with HMRC on 2nd June 2017.</li> <li>• TVP has been graded as "low risk" in part due to our good levels of internal control, processes and knowledge.</li> <li>• HMRC are continuing to assess specific areas, but do not foresee any problems arising.</li> </ul>	

## Business Area 8: Internal Audit

### OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
8.1	Produce and present the 2016/17 Internal Audit Annual Report to the Joint Independent Audit Committee (JIAC) meeting on 21 <sup>st</sup> June 2017	Jun 2017	IT	NS	<ul style="list-style-type: none"> <li>2016/17 Annual Report was discussed at the Audit Board on the 30 May 2017 and the JIAC on 21 June 2017.</li> </ul>	(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"> <li>The first 2017/18 Internal Audit Plan progress report was presented to the JIAC on 12 September 2017. Subsequent updates will be presented in December 2017 and March 2018 JIAC meetings.</li> <li>Progress in delivering agreed actions report has been presented to the JIAC on 21 June and 12 September 2017. Subsequent updates will be presented in December 2017 and March 2018 JIAC meetings.</li> </ul>	
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"> <li>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.</li> <li>An update on the team's Quality Assurance and Improvement Programme (QAIP) was presented to the JIAC on 12 September 2017, with a further update due in December 2017.</li> <li>The team's external PSIAS assessment will take place on the 18 and 19 October 2017. On completion, the outcome of the assessment will be presented to the November 2017 Audit Board and December 2017 JIAC meeting.</li> </ul>	
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"> <li>The 2018/19 Joint Internal Audit Plan will be collated during Q4 2017/18. Once prepared, the plan will be submitted to the March 2018 JIAC meeting for endorsement.</li> </ul>	

## 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"> <li>AGS completed via Governance Advisory Group in May 2017</li> <li>The 2016/17 AGS will be presented as part of the Statement of Accounts at the Level 1 meeting on 28 July</li> </ul>	(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"> <li>Governance Advisory Group agreed no action plan was necessary for 2016/17, as no significant governance issues had arisen</li> </ul>	(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	IT	<ul style="list-style-type: none"> <li>No reviews required in 2017/18 to date</li> </ul>	
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"> <li>The scheme continues to be delivered efficiently and effectively by the (OPCC) Custody Visitor Scheme Administrator</li> <li>Annual report for 2016/17 was presented and noted by the PCC at the Level 1 meeting on 28<sup>th</sup> July.</li> </ul>	(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	PCC	PH	<ul style="list-style-type: none"> <li>Westminster Briefing event on complaints changes attended on 23 May with members of PSD</li> <li>PCC, CEO and Governance Manager attended APCC roadshow on complaints changes on 10 July</li> <li>CEO and Governance Manager liaising to organise potential working group with PSD</li> <li>PCC and CEO met with Head of PSD early August. Head of PSD and CEO to review options for consideration by the PCC</li> </ul>	
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"> <li>Governance Officer now recruited and in post; this forms part of her job description and PDR</li> <li>OPCC Publication Scheme has been reviewed, updated and re-published</li> <li>Review of website undertaken by Governance Officer in June 2017 and amendments/additions made as necessary</li> </ul>	(C)
9.7	Review and enhance OPCC compliance with the Data Protection Act 1998 in order to prepare for the General Data	May 2018	PCC	PH	<ul style="list-style-type: none"> <li>Will liaise with TVP Joint Information Management Unit to determine OPCC requirements and necessary procedural changes,</li> </ul>	

	Protection Regulation				and to plan for implementation	
--	-----------------------	--	--	--	--------------------------------	--

# Working together to make our communities safer

**Quarter 2 update**  
July – September 2017

Page 77

transform  
innovate  
efficient  
**public police**  
effective



## Delivery Plan 2017-18

### Quarter 2 update – Executive summary

The Delivery Plan update presents a snapshot of the force's activity in relation to the Delivery Plan, highlighting successes and gaps to allow our stakeholders to assess our current position. We engage with officers and staff across the force to identify examples of new projects and initiatives that are actively contributing to reaching the key drivers outlined in both the force Delivery Plan and the Police and Crime Plan. Whilst not reported on below, our "Business as Usual" also contributes to meeting our goals.

This quarter 2 Report provides a summary of the work across each of our goals. It also provides a statistical snapshot of key performance indicators. Thames Valley Police is a large and complex organisation facing a range of challenges, particularly around demand management and future resilience, and this is reflected within the Report.

#### Key elements:

- **The new Local Policing Operating Model**, launched in June 17, is a large-scale strategic approach to address a number of issues the force is facing, and some aspects of the changes involved are starting to be reflected in the Q2 updates. We expect to start seeing the positive impacts of these activities in Q3 and Q4
- **Supporting the vulnerable** - Funding for the Cinnamon Network and our 18 month "Hidden Harm" campaign which launched on 2 October will help us to meet issues around high demand and high vulnerability groups across a number of Local Police Areas. The Victim's Code was launched, supported by a four-week internal communication campaign that ran from the third week of August 2017
- **Force Resilience** – the Chief Constable's Management Team Medium Term Financial review has considered existing and newly-identified savings. A range of People Directorate initiatives are in place to address staff shortfalls and how we best reflect our community
- **Demand Management** – Two pilots have been run to look at managing demand. Operation Retail was successful in reducing business demand without reducing the number of positive outcomes
- **Contact Management Programme** - now looking at implementation January to April 2018, with systems integration testing ongoing

It is clear that there are areas where Thames Valley Police are engaging strongly, particularly around "working together to build stronger, more resilient communities" and building "a skilled and trusted workforce", both of which will contribute to the longer term success of the Operating Model and allow us to better manage demand and improve our resilience in testing times.



- i) Linking the force Delivery Plan and Police and Crime Commissioner's (PCC's) Police and Crime Plan

## 1 An emergency service that keeps people safe and brings offenders to justice

### Q1 Summary highlights

June 17 saw the introduction of the new Local Policing Operating Model, which saw a number of changes to service delivery. It is within this context that we would expect to see a range of new practices being introduced across the force. These are more likely to come on-line in Q2 and Q3.

Other Q1 highlight activities include:

- The introduction of a Serious Organised Crime action plan
- Working with the Crown Prosecution Service to streamline court processes
- The introduction of the Domestic Abuse Prosecution Team
- The implementation of the Best Use of Stop and Search Scheme, with Stop and Search data monitored via the Stop and Search Operational Review Meeting and Stop and Search Independent Advisory Group
- Operation Stronghold (focusing on disrupting organised crime gangs) began, with first activity resulting in 22 drug-related arrests

### Q2 Summary update

- A full review and restructure of the nine Multi-Agency Safeguarding Hubs was undertaken, resulting in omn-competence and greater resilience
- The Policing Strategy Unit have launched operational guidance for those responding to cases of adults at risk and are currently working on 'mate crime' which will help uncover and look at issues involved in elder abuse
- There is an Adults at Risk operating group in place to monitor and develop future service delivery
- The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding, and has completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation. New guidance is also being prepared for mental health, incorporating key elements of the Mental Health Act
- The new Regional Mental Health Forum is chaired by Assistant Chief Constable Crime & Criminal Justice
- New offender management referral process includes flagging domestic abuse offenders in Integrated Offender Management
- Integrated Offender Management and the Violent and Sex Offenders Register are now managed under one Detective Chief Inspector, to provide clarity and additional resources to support Multi-Agency Public Protect Agreements (responsible authorities)
- A joint police/Crown Prosecution Service file quality action plan is now in place with an aim to improve offences brought to justice
- We have increased our focus on file quality, with new training and processes bedding in across intelligence hubs, including compliance checking and enhanced qualitative analysis of files

### LINKS TO KEY PCC THEMES

1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered

1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage

2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.2 Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.3 A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.



## Delivery Plan 2017-18

- Major Crime have recommended setting of clear Key Performance Indicators for burglary offences due to the increase in Q1. A Burglary Gold Group was set up in July to look at problems and trends in increased burglary reporting in Q1 and to refresh solvability approaches to improve investigative practice. This will also address prevention and detection of burglary, as per Major Crime's recommendations. We are focusing on offender management for repeat offenders
- To support burglary investigation the Contact Management grading policy has changed to enable forensic evidence gathering at the scene more efficiently, in line with evidence based practice. Residential burglary has now been upgraded for a more urgent response, improving our service to the public
- Changes to bail have been fully implemented and quickly embedded, with no adverse incidents as a result
- Thames Valley Police have fully recruited into all Counter Terrorism Firearms Officer positions, and the recruitment of Authorised Firearms Officers is ongoing

### 2 Working together to build stronger, more resilient communities

#### Q1 Summary highlights

- To promote ways the public can become more involved in policing within their own communities, the Active Communities Campaign was launched. We are working to identify more opportunities for volunteers
- New community engagement and operational guidance has been implemented that includes the identification of under-represented groups
- Training on neighbourhood resilience for new neighbourhood hubs
- To divert criminal careers, the force promotes restorative justice
- The Project Eagle Tactical Group was developed to identify and safeguard those at risk of / victims of human trafficking or slavery
- The national knife crime campaign was supported through Local Policing and Criminal Justice
- A review of internal procedures on Child Sexual Exploitation and taxi drivers is underway following serious case review
- Our Rural Crime activities were promoted at Countryfile Live 2017
- Stalking guidance delivered
- We have improved our partnership collaboration, notably around shoplifting and bilking procedures, to better manage demand
- Thames Valley Police provides targeted crime prevention advice including supporting the national week of action on Rogue Traders

#### Q2 Summary update

- Corporate Communications have taken on local engagement in some areas, identifying and seeking representations from under-represented communities
- Reading Local Police Area launched its Street Wardens night-time safety programme in Sept 17
- October 2<sup>nd</sup> saw the launch of the 18 month hidden harm campaign
- We are maximising the use of the Special Constabulary to support victims and the public on cyber-crime and fraud prevention
- We are promoting community involvement in preparation for our autumn rural crime activities
- We are currently educating volunteer Single Points of Contact, identified as Citizens in Policing, about their new roles
- We have had a positive intake of cadets
- Sustainable community forums are established across 84% of neighbourhood areas
- We are working in collaboration with communities, colleges, licensed premises and schools to focus on knife harm reduction
- Police cadets are involved in Trading Standards test purchase operations
- Cinnamon Network funding approved to address high demand, high vulnerability issues across a number of Local Policing Areas

#### LINKS TO KEY PCC THEMES

1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage

2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

3.2 Improved data sharing on gangs, with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime, especially knife crime.

4.1 Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

## Delivery Plan 2017-18

- Thames Valley police are engaged in a number of projects with local churches to deliver on creating stronger resilient communities
- Problem Solving training delivered to all Neighbourhood Policing teams
- There has been an increase in restorative justice referrals, with processes improved, leading to harm reduction
- Suicide prevention Single Points of Contact are training our frontline to increase the knowledge, understanding and response to those vulnerable to self-harm or suicide
- We are developing opportunities for Special Constables as well as providing mentorship for our Cadets
- Over 15,000 members of the public responded to our survey about the usage of 999 and 101 services

## Delivery Plan 2017-18

### 3 A modern police force which meets the needs of our communities

#### Q1 Summary highlights

A new Local Policing Operating Model was introduced in June 17 to help target resources and provide a more effective and efficient service. This is a significant driver for developing new fit-for-purpose activities across the force which will contribute to this part of the delivery plan.

In Q1 a number of changes were delivered to begin this process:

- The establishment of the Digital Transformation Programme, reviewing proposals for scope, budget and fit
- The deployment of Body Worn Video, laptops and smart phones in line with our Smarter Ways of Working Strategy
- The consolidation of Hampshire and Thames Valley Police service desks, leading to the reduction in serious ICT incidents by 50%
- The completion of the Windows 8 update, and commencement of the Windows 10 upgrade
- The Contact Management Programme delivery date will now be January 2018
- The Gold Demand Group to review increase in calls and incidents
- A Multi-agency Demand and Vulnerability Module proposed
- A review of High-Tech Crime Unit is underway to better manage increased demand
- A new cyber team introduced into the Economic Crime Unit to support frontline investigations
- The standardisation of processes, such as the new shoplifting and bilking procedures to better manage demand
- Post July, 98% of Crime Scene Investigators will have forensic mobile device examination capability

#### Q2 Summary update

- The discovery stage of the Digital Transformation Portfolio is complete, with 37 project applications to be taken through change and financial planning processes
- ICT 2020 plan to go through force change and planning processes
- The Medium Term Financial Plan was reviewed at the September meeting of the Chief Constable's Management Team and the existing future year's savings were assessed and new savings identified
- Implementation of the Contact Management Platform is scheduled for January to April 2018, and systems integration testing is ongoing
- The Policing Strategy Unit is working to align Contact Management Platform processes with Hampshire Constabulary for domestic abuse and missing people
- We are continuing work to rationalise our estate, with the disposal of 5 premises upcoming
- Thames Valley Police continue to work closely and collaboratively with Hampshire Constabulary to support and train our specialist capabilities
- Priority Based Budgeting reviews are now in place for Fleet, Legal Services and Criminal Justice. These will be reported on in the next Transformation Board

### LINKS TO KEY PCC THEMES

1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage

2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.3 A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

5.2 Clarifications of processes for referring on issues that sit best with other authorities.

5.3 Encourage accelerated uptake of new technology in order to prevent, reduce and detect crime.

## Delivery Plan 2017-18

- Thames Valley Police now has UK Accreditation Service accreditation and are developing proposals for regional forensic collaboration
- Operation Retail has been shown to improve reporting efficiency around shoplifting. Approximately 66.5 hours have been saved as a result of this trial, increasing the capacity and capability of officers and custody. In the pilot 50% of suspects are now serving prison sentences without being interviewed by an officer
- Shopliftings and Bilking packs have shown a reduced demand on police time of 70-90% across all Local Policing Areas
- The Abingdon Custody Pilot initial analysis has been completed. 35 suspects have been charged without interview during the trial, saving approximately 105 hours and £2,310. It is estimated that if implemented force-wide, approximately 363 hours would be saved within the first month. As demonstrated by the early guilty plea rate, not interviewing eligible suspects does not have a detrimental effect on successful prosecutions

### 4 A skilled and trusted workforce

#### Q1 Summary

- Key sections of the Code of Ethics have been rewritten to reiterate legitimacy and trust, including Core Leadership and Operational Leadership
- In June 17 the Organisational Justice Learning Event was delivered
- The force continues to play a leading role in the Centre for Policing Research and Learning, for example hosting a Peer Learning Event on Child Sexual Exploitation, sharing learning with 16 police forces across England and Wales
- The force supports a wide range of research with academic partners at the Open University and Plymouth University, as well as internally delivering Home Office-sponsored research into Predictive Harm Analysis
- Thames Valley Police is developing a force Academic Journal to capture insights from staff and academic research to inform the evidence-based development of policy and practice
- The Strategic Governance Unit is reviewing Organisational Learning and how it can be best disseminated across the force, such as through bulletins and the development of collaborative, staff-led knowledge bases
- A skills audit has been completed to identify the longer term training needs and this is being planned into future work
- We have delivered the Intelligence Professionalisation Programme with regular training days built into shift patterns which include training in emerging crime types, skills updates and expert inputs
- Health, Safety and Wellbeing have been combined in terms of governance to support a more efficient delivery of their services

#### Q2 Summary update

- The Victim's Code was launched, supported by a four-week internal communication campaign that ran from the third week of August 2017. It was led by a video from the Chief Constable, included articles posted online and 'monitor cards' distributed to all relevant teams to increase awareness and compliance
- We are preparing a report and recommendations based on the Lammy Report and the implications of Black and Minority Ethnic disproportionality in Thames Valley Police
- Targeted Black and Minority Ethnic recruitment campaigns have been run in conjunction with a review of our community ambassadors to maximise our reach into all ethnic communities. This has been supported by the delivery of engagement training by Learning and Professional Development
- Local Policing Areas are currently planning their individual activities as part of Hate Crime Week (14th – 21st October) with a focus on engagement, confidence building and increasing reporting
- The recently advertised police Staff Case Investigator roles and the recent changes to the previous requirement for 2 A Levels (Grade A-C) for student officers, have resulted in a larger and more diverse applicant pool
- The second Black and Minority Ethnic Professional Action Learning Set is in progress
- Additional training was delivered in July to Code of Ethics Champions to enhance staff skills in understanding ethical dilemmas and organisational and procedural justice

### LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.

5.3 Encourage accelerated uptake of new technology in order to prevent, reduce and detect crime.

5.4 Development of strategies to improve perceptions of police among young people.

## Delivery Plan 2017-18

- The Year 3 Staff Survey opens on 2 October and has a continued focus on Fairness, Ethics, Well-being and Leadership
- The force is working with the Open University and Higher Education providers to develop Higher Level Apprenticeships, in collaboration with Hampshire Constabulary and Surrey and Sussex Police forces
- The Talent Management Programme has been refreshed and revamped ready for the next launch in November 2017
- The Blue Light Initiative has been embedded across the force. A review of the use of Supportive Recovery Plans has been undertaken and areas for improvement identified, resulting in improved guidance and a mandatory Continued Professional Development training module

**Appendix 1 – Current Performance Analysis Format**
**Force Performance Summary for April to September 2017 (Provisional)**
**Delivery Plan Aims**

The “comparison” period is April to September 2016

Measure	Comparison	September
Reduce the level of residential burglary (dwellings)	<b>2,102</b>	<b>2,710</b>

Occurrences recorded as residential burglary (dwellings) on Niche between April and September 2017 increased from 2,102 to 2,710; an increase of 28.9%, (608 occurrences) compared to the previous year.

Measure	Comparison	September
Reduce the level of violence – All Violent Crime	<b>15,685</b>	<b>16,727</b>
Reduce the level of violence – Domestic Violence	<b>5,041</b>	<b>5,009</b>
Reduce the level of violence – Non-Domestic Violence	<b>10,644</b>	<b>11,718</b>

Occurrences recorded as violent crime on Niche increased by 6.6% from 15,685 offences to 16,727 offences between April and September 2017. There has been a decrease in offences identified as domestic violence down 32 offences (0.6%) to 5,009 offences. Non Domestic violence offences increased by 10.1%.

Measure	Comparison	September
Reduce the level of rural crime	<b>666</b>	<b>725</b>

There were 725 occurrences on Niche between April and September 2017 which were identified as rural crime. This was an increase of 59 offences (8.9%) when compared to the same period of the previous year.

Measure	Comparison	September
Increase the percentage of residential burglary investigations which result in prosecution or caution	<b>12.3%</b>	<b>9.8%</b>

The prosecution or caution rate for residential burglaries (dwellings) between April and September 2017 was 9.8%, a reduction from 12.3% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 258 to 265.

Measure	Comparison	September
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	<b>18.7%</b>	<b>13.7%</b>

13.7% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and September 2017. This was a decrease from 18.7% in the same period of 2016/17 when 1,993 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	September
Increase the volume of rape investigations which result in prosecution	<b>61</b>	<b>68</b>

68 rape occurrences were disposed of by means of charge or summons between April and September 2017. This was an increase from 61 in the same period of 2016/17. In the same period the number of offences recorded increased from 773 to 917. The resultant prosecution rate of 7.4% is less than the 7.9% achieved in 2016/17.



Measure	Comparison	Trial Ready Files
Improve the quality of prosecution files submitted to the Crown Prosecution Service		
Complete	<b>64%</b>	<b>65%</b>
Minor Deficiencies	<b>17%</b>	<b>15%</b>
Insufficient to Proceed	<b>19%</b>	<b>20%</b>

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 September 2017; 5,117 files were reviewed by the Evidential Review Officers. 1,036 (20%) were deemed to be insufficient to proceed.

Measure	Comparison	September
Repeat victimisation rate for domestic abuse related crime	<b>26.5%</b>	<b>23.5%</b>

The level of repeat victimisation for domestic abuse related crime was 23.5% in between April and September 2017. This is a decrease from 26.5% in 2016/17.

Measure	Comparison	September
Increase Confidence of Victims to report hate crime and incidents		
Level of Racist Crime	<b>748</b>	<b>952</b>
Level of Faith Related Crime	<b>38</b>	<b>82</b>
Level of Homophobic Crime	<b>81</b>	<b>100</b>
Level of Transphobic Crime	<b>6</b>	<b>10</b>
Level of Disability Related Crime	<b>58</b>	<b>100</b>
Level of Racist Incidents	<b>824</b>	<b>981</b>
Level of Faith Related Incidents	<b>49</b>	<b>63</b>
Level of Homophobic Incidents	<b>72</b>	<b>124</b>
Level of Transphobic Incidents	<b>22</b>	<b>14</b>
Level of Disability Related Incidents	<b>66</b>	<b>118</b>

The number of hate crimes has increased across all strands monitored. Non Crime hate incidents have increased across all strands with the exception of 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.

Measure	Comparison	September
Reduce the demand on our service		
Total Calls for Service	<b>297,287</b>	<b>299,619</b>
Attended Calls for Service	<b>146,151</b>	<b>136,000</b>
Immediate Response Calls for Service	<b>66,047</b>	<b>68,902</b>
Urgent Response Calls for Service	<b>53,040</b>	<b>47,558</b>

In April to September 2017 the number of calls for service to Thames Valley increased by 2,332 – an increase of 0.8%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 10,151 – a reduction of 6.9%. Many incidents are attended by arrangement or by appointment and this is not always reflected on Command and Control.

## Delivery Plan 2017-18

The number of incidents which were identified as requiring an immediate response increased by 4.3% whilst the number shown as requiring an urgent response decreased by 10.3%

Measure	Comparison	September
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	<b>66</b>	<b>61</b>
Level of Female Genital Mutilation Crime	<b>8</b>	<b>0</b>
Level of Forced Marriage Crime	<b>1</b>	<b>0</b>
Level of Honour Based Abuse Incidents	<b>129</b>	<b>116</b>
Level of Female Genital Mutilation Incidents	<b>15</b>	<b>7</b>
Level of Forced Marriage Incidents	<b>12</b>	<b>4</b>

The number of crimes and incidents of honour based abuse have decreased in the 6 months of 2017/18 when compared to the same period of 2016/17. Levels of reporting of female genital mutilation and forced marriage have also fallen in the same period.

**PCC PROGRESS REPORT TO THE  
THAMES VALLEY POLICE AND CRIME PANEL  
17<sup>th</sup> November 2017**

**Police and Crime Plan Strategic Priority 1:  
Vulnerability**

I ensure delivery of my Police and Crime Plan 2017-2021 objectives by holding to account Thames Valley Police (TVP) and other PCC-funded and commissioned service providers for their delivery of specific operational policing, crime reduction and community safety objectives.

The Chief Constable produces an Annual Force Delivery Plan which complements and supports my Police and Crime Plan. I attend monthly Service Improvement Reviews across Local Policing Areas in Thames Valley, and also Force Performance Group meetings whereby I can witness the Chief Constable and Deputy Chief Constable (DCC) holding relevant operational staff to account for their specific aims, objectives and targets. Furthermore, at my quarterly Level 1 public meetings I hold the Chief Constable to account for delivery against the Force's Annual Delivery Plan.

**In respect of Strategic Priority 1 ('Vulnerability'), my objective is to manage demand on services through better working together with partners, with particular emphasis on three priority areas, being (1) Mental Health, (2) Adults at risk and (3) Service quality.**

**My Police and Crime Plan sets out the following 'Key Aims' for addressing vulnerability:**

- 1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to
  - a) Referral pathways into appropriate support agencies, and
  - b) Improved access to mental health care from those in contact with the criminal justice system.
- 1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered.
- 1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage.
- 1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse.
- 1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangements of 9 MASHs serving Thames Valley.

I have summarised below the progress on the delivery of the above Key Aims.

**2017/18 PROGRESS ON DELIVERY OF STRATEGIC PRIORITY 1 'KEY AIMS'**

**(Year 1, to end of Qtr. 2)**

**1.1 Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to:**

- a) Referral pathways and improved access to Mental Health care**
- b) Improved access to mental health care from those in contact with the criminal justice system**

**TVP Delivery Plan actions:**

- A new Local Policing Operating Model was introduced in June 17 to help target resources and provide a more effective and efficient service. A multi-agency Demand and Vulnerability Module was proposed to help begin this process.
- The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding and new guidance is also being prepared for mental health, incorporating key elements of the Mental Health Act.
- The new Regional Mental Health Forum is chaired by Assistant Chief Constable Crime & Criminal Justice.
- Suicide prevention Single Points of Contact are training our frontline to increase the knowledge, understanding and response to those vulnerable to self-harm or suicide

**PCC Community Safety Fund Initiatives:**

- £24,500 invested by Oxfordshire CSP in the Refresh Café in Oxford, run by and supporting the homeless and those with M-H problems, including signposting and peer support. Over 250 persons supported from April-Oct 2017
- Royal Borough of Windsor and Maidenhead CSP invested £33,500 on Outreach services for those with alcohol and drug abuse and mental health problems. 26 persons supported from April-Oct 2017.
- Milton Keynes CSP invested £40,000 in outreach support for persons with Mental Health, drug and alcohol abuse. 119 people supported from April-Oct 2017.

**Activity Delivered by PCC's Victims' Services:**

**Complex Needs Service**

- Three county complex needs services provide outreach and refuge support for clients experiencing domestic abuse who have additional complex needs (mental health and substance misuse). Referral pathways include other professionals, domestic abuse agencies, or self-referrals (directly from the service user). The services work closely with Police, Community Mental Health Team, Drug and Alcohol services, Housing, Social Services, Probation, Health Services, Schools, other Domestic Violence (DV) services and in-house (Outreach, Family Choices, Refuge).

- Number of clients supported in Q2 2017/ 2018 (July 2017 to September 2017):-

Berkshire (delivered by BWA and the DASH Charity)	72
Buckinghamshire (delivered by SMART)	31
Oxfordshire (delivered by Reducing the Risk and A2 Dominion)	30

### **Thames Valley Independent Sexual Advisory (ISVA) Service**

- The ISVA service supports victims of rape and serious sexual assault.
- 24 clients accessed the ISVA service with mental health issues.
- 16 clients accessed information about specialist support services in the community, e.g. for depression.
- 25 clients sought support to address emotional effects of the domestic violence on themselves and their children.

### **PCC Specialist Counselling Service**

- Qtr 1 activity focussed on promoting counsellor application process, receiving and processing applications, recruiting and induction for counsellors.
- 42 Approved Counsellors have received Induction – 28 awaiting Induction.
  - Total counselling capacity – 218 hours per week
  - Currently uneven spread across Thames Valley.
  - Focused town/county recruitment via Facebook and direct emailing via Counselling Directory.
- Qtr 2 activity focussed on identifying (restricted) referral routes and raising awareness of the service through those routes. Restricted routes necessary to ensure that supply can meet demand.  
Range of referral routes:
  - TVP (Child Abuse Investigation Units, Domestic Abuse Investigation Units, School Liaison Officers, Family Liaison Officers, Specially Trained Officers)
  - PCC Commissioned Victims Services Providers
  - Non-PCC providers of Victims Services (e.g. Rape Crisis Centres)
  - Probation Victim Liaison Units
- Commenced accepting referrals in September 2017 – 32 referrals received by 8 November 2017.

## **1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered**

### **TVP Delivery Plan actions:**

- TVP is working closely with prisons, universities and Adult Services to identify vulnerable individuals.
- 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 provided by the PCC.
- The Policing Strategy Unit have launched operational guidance for those responding to cases of adults at risk and are currently working on 'mate crime' which will help uncover and look at issues involved in elder abuse.

### **PCC Community Safety Fund Initiatives:**

- Oxfordshire CSP invested £9,446 expanding their Safe Places Scheme; places in the community where the vulnerable can seek advice and support with crime and safety concerns. Identified 33 new Safe Places in Wallingford + 17 in Didcot.
- Buckinghamshire CSP invested £17,500 in launching 4 new Community/Neighbourhood Watch Associations in 28 Neighbourhoods.
- Milton Keynes CSP invested £5,000 towards costs of Crime Reduction Officer to include support for those vulnerable and targeted for burglary, often elderly persons living alone. They have launched an anti-burglary campaign 'be aware in winter'.
- West Berkshire CSP invested £71,384 in a 4 Community, Crime and ASB reduction Co-ordinators, which includes support for targeted elderly or vulnerable people. These are new posts so no outcomes reported yet.

### **Activity Delivered via PCC's Victims' Services:**

- Victim Support supported 84 victims over the age of 55 in Yr3 Q2.
- Domestic Abuse Complex Needs Services supported 6 clients over the age of 55yrs.
- The Independent Sexual Violence Advisory (ISVA) service had 9 referrals from clients over the age of 55yrs.

### **Activities Delivered by OPCC:**

- The OPCC are in the process of recruiting a Communications Support Officer whose role will include development of fraud awareness initiatives with elderly and other vulnerable groups.
- In collaboration with TVP Economic Crime Unit, PCC funding for one-year pilot under Operation Signature (mentioned above under TVP activity) supporting Thames Valley victims of fraud, identifying more vulnerable individuals requiring on-going police support, providing advice and signposting to support.

### **1.3 Improved police awareness and robust prosecution of those practising 'more hidden' forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage**

#### **TVP Delivery Plan actions:**

- 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.
- The Project Eagle Tactical Group was developed to identify and safeguard those at risk / victims of human trafficking or slavery.
- Stalking guidance delivered.
- The Policing Strategy Unit have launched operational guidance for those responding to cases of adults at risk and there is an Adults at Risk operating group in place to monitor and develop future service delivery.
- The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding, and has completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation. New guidance is also being prepared for mental health, incorporating key elements of the Mental Health Act.
- October 2nd saw the launch of the 18 month hidden harm campaign.
- Cinnamon Network funding has been approved to address high demand, high vulnerability issues across a number of Local Policing Areas.
- October 2nd saw the launch of the 18 month 'Hidden Harm' campaign.
- Victims' Code launched supported by a 4 week internal communication campaign, articles posted online and 'monitor cards' distributed to all relevant TVP teams to increase awareness and compliance.

#### **PCC Community Safety Fund Initiatives:**

- PCC has allocated funding of £100k to support local projects / organisations providing services that will improve reporting and prevention of Female Genital Mutilation (FGM).
- Slough CSP invested £74,513 on a comprehensive healthy relationship campaign throughout all schools in the area.

#### **Activity Delivered by PCC Victims' Services:**

- OPCC supporting victims of exploitation and modern slavery through the Independent Trauma Advisory (ITA) Service – budget identified and engaging with modern slavery networks and exploring local providers.
- Following two successful government funding applications to the 'Violence Against

Women and Girls' (VAWG) Transformation Fund via The Department for Communities and Local Government and The Home Office, the Thames Valley 'Black, Asian, Minority Ethnic and Refugee' (BAMER) Project Board has been established to support the assessment, improvement and better coordination of the multi-agency response to VAWG in BAMER communities across the region.

- The Young Victims Service (SAFE) facilitated a group with recently arrived young migrant men at City of Oxford College. This weekly group focuses on discussion around healthy relationships and sex, managing risk, protective behaviours and positive activities.

#### **Activities Delivered by OPCC:**

- Initial development of domestic abuse campaign, 'Not Love' to increase early intervention and prevention. This is based on an existing coercive control campaign delivered by Camden Council. OPCC working with a creative agency to develop a video to use alongside this. Launch in April/May 2018.
- 'Clare's Law' awareness materials aimed at professionals are in development. Completion in Jan/Feb 2018

### **1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse**

#### **TVP Delivery Plan actions:**

- TVP has revised the matrix for selecting Integrated Offender Management (IOM) cohorts with Reading Community Safety Partnership (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 (training delivered in July to VISOR and IOM teams on the new approach). New offender management referral process includes flagging domestic abuse offenders in Integrated Offender Management.
- Integrated Offender Management and the Violent and Sex Offenders Register are now managed under one Detective Chief Inspector, to provide clarity and additional resources to support Multi-Agency Public Protect Agreements (responsible authorities).
- The introduction of the Domestic Abuse Prosecution Team.
- A review of internal procedures on Child Sexual Exploitation and taxi drivers is underway following serious case review.
- The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding, and has completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation.
- The Policing Strategy Unit is working to align Contact Management Platform processes with Hampshire Constabulary for domestic abuse and missing people.



- The Force continues to play a leading role in the Centre for Policing Research and Learning, for example, hosting a Peer Learning Event on Child Sexual Exploitation, sharing learning with 16 police forces across England and Wales.
- New guidance introduced for officers investigating Domestic Abuse to cover more advice on body-worn video and absent victim prosecutions.

#### **TVP Performance Measures 2017/18 (1 April – 30 September 2017)**

<b>Measure</b>	<b>2016/17 Comparison</b>	<b>2017/18 (April – Sept)</b>
<b>Reduce the level of violence – Domestic Violence</b>	<b>5,041</b>	<b>5,009</b>
There has been a period-on-period decrease in offences identified as domestic violence, down 32 offences (0.6%) to 5,009 offences.		
<b>Increase the volume of rape investigations which result in prosecution</b>	<b>61</b>	<b>68</b>
68 rape occurrences were disposed of by means of charge or summons between April and September 2017. This was an increase from 61 in the same period of 2016/17. In the same period the number of offences recorded increased from 773 to 917. The resultant prosecution rate of 7.4% is less than the 7.9% achieved in 2016/17		
<b>Repeat victimisation rate for domestic abuse related crime</b>	<b>26.5%</b>	<b>23.5%</b>

#### **PCC's Community Safety Fund Initiatives:**

- Oxfordshire CSP invested £56,255 in outreach services and sanctuary secure services for domestic abuse victims. They have secured the homes of 56 repeat victims of DA.
- Oxfordshire CSP invested £13,393 in:
  - 1) A hotel watch training programme for staff to spot the signs of child sexual exploitation (CSE), attended by 28 staff from 14 hotels,
  - 2) 'Chelsea's Choice' theatre productions (anti-CSE) shown to 312 school children aged 8-10yrs, and
  - 3) a leaflet campaign aimed at 1,000 Taxi Drivers on CSE awareness.
- Oxfordshire CSP invested £40,000 in the Independent Domestic Violence Advocacy (IDVA) Service. A further £40,000 has been invested in a Violence Against Women and Girls (VAWG) Co-ordinator post.
- Buckinghamshire CSP invested £57,500 in their IDVA service, supporting 147 female and 3 male victims in Q2.
- Buckinghamshire CSP invested £10,000 on intervention work with 150 young girls vulnerable and at risk of CSE.
- Milton Keynes invested £4000 in IDVA service, supporting 284 victims in Q2.

- Milton Keynes invested £2,160 in running costs of Aylesbury Vale Rape Crisis Centre.
- Milton Keynes invested £5,000 toward Domestic Abuse Champions; trained 50 Champions and 8 trainers from April-Oct 2017.
- Royal Borough of Windsor and Maidenhead invested £50,000 in their IDVA service and a Domestic Abuse (DA) Co-ordinator, supporting 103 victims from April-Oct 2017.

#### **Activities Delivered by PCC Victim Services:**

- Delivered a conference to improve professionals working practice and understanding of the complexities surrounding learning disabilities and domestic abuse and sexual violence. Over 100 delegates attended.
- Compiled a training package based on the experiences of Lesbian, Gay, Bi-sexual and Transgender (LGBT) people experiencing domestic abuse. This package is the first e-learning package on this subject nationally.
- Women's Aid staff have been co-located in Aylesbury Domestic Abuse Investigation Unit (DAIU) to conduct medium risk safety planning for victims of domestic abuse.
- Victim Support has conducted safety planning for 334 medium risk victims of domestic abuse.
- SAFE! (Young Victims Service) delivered a sexual violence awareness session to 12-16 year olds where they made promotional videos for SAFE!
- Q2 referrals to SAFE!:
  - victims of sexual offences:- 50 (including twelve 16-17 year olds).
- Q2 referrals of victims of domestic violence:- 56 (including 47 who witnessed DV, and 25 subject to non-sexual abuse by parent/carer)
- The ISVA Service received 123 referrals in Q2 (36 were supported by ISVA Young Persons worker)

#### **Activities Delivered by OPCC:**

- The PCC's Chairmanship of TV LCJB is being utilised to engage with key delivery groups and encourage a more joined-up criminal justice system.
- In collaboration with TVP, OPCC has procured a Domestic Violence perpetrator programme ('Positive Relationships' Programme) for a one year pilot, including independent evaluation by the Centre for Public Innovation.
- The OPCC is managing an interim (year) Domestic Violence funding arrangement. Working with TV Local Authority and Clinical Commissioning Group (CCG) commissioners, the OPCC is seeking future closer collaboration between all commissioners of DV services, including pooled budgets.
- In developing and rolling out its domestic abuse campaign, the OPCC is increasing

opportunities for early intervention and prevention.

- OPCC will consider and implement those relevant recommendations from its review of the Domestic Abuse Pathway
- The OPCC is implementing and managing the 'Black, Asian, Minority Ethnic and Refugee' (BAMER) bid (£400K) in respect of the Home Office 'Violence Against Women and Girls' Service Transformation Fund Scheme.

**1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangements of 9 MASHs serving Thames Valley**

**TVP Delivery Plan actions:**

- A full review and restructure of the nine Multi-Agency Safeguarding Hubs was undertaken, resulting in omni-competence and greater resilience.

**Anthony Stansfeld**

Police and Crime Commissioner for Thames Valley

8 November 2017

This page is intentionally left blank

## Panel Recommendation Monitoring

Panel Recommendations	Progress Update Blue – Panel response Black – PCC response Red – Chief Constable response	Committee Assessment of Progress
<b>Local Criminal Justice Board</b> 1. That the PCC, in consultation with the LCJB may wish to consider the performance monitoring suggested by the Crest Report to ensure that there is a single overarching vision for the LCJB which is outcome focused. 2. That the PCC, in consultation with the LCJB should revisit their decision on publishing further information on their website on performance monitoring 3. That consideration be given to more robust challenge/influence from the PCC, where there is poor practice or where partners were not engaging (e.g holding a one day conference to look at accommodation for released prisoners) and that the Plans and actions from Sub Groups should be challenged by the Board to ensure the most effective outcome for the criminal justice system as a whole.	1. That would be a decision for the LCJB not the PCC (NB The chairmanship of the LCJB will transfer from the PCC to another Board member w.e.f. Jan 2018).  2. That is a matter for the LCJB as a whole, not the PCC as an individual member of the Board.  3. The PCC is the current Chair of the Board (until Jan 2018) but has no power or authority as PCC or Chair to 'hold partners to account'.	
<b>Modern Slavery</b> To Panel Members That they work with their Councils to ensure that they are doing all they can to identify and combat modern slavery in all its forms and provide an update to the Scrutiny	An update from Members would be helpful at the November meeting e.g Oxford City Council have put a motion to their Council <a href="http://www.oxfordmail.co.uk/news/yourtown/oxford/15600880.Anti_Slavery_Day_how_we_can_drive_out_the_scourge_of_modern_slavery/">http://www.oxfordmail.co.uk/news/yourtown/oxford/15600880.Anti_Slavery_Day_how_we_can_drive_out_the_scourge_of_modern_slavery/</a>	

<p>Officer on how this is being undertaken To PCC</p> <ol style="list-style-type: none"> <li>1. That he ask TVP to provide a checklist for all Councils to ensure that they are meeting their obligations in terms of the Modern Slavery Act and that where there were gaps in services that he address this through his powers to require a report from a CSP where he was not content that the CSP is carrying out its duties efficiently and effectively.</li> <li>2. That he ask for a steer to be given on how Health and Wellbeing Boards should tackle the issue of modern slavery</li> <li>3. That data be provided to the Panel on repeat victims of modern slavery where they have been referred to the National Referral Mechanism more than once and that the PCC inform the Panel how he will ensure that victims who are at risk of being re-trafficked are being minimised.</li> </ol>	<p>The PCC has funded a TVP 'Modern Slavery Coordinator' post to work with Local Authorities to improve awareness of obligations and support development of a common approach.</p> <p>The Local Government Association has produced a detailed guidance document for Local Authorities which is due to be published in November.</p> <p>A training needs assessment is currently being developed in order to establish current awareness and the level of training need, whilst the production of content for an e-learning package was an action from the last meeting. A number of training sessions have been delivered by the organisation Hope for Justice as well as by Rahab. It may be therefore that Councillors would have the opportunity to attend a session organised in the future which would help with their role.</p> <p>By the very nature of trafficking and the movement involved, any repeat victims would need to be recorded at a national level rather than force level. In theory, the Modern Slavery Human Trafficking Unit would be able to see any victims who have been referred into the National Referral Mechanism (NRM) more than once, however this would only capture adult victims who have consented to going into the NRM. I have raised this with the South East Regional Organised Crime Unit who has raised this with the National Insight Team to see if they are aware of any other agencies who might be collecting this data and if not, that it be given national consideration.</p> <p>The 'Project Eagle' Tactical Group was developed (Qtr. 1, 2017/18) to identify and safeguard those at risk of / victims of human trafficking / modern slavery.</p>	
---	--	--

	<p>The Police Innovation Fund/PCC funded Independent Trauma Advisory (ITA) service project ended in April 2017; however, the project supported 145 victims with 59 people receiving significant longer-term support. The greatest proportion of victims were UK citizens, with increasing number reporting forced labour over the two years of the project.</p> <p>The project is largely responsible for the incremental increase of National Referral Mechanism (NRM) referrals from Thames Valley (from 23 in 2014, 36 in 2015 and 80 in 2016). This is an increase of 122% in Thames Valley compared to 63% nationally.</p>	
<p><b>Serious Organised Crime and Counter-Terrorism</b></p> <p>The Panel recommended that the PCC provide a report to the Panel at its next meeting responding to:-</p> <ul style="list-style-type: none"> <li>• A request by a Panel member that the street operation to address aggressive street culture, which had been very successful, as to whether this operation would be repeated.</li> <li>• Questions as to whether the PCC was happy that he was fulfilling his legal duties under the PREVENT strategy; how was he working with partners, what funding and activity will he undertake to support local plans and, if there is any misalignment with these Plans, how will he co-ordinate this to ensure the strategy is being delivered for the Thames Valley?</li> <li>• A request for an update on the 'dare to share' culture.</li> </ul>	<p>The first PREVENT Virtual Learning Group Newsletter was circulated on 21 Sept. 2017.</p> <p><b>TVP has fully recruited into all Counter Terrorism Firearms Officer positions and the recruitment of Authorised Firearms Officers is ongoing.</b></p>	
<p><b>Unauthorised encampments</b></p> <p>That the PCC provides reassurance that the application of the unauthorised encampment policy and the interpretation of legislation are being consistently applied</p>	<p>Response from the PCC:</p> <p>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</p>	

<p>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"> <li>• 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.</li> <li>• 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.</li> <li>• 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. This could cover, for example, that any decision making in relation to unauthorised encampments should be undertaken at Local Area Commander level.</li> </ul>	<p>policy and procedures.</p> <p>The setting up of a TVP/LA task and finish group was agreed at the Thames Valley-wide Chief Executives' Meeting.</p> <p>This Task and Finish Group will meet on 28<sup>th</sup> November for the first time and most Councils will be represented (currently 'reminding' the 3 councils who have not nominated a representative yet).</p>	
<p><b>Collaboration</b></p> <p>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>A collaboration meeting was held with PCP Chairman from Thames Valley, Hampshire, West Sussex, Surrey on 20 October 2017. The Panel Chairman discussed areas where collaboration was taking place and also the National Association for Police and Crime Panels. They agreed to meet on a quarterly basis to discuss joint issues.</p>	



<p>Action</p> <p>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><b>Roads Policing</b></p> <p>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"> <li>• More transparent documentation on their strategy on roads policing</li> <li>• Consideration of a business case for average speed cameras</li> <li>• Improved dialogue between police and local authorities on the siting and decommissioning of speed cameras and the need for a Deployment Strategy</li> <li>• Consideration of developing a Thames Valley wide partnership to ensure better co-ordination of information across the Thames Valley</li> </ul>	<p>The road safety summit for officers was held on 19 September 2017 to address some of these issues and a report is attached on the outcome of this summit.</p>	
<p><b>Taxi Licensing – Follow up from previous year</b></p> <p>1. That the PCC/Chief Constable be asked to consider looking at Council funding / part-funding a dedicated</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</p>	

<p>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>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 was held on 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). Attendance also included a Taxi Liaison Enforcement Officer from Birmingham. Following this meeting a draft Job Description has been circulated and a smart survey sent to Licensing Authorities on the way forward.</p> <p>A review of internal TVP procedures on Child Sexual Exploitation and taxi drivers was undertaken (Qtr. 1, 2017/18) following a serious case review.</p>	
<p><b>Cyber Crime – Follow up from previous year</b> 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 just under £100,000) has been awarded by the PCC out of his Community Safety Fund to help tackle Cybercrime preventative measures.</p> <p>TVP is maximising the use of the Special Constabulary to support victims and the public on cybercrime and fraud prevention.</p>	
<p><b>Female Genital Mutilation</b> 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,</p>	

	<p>police, education and the OPCC.</p> <p>This FGM Group has met for a second time and agreed to become an FGM Board and are considering adopting an FGM Strategy for Thames Valley.</p> <p>Grant funding (over £100,000) has been awarded 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. All project leads attend the FGM Board chaired by the OPCC.</p> <p>The Policing Strategy Unit is undertaking a review of the operational guidance for key areas of safeguarding, and has completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation.</p>	
<p><b>Preventing CSE Sub Committee</b></p> <ul style="list-style-type: none"> <li>That the PCC be asked to look at the Staffordshire PCC CSE Outcomes Framework and whether there was any benefit for Thames Valley having a similar document</li> <li>That the 12 Strands on CSE within the Force Strategic Assessment be used as a framework for scrutiny</li> <li>Members asked for a written response on how TVP were addressing HMIC recommendations to prevent online CSE</li> <li>Further information was requested on prosecution numbers</li> </ul>	<p>TVP have sent information through in response to the minutes but as they are internal documents they have been circulated to Members only.</p> <p>A response is still awaited from Deputy PCC on Outcomes Framework and an update on the HMIC recommendations to prevent online CSE.</p>	
<p><b>Complaints Sub-Committee</b></p> <ul style="list-style-type: none"> <li>For the PCC to comment on whether he has made small amendments to the process in terms of personalisation and IT</li> </ul>	<p>Responses from the PCC to complainants are now routinely personalised in the name of the PCC (unless there is an appropriate reason not to).</p> <p>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'.</p>	

This page is intentionally left blank

## Report to the Thames Valley Police & Crime Panel

---

**Title:** Update on roads policing recommendations

**Date:** 17 November 2017

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



---

### Roads Policing

At a Panel meeting in April there was an item on roads policing and the agenda and minutes for this meeting are attached via the following link:-

<http://sbdcs-spiders2.southbucks.gov.uk/democracy/ieListDocuments.aspx?Cid=289&Mid=2546&Ver=4>

The recommendations made under this item are as follows:-

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:-

- More transparent documentation on their strategy on roads policing
- Consideration of a business case for average speed cameras
- 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

Following the meeting Panel Members drew up some questions (set out at the end of this report) that they wanted to ask the Chief Constable on roads policing and suggested setting up a Member Working Group. However, there were concerns about the resourcing of this.

### Road Safety Summit

TVP organised a Road Safety summit on the 19<sup>th</sup> September 2017 to bring together a number of key stakeholders, to include representatives from Local Authorities. 'The aim of the Road Safety Summit was to provide an opportunity to update partners as well as to explore new ideas for improving how to work in partnership to promote Road safety across Thames Valley.' This summit brought together a number of stakeholders to the table as the responsibility for road safety/cameras etc varies across the Thames Valley and TVP want to be as inclusive as possible. The event was a great success in bringing partners together to discuss joint concerns.

Some of the questions asked by Panel Members after the April meeting were considered to be operational rather than strategic but the road safety summit addressed some of the issues within these questions. Following the road safety summit it was agreed that an Officer Working Group should be set up to look at how excellent partnership working could be achieved within limited resources. The terms of reference have yet to be agreed but some of the areas that were suggested were as follows :-

- Terms of reference, membership e.g road safety/engineering
- Calendar for joint campaigns and operations to ensure more effective impact across the Thames Valley
- Drafting a framework for roads policing to provide information for the public and to manage expectations with the limited resources available.
- How best to share data and templates
- Sharing information on the de-commissioning of camera sites, update on trends
- Having joint processes with Hampshire Authorities
- Community Safety Partnerships to link in with road safety
- There is a small pot of funding available which can be used for partnership working

## **General**

- In the last 18 months roads policing had lost 39 road policing officers across Hampshire and the Thames Valley (18 of those were from the Thames Valley).
- Every 2/3 days someone is killed in Hampshire/Thames Valley, with approximately 130 fatal accidents a year and 2000 people seriously injured
- Not only do roads police officers attend and investigate collisions they also deal with serious organised crime (such as county lines where they can deny criminals use of the road) and terrorism.
- If there are no injuries there is no requirement for the police to attend an accident.
- The Transport Laboratory provides an evidence based approach to work and validate the approach used by Thames Valley.
- Police allocate resources according to THOR Threat, Harm Opportunity and Risk as there are more enforcement requests than resources to deal with each one. Enforcement was linked to reducing the number of killed and seriously injured (ksi statistics)
- Some Forces have lost their Road Safety Policing Unit entirely.
- The Highways Agency reported that Government were pushing forward the removal of traffic calming to improve the environment
- There is a likelihood of further savings being required which may mean another reduction in roads policing officers.
- Nationally, there was an increase in the number of armed response vehicles and an increasing number of firearms officers to respond to the terrorism threat.

## **Published Information/Strategy**

Current information on the Thames Valley Police website is as follows:-

<https://www.thamesvalley.police.uk/advice/vehicles-and-road-safety/road-safety/>

TVP have just starting using a new website which will take time to populate. Roads Policing are planning to publish their Strategy on speed cameras on the new website. However, their Strategy for Speed Cameras is addressed through a Tasking and Co-ordination Group who look at the evidence base for risk and harm.

## **Structure of roads policing**

As such the TVP Roads Policing department is collaborated across both Hampshire and Thames Valley forces. It has not been an easy process to bring the two Forces together with different structures for delivery. There are two main strands, operational (the officers that deploy to incidents) and specialist (the officers that prevent and investigate). The Roads Safety team sits under the specialist strand headed up by Chief Inspector Henry Parsons. They are currently in the process of realigning the management of some teams but the structure chart below gives an overview of what they are in the process of implementing (remembering it is across both Hampshire and Thames Valley). The Armed Response Vehicle Teams and Roads Policing are both located in the Joint Operations Unit which is an advantage in that they can utilise each other's resources for deployment purposes. However, if a Firearm's Officer is attending a collision and is called away to another incident requiring a Firearms Officer they need to abide by Article 2 of the Human Rights Act which requires the police to take reasonable steps to protect an individual's life if they know that there is a real and immediate risk to them.

There is legal guidance that funding from driver awareness courses should be used for cost recovery processes and to promote road safety initiatives e.g Safe Drive Stay Alive. Because of economics of scale and efficiency savings a small pot is available which will be discussed by the Officer Working Group to look at partnership initiatives.

Information on the road policing team:-

Chief Inspector				
PROACTIVE AND INTELLIGENCE	ROAD SAFETY and PARTNERSHIPS	VEHICLE RECOVERY	COLLISION INVESTIGATION	SUMMARY JUSTICE
Inspector		Police Staff Manager	FCIU/SCIU Inspector	For Review
<b>Commercial Vehicle Unit</b>	<b>Safety Camera Unit</b>	4 x Police Staff	<b>Serious Collision Investigation Unit</b>	
1 x PS	1 x Police Staff Manager		6 x PS	
4 x PC	2 x SCU Supervisors		24 x PC	
	20 x SCU Operators		1 x Police Staff Reviewer	
<b>Operations and Intelligence</b>			3 x Police Staff Investigators	
1 x Police Staff Manager	<b>Road Safety Team</b>		2 x Administrators (Job Share)	
5 x Police Staff	Police Staff Manager			
	1 x PS		<b>Forensic Collision Investigation Unit</b>	
<b>Pro-active Unit</b>	2 x PC (RSC)		2 x Police Staff Supervisor	
2 x PS	1 x Senior Analyst		15 x Investigators (Currently 9 PC, 6 PSI)	
16 x PC	2 x Researcher		1 x Police Staff ISO Accreditor	
	1 x Police Staff Admin/FOI			
	<b>Traffic Management</b>		<b>Forensic Vehicle Examination</b>	
	1 x Police Staff Supervisor		1 x Police Staff FVE Supervisor	
	6 x TMO		6 x FVE	
			1 x Administrator	

### Prosecutions

In terms of speeding there are three ways to address this; driver awareness course, driving licence points or going to court and it is a balancing act to use resources effectively. Thames Valley Police have a high prosecution rate. There are 150,000 captures per year. The courts are operating at agreed levels. Single Justice Procedures use other measures to relieve capacity in the courts – this has only just been implemented so has not been used yet.

DASH cams were useful for enforcement in the right areas but police forces do not have enough resources to look at all evidence produced by DASH cams (Gwent were using Dashcam data).  
<http://www.bbc.co.uk/news/uk-wales-40998946>

Thames Valley Police were interested in the Met Police model who were changing their web platform so that members of the public could make allegations of poor driving and could upload DASH cam material. As there was not enough resources to look at all evidence, this would be reviewed on a risk and harm basis to prioritise.

In France drivers were fined on the spot when they committed a crime on the road so there was no court process.

### **Enforcement**

One Authority expressed concern about resources for enforcement and the need for road side support. TVP reported that because of their limited resources it was difficult to provide a large amount of resource across the Thames Valley. However, it was important that they co-ordinated operations to ensure that the maximum impact was achieved. A suggestion was to bring in neighbourhood policing teams to help with road safety and parking issues and also the Fire Service, particularly as they were now looking to purchase smaller vehicles which could be utilised for roads policing and road safety training through their VR headsets (this could be used for Community Speed Watch).

<http://www.bbc.co.uk/mediacentre/latestnews/2016/fire-virtual-reality>

### **Digital Camera Replacement Programme**

The digital cameras replacement programme is only about to proceed and the majority of cameras are still using wet film. This Programme is part of a five year plan. They will speak to each Local Authority on which cameras are de-commissioned and the reasons for this. Siting of digital cameras will be assessed by the highest road safety impact. TVP will liaise with Local Authorities on relevant sites on evidence based information.

The Director of Road Safety Analysis reported that if speed cameras were taken away within day one there was a slight increase in speed but within 4/5 days there were huge increases. A camera being present was enough of a deterrent to slow vehicles down.

### **Average Speed Cameras**

<http://www.bbc.co.uk/news/uk-36399408>

TVP is looking at mobile average speed camera technology but currently do not think it is cost effective to purchase and are concerned that these cameras may displace the problem elsewhere. The Director of Road Safety Analysis reported that average speed cameras work well for hot spots. The West Midlands PCC has undertaken a project on average speed cameras with West Midlands Police, Birmingham City Council, Solihull Metropolitan Borough Council

[http://www.westmidlands-pcc.gov.uk/news/news-2016/average-speed-enforcement-\(ase\)-cameras-to-be-switched-on/](http://www.westmidlands-pcc.gov.uk/news/news-2016/average-speed-enforcement-(ase)-cameras-to-be-switched-on/)

### **20mph speed zones**

20mph zones need to be self-enforcing with appropriate traffic calming. TVP would generally not agree to 20mph zones where there was no evidence on casualties and if this was the case TVP would object to 20mph zones. They would enforce if there was evidence data to support their use.

### **Community Speed Watch and Community Concerns**

Concern was expressed about the speed of data analysis from TVP following a Community Speed watch scheme. There is an issue with the current software being used (it required police volunteers who had undergone the vetting process to analysis the data and resources were limited) and TVP are looking to implement new software which includes a module for community speed watch. This would mean that data would be readily available. This would hopefully be achieved in the next 2/3 months.

Most community concern sites are dealt with quickly by a simple email. If they continue to be a concern the Local Authority representative will be aware of this and will be able to update relevant Members accordingly. Some of these concerns are discussed at Neighbourhood Action Groups



## Questions from Panel Members to TVP

### Structure of roads policing

- Please could you provide some general information on income and expenditure for roads policing (including income from penalties and expenditure on back office functions)
- PCC spends £0.450 on Safer Roads Partnership last year – do you know what this was for?
- Some background on the structure of roads policing unit would be helpful including no of roads policing officers/constables across the Thames Valley
- Do you know how other areas structure their roads policing – the Panel were particularly interested in how West Midlands, Herts and Northamptonshire PCC have become involved and funded roads policing e.g Herts PCC has a £1.3 million Road Safety Fund which is ring fenced income generated from the Camera, Tickets and Collisions Unit over the past two years.

### Prosecutions

- TV is one of the top forces for enforcement prosecutions and often the courts do not have any more capacity to undertake enforcement. Whilst this is a good thing is there an argument for more court capacity? How are Single Justice Procedures used for traffic prosecutions and has this had an impact on numbers ?
- How is Thames Valley doing on prosecutions for fatal collisions?

### Partnership

- Do you know how other areas fund RS Partnerships ?
- Have you any views on the most cost effective way of co-ordinating information across the Thames Valley to share good practice?
- Would you consider the benefits of having a published Thames Valley wide Road Safety Framework which could include a deployment strategy for speed cameras ?

### Speed cameras

#### Fixed

- Please provide the review criteria underpinning the assessment of the 300 housings available to the local Highway Authority. The loss of 180 useable speed camera sites by 2020 is significant and for example in Reading they rely on a mix of speed management measures.
- The locations of the fixed speed cameras are important to the overall speed strategy - how does TVP propose funding the removal of redundant housings after 2020?
- Where sites are reviewed annually could this lead to the possibility of a further reduction of fixed sites over and above the 180 already proposed?
- Is there a process for considering additional fixed camera sites which may be funded by the local Highway Authority as part of a wider scheme? If a local authority is willing to provide capital financing how will TVP share in the revenue costs by “recycling” proceeds of penalties?
- Will TVP commit to using the new digital cameras in a 20mph zone?

#### Mobile

- How can a local Highway Authority request “community concern” sites?
- Can the flow chart used to assess community concern sites be shared with local Highway Authorities and where is this list of community concern sites held?

### Other areas

<http://www.hertscommissioner.org/2016-06-pccs-first-successful-road-safety-fund-bid-takes-shape-on-broxbournes-a10>

Mobile average speed cameras have been deployed by the Hertfordshire’s Strategic Road Safety Partnership following successful application from Hertfordshire Constabulary. The application was the first to get the green light under the £1.3 million Road Safety Fund in which the Commissioner ring-fenced surplus income generated from the Camera, Tickets and Collisions Unit over the past two years for specific reinvestment into road safety activity across Hertfordshire.

<http://www.northantspcc.org.uk/pcc-to-announce-major-new-road-safety-initiative/>

This page is intentionally left blank

# Minutes

---

**Minutes of the Thames Valley Police and Crime Panel Sub-Committee on Preventing Child Sexual Exploitation held on Friday 8 September 2017, in Olympic Room, Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 1.30 pm and concluding at 3.00 pm.**

## Members Present

Julia Girling (Independent Member), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member) and Councillor Ian White (South Oxfordshire District Council)

## Officers Present

Clare Gray

## Others Present

Matthew Barber (Office of the Police and Crime Commissioner) and Paul Hammond (Office of the PCC)

## Apologies

Councillor Julia Adey (Wycombe District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Iain McCracken (Bracknell Forest Council) and Anthony Stansfeld (PCC)

## 22. Election of Chairman

### RESOLVED

**That Mr K Mallon be elected Chairman of the Preventing CSE Sub Committee for the ensuing year.**

## 23. Appointment of Vice Chairman

### RESOLVED

**That Ms Emma Webster be appointed Vice-Chairman of the Preventing CSE Sub Committee for the ensuing year.**

## 24. Declaration of Interests

There were no declarations of interest.

## 25. Minutes

The Minutes of the Meeting held on 2 November 2016 were agreed as a correct record.

## 26. Update from Thames Valley Police

DCI Kelly Glister attended the meeting to provide an update on the work of Thames Valley Police in relation to Child Sexual Exploitation (CSE).

DCI Kelly Glister reported on the strategic approach to CSE and the different documents/governance structures that were used to manage the prevention of CSE such as the Force's Delivery Plan, Police and Crime Plan, Force Strategic Assessment (The Strategic Assessment gives an overview of the current and medium term issues affecting, or likely to affect Thames Valley Police.). There is a Vulnerabilities Strategic Group which is chaired by an Assistant Chief Constable and a Child Exploitation Operational Group which is chaired by Det Superintendent. 13 strands of vulnerability have been identified and action plans have been devised that are fit for purpose. There is also a risk performance meeting where partners are invited to attend.

On the operational side DCI Kelly Glister referred to the definition of CSE which has been adopted to represent the change in landscape and understanding of CSE, including the definition of consent and use of technology. The Force use the following strategy:-

Prepare - There is a dedicated cycle of learning, training, peer and process reviews, dedicated multi agency teams

Prevent – Education, disruption, intelligence development, internet and personal safety, predictive harm analysis (This is software that uses crime type, crime location and date and time – and then based on past crime data it generates a hotspot map identifying areas where crime is most likely to happen. Oxfordshire, Milton Keynes and Reading were the test beds for the predictive harm model, which will be rolled out across the Force).

PROTECT Engagement & support for children and families, joint safeguarding processes, multi-agency risk management meetings, dedicated CSE teams (Kingfisher/Swan)

PROSECUTE Thorough investigations & quality file preparation, continued and consistent victim care & support, specialist prosecution teams

PARTNERSHIPS Joint ownership & shared risk management, co-located teams and enhanced information sharing, priority within LSCB's.

DCI Kelly Glister made reference to Operational Makesafe which related to methods which were delivered at a local level through Neighbourhood Policing and Problem Solving Teams e.g Hotel Watch and test purchasing which were used to raise awareness and share responsibility across the industry. With test purchasing staff were allocated credit cards and then used the hotel facility, taking a young person into the hotel with them.

Other tactical operations include Health and Safety Executive and Environmental Health which was a form of disruption and intelligence gathering.

#### Operations and Prosecutions

There are five live investigations in the Thames Valley. In 2016 there was a total of 1028 occurrences recorded; 775 non-crime incidents and 273 reported crimes. This is a reduction of 28% from last year. The investigations included cases in Aylesbury and Oxfordshire where some of the victims had now become adults but information was still produced. Reference was made to working with Simon Bailey the National Police Chiefs' Council lead for child protection and the need for dedicated teams to look at historical crime but this was very expensive. Simon Bailey had also commented that low level offenders who were not at risk to the public should be placed on the sex offenders register and given counselling and rehabilitation instead.

There was a large scale investigation at the Old Bailey currently with 2/3 large scale investigations ongoing in each County. A total of six men had been arrested in connection with CSE offences relating to female victims between 2008 and 2015 – this was part of Operation Nautical.

#### Serious Case Review and Learning

The key learning points from Bullfinch was addressing safeguarding, risk assessment and referrals; crime recording and investigation and secondary investigation (the Banbury CSE Case had been very complex and there had been a long period of investigation). HMIC had referred to integrated record keeping. Many of the points within the Action Plan had now been addressed. There had also been a Serious Case Review in Aylesbury, Buckinghamshire and the Local Safeguarding Board had issued a report. She also referred to the PACE Group

(Parents Against Child Exploitation) who had provided feedback on individual's experiences, some of which was quite hard-hitting and TVP had taken on board their comments in relation to these SCR cases.

#### Perpetrator profiling

With information taken from recorded occurrences in 2016 the victim profile was a mean average age of 18 and a median average of 16 years – 90% were female but the sexual exploitation being experienced by boys was also being addressed within the Action Plan. 50% of victims were of white origin. The suspect was on average 10 years older than the victim with a mean average age of 29 and median 22 years. The issue of consent was a difficult area for 16-18 year olds and another area of difficulty was reporting of CSE by boys.

#### MASH

DCI Andy Howard was co-ordinating the MASH and looking at how the hubs could operate more efficiently and effectively. There is a joint targeted area inspection of the multi-agency response which is carried out by the Care Quality Commission, HMIC and HMI Probation and an assessment has recently been undertaken on Wokingham. There will be a further report on the Thames Valley by the HMIC in October. There was still concern about having adequate representation in the MASH from Adult Social Care, Health and Education. The vetting process also made co-ordinated working more difficult.

[https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/07/Joint\\_targeted\\_area\\_inspection\\_of\\_the\\_multi-agency\\_response\\_to\\_abuse\\_and\\_neglect\\_in\\_Wokingham.pdf](https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2017/07/Joint_targeted_area_inspection_of_the_multi-agency_response_to_abuse_and_neglect_in_Wokingham.pdf)

During discussion the following questions were asked:-

Cllr Ian White referred to the Multi Agency Safeguarding Hub site visit (MASH) and asked what support staff were given working in such difficult circumstances. DCI Kelly Glister reported that staff undergo psychometric testing to see how they will cope with a stressful work environment and also have strong leadership and line management. They have training days to help address any particular issues and there are structures to develop career opportunities and rotate staff. There was not a large turnover of staff.

The Deputy PCC asked about electronic entry into hotels and how this was approached. DCI Kelly Glister reported that they tried to give management training and also depending on the type of premises to ensure there was monitoring by CCTV. Cllr Mallon asked whether there could be a scheme/sign on doors with stars as to whether hotels complied with the Hotelwatch Scheme and whether hotels/guest houses could be named if they opted out of the Scheme. DCI Kelly Glister said she could raise this issue with DCI Felicity Parker who was the tactical lead for modern slavery for TVP.

**Action: Thames Valley Police**

Cllr Mallon referred to the comments made by Trevor Phillips, the former Chairman of the Equality and Human Rights Commission. He had expressed concern about the refusal of authorities to properly describe some of the grooming gangs as Muslim and another Conservative former Policing Minister had said that the gangs should be treated as 'race hate criminals' so they could be handed tougher prison sentences. DCI Kelly Glister commented that there is an ethnicity record but it is not broken down any further. This may be recorded in more detail next year.

<http://www.dailymail.co.uk/news/article-4781426/Asian-grooming-gangs-treated-race-hate-crimes.html>

Cllr Mallon also referred to the issue of PREVENT and faith schools that were not regulated. He commented that all MASH processes needed to fit with various circumstances and that these were consistent across the Thames Valley. There was a Prevent Engagement Officer who provided advice across the Board but they were not located within the MASH. In addition Predictive Harm Analysis was being used for early intervention.

Members thanked DCI Kelly Glister for the report.

## **27. How to prevent and pursue online child sexual exploitation**

DCI Kelly Glister updated Members on this area and commented that referrals were predicted to have doubled at the end of this financial year (April 2018) compared with previous periods. The Strategic Assessment next year would address any intelligence gaps and national trends. There was a new online covert capability and a recruitment process was being undertaken in relation to this. The Child Abuse Image Database was being used to identify victims and protect more children. Where indecent images were identified a risk assessment was

undertaken using a matrix to identify whether the threat was low, medium or high. High risk cases were reviewed fortnightly.

DCI Kelly Glister also referred to the Digital Media Investigation Unit which responds to information from members of the public, victims and police intelligence. Once information has been developed and risk assessed, detectives would then execute warrants or attend addresses where criminal activity is suspected. When the perpetrator has been identified their houses are searched and items can be seized for investigation. There is a triage process in investigating crimes.

Sexting was not considered a crime and the proportionality of this was addressed when looking at low, medium or high risk cases.

Cllr Webster commented that it would be helpful to have guidance on what constitutes a proper offence.

Members noted the HMIC report on how police forces performed in their work to prevent online CSE which made a number of recommendations. Panel Members asked for a written response on how TVP were addressing these recommendations (page 37 of the agenda).

**Action: PCC/TVP**

## **28. Update from the Deputy PCC**

The Deputy PCC reported that Preventing CSE was monitored through the OPCC Delivery Plan and the Force Delivery Plan. He reported on the recent taxi licensing event to improve safeguarding and the proposal to have a single point of contact and reported that Local Authorities were meeting on 13 September 2017 to discuss standardising policies and the single point of contact officer. He also made reference to the fact that the MASH would be reviewed and that the MASH in Berkshire would not be viable in the future and needed to be restructured.

Julia Girling asked how CSE was addressed and lessons learnt across the Country. DCI Kelly Glister reported that there was regular liaison with other Forces and a National Working Group which was chaired by the Norfolk Chief Constable. Information was shared on a whole range of issues including perpetrator profiling.

Cllr Mallon referred to the Louise Casey report and the need to ensure that these recommendations were being implemented.

The Deputy PCC was asked whether he had looked at the Staffordshire PCC CSE Outcomes Framework and whether there was any benefit of Thames Valley having a similar document. The Deputy PCC reported that he would have a look at this document and feed back to Panel Members.

<https://staffordshire-pcc.gov.uk/wp-content/uploads/2015/12/Stoke-Staffordshire-CSE-Outcomes-Framework-10.pdf>

**Action: Deputy PCC**

## **29. Work Programme**

Members agreed that the different strands of the Strategic Assessment should be addressed in future meetings along with Forced Marriages, Female Genital Mutilation and Sexual Exploitation within modern slavery. DCI Kelly Glister would send the Scrutiny Officer a copy of the Strategic Assessment.

**Action: TVP/CG**

## **30. Date of next meeting**

To be confirmed.

**CHAIRMAN**

## Report to the Thames Valley Police & Crime Panel

---

**Title:** Topical issues

**Date:** 17 November 2017

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



### National Police and Crime Panel Conference

The Conference was held on 6 November 2017 at the Warwick Conference Centre and was well attended by Panels across the Country.

The opening debate covered horizon scanning of key national issues relevant to PCPs – key speakers included Cllr Alison Lowe Chair of West Yorkshire PCP, David Lloyd Chair of the Association of PCPs and Jacqui McKinlay Chief Executive of the Centre for Public Scrutiny. Areas of discussion included the visibility of policing, collaboration, resident's engagement, and working in partnership and looking at crime as well as policing.

The National Association for Police and Crime Panels was discussed and the setting up of a Steering Group to look at developing a Special Interest Group as part of the Local Government Association.

In the afternoon there was a Regional Workshop to discuss collaboration and also themed workshops. In response to Panel Member comments on public engagement in the PCP Annual Report, the Scrutiny Officer for Thames Valley ran a workshop on this area to identify areas of good practice. It was agreed at the workshop that it would be helpful if Frontline Consulting could undertake a survey of Panels on what public engagement they carried out to share good practice. Other workshops included police and fire collaboration, complaint handling, regional collaboration, performance monitoring of Police and Crime Plans, budget scrutiny, joint working on mental health and policing, partnership working and evidence gathering, Police and Crime Plans, financial resilience and transformation. The closing plenary also included a presentation on research carried out by Grant Thornton on analysis of Police and Crime Plans across the Country.

Frontline Consulting organised the conference and will produce a report on its content which will be circulated to Members.

### Four Area PCP Meeting

A meeting was held involving representatives of Hampshire, Surrey, Sussex and Thames Valley Police and Crime Panels to discuss joint working and collaboration between the four Force areas, how the PCCs are taking forward the provisions of the Policing and Crime Act regarding police

complaints and fire and rescue services and proposals for the National Representative Body. The Chairman agreed that it would be helpful to meet quarterly to discuss areas of mutual interest and collaboration.

### **Eastern Regional Network Meeting**

Thames Valley PCP also takes part in Eastern Regional Network Meetings which are organised by Frontline Consulting. A recent meeting was held on 29 September 2017 and included Panel Chairman from Cambridgeshire, Essex, Hertfordshire, Kent, Bedfordshire and Norfolk. The agenda includes a round up of work being carried out by Panels, hot topics (such as fire and police collaboration), regional collaboration and any other areas of interest e.g complaints and budget scrutiny. In terms of other work with Frontline Consulting, the Scrutiny Officer for Thames Valley also helped provide training for new Police and Crime Panel Support Officers across the Country.

### **Policy Planning and Performance PCC public meeting**

The next Policy Planning and Performance Meeting is being held on 16 November 2017 and papers should be available from 8 November from the following link:-

<https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/policy-planning-and-performance/>

### **Recent publications/events and media interest**

Go to <https://twitter.com/thamesvalleyppcp> for information on twitter activity which includes links to media articles which may be of interest.

### **National Issues**

[https://www.theguardian.com/uk-news/2017/nov/01/amber-rudd-lambasts-police-chiefs-over-extra-funding-demands?CMP=share\\_btn\\_tw](https://www.theguardian.com/uk-news/2017/nov/01/amber-rudd-lambasts-police-chiefs-over-extra-funding-demands?CMP=share_btn_tw)

The home secretary, [Amber Rudd](#), has chastised police chiefs for demanding hundreds of millions of pounds more in funding. Rudd said police forces, which say they need more resources to stem rising crime, could still make efficiency savings and were sitting on reserves of £1.6bn. Speaking to the annual conference of police chiefs and police and crime commissioners, Rudd said: "So when crime stats go up, I don't just want to see you reaching for a pen to write a press release asking for more money from the government. "I want you to tell your local communities and the victims in your area what your plan is to make them safer." The debate about police funding has intensified before the budget later this month. Rudd said: "Of course, part of being a police and crime commissioner is about speaking to the government about resourcing. But it mustn't just be about lobbying the government for money. It needs to be about cutting crime, delivering on the priorities you were elected on and being held to account by local people in your area when you don't."

<http://www.independent.co.uk/news/uk/home-news/police-big-data-technology-predict-crime-hotspot-mapping-rusi-report-research-minority-report-a7963706.html>

Police in the UK are starting to use futuristic technology that allows them to predict where and when crime will happen, and deploy officers to prevent it, research has revealed. A report on big data's use in policing published by the Royal United Services Institute for Defence and Security Studies (RUSI) said British forces already have access to huge amounts of data but lack the capability to use it.

<http://www.independent.co.uk/news/uk/home-news/knife-crime-stats-uk-england-wales-prosecutions-drop-offences-rise-a8030211.html>

Knife crimes are rising across the country – but police forces are prosecuting fewer cases, according to new data. Freedom of Information responses from 30 out of 43 police forces across England and Wales, obtained by BBC News, found that the number of knife crimes that led to perpetrators being charged or taken to court has fallen by 8 per cent from 2015 to 2016.



<https://www.theguardian.com/society/2017/nov/07/only-5-of-honour-crimes-reported-to-police-are-referred-to-cps>

The police are failing the victims of “honour” crimes, with just 5% of reported cases being referred to the Crown Prosecution Service, a leading charity has warned. The number of cases of “honour” based violence, forced marriage and FGM reported to the police has increased by 53% since 2014, figures obtained through the Freedom of Information Act show. However, despite the rise in reporting, the volume of cases referred to the CPS for a charging decision is the lowest it has been for five years.

<http://www.telegraph.co.uk/news/2017/11/08/essex-police-shows-injuries-suffered-police-officers-asks-protections/>

Essex Police Federation has asked for more protections for its officers as it shares photographs of injuries they have suffered. The Federation has asked for protection for the police, as well as better equipment and is welcoming stricter punishments for those who assault emergency workers.

<http://www.dailymail.co.uk/news/article-5037555/Police-spend-81m-year-historical-crime-probes.html>

Police are spending £81million a year on historic investigations, new figures revealed yesterday. The money is being used during inquiries into sex abuse, paedophile conspiracies, undercover policing and the Hillsborough tragedy. There are 875 officers - the equivalent of the entire Warwickshire force - plus another 500 civilian staff, dedicated to raking over the past. One police chief warned that the resources are often taken from frontline budgets, suggesting everyday policing is being stretched even further.

<http://www.telegraph.co.uk/news/2017/11/01/many-children-criminal-court-says-senior-judge/>

Speaking at the Howard League for Penal Reform on Monday, the senior judge said the CPS should "reconsider existing prosecuting policy in relation to children". He added: "I do not, of course, go so far as to suggest that age alone should immunise children from the appropriate application of the criminal law where there has been really serious offending." However, in less serious cases it is legitimate to ask what advantage there is, either to the child, or to the child's family, or, indeed, to society at large, in invoking a criminal process in preference to a family court process, especially where the family court is already engaged in careful analysis of and planning for the child's future."

<http://www.independent.co.uk/news/uk/home-news/criminals-banned-drinking-release-prison-probation-officers-gambling-online-content-a7997126.html>

Former [prisoners](#) could be barred from drinking alcohol after their release from custody under new measures aimed at reducing reoffending rates

## Local Issues

<http://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/abuse-of-position-letter-thames-valley-2017.pdf>

### **HMICFRS assessment: Abuse of position for a sexual purpose**

In December 2016, they published their national *PEEL: police legitimacy 2016* inspection report in which they referred to the problem as ‘abuse of authority for sexual gain’. In the interests of consistency and in line with the terminology used in the National Police Chiefs’ Council’s national strategy, they now refer to this as ‘abuse of position for a sexual purpose’.

The report highlighted our concerns that some police counter-corruption units did not have the capability or capacity to seek intelligence on the potential abuse of position for a sexual purpose. This meant that some forces were not able to intervene early to safeguard potential victims and tackle unacceptable and potentially corrupt behaviour. This concern led to the following recommendation:

*‘To address this cause of concern, we recommend that within six months, all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the*

*technology and resources required to monitor IT systems actively and to build relationships with the individuals and organisations that support vulnerable people. ‘*

They have reviewed the force’s plans to address the cause of concern. Thames Valley plans reflected the national strategy agreed at the National Police Chiefs’ Council in April of this year. However no information was provided that allowed HMIC to assess TV progress in reviewing the capability and capacity of their counter-corruption unit, their progress in deploying IT systems’ monitoring capability or any work done to seek intelligence from those organisations that support vulnerable people. HMIC will be returning to TVP force to assess implementation of their plans during a subsequent inspection.

[http://www.oxfordmail.co.uk/news/1437101.Police\\_plan\\_for\\_summer\\_of\\_drink\\_fuelled\\_crime/](http://www.oxfordmail.co.uk/news/1437101.Police_plan_for_summer_of_drink_fuelled_crime/)

Oxfordshire's Chief Supt Shaun Morley said the force was having to increase the number of officers on the streets at weekends to cope with yobbery since the changes in licensing laws allowed pubs and clubs to stay open longer. Only 32 streets - mainly town and city centres - are responsible for nine per cent of criminal damage for the whole county and a similar amount of violence and anti-social behaviour.

**INFORMATION REPORT TO THE  
THAMES VALLEY POLICE AND CRIME PANEL  
17<sup>th</sup> November 2017**

**UPDATE ON REFORMS TO THE POLICE COMPLAINTS SYSTEM**

**Background**

Part 2 of the Policing and Crime Act 2017 reforms the police complaints and disciplinary systems, including increasing the oversight role and responsibilities of police and crime commissioners (PCCs); making changes to the governance of the Independent Police Complaints Commission (IPCC), providing for a new system of "super-complaints" and confers new protections on police whistle-blowers.

**Key Reforms**

The key reforms of the police complaints system are summarised below:

- a) Strengthening PCCs' oversight role of the local complaints system, giving them an explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and including making PCCs the appellate body for reviewing those appeals currently dealt with by chief constables (albeit under the new system the Chief Constable will retain the right to reject any recommendations made by the PCC).
- b) Enabling PCCs to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and responsibility for all duties regarding contact with the complainant.
- c) Clarifying the definition of a complaint – currently defined in section 12 of the Police Reform Act 2002 as 'any complaint about the conduct of a person serving with the police' – to one that defines a police complaint broadly as 'an expression of dissatisfaction with a force'.
- d) Retaining and clarifying the focus on immediate resolution of customer-service issues where appropriate, before such issues become formal complaints.
- e) Removing the non-recording categories (such as 'vexatious' and 'out of time' complaints) so that any issue that is not possible to resolve immediately or that the complainant wants recording, is recorded.
- f) Removing the opaque categorisation for handling complaints – 'local resolution', 'local investigation', 'disapplication', 'discontinuance' – and replacing this with statutory duties based on taking "reasonable and proportionate" action to resolve a complaint.
- g) Streamlining the complex appeal process so that there is one appeal point at the outcome of the complaint.
- h) Reformed IPCC will be known as the Independent Office for Police Conduct (IOPC).

## Reforms Timetable and Progress

The Home Office timetable for implementing the reforms of the police complaints system is summarised below:

**Phase 1** (Nov/Dec 2017) – implementation of ‘Former officers, barred list and advisory list’

**Phase 2** (Jan 2018) – implementation of Independent Police Complaints Commission (IPCC) governance reform and re-naming

**Phase 3** (June 2018) – implementation of main reforms to complaints and discipline systems

However, as at October 2017, the implementation of Phase 1 of the reforms (apparently the ‘easy bit’ according to the IPCC) was already running 6 months behind timetable. This delay suggests that the implementation of the main reforms to the complaints system (Phase 3 – due in June 2018) may not happen until late 2018 / early 2019.

## Key Issues & Implications for PCCs

It is accepted that the reforms will simplify the police complaints system and make procedures easier to understand for the public and the police service alike.

It is also accepted that the change to the definition of a complaint – from ‘*any complaint about the conduct of a person serving with the police*’ to one that defines a police complaint broadly as ‘*an expression of dissatisfaction with a force*’ – will bring the police complaints system into line with the generally accepted definition already adopted by most other large organisations (public and private sector), which should also help reduce public frustration with the current emphasis on ‘personal conduct’ and ‘following due process’ in any investigation. This change should encourage greater focus by the police service on addressing service weaknesses or failures, and prioritising the speedy resolution of the cause of any dissatisfaction.

In terms of changes in PCC responsibilities, as a minimum legislative requirement, a PCC will become the appellate body to hear / review those appeals currently heard by chief constables concerning the outcomes of complaints made against police officers and police staff.

At this time I am not minded to take advantage of the enabling legislation which would allow me to take on responsibility for the front-end of the police complaints system (i.e. initial handling and seeking, with the complainant’s agreement, to resolve a complaint before it is formally recorded) or responsibility for all duties regarding ongoing contact with the complainant to keep them updated of progress and the outcome of their complaint.

In taking on the role of the appellate body, I do not intend to transfer the discrete specialist complaints function (of reviewing appeals) and associated staff resources away from the TVP Professional Standards Department (PSD) to the Office of the PCC (OPCC), as I would then be concerned about the future resilience of that appeals function in the event of, e.g. staff turnover or long-term absence. If the function was to transfer to the OPCC, the affected staff would be operating in relative isolation from the

general expertise, experience and lateral staff cover otherwise currently available to them within the PSD.

At present my four main concerns about the reforms to the police complaints system, including taking on the role of appellate body, are:

(1) The PCC will be responsible for reviewing an appeal but the Chief Constable (being operationally independent of their PCC) will have the power to reject a PCC's recommendations. Whilst this power of veto may appear logical from a legal point of view (in that it is consistent with the division of responsibilities to be exercised by a PCC and their Chief Constable as set out in The Policing Protocol Order 2011), it does risk undermining the status and credibility of the PCC (in the eyes of the complainant / general public) if, having given PCCs the responsibility for hearing appeals, they cannot then enforce their recommendations.

[NB The Home Office does not expect this possible outcome to be a common event - it assumes that such a scenario will be exceptional]

(2) The options available to PCCs within the new system may make it more confusing for the general public to understand what the arrangements are for dealing with police complaints in their local force area and why they may be different from the arrangements in adjoining force areas (which may be a potential issue in the event of any complaints involving cross-border policing incidents or issues).

(3) It is considered likely that this transfer of 'appellate body' responsibility to PCCs will result in a greater volume of escalated complaints - whether appropriate or not - being made against the PCC (rather than the Chief Constable/Head of PSD as at present) from complainants who are not satisfied with the outcome of their appeal (or in the event of the PCC's recommendations being rejected by the Chief Constable).

If this scenario manifests itself in reality, this presumed increase in volume of complaints will have a direct impact on the workload of the Police and Crime Panel, which has the statutory responsibility to handle and resolve non-serious complaints made against the PCC. However, the Act (and the Home Office) is silent on this aspect of the reforms to the police complaints system and does not address the potential issue of the limited capacity of police and crime panels to deal with any significant increase in workload.

(4) There is nothing specific in the Bill to help the police service / PCCs / Police and Crime Panels manage the incidence and impact of 'vexatious / repetitious complainants'.

**Anthony Stansfeld**

Police and Crime Commissioner for Thames Valley

November 2017

This page is intentionally left blank

Thames Valley Police & Crime Panel Work Programme 2018/19

Date	Main Agenda Focus	Other agenda items
2/2	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"> <li>• Public questions</li> <li>• Topical Issues</li> <li>• Work Programme</li> </ul>
20/4	Performance Report	<ul style="list-style-type: none"> <li>• Public questions</li> <li>• Topical Issues</li> <li>• Work Programme</li> </ul>
22/6	PCC Annual Report Neighbourhood Policing and Community Safety Partnerships	<ul style="list-style-type: none"> <li>• Election of Chairman/Appt of Vice Chairman</li> <li>• Public questions</li> <li>• Report of the CSE/Complaints Sub Committee</li> <li>• PCP Annual Report</li> <li>• Annual Review of PCP Rules of Procedure and Budget</li> <li>• Topical Issues</li> <li>• Work Programme</li> </ul>

Date	Main Agenda Focus	Other agenda items
7/9	Performance Report	<ul style="list-style-type: none"><li>• Public questions</li><li>• Topical Issues</li><li>• Work Programme</li></ul>