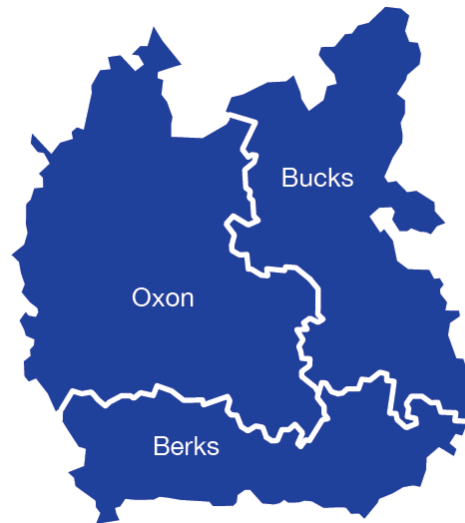


Agenda

- Date:** Friday 2 February 2018
- 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.aylesburyvaldc.gov.uk/finding-us>

Please note that this meeting will be recorded for subsequent broadcast. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being filmed. 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 17 November 2017.

5 - 14

11.05am

4. Public Question Time

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

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

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

<i>11.25am</i>	5. Chairman Update/PCC Update Includes topical issues report	15 - 20
<i>11.35am</i>	6. Report of the Budget Task and Finish Group The report will be presented by Cllr McCracken, Chairman of the Task and Finish Group.	21 - 30
	7. Scrutiny of the proposed precept - Questions to the Police and Crime Commissioner Attached is the Revenue Estimates 2018/19 and the Medium Term Financial Plan 2018/19 to 2021/22. The Medium Term Capital Plan and Reserves and Balances reports are attached as a supplement.	31 - 114
<i>12.35pm</i>	8. Annual Assurance Report Dr Louis Lee, Chairman of the Joint Independent Audit Committee will present the report.	115 - 134
<i>13.00pm</i>	9. Police and Crime Plan - Performance Strategic Objective 2 Prevention and Early Intervention. The OPCC and Thames Valley Police Delivery Plans are attached as a supplement.	135 - 152
<i>13.30pm</i>	10. Report of the Complaints Sub-Committee Members are asked to note the report.	153 - 158
<i>13.40pm</i>	11. Recommendation Monitoring Response to previous recommendations for Member comment.	159 - 166
<i>13.50pm</i>	12. Work Programme For Panel Members to put forward items for the Work Programme including ideas for themed meetings.	167 - 168
	13. Date and Time of Next Meeting To add additional meetings as follows:- 16 November 2018 1 February 2019 15 February 2019 (provisional date in case precept is vetoed)	

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), 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), Councillor Paviter Mann (Slough Borough 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 17 November 2017, in Olympic Room Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.25 pm.

Members Present

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), Cllr Tom Hayes (Oxford City Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Tony Page (Reading Borough Council) and Councillor Barrie Patman (Wokingham Borough Council)

Officers Present

Clare Gray

Others Present

Kevin Brown (Thames Valley Police), Francis Habgood (Thames Valley Police), Paul Hammond (Office of the PCC), Anthony Stansfeld (PCC) and Ian Thompson (Office of the PCC)

Apologies

Councillor Julia Adey (Wycombe District Council), Bill Bendyshe-Brown (Buckinghamshire County Council), Julia Girling (Independent Member), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Iain McCracken (Bracknell Forest 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)

132. Declarations of Interest

There were no declarations of interest.

133. Minutes

The Minutes of the Meeting held on 8 September 2017 were agreed as a correct record.

The following updates were given:-

- The Deputy PCC would respond in writing on whether the street operation in Oxford City would continue as the previous one had been very successful.

- Unauthorised encampments – the Rural Task and Finish Group had met which included a meeting with all Councils, the Force and Environment Agency. At this meeting it was agreed that a Memorandum of Understanding should be drawn up. The Chief Constable reported that one of the issues within the Force was when powers apply or not. Another issue was the response by landowners – sometimes it looked like the police were doing nothing when they were speaking to the landowner who had responsibility for this. Communication was key to keep the public informed. There were certain trigger points to lead to the use of Section 61 powers.
- OPCC office – A Panel Member asked a question in relation to the Office of the PCC and a written report being made available. The PCC commented that this particular issue was confidential and had been dealt with under the correct disciplinary procedures. Another Panel Member commented that the Panel did not want the detail of the issue but wanted reassurance that the Office was operating efficiently and effectively and that the processes that were in place were robust to ensure that a similar incident would not happen or if it did that the PCC would guarantee the smooth running of his Office, whilst investigations took place. The PCC agreed to send a report with this information.

Action: PCC

- TVP were reminded to send over the graph showing the hate crime figures.
- Cllr Hayes asked the PCC whether he had met yet with the Policing Minister. The PCC reported that he had a meeting on 29 November 2017 to meet the Policing Minister. The PCC then responded to the previous question about having a part time Deputy PCC. He commented that you could be criticised for having a Deputy or not having a Deputy. He had taken the decision that at this current time he needed a part time Deputy but if the situation changed such as taking on the responsibility for Fire and Rescue Services then he would consider a full time Deputy. He also commented that the Taxpayers Alliance had said that his office was one of the most efficient and lean offices.

Action: Chief Constable

134. Public Question Time

There were no public questions.

135. Chairman's briefing/PCC update

The Chairman gave an update on the following:-

- As Blue Light Day it was important to honour all police officers that have fallen in the line of duty. These brave men and women have sacrificed everything so it is important to show our support.
- East of England Regional Network for Police and Crime Panels – Frontline Consulting held a meeting on 29 September 2017 which discussed current work including an update on fire and rescue collaboration and regional collaboration in the East Midlands.
- There was also a meeting of 4 area collaboration with Panel Chairmen from Surrey, Sussex, Hampshire and the Thames Valley. The Chairmen have agreed to meet quarterly to discuss joint collaboration issues and the best way of scrutinising this area.
- National Conference of Police and Crime Panels run by Frontline Consulting was held on 6 November 2017. This included speakers Cllr Alison Lowe, Chair of West Yorkshire PCP, David Lloyd Chair of the Association of PCCs and Jacqui McKinlay Chief Executive from the Centre for Public Scrutiny.

The PCC also gave an update saying that it was five years since the first PCC election in November 2012 and that there had been a huge change in policing with the role of the PCC changing fundamentally. The budget had been cut by 38% which equated to £100 million and crime was becoming more complex with cyber enabled crime and the needs of the vulnerable which led to crimes such as child sexual exploitation, modern slavery, domestic abuse and mental health issues. Traditionally crime was violence and burglary related. He also expressed concern about crime being imported particularly from Eastern Europe and South America with tourists now coming over to commit a crime then leave. PCCs have also taken on extra responsibilities such as the Chairmanship of Local Criminal Justice Boards, commissioning and delivery of victim support services and

governance of Fire and Rescue Services. The PCC also was on some national Boards such as National Fraud, Counter- Terrorism and Specialist Capabilities. He commented that he would not stand again for election.

136. Local Policing

This item related to the new operating model which had gone live in June 2017. The Chief Constable reported that this new model had gone live during a time when they had lost a number of police officers (about 100), there were four murders in the first few weeks following implementation of the model and there was increasing demand, including the terrorist incidents in June this year. He commented that the old model would also not have worked well during this high demand period.

With regard to the loss of police officers other Forces were also recruiting and officers were leaving Thames Valley to join other Forces where it was cheaper to live. They were looking at alternative ways to boost numbers such as encouraging retired officers to undertake case investigations which helped the resilience of the Force. They had recently received an 'Outstanding' HMIC inspection grade with regard to efficiency in the Force but there had been problems initially with regard to new shift patterns under the new operating model. Some police officers were finding the new patterns tiring; they were being asked to work less each day but as a consequence they had less days off. They had undertaken wide ranging consultation with officers and there was continuing debate over improvements to the model.

The high demand over the summer impacted on 999/101 calls but the number of calls has now dropped slightly. They were monitoring response times under immediate/non immediate responses but the majority of calls were being dealt with in a timely way. In terms of teams responding to calls the roll out of laptops had helped the Force. There was a dashboard of performance measures. Caseloads per officer had increased because of sickness issues. The latest HMIC report on efficiency had complimented the new operating model and the Chief Constable reported that whilst it had been a difficult change process and they were now six months into implementation, he felt that the model was an improvement and a better way of working.

The Local Area Commander for Wycombe Superintendent Kevin Brown gave an update on how the model was operating in his area. He had been moved into his post at the end of June so had no preconceived ideas of how it would operate and had not been involved in any of the planning processes. The model was not quite fit for purpose at the start of the process and in the last 3-4 months he had been looking at ways to optimise resources to meet the outcomes of the model. It was a big change management programme which included a change of culture, mindset and working patterns and there had been scepticism from officers. As the resourcing had not been ideal at the start this did have an impact on investigations and the Force had become reactive rather than proactive. Police officers had been concerned about their roles and responsibilities and struggled to manage their daily workloads.

However, a 'one team' ethos had been encouraged in the new model where individual officers each had a role to play and by sitting together this improved control and ownership. They had developed a smarter resolution function to deal with lower level crime by telephone and High Wycombe area was one of the best in the Force. They managed expectations of the public where there was unlikely to be progress. Initially there had been a time lag of 2-4 weeks in dealing with inquiries and this was now 1-4 days so services had improved. With the smarter resolution function they had decreased demand by 40% in High Wycombe and officers were now positive about the new operating model and the benefit to neighbourhood policing. The problem solving teams were working well and they were employing graduates to work on community projects as a dedicated resource. They were building community resilience to deal with issues such as homelessness and anti-social behaviour to create space for investigations to be undertaken.

The Chief Constable reported that they were currently being inspected by HMIC on the effectiveness strand of PEEL which would include feedback on the new model.

During discussion the following points were made:-

- Cllr Burke commented that if some minor crimes were not addressed then the public would not be satisfied and asked how this was prioritised. The Superintendent reported that this only related to low level incidents and that they used the THOR model to prioritise (Threat Harm Opportunity Risk) and decide whether to attend incidents.
- Mr Marshall asked what being back to normal meant in terms of minutes. The Chief Constable reported that the response times for immediate was just below 80% at 20mins and less urgent was below 60%.
- Cllr Page congratulated the Chief Constable on the 'outstanding' rating from HMIC. He expressed concern about visible neighbourhood policing being downgraded as the public do engage with local police and use the 101 service to provide information. He had a surgery last Saturday where three residents had abandoned 101 calls after 10-20 mins wait and they said that they were unlikely to try again. On page 20 of the agenda papers Cllr Page quoted the HMIC report where the Force figures for the abandonment rate for 101 calls have averaged 6.1% for the 3 months December 2016 to February 2017. This was not an encouraging figure when the public were being encouraged to use 101. The Chief Constable reported that Reading in particular had been impacted by Force vacancies including the Police Community Support Officer and there had been no back up available. The Force did have a commitment to have a geographical and visible presence and they were working with partners to address this. The Chief Constable reported that he was totally committed to neighbourhood policing and that they were not where they should be with police officer numbers currently. In terms of 101 this had significantly improved but call centres still had to prioritise 999 calls and when there was a high demand this did impact on 101. There were finite resources. The more complex calls where a vulnerable person was involved would be assessed fully using the THOR model and these calls obviously took longer. They had a high benchmark of 40 seconds, which was higher than other Forces but the vast majority are within 2 minutes. There would always be anecdotal evidence that callers had to wait a long period of time. At the start of the call if they were experiencing high demand the caller was asked to call back at another time. There was a big change in technology which would be implemented next year (Contact Management Programme) which would allow more call handling to be undertaken over the internet which would allow telephone resources to be used for the most vulnerable. The Chief Constable encouraged all residents to persevere with 101 calls. Cllr Page asked for the updated figures on abandoned calls when they became available.

Action: Chief Constable

- The PCC did comment that when other Forces also had a high demand for 999 calls these were referred to other Forces and this had happened with the Metropolitan Police. The Chief Constable reported that the new contact management system was being used by Hampshire and the Thames Valley and 101 calls would be shared when there were peaks and troughs in demand.
- Cllr Hayes referred to the stringent public finances and the need for the police to focus on priorities. Whilst the new model was welcome there had been significant concerns about the roll-out of the model and the increased demand. The Force were doing an excellent job in combatting terrorism but there were concerns about community safety issues such as drug dealing in Oxford. He had been asking questions about the biggest community safety risk and the response had been the number of injecting drug dealers; there were 10 hot spots in Oxford. The neighbourhood teams were thinly spread particularly around areas such as Blackbird Leys where there was an increasing amount of gang activity and violence. These issues were being reported on 101 and they had to wait along time for a response. Anneliese Dodds MP had also expressed real concern about community policing and the delays to non-urgent calls and the invisibility of the police. He asked the PCC to confirm whether these issues were going to be dealt with in the up and coming budget and that Thames Valley Police would address the fact that they were not sufficiently policed which was leading to concerns about community safety.
- The Scrutiny Officer then read out a question from Cllr Adey which was similar to the previous question. Since the new operating model has been put in place residents are expressing concern that there is no visible policing in Wycombe – and families are now afraid to go into Wycombe at night and are even intimidated during the day. She says there are gang, drugs and begging problems and the public safety protection orders are not working because there is no one to enforce them.
- Cllr Dhaliwal also commented that the same issues were being experienced in Slough which had been discussed at their Scrutiny Committee the previous evening.

- Cllr Sharp (Windsor and Maidenhead) asked a linked question about whether security companies should be used to address some of the gaps in resourcing.

The PCC reported that £100 million had been taken out of his budget and yet the Force was assessed as being 'outstanding' from HMIC in terms of efficiency. They would be down about 400 police officers and 100 PCSO's at the end of the year. There were concerns about the distribution of funding for Police Forces across the Country and Thames Valley received £160 Government grant per head of population whereas northern metropolitan forces received approx. £190 per head. That difference in Government funding of £30, times the population of Thames Valley (2million), would pay for a large number of police officers. Resources had also been taken away to deal with the terrorist threat. The PCC had raised the precept at just below 2% each year but to make a real difference he would have to raise it by 10%. Some PCCs had been discussing the possibility of the Government removing the cap on the increase of the police precept and he would be interested to know residents views on this. If the cap was removed the PCC would go out to consultation to look at what level the precept should be raised to. The PCC commented that neighbourhood policing was a priority but that they still had to deal with threats such as counter terrorism which limited their ability to deal with street crime. There was also imported serious organised crime which needed to be addressed together with violence and 'county lines' and it was difficult to know where to prioritise. He would see what could be done about addressing drug dealing but unfortunately once a gang had been caught and prosecuted this would be soon be replaced by another gang.

- The Chief Constable responded regarding Wycombe and reported that they were trying to disrupt drug suppliers who target the vulnerable. A large amount of resources were being put into covert operations and some operations which were undertaken could take up to 2 years. He also referred to the comment made by the PCC about gangs being replaced once they had been disrupted. In terms of making High Wycombe a safe place to live it was important to work closely with partners to share information as it could sometimes be a struggle to get up to date information. They were working closely with the Chief Executive and the Community Safety Manager of Wycombe District Council.
- The Superintendent referred back to the issues with youth violence and engagement, aggressive begging and homelessness which were problems being experience across urban areas in the Thames Valley. It was important to develop strong partnership working and identifying good practice across the Country to ensure that these issues were being addressed. The Chief Constable reported that local police areas have the proactive capability to deal with these issues such as targeting crimes such as drugs activity and protecting the vulnerable from cuckooing. They have had a number of successful operations relating to Serious Organised Crime. A number of posts were going to be released in January 2018 through the new operating model but this was before the Force experienced the significant rise in demand. Therefore the MTFP for next year does not now include the removal of these 50 posts. Thames Valley are currently undertaking a proactive recruitment campaign to mitigate the shortage of police officers which includes using staff case investigators. There were also budgetary pressures and in 2018/19 there was currently a shortfall of £3.17m which the Force will need to balance before the final proposed budget is presented to the PCC in January 2018. There was also a growth area in terms of vulnerability which was high risk and high harm such as modern slavery and county lines.
- A recommendation was put that the Panel be updated on the new operating model after the first year of operation. Cllr Page asked for information to be provided on each Local Police Area as well as an overall assessment. The Chief Constable reported that they had a performance dashboard which he would share with the PCC.

Action: PCC/Chief Constable

Budgetary Pressures

Ian Thompson, Chief Financial Officer, OPCC updated Members on the budget for next year.

- Since the Chancellor announced the results of the Coalition Government's Spending Review in 2010 local policing budgets have been reduced, in real-terms, by 38%.

- Key pressures on policing are coming from rising overall crime levels, more complex crimes being committed, a growing terrorist threat and more than ever the police being called on as a first resort when other agencies lack their own capacity.
- The amount of money top-sliced or reallocated from core police grant continues to increase.
- The date of the provisional settlement is likely to be 13 December 2017.
- Although the Government has promised to protect local force budgets in cash terms (i.e. a real terms reduction) TVP continues to be an area of rapid population growth; its population is projected to increase by 15% over the 25 year period 2014 to 2039.
- There is an increasing focus on the amount of reserves held by the police service nationally. A report was presented to the Minister in October 2017 which showed the total revenue reserves at £1.6 bn. Current forecasts indicate that revenue reserves will fall by a further 50% between now and March 2020 and capital grants and reserves are forecast to fall even faster. The situation in local force areas will vary significantly e.g Metropolitan Police have recently sold New Scotland Yard for £370million.
<https://www.theguardian.com/uk-news/2017/jul/13/met-police-sold-1bn-of-property-to-soften-blow-of-budget-cuts>
- Pay inflation has been provided for at a 1% annual increase.
- There was to be a review of the Police Core Grant Distribution Formula and work was undertaken by a Home Office led working group where progress was sufficient that a public consultation was expected in June. However following the snap general election this has been parked whilst other priority issues are being addressed.
- There has been a Home Affairs Select Committee looking at the Future of Policing involving PCCs and Chief Constables where a comment was made that the Police Grant funding formula changes won't happen for 2018/19.
- The reduced availability of finance will clearly be a significant constraint on operational policing for the foreseeable future. Given the level of savings already made the financial challenge facing TVP over the next few years is significant, extremely challenging and will require changes in all aspects of service delivery including frontline policing.
- The Chief Constable had mentioned the shortfall in the medium term revenue budget; there was also a shortfall in the capital budget of £10 million with a capital programme of £100 million over the next 4 years, being the biggest yet to ensure that policing is fit for purpose for the future with ongoing funding restraints.

During discussion the following points were made:-

- Cllr Page asked about PCC lobbying Government to have the cap removed so that they had more flexibility over the precept. The Chief Financial Officer reported that every PCC had been encouraged to respond to the DCLG to have precept flexibility and if this was allowed then the PCC would need to undertake a quick consultation to see if communities in Thames Valley supported this increase. The PCC commented that if the precept was raised there may be a danger that the formula grant may look more skewed.
- Cllr Hayes asked whether the PCC had spoken to other PCCs and Ministers about raising the precept. The PCC commented that they already knew his views.
- Mr Marshall asked where the money would be used if there was an increase in local taxation. The Chief Financial Officer reported that they would discuss this through the consultation but the extra resources raised would help sustain policing and reduce the level of budget cuts otherwise required.
- Cllr Egleton commented that at the Home Affairs Select Committee they had discussed the need for local policing and the importance of this in building intelligence. Budgets had been top sliced for national issues.

RESOLVED

That the PCC continues to keep the new operating model under review with the Chief Constable and that the Panel be provided with a report at the end of the first year of operation.

137. Performance Monitoring of the Police and Crime Plan

Members were asked to consider general and specific performance information which included:-

- National benchmarking information
- HMICFRS Police Efficiency Report 2017
- OPCC and TVP Delivery Plans
- Police and Crime Plan – Strategic Aim 1

Police Efficiency Report

The Chief Constable reported that they were judged on the following criteria:-

- How well does the Force understand demand – TVP 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
- How well does the Force use its resources – it has an outstanding understanding of workforce skills and abilities through the College of Policing’s competency and values framework. They make best use of finite resources and manage change programmes well.
- How well is the Force planning for the future – TVP is good with some elements being outstanding. The Force has displayed innovation, embracing and investing in technology. The Chief Constable referred to the £100million investment in the next 4 years to make sure they were fit for the future.

Strategic Priority 1 – Police and Crime Plan

The PCC introduced his report and that his objective was to manage demand on services through better working with partners, with particular emphasis on three priority areas; mental health, adults at risk and service quality. He commented on the work being undertaken with Community Safety Partnerships particularly with vulnerable people as he was one of only a few PCCs who distributed some of his funding to CSPs as he thought that this would ensure that each geographical area could prioritise this funding according to local needs. However, the OPCC monitor this funding very carefully to ensure value for money and good outcomes are achieved.

His Victims Services programme was being managed well by the OPCC Policy Manager including the complex needs service which provided specialist counselling services. The OPCC worked with a wide range of partners including prisons to ensure good rehabilitation for ex offenders.

The PCC referred to hidden forms of abuse and commented that this was a difficult area to tackle as it was embedded in some communities. It was particularly difficult to get victims to report these crimes as they would often be ostracised by their family and friends. They have still yet to prosecute any cases of female genital mutilation. Either the number of cases had been over estimated or there was a lack of reporting.

The PCC reported that he was the current Chairman of the Local Criminal Justice Board and this was being utilised to engage with key delivery groups and encourage a more joined up criminal justice system. Work was also being undertaken on domestic abuse and the OPCC had procured a Domestic Violence Perpetrator Programme for a one year pilot. They were also managing an interim Domestic Violence funding arrangement and working with Local Authorities, Clinical Commissioning Groups and other organisations to seek future closer collaboration between all commissioners, including pooled budgets. Figures for repeat cases of domestic abuse were down slightly.

In terms of sexual offences they had increased prosecutions in relation to rape but there was still a high failure rate in the courts.

During discussion the following points were made:-

- Cllr Mallon referred to the lack of reporting with Female Genital Mutilation which was a hidden crime. There had been a recent article on this and the importance of reporting this crime with only 5% of honour crimes being reported to the CPS.

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

The PCC reported that they were trying to address this issue, particularly in Reading and Slough but it was very difficult to get victims to come forward to make allegations.

- Cllr Hayes referred to page 95 of the agenda which related to the OPCC supporting victims of exploitation and modern slavery – a budget had been identified and they were engaging with modern slavery networks and exploring local providers. Cllr Hayes commented that this service had been provided by Rahab in Oxford and in two years' service they had made 50 referrals, 12 of them being made through the National Referrals Mechanism. There were real concerns about the future of this service when good pathways had taken so long to be developed and were now in place. The PCC asked that Cllr Hayes email him the details and he would look into it with his Policy Manager.

Action: Cllr Hayes

- Cllr Egleton asked about the report on the full review and restructure of the nine Multi Agency Safeguarding Hubs which was aimed at providing greater resilience. The Chief Constable reported that this was more of an internal restructure where some changes had been made to job descriptions. There was a further review being undertaken of the MASHs and a report would be provided to the PCC. Cllr Egleton asked that the Panel be kept up to date on this area.

Action: PCC/Chief Constable

138. Recommendation Monitoring

The recommendation monitoring report was noted. (There had already been some discussion on this item under the minutes item). The Scrutiny Officer would write to the OPCC with regard to the Local Criminal Justice item.

139. Report of the Preventing Child Sexual Exploitation Sub-Committee

Cllr Mallon commented that the minutes were attached to the agenda. Members noted the recommendations and that the Deputy PCC would be visiting the Staffordshire PCC to look at their CSE Outcomes Framework.

140. Topical Issues

Members noted the topical issues item.

Roads Policing

In relation the attached report on roads policing Cllr Page requested a further discussion with the Force to scope devolving functions or working in partnership on roads policing enforcement. The PCC commented that if there was scope for taking a pilot forwards he would be happy to look at Reading with the potential to extend this elsewhere in the Thames Valley if appropriate. Cllr Page commented that he would be interested to see if other Authorities would be interested in working in partnership.

The Chief Constable reported that initially local authorities had pulled out of the Safer Roads Partnership because of limited funding. The Force had been happy to host the Roads Summit in September this year to look at ways to improve partnership working in the absence of the Safer Roads Partnership.

The PCC commented that Hampshire and Thames Valley Police Forces had one of the highest rates of prosecutions because of their enforcement work. He would discuss this issue with the Chief Constable to identify if there was any scope in taking this forward.

Brexit

Reference was made to legislative changes with regard to Brexit including losing the European arrest warrant so that perpetrators would face the justice system back in the UK. The PCC was asked a question on whether this would have an adverse impact on community safety. There was also a concern about intelligence sharing with

Europol. The PCC reported that the UK had a very sophisticated intelligence system with GCHQ so it was unlikely that other countries would want to stop intelligence sharing. He also commented that one of the most important areas of community safety was to control the UK borders better to ensure that crime is not imported into this Country and Brexit should support this.

141. Work Programme

The Work Programme was noted. A Panel Member suggested looking at Honour Based Abuse and Forced Marriage in more detail but this may be delegated to the Preventing CSE Sub Committee. There was also a suggestion to look at violent crimes and domestic abuse.

A further item should be included on reviewing the implementation of the new Contact Management Programme.

142. Date and Time of Next Meeting

2 February 2018

CHAIRMAN

This page is intentionally left blank

Report to the Thames Valley Police & Crime Panel

Title: Topical issues

Date: 2 February 2018

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



National Police and Crime Association

Hopefully the establishment of the Police and Crime Panel Special Interest Group will be set up at an inaugural meeting in late February/early March. The Herts Police and Crime Panel Chairman who is co-ordinating the setup of the SIG has sent a letter to Panel Members outlining some proposals with regard to chairing, frequency of meetings (suggestion is quarterly) with decisions reached by consensus and subscription levels. Comments on the structure were asked for by the end of January 2018.

Panel Members are asked to agree in principle to contribute up to £500 to support the establishment of the PCP SIG as long as clarification is sought on whether this money can be paid from the Home Office Grant

The HO grant conditions stipulate that it cannot be spent on activity which influences or attempts to influence government, political parties, etc. This has been put this as an item for discussion at the first group meeting, where the purpose of the SIG will need to be specified and agreed. Further liaison would most likely be needed with the Home Office on its definitions around this point.

Webcasting

	Cost per hour	Cost per meeting	Cost per year	Total
Set up fee for webcast				625
Recording rate per hour	37.5	112.5	562.5	562.5
Technician per hour	29	87	435	435
Additional cost for Oculus		171	855	855
Total				2477.5
does not inc vat				

Panel Members are asked to agree whether they are happy for the Panel to be webcast based on the figures above. (Unfortunately the venue for webcasting the precept meeting was not

available but is available for the April meeting if Members agree to this proposal). Microphones remain the same cost.

PEEL – Legitimacy

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-legitimacy-2017-thames-valley.pdf>

Thames Valley Police is good at how legitimately it keeps people safe and reduces crime. For the areas of legitimacy they looked at this year, the overall judgment is the same as last year. The force is good at treating the people it serves with fairness and respect. It is also good at ensuring its workforce behaves ethically and lawfully and good at treating its workforce with fairness and respect.

Areas for improvement

- The force should ensure that it supports the work of the Independent Advisory Groups by providing training for members and by providing clearly accessible information about their work, and about how to become a member, on the force internet.
- The force should ensure that its arrangements to scrutinise use of force by its staff incorporate greater use of external scrutiny.
- The force should do more to ensure it has made comprehensive arrangements to provide information and support to people who may wish to make a complaint against the police, in particular when they come from a group that might find this difficult or is less likely to engage with the police.
- The force should consider how it could ensure that the ethical implications of its policies and procedures are reviewed systematically and in a way that incorporates an external view – and that officers and staff are aware of how to raise ethical issues within the force.
- The force should do more to ensure that officers and staff have confidence in the grievance procedure and the new promotion assessment processes. The force should refresh the processes and provide more information to the workforce about them.

HMICFRS Reports

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/abuse-of-position-for-a-sexual-purpose/>

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/628397/Joint targeted area in spection of the multi-agency response to abuse and neglect in Wokingham.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/628397/Joint_targeted_area_in_spection_of_the_multi-agency_response_to_abuse_and_neglect_in_Wokingham.pdf)

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/living-in-fear-the-police-and-cps-response-to-harassment-and-stalking/>

Recent high profile case on this area

[http://www.oxfordmail.co.uk/news/yourtown/oxford/15863626.Newsnight presenter Emily Maitlis criticises justice system after 20 years of harassment by Oxford stalker/](http://www.oxfordmail.co.uk/news/yourtown/oxford/15863626.Newsnight_presenter_Emily_Maitlis_criticises_justice_system_after_20_years_of_harassment_by_Oxford_stalker/)

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/stolen-freedom-the-policing-response-to-modern-slavery-and-human-trafficking/>

The OPCC have commented in the Level 1 papers that some Forces (including Thames Valley) have made modern slavery and human trafficking a strategic priority, but this had not always been translated into consistent operational practice. Nationally the fieldwork found that little proactive and preventative activity is taking place in the majority of Forces, and local threats or high risk locations were not identified or shared in a partnership approach. Thames Valley Police made the seventh highest number of referrals to the NRM in 2016.

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/planes-drones-and-helicopters-an-independent-study-of-police-air-support.pdf>

On Thursday (November 30), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) criticised National Police Air Service for weaknesses in governance, tasking arrangements, and its response times. It made several recommendations for the air service to consider, and HM Inspector of Constabulary Matt Parr said "urgent reform" was needed.

Thames Valley PCC Anthony Stansfeld (a Member of the Board) insists the National Strategic Board (NSB) – responsible for setting the strategic direction of NPAS – considered “every possible way of tasking” and the current model, which charges forces every time they request a helicopter, is the most “logical and fair”.

<http://www.policeprofessional.com/news.aspx?id=30988>

Enabling Police and Crime Commissioners (PCCs) to sit and vote on Combined Fire and Rescue Authorities (FRAs)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/662393/171124_Consultation_paper.pdf

The consultation ended on 15 January 2018 and the Panel has not commented on the consultation as each authority has submitted their own response, which vary across the Thames Valley. The amendments being consulted upon would allow the following options:-

- A – Enable a PCC to be appointed with voting rights;
- B – Set out this provision can only take place after a request has been made by a PCC;
- C – Set out the process for making such a request;
- D and E – Enable a PCC to delegate to a deputy to attend and speak at FRA meetings, but that this deputy does not have any voting rights and will not be treated as a member of the Authority for any purpose, for example being part of the meeting quorate. This is owing to Fire and Rescue Authorities comprising of elected individuals, who do not themselves have similar rights to delegate to an unelected official as exists for PCCs.

These amendments will enable a PCC to have representation on their local FRA and/or its committees, with voting rights; this will be subject to PCCs making clear reasons for seeking membership and the FRA agreeing. The FRA will be required to publish their response to ensure transparency. The provisions will enable a PCC to be a member of the FRA until there is either a vacancy in the OPCC or if there were to be no vacancy in the office before then, the day on which their term of office as PCC would end.

Policy Planning and Performance PCC public meeting

The next Policy Planning and Performance Meeting is being held on 23 January 2018 and papers should be available from the following link:-

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

Some points to note area as follows:-

- The Thames Valley Partnership Restorative Justice contract revision and extension had been agreed with a significant downsizing of the current model which will involve the CRC working with the OPCC. The Panel had previously questioned the OPCC on the value for money for this contract.
- In the Complaints Integrity and Ethics Panel minutes on 13 December 2017 the Deputy Chief Constable commented that the Operating Model would be reviewed in January 2018.
- Revenue Monitoring – at the end of December 2017 the overall 2017/18 budget is £1.223m underspent against profile with a forecast full year underspend of £0.455m. The underspend has arisen due to the shortfall on police officer numbers caused by high attrition rates and low recruitment numbers. Significant work has and continues to be undertaken across the organisation to mitigate the impact of low police officer numbers on service delivery. The Force has received a refund from the Treasury for the Operation Hornet costs (HBoS fraud) which will be appropriated to the improvement performance reserve (£1.992m).

- Capital budget – the PCC noted that revised budget of £30.144m, which includes additional budget of £0.717m (for new/existing projects), re-phasing into future years of £15.124m, £0.453 of budget savings and £0.585m of budget reductions based on reviews. The total annual budget released to date is £25.088m. The Contact Management Programme go live date is now revised to March 2018. The PCC has put in additional funding of £1.644m.
- Property Asset Management Plan – the update report summarises progress on the AMP estate rationalisation programme. The National ‘One Public Estate’ programme is now operating in Berkshire and Buckinghamshire, with Oxfordshire securing some set up funding from the Cabinet Office. TVP are working alongside a number of partners to deliver collaborative projects.

Recent publications/events and media interest

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

National Issues

Extra £400m for police funding

<http://www.bbc.co.uk/news/uk-42414018>

Use of reserves to support frontline cannot continue after 2020

<http://www.policeprofessional.com/news.aspx?id=31017>

Fact sheet on police funding

<https://homeofficemedia.blog.gov.uk/2017/12/19/fact-sheet-police-funding-for-2018-19-explained/>

Hundreds of cases dropped over evidence disclosure failings

<http://www.bbc.co.uk/news/uk-42795058>

County lines case

<https://www.thetimes.co.uk/article/b803d33c-dac5-11e7-aacd-025601055216>

Anti virus software used by some police forces

<https://www.thetimes.co.uk/article/antivirus-firm-kaspersky-lab-ruled-by-russian-spies-2ghtw38ql?shareToken=e2d0ca0a4c53fbcc720e09c2cae3b463>

Police complaints process overhaul

<http://www.bbc.co.uk/news/uk-42598843>

Police ignoring needs of detainees

<http://www.bbc.co.uk/news/uk-42556384>

Early intervention – a guide for frontline officers

<http://www.eif.org.uk/wp-content/uploads/2015/09/Police-Guide-FINAL.pdf>

National Action arrests relating to planned terrorist operation

<http://www.bbc.co.uk/news/uk-england-42552750>

Local Issues

Thames Valley OPCC report on modern slavery

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2017/12/report-shows-the-true-extent-of-modern-slavery-in-the-thames-valley/>

Thames Valley Police may scrap mounted section

<http://www.bbc.co.uk/news/uk-england-berkshire-42651577>

Contents Management System

<http://www.bbc.co.uk/news/uk-england-hampshire-41588709>

Jail for taxi driver who targeted vulnerable passengers

<http://www.bbc.co.uk/news/uk-england-oxfordshire-42612577>

Hotels fail CSE checks

http://www.oxfordmail.co.uk/news/15828484.Hotels_fail_test_over_child_sex_risk_after_police_go_undercover/

Oxford – spotting drug deals

http://www.oxfordmail.co.uk/news/15824195.Extra_police_heading_out_into_Oxford_city_centre_to_spot_drug_deals/

ORGANISED drug dealing is a top priority for police over the coming year

http://www.oxfordmail.co.uk/news/15891856.Police_crack_down_on_illegal_gig_economy_in_Oxford_which_offers_a_Deliveroo_for_drugs/?ref=ebln

Thames Valley Police Officers sacked for gross misconduct

<http://www.bbc.co.uk/news/uk-england-berkshire-42425617>

Windsor issue in relation to the Royal Wedding

<http://www.bbc.co.uk/news/uk-england-berkshire-42558501>

OPCC response

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2018/01/windsor-statement-from-police-and-crime-commissioner/>

Custody death

<http://www.bbc.co.uk/news/uk-england-oxfordshire-42401446>

This page is intentionally left blank

Report to the Thames Valley Police & Crime Panel

Title: Report of the Thames Valley Police & Crime Panel Budget Task & Finish Group

Date: 2 February 2018

Author: Chairman Budget Task and Finish Group



Background

1. As in previous years, the Thames Valley Police & Crime Panel formed a Budget Task & Finish Group to assist in discharging its statutory duty to scrutinise the Police & Crime Commissioner (PCC) for Thames Valley's proposed council tax precept for 2018/19. The process will be formally undertaken at the 2 February 2018 meeting of the Panel where a decision will be made by the Panel on whether to accept or veto the PCC's proposed precept.

2. To strengthen the process, it was considered by Panel members to be important to evaluate the budget that the precept partially funds, allowing the Panel to make an informed decision on the adequacy of the precept when it meets on 2 February. This was the work undertaken by the Budget Task & Finish Group who included Cllr McCracken (Chairman), Cllr Page, Cllr Patman and Cllr White.

3. The relevant papers were published into the public domain in draft form for consideration at the PCC's Policy, Planning & Performance meetings in October 2017 and January 2018. They included:

- i. Four Year Medium Term Financial Plan
- ii. Draft Capital Programme
- iii. Reserves, Balances and Provisions
- iv. Financial Strategy 2018

4. The Budget Task & Finish Group met on 20 November and will meet again on 29th January to consider the budget proposals, which included a proposed increase to the police element of the Council Tax of £12 per annum in each of the next three years.

5. RECOMMENDATIONS

(Note – the Budget Task and Finish Group is meeting on 29 January 2018 and will therefore put forward their recommendations in an updated report.)

The main changes highlighted as a result of the provisional settlement and the papers issued for the PCC's Policy, Planning & Performance meeting in January 2018 are as follows:-

Provisional Police Settlement

The Provisional 2018/19 Police Finance Settlement was announced in an oral statement by the Minister for Policing and the Fire service, Nick Hurd, on Tuesday 19 December 2017. This was followed by a written statement shortly thereafter. The key headlines are set out below:

- Precept flexibility of up to £12 for all PCCs (or equivalents) in 2018/19
- Flat cash grant funding i.e. the same allocations as in 2017/18 for Home Office Core Police Settlement, Ex-Department for Communities and Local Government, and Legacy Council Tax
- Updated assumptions around tax base growth – now using Office for Budget Responsibility figures of 1.34% in England
- Including these assumptions on council tax and based on the 1.5% GDP deflator, the resulting settlement, including council tax, represents a “real terms” increase for all between 2017/18 and 2018/19
- £450m additional funding for the service – includes £130m additional reallocation and approximately £147m as a result of additional council tax flexibilities.
- £50m additional counter Terrorism funding and the remaining £123m can be considered as “new money”.
- The minister's letter to PCCs refers to this additional funding in addition to identified efficiency savings of up to £100m (procurement) to enable “appropriate provision for likely cost increases next year”.
- Police capital grants have reduced from £77.2m in 2017/18 to £75.2m in 2018/19
- The Emergency Services Network project has fallen an estimated 15 months behind schedule. This delay means that forces may need to extend their Airwave contracts, which is likely to have associated costs in addition to the delayed savings from ESN. An OPCC paper circulated earlier in the year estimated the cost of a 12 month delay at £400m. It is not yet clear how these additional costs will be met and by whom.
- The Home Office has stated that grant will be maintained at current cash levels in 2019/20 and PCCs will be allowed to raise their Band D precept by £12 for two years subject to national targets on efficiency and productivity being met. No information is provided for grant in 2020/21 and later years; the working assumption is that grant will remain flat, and council tax precept will revert to a 2% increase in year three. The national review of the police funding formula has been ‘parked’ for the time being and is not likely to be introduced until after the next Comprehensive Spending Review.

Thames Valley

- The PCC has undertaken a short public consultation exercise on the proposed increase in council tax and 84.3% of the 5600 that voted supported the increase.
- The revenue budget is fully balanced in all 3 years 2018/19 to 2020/21, with a £12 increase in council tax precept in 2018/19 and 2019/20. The Medium Term Financial Plan (MTFP) provides for inflationary increases, limited growth to mitigate increasing demand and complexity in priority areas, as well as essential investment in technology to support transforming service delivery to meet future expectations. This supports the delivery of the Police and Crime Plan and the Force Commitment.
- The Force continues to prioritise its work on the Productivity Strategy to ensure resources are directed to priority areas and that services are delivered in the most effective and efficient manner. This work focuses the drive for continuous

improvement, improved efficiency and alignment of resources with demand. It will continue to release savings in future years in order to address future unquantified demands and provide additional resource to reinvest in priority policing areas. The MTFP requires revenue savings of at least £14.3m over the next three years. This is over and above the £99m of cash savings already removed from the base budget in the last seven years (i.e. 2011/12 to 2017/18) meaning that, over the ten year period 2011/12 to 2020/21, in excess of £113m will have been taken out of the base revenue budget.

- The impact on police officer and staff numbers over the next three years is a net increase of 47 police officer and 46 police staff budgets, but a slight reduction of 14 PCSO posts
- There is currently a significant issue in relation to the recruitment and retention of police officers. For the purpose of the budget planning process, the following profile of recruitment and wastage has been applied against the planned establishment requirements. It should also be noted that the current year's productivity savings estimated that an additional 50FTE Officers could be released through the new operating model, however the reality of this against demand has meant that the officers could not be released and as such the anticipated reduction in establishment has been reinstated to the target establishment.
- Given the expected shortfall in police officer numbers, short-term staff Case Investigators are being recruited to support the operational delivery of the force. The MTFP therefore includes funding for an additional 95 FTE staff case investigators. These have been profiled against the assumed net increase in officers and reduces year on year to support the overall shortfall in officer numbers. The inclusion of phased growth for Case Investigators to support the operational delivery due to problems in attaining the required police officer numbers as highlighted - £3.04m
- Although cuts in Home Office grant have been reduced over the last two years, with a flat cash settlement in 2018/19, Thames Valley are still facing a real terms reduction year on year in Home Office grant funding which is mitigated by the increase in precept flexibility afforded to PCCs. It is therefore very clear that to address the demands of today and tomorrow, Thames Valley must continue to reform their police service by driving through the changes and ensuring resources are directed to priority areas.
- Following the Priority Based Budgeting (PBB) review and the formation of the Governance and Service Improvement department the future delivery of the productivity strategy has been revisited and re-energised into the Efficiency and Effectiveness Programme led by the Chief Superintendent, Governance and Service Improvement. The programme will consider demand levels, functional processes rather than departmental structures, and building for the future. Reviews will continue to utilise the PBB methodology and focus on method changes, volume changes and service level changes. In addition to this work a major review of the Joint Operations Unit (JOU) is in progress which is identifying where savings and efficiencies could be achieved through changing the service delivery method. The implications to service delivery and the wider force will need to be fully assessed before firm 133 recommendations can be made. This work will continue and identified efficiencies will be incorporated in the appropriate year's productivity strategy

Productivity Plan

The overall productivity plan has been reviewed against the requirements of the MTFP and the strategy has been updated with new and changed initiatives.

Budget Risk & Uncertainties

- As already identified there is an increasing demand on the police arising from new and emerging crimes but it is very difficult to predict with any degree of certainty the growth 136 in resources required to deal with this changing demand. The CCMT constantly reviews resourcing levels across the force, changing the resourcing levels of individual units where necessary, within the overall budgetary constraints
- The retention and recruitment of police officers has caused significant concern over the past 12 months. It is very difficult to predict wastage levels (officers only have to give 1 months' notice) and to estimate the future success of current new recruitment and retention campaigns initiated under the current workforce gold group. Variations in police officer numbers can have a significant effect on the revenue budget.
- The Public sector pay cap was lifted by the Treasury in the 2017 autumn budget. At this stage the OPCC do not know what the various pay bodies will recommend for the 2018 annual pay awards, but the letter from the Minister for Policing and Fire (Nick Hurd MP) indicated that the additional funding available next year should enable forces to make appropriate provision for 2018 pay awards. The MTFP includes provision for the nonconsolidated police pay award in 2017 and a 2% uplift thereafter. A 1% pay award for both officers and staff equates to circa £3m.

Future Years Forecasts

The future years of the MTFP still carry some significant risks which could alter the currently identified plans either upwards or downwards. Primarily these include:

- The Home Office has maintained the 2018/19 Grant allocations at a cash flat level compared to 2017/18 (i.e. no reduction, but no increase for inflation) and has stated its intention to maintain a broadly flat police grant in 2019/20 and repeat the same precept flexibility to allow PCCs to raise an additional £1 per month of local precept in 2019/20, However, this is dependent on the police service nationally delivering clear progress against agreed milestones on productivity and efficiency in 2018. This information has helped to balance the budget in 2018/19 and 2019/20. At this stage there is no indication as to what the grant settlement will be in 2020/21. A 1% change in core grants equates to approximately £2.1m per annum.
- The Home Office review of the national funding formula is still being discussed, but no further information is expected until later in 2018. Again each 1% change in funding would have an impact of approximately £2.1m per annum.
- The rules around increases in council tax precept have been changed in the current year, with PCCs being allowed to increase council tax by up to £12 for a band D property in 2018/19. The Home Office has indicated that this will follow through to 2019/20 and is part of the assumptions for this MTFP. However, this is likely to be a local decision for the PCC as part of the next budget round for 2019/20. Each 1% reduction in council tax, from the 7% increase currently assumed, equates to around £1.6m.
- The MTFP also assumes growth in the taxbase of 1.3% rising to 2.0% over the period. The increase in taxbase reflects a lower increase than in previous years, but an increase over the period to recognise the fact that house building continues to expand and flourish in some parts of the Thames Valley. Should this not be the case then receipts from the Council Tax could be lower than anticipated.
- The impact and fallout from the Brexit decision in 2016 is still much unknown in terms of when, what and how it may impact on policing. It is evident that areas such as inflation and exchange rates are being impacted upon and these do have a downstream effect on the costs of goods and services being procured by the police service. Future

trade agreements may also impact on some of the more specialist equipment and services we use where parts or services are coming from EU countries.

- The use and investment in technology is imperative for policing to reform and maintain pace with new criminality and crime. This does present potential financial risks as the rapid pace of technology can be hard to predict and financially plan for. The national programmes are starting to move rapidly but the infrastructure requirements and implications for individuals forces can be difficult to identify until the national model has been agreed, hence not providing forces with sufficient time to financially plan for changes. Given the limited capital resources available to the force, the decision as to whether technology is financed as new capital investment or as a revenue service, is underlined by the fact that the financial cost will have to be met by the revenue budget.

Mitigation of Risks & Uncertainties

As can be seen from the above, there are gaps in information available around key factors that could influence the level of funding available to the PCC as well as the forecast expenditure levels in future years. The work that has already started within the Productivity Strategy will continue to be developed and taken forward to ensure the drive to improve the efficiency of our service continues, by reducing the underlying cost of our organisation and directing resources to our priority areas. Specifically work will continue on:

- The renewed Efficiency and Effectiveness Programme will continue to be developed to ensure resources are being directed to our priority areas, and that service delivery is not undermined by funding issues.
- The review of the Joint Operations Unit will continue to assess the implications of the proposed changes in service delivery with a view to making recommendations on where efficiencies can be achieved
- Further investment in national programmes, and delivery of major technology investment programmes like the Contact Management Programme, ESMCP and ERP will all continue to receive scrutiny and challenge to ensure they deliver the required service improvements and savings as planned and expected.
- Collaboration will continue to be a main focus of both improved services and reduced cost. This will include collaboration both within the police service and with other partners.
- The use of revenue to support the capital investment programme could be reviewed and reduced in future years, however this would require additional borrowing for the force if those capital schemes are to continue and be implemented.
- The force is also acutely aware of the political impacts on policing, as outlined above, and will be monitoring closely the developments with the new national funding formula, together with the impacts that might be felt from policies or decisions that are made through the ongoing Brexit process nationally.

Appendix A

Budget Briefing in November

The main points highlighted by the Director of Finance (TVP) and the Chief Financial Officer (OPCC) were as follows:-

Financial Strategy – Information extracts from the OPCC report

- Since the Chancellor announced the results of the Coalition Government's Spending Review in 2010 local policing budgets have been reduced, in real-terms, by 38%. The 2015 Spending Review saw overall police spending protected in real terms between 2015/16 to 2019/20. The actual funding to police forces was only protected to a flat cash level, which is not insulated from inflation or changes in the national pay settlement. Even at this level, PCCs are expected to increase their precept by the maximum permissible amount.
- Since the 2015 settlement police forces have begun to experience additional pressures with increasing volume and complexity of demand. Over the past 7 years, the size of police workforce has reduced by 18.7% since March 2010, of which officer numbers have fallen by 14.3% from 143,717 in 2010 to 123,124 in 2017. This reduction in police officers numbers has occurred over a period when the UK population has increased by 5%.
- The key pressures on policing are coming from rising overall crime levels, more complex crimes being committed, a growing terrorist threat and, more than ever, the police being called on as a last resort when other agencies lack their own capacity. For example, the police recorded crime in 2016/17 has increased by 10% as compared to 2015/16 and increased by 8% in the previous year. They are also seeing significant increases in complex fraud cases, cybercrime, child sexual abuse and exploitation, human trafficking and modern slavery as well as coercive domestic abuse. The recent terrorist incidents, such as the Manchester Arena attack and Westminster CT incident, required significant police deployment at both regional and national levels.
- Despite the current funding challenge and a fall in workforce, the service has managed to cope effectively with increased demand pressure while achieving significant efficiency. Against the procurement savings challenge set by the then Police Minister of some £350m by 2020, to date, the Home Office returns received from Forces – although incomplete – show that this target is well on track to be delivered and detail savings made to date of £219m.
- In September 2016 the Minister of State for Policing and the Fire Service announced that he would take forward a review of the Police Core Grant Distribution Formula. This work was undertaken by a Home Office led-working group and progress was sufficient that a public consultation was expected in June. However, following the snap general election in June, the new Minister has 'parked' the Funding Formula whilst he concentrates on other priority issues. There is currently no indication when this work will be revived.
- The amount of money top-sliced, or reallocated from core police grant continues to increase. They are now worth £812m, some 42% higher than in 2016/17 (£572m).
- There is an increasing focus on the amount of reserves held by the police. A report was presented to the Minister in October 2017 which showed that total revenue reserves at

31st March 2017 amounted to £1.63bn; a reduction of 22% on comparable figures two years ago. Current forecasts indicate that revenue reserves will fall by a further 50% between now and March 2020 to a figure of £806m. Capital grants and reserves are forecast to fall even faster, from £536m in March 2017 to just £38m by March 2020. Although these are national figures and trends, the situation in local force areas will vary significantly due to historical circumstances are current PCC plans.

- In order to deliver balanced budgets with fewer resources, over £100m of cash savings have been identified and removed from the Thames Valley Police (TVP) revenue budget over the last seven years (i.e. between 2011/12 and 2017/18); an overall cash reduction of around 25%.
- The latest Medium Term Financial Plan indicates that further budget cuts of at least £22.3m will be required over the next three years (i.e. 2018/19 to 2020/21) but there are a considerable number of uncertainties and risks underlying the funding assumptions, hence the actual figure could be significantly higher.
- Although the Government has promised to protect local force budgets in cash terms (i.e. a real terms reduction) TVP continues to be an area of rapid population growth; its population is projected to increase by 15% over the 25 year period 2014 to 2039. This will significantly affect the volume, nature and profile of the demand for services. In addition, although it is recognised that traditional crime is falling, emerging crimes such as cyber crime, child sexual exploitation (CSE), female genital mutilation (FGM), modern slavery and human trafficking are increasing the demand and complexity of policing.
- The reduced availability of finance will clearly be a significant constraint on operational policing for the foreseeable future. Given the level of savings already made the financial challenge facing TVP over the next few years is significant, extremely challenging and will require changes in all aspects of service delivery including frontline policing. In order to deliver the level of budget cuts outlined in the medium term financial plan tough choices will continue to have to be made.

Three year Medium Term Financial Plan 2018/19 to 2020/21 - Information extracts from the OPCC report

- There is currently a shortfall in 2018/19 of £3.17m which they will need to balance before the final proposed budget is presented to the PCC in January 2018.
- Council tax precept to increase by 2.0% per annum in each of the years;
- Council tax billing base to increase by 1.95% per annum;
- Whilst the cap on pay inflation has been reviewed and lifted by Government, the uplift applied to the MTFP has remained at 1% due to affordability issues and the uncertainty of whether any increase would be funded through a central grant uplift. Should TVP decide to implement a higher increase, at 2% for both Police Officers and Staff, without any additional central funding, this would add a further £3.1m per annum to the bottom line budget requirement. The only way to fund this additional increase, would be through further cuts to other areas of the budget or staffing numbers; £3.1m per annum would equate to the equivalent of losing approximately 88 staff or officers per annum.
- There is currently a significant issue in relation to the recruitment and retention of police officers. For the purpose of the budget planning process, the following profile of recruitment and wastage has been applied against the planned establishment requirements. It should also be noted that the current year's productivity savings estimated that an additional 50FTE Officers could be released through the new operating model, however the reality of this against demand has meant that the officers

could not be released and as such the anticipated reduction in establishment has been reinstated to the target establishment.

- Given the expected shortfall in police officer numbers, short-term staff Case Investigators are being recruited to support the operational delivery of the force. The MTFP therefore includes funding for an additional 90 FTE staff case investigators.
- The current productivity plan has been reviewed and scrutinised against the deliverability of the savings and the requirements of the MTFP, and the strategy has been updated with new and changed initiatives.

Capital Programme

- The Draft Medium Term Capital Plan presented in November 2017 totals £58.720m. The funding shortfall identified, with the inclusion of the prioritised bids, is £10.553m. However this requires an uplift of revenue support to £10m from year 3 onwards which may not be affordable. This provision is a significant risk to the revenue funding position (MTFP) that is currently indicating a Force funding shortfall of £5m in year 3. This will need to be found from other savings.
- The funding shortfall of £10.553m will initially be addressed by reducing the scope of the capital programme (which including the current year totals over £102m), additional funding from reserves, borrowing or additional direct revenue financing, are other options which may be considered.
- The Improvement & Performance Reserve is expected to be approximately £10m, the PCC may be requested to apply some of the remaining reserve to the funding of the capital programme.
- In future years **all new** projects are likely to require either borrowing or direct revenue financing, which can only be achieved if there is revenue capacity.

Points of clarification by the Task and Finish Group (November 2017)

Revenue

- Members congratulated TVP and the OPCC on the PEEL inspection programme which looks at how efficient Forces are and TVP had achieved an 'Outstanding' grade overall.
- Cllr McCracken referred to the national programme to implement the new Emergency Services Network to replace the existing Airwave contract which had been pushed back and therefore the anticipated savings for 2018/19 had been delayed, adding a cost of £0.37m He asked when the go live date may be. The Director of Finance reported that this was still being worked on to go live early next year.
- Cllr McCracken asked about the shortfall in 2018/19 of £3.17m which they need to balance before the January budget and whether there was any plans in place to address this. He also asked about the status of the new police funding formula and whether this would help. The Chief Financial Officer reported that there had been some discussion about police funding at the Home Office Select Committee where concern had been raised about funding for policing. However, one of the responses was that a few Police Forces had reserves in place which they could utilise. He informed Members that Thames Valley was one of the few areas which actually had a policy on reserves and they had been congratulated on this fact, including their transparency. He had a Finance Officer meeting coming up shortly where they would be updated on the financial situation for next year's budget.
- Cllr Page commented that these reserves were important and they should not be used to pay for day to day expenditure. The Chief Financial Officer reported that a letter had

been sent to the Policing Minister which included information on a Police Treasurer Survey which had been undertaken where police forces showed that their reserves would reduce by 22% in the next 2 years and could be 50% lower in the next 3 years. Cllr McCracken asked for a copy of the letter (**ACTION**).

- Cllr Page reported that Local Authorities had also put forward representations to the Minister for Local Government. Ian Thompson reported that the amount of reserves Police Forces had available varied across the Country some had 3-4%, some 35-40%. Most Forces were also struggling to pay for the unconsolidated pay award and also had commitments such as Private Finance Initiatives. The Chief Financial Officer reported that New Scotland Yard had been sold by the Met Police which had generated extra reserves of £370 million. They would try and bridge any gaps in the most cost effective way. The Director of Finance reported that it was difficult to keep generating savings but they were investing in more technology to increase efficiency. The pay awards had also put significant pressure on Forces. There was also concern about the council tax billing base and that they may get £1million less than they budgeted for. They would recalculate this over the next few weeks.
- The Director of Finance reported that the income from capital receipts would eventually dry up but that capital funding needed to be invested into technology to ensure that with decreasing resources that the Force was in a good position to deal with demand in the future. Cllr McCracken asked about the vehicle fleet. She responded that they were not increasing the number of vehicles but they had better technology to ensure that the vehicles were being utilised fully.
- Cllr Page reported that the PCC had commented at the Panel meeting on 17 November 2017 that he may consider increasing the precept and expressed concern about whether a referendum would need to be undertaken. The Chief Financial Officer reported that they were waiting for the provisional financial settlement on 13 December and whether there would be any flexibility around the precept. If the Government allowed some flexibility they would undertake a quick consultation on whether to increase up to 5%. They would not want to undertake a referendum and this could cost at least £1.5 million. Cllr McCracken reported that if the PCC was thinking of undertaking a referendum that they would like to be notified at the earliest opportunity and to discuss this with him. The Chief Financial Officer reported that they had their Level 1 meeting on 20 January to discuss the precept and it was unlikely that there would be any consideration of a referendum but if there were any indications of a considerably higher precept and Members were concerned, then a tele conference could be arranged.
- The Director of Finance referred to the current year's productivity savings estimated that an additional 50FTE Officers could be released through the new operating model, however the reality of this against demand has meant that the officers could not be released and as such the anticipated reduction in establishment has been reinstated to the target establishment. Cllr McCracken asked if that would have been natural wastage. The Director of Finance reported that this could be through retirement, officers leaving to join other Forces or changing career. They were currently recruiting for case investigators.
- Reference had been made to a review being undertaken of the Multi Agency Safeguarding Hub. Cllr McCracken asked whether Local Authorities would be asked to fund MASH in its totality. The Director of Finance reported that they would not expect this, however, they were talking to Local Authorities in Berkshire to ensure that the MASH were efficient and effective as possible.

- Cllr Page referred to the reduction of PCSO's by 11. The Director of Finance confirmed that this was where partners have withdrawn funding. Cllr McCracken commented that that this provided an opportunity for other vacancies. The Chief Financial Officer also reported that some PCSO had applied to become police officers if they met the eligibility criteria. The Director of Finance reported that sometimes the eligibility criteria was relaxed slightly for internal candidates but the expectation still was 2 A Levels or a Certificate in Policing Knowledge. They were also encouraging police staff to move over to police officers.
- Cllr Patman referred to the prioritisation of ICT and technology investment which still required a final review of reduce the scope and level of investment to within their financial resources available and asked whether there would be a significant reduction in that. The Chief Financial Officer reported that funding would increase in both revenue and capital to ensure that the Force is fit for purpose.

Capital

- Reference was made to the shortfall in relation to the Capital Programme and the development of the 5 year ICT Strategy Roadmap of 75 prioritised activities to continue modernising the legacy infrastructure and create a solid technology platform, from which Forces can continue to transform working practices. Change Programmes were being discussed at the Joint TVP/HC Collaboration Government Board. The Programme had been split into different tiers as outlined on page 54 of the agenda and only Tier 1 and Tier 2a had been included within the draft MTCP. The Force could not afford to fund the other areas. Cllr McCracken asked whether a risk assessment had been undertaken on the impact to the Force if they could not afford the whole Programme. The Chief Financial Officer reported that they used the opportunities, threats, strengths and weaknesses analysis to inform their decisions.
- The Director of Finance reported that there were only a few reserves left therefore it was important to reduce the scope of the capital programme. There were a number of national projects being undertaken which removed the necessity of undertaking a full scope of some of the schemes. If they needed to use any of the I&P reserve then they would need to put a proposal before the PCC.
- Cllr Page reported that he had written to the Chief Constable to express concern about Reading Police Station and whether there was any provision for capital expenditure over the next few years. The Director of Finance reported that £10 million had been allocated in the Asset Management Plan.
- Cllr McCracken asked whether any opportunities for collaboration had been included in the Programme. The Chief Financial Officer reported that individual schemes had been included, for example, touch down points. The Director of Finance reported that they were selling small stations in market towns and were working in collaboration with partner organisations.
- Cllr Patman asked about the funding for the Safer Roads Partnership doubling over the next year. The Chief Financial Officer reported that this was the replacement of speed cameras.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

Report to the Police and Crime Panel

2nd February 2018

Council Tax Precept 2018/19

Purpose of Report

1. To notify the Police and Crime Panel of my proposed council tax precept for 2018/19.
2. Full supporting documentation is provided in the attached Revenue Estimates report which was presented to and agreed at my Policy, Planning and Performance meeting with the Chief Constable on 23rd January 2018.

Decisions Required

3. The Panel is asked to receive my proposed precept for 2018/19 and note:
 - That, subject to final taxbase notifications, the council tax requirement for 2018/19 be set at £162.164m
 - That the police element of the council tax for 2018/19 be set at £182.28 for properties in Band D, with the charge for other bands as set out in below. This represents an increase in the band D precept of £12, or 7%

Council tax 2018/19

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	6/9	121.52
B	7/9	141.77
C	8/9	162.03
D	9/9	182.28
E	11/9	222.79
F	13/9	263.29
G	15/9	303.80
H	18/9	364.56

Conclusions

4. The revenue budget is fully balanced in all 2018/19 with a 7% (£12m for band D) increase in council tax. This is in-line with my Annual Financial Strategy for 2018/19.
5. On 22nd December I launched a short public consultation on the proposed increase in council tax for 2018/19. The response deadline was 11th January 2018. In order to reach as many people as possible, it was sent to:
 - All users of TVP Alert – at least 80,000 residents

- All town and parish councils
 - All councillors from county, unitary and district councils
 - All media in the TVP area via a press release
 - Regular social media updates via Twitter
6. In total, 5,600 people voted, of which 4723 or 84.3% voted yes
7. The medium term financial plan is balanced in all three years (2018/19 to 2020/21) It provides for inflationary increases, limited growth to mitigate increasing demand and complexity in priority areas, as well as essential investment in technology to support transforming service delivery to meet future expectations. This supports the delivery of the Police and Crime Plan and the Force Commitment.
8. The Force continues to prioritise its work on the Productivity Strategy to ensure resources are directed to priority areas and that services are delivered in the most effective and efficient manner. This work focuses the drive for continuous improvement, improved efficiency and alignment of resources with demand. It will continue to release savings in future years in order to address future unquantified demands and provide additional resource to reinvest in priority policing areas.
9. The medium term financial plan requires revenue savings of at least £14.3m over the next three years. This is over and above the £99m of cash savings already removed from the base budget in the last seven years (i.e. 2011/12 to 2017/18) meaning that, over the ten year period 2011/12 to 2020/21, in excess of £113m will have been taken out of the base revenue budget.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



Report for Information to the level 1 meeting on 23rd January 2018

Title: Revenue Estimates 2018/19 & Medium Term Financial Plan 2019/20 to 2020/21

Executive Summary

This report provides information on the provisional police finance settlement for 2018/19 and then recommends a revenue budget and council tax for the Police and Crime Commissioner (PCC) to approve.

The provisional police grant settlement for 2018/19 provided a flat cash grant settlement and enabled PCCs to increase council tax by £12 for a band D property in both 2018/19 and 2019/20.

The PCC has undertaken a short public consultation exercise on the proposed increase in council tax and 84.3% of the 5,600 that voted supported the increase.

The revenue budget is fully balanced in all 3 years 2018/19 to 2020/21, with a £12 increase in council tax precept in 2018/19 and 2019/20.

The Medium Term Financial Plan (MTFP) provides for inflationary increases, limited growth to mitigate increasing demand and complexity in priority areas, as well as essential investment in technology to support transforming service delivery to meet future expectations. This supports the delivery of the Police and Crime Plan and the Force Commitment.

The Force continues to prioritise its work on the Productivity Strategy to ensure resources are directed to priority areas and that services are delivered in the most effective and efficient manner. This work focuses the drive for continuous improvement, improved efficiency and alignment of resources with demand. It will continue to release savings in future years in order to address future unquantified demands and provide additional resource to reinvest in priority policing areas.

The MTFP requires revenue savings of at least £14.3m over the next three years. This is over and above the £99m of cash savings already removed from the base budget in the last seven years (i.e. 2011/12 to 2017/18) meaning that, over the ten year period 2011/12 to 2020/21, in excess of £113m will have been taken out of the base revenue budget.

The impact on police officer and staff numbers over the next three years is a net increase of 47 police officer and 46 police staff budgets, but a slight reduction of 14 PCSO posts.

Recommendation:

The PCC is asked to RECOMMEND to the Police and Crime Panel:

- That, subject to final taxbase notifications, the council tax requirement for 2018/19 be set at £162,164,471.
- That any variation in the final amount of council tax income be appropriated to General Balances
- The revenue estimates for 2018/19 as set out in Appendix 2
- That the police element of the council tax for 2017/18 be set at £182.28 for properties in Band D, with the charge for other bands as set out in Table 1.

Property Band	Relevant Proportion	PCC element of the Council Tax
A	$\frac{6}{9}$	121.52
B	$\frac{7}{9}$	141.77
C	$\frac{8}{9}$	162.03
D	$\frac{9}{9}$	182.28
E	$\frac{11}{9}$	222.79
F	$\frac{13}{9}$	263.29
G	$\frac{15}{9}$	303.80
H	$\frac{18}{9}$	364.56

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL**1 Introduction and background**

- 1.1 The 2018/19 budget and proposed precept optimises the resources available for the PCC to deliver his new Police and Crime Plan.
- 1.2 Full details regarding the provisional police finance settlement for 2018/19, the revenue budget proposals for 2018/19 and the medium term financial plan for the period 2018/19 to 2020/21 are provided in the Annex 1.
- 1.3 The PCC is required to notify the Thames Valley Police and Crime Panel of the council tax precept he is proposing to issue for 2018/19 financial year. The Police and Crime Panel is due to review the proposed precept at its meeting on 2nd February 2018.

2 Issues for consideration

- 2.1 Due to the proposed increase in council tax the budget for 2018/19 protects and provides some increases, for priority service areas and specialist capabilities in response to the increasing level of complex crime and the

current threat levels. This supports the delivery of the Police and Crime Plan and the Force Commitment, including the Chief Constable's annual delivery plan objectives.

- 2.2 The medium term financial plan is balanced in all three years, assuming a £12 increase in council tax in both 2018/19 and 2019/20.
- 2.3 The MTFP requires further budget cuts of £14.3m over the next three years. This means that over the ten year 2011/12 to 2020/21 over £113m of annual savings will have been removed from the base revenue budget.
- 2.4 Confirmation of the final taxbase and surplus on collection fund is still awaited from the 16 billing authorities. Any last minute adjustments will be made via an appropriation to/from general balances.

3 Financial comments

- 3.1 The draft net revenue budget requirement for 2018/19 is £405.735m, which requires an increase in council tax of 7.00% or £12 for a band D property.
- 3.2 The medium term financial plan is currently balanced in all 3 years.

4 Legal comments

- 4.1 The PCC is required to set a net revenue budget that is fully financed by government grants and income from local council taxpayers.
- 4.2 The PCC has to notify the Police and Crime Panel of his proposed council tax precept for its review as set out in paragraphs 3 to 5 of Annex 1.

5 Equality comments

- 5.1 No specific implications arising from this report.

6 Background papers

Provisional local authority finance settlement 2018/19.

Public access to information
Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.
Is the publication of this form to be deferred? No
Is there a Part 2 form? No

Name & Role	Officer
<p>Head of Unit The proposed budget for 2018/19 supports the delivery of the PCC's Police & Crime Plan and the Force Commitment. Financially, this is achieved through a 7% increase in council tax and the identification of £2.56m of Productivity Strategy savings.</p>	Director of Finance
<p>Legal Advice Under the Police Reform and Social Responsibility Act 2011 the PCC is required to notify the Thames Valley Police and Crime Panel of his proposed precept for 2018/19 by 1st February 2018. The council tax requirement, precept and council tax levels are to be finally determined by the end of February.</p>	Chief Executive
<p>Financial Advice The draft budget for 2018/19 requires an increase in council tax of 7.00% or £12 for a band D property, which accords with the Government's council tax referendum principles for 2018/19. The medium term financial plan is fully funded in all three years</p>	PCC Chief Finance Officer
<p>Equalities & Diversity No specific implications arising from this report</p>	Chief Executive

OFFICER'S APPROVAL

<p>We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.</p>	
<p>We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.</p>	
<p>PCC Chief Finance Officer</p>	<p>Date: 12 January 2018</p>
<p>Director of Finance</p>	<p>Date: 12 January 2018</p>

23rd January 2018**Purpose of this Report**

1. This report provides information on the provisional police funding settlement for 2018/19 and then recommends a draft revenue budget and council tax precept for the Police and Crime Commissioner (PCC) to approve, subject to final notifications on the council tax base from local authorities.

Decisions Required

2. The PCC is asked to notify the Police and Crime Panel:
 - That, subject to final taxbase notifications, the council tax requirement for 2018/19 be set at £162,164,471.
 - That any variation in the final amount of council tax income be appropriated to General Balances
 - The revenue estimates for 2018/19 as set out in Appendix 2
 - That the police element of the council tax for 2018/19 be set at £182.28 for properties in Band D, with the charge for other bands as set out in Table 1.

Table 1 – Council tax 2018/19

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	6/9	121.52
B	7/9	141.77
C	8/9	162.03
D	9/9	182.28
E	11/9	222.79
F	13/9	263.29
G	15/9	303.80
H	18/9	364.56

Background

3. The PCC is required to notify the Thames Valley Police and Crime Panel of his proposed council tax precept by 1st February 2018.
4. Having considered the PCC's proposals the Panel must make a report to the PCC on the proposed council tax precept. A decision to veto the precept has to be agreed by at least two-thirds of the Panel members, i.e. at least 14 of the 20 members. The PCC has to have regard to the report made by the Panel. Should it be necessary, a second Panel meeting will be held in February 2018 to consider the PCC's revised precept proposals for 2018/19
5. Legislation provides that the council tax requirement, precept and council tax levels are to be finally determined by the end of February prior to the start of the relevant financial year.

PROVISIONAL POLICE FINANCE SETTLEMENT

6. The Provisional 2018/19 Police Finance Settlement was announced in an oral statement by the Minister for Policing and the Fire service, Nick Hurd, on Tuesday 19 December 2017. This was followed by a written statement shortly thereafter. This is attached at Appendix 1.

HEADLINES

7. The key headlines are set out below:
 - Precept flexibility of up to £12 for all PCCs (or equivalents) in 2018/19
 - Flat cash grant funding i.e. the same allocations as in 2017/18 for Home Office Core Police Settlement, Ex-DCLG, and Legacy Council Tax
 - Updated assumptions around tax base growth – now using OBR figures of 1.34% in England
 - Including these assumptions on council tax and based on the 1.5% GDP deflator, the resulting settlement, including council tax, represents a “real terms” increase for all between 2017/18 and 2018/19
 - £450m additional funding for the service – includes £130m additional reallocation and approximately £147m as a result of additional council tax flexibilities.
 - £50m additional counter Terrorism funding and the remaining £123m can be considered as “new money”.
 - The minister’s letter to PCCs refers to this additional funding in addition to identified efficiency savings of up to £100m (procurement) to enable “appropriate provision for likely cost increases next year”.
 - Police capital grants have reduced from £77.2m in 2017/18 to £75.2m in 2018/19

CORE FUNDING

8. The Government Core Funding (made up of Police Grant, ex-DCLG grant, the Welsh government funding and Welsh top-up) has been maintained at the same cash levels as in 2017/18.
9. Should each PCC raise their precept by up to £12, and the new tax base and inflation figures are used, then there will be at least ‘real terms’ funding increases for each force.
10. An assumption of an increased tax base of 1.34% for England and 0.8% for Wales is higher than the previous assumption of 0.5%. The Government has decided to use this OBR measurement as they feel it better reflects actual council tax base growth across England and Wales.

COUNCIL TAX REFERENDUM PRINCIPLES

11. The Department for Communities and Local Government (DCLG) has published the draft council tax referendum principles. In 2018-19 all PCCs will be allowed to increase band D bills by as much as £12. This represents increases of between 5.34% (Surrey) and 12.2% (Northumbria).

POLICE OFFICER PAY

12. Nick Hurd’s letter to PCCs and Chief Constables includes a reference to the police officer pay settlement. The additional funding announced together with procurement efficiencies as well as those identified in the HMICFRS Efficiency report are highlighted as “enabling PCCs to make appropriate provision for likely cost increases next year within your financial plans”. This includes both the remaining costs of the additional 1% non-consolidated element of the 2017 pay award as well as the likely costs of the 2018 pay award. Mr Hurd goes on to say that it is for police leaders to make proposals in relation to the 2018 pay award, reflecting what is affordable and fair to officers and taxpayers.

FUTURE SETTLEMENTS

13. Nick Hurd’s letter and statement both state the Home Office’s intention to offer greater certainty on plans for 2019/20. Their intention is to maintain a broadly flat settlement

with the same precept flexibility but this is dependent on progress against a number of efficiency milestones to be agreed in the New Year.

REALLOCATIONS

14. In 2018/19 the reallocations total £945m, £133m higher than in 2017/18 (£812m).

Table 2: National Reallocations

Police Funding	2017/18 (£m)	2018/19 (£m)
PFI	73	73
Police technology programmes	417	495
Arm's length bodies	54	63
Strengthening the response to Organised Crime	28	42
Police transformation fund	175	175
Special Grant	50	93
Pre-charge bail	15	4
Total Reallocations and Adjustments	812	945

15. The Police Technology Programmes reallocation has increased by £78m; primarily to meet additional costs associated with ESN.
16. Special grant has increased from £50m to £93m. The Home Office are forecasting an overspend in 2017/18; there is an additional £35m for the Commonwealth Heads of Government Summit as well as additional funding for counter terrorism and special investigations.

POLICE TRANSFORMATION FUND

17. The Transformation Fund was first set up in 2016/17 and was worth £76.4m. In 2017/18 that amount rose to £175m but included the innovation fund. In 2018/19 it had been expected that value would rise again to nearer £300m. However, it will stay at the same cash value as in 2017/18.

COUNTER TERRORISM

18. Counter Terrorism funding is negotiated separately to the police settlement. So any increases here should not impact on the rest of the police settlement.
19. The national Counter Terrorism Funding has been announced and is set to increase by £50m which is a 7% increase on last year. It is not yet known whether this additional funding is revenue or capital, however it is expected to be primarily distributed to forces with CT units.
20. According to the Government, this means that there will be a budget of £757m for counter terrorism in 2018/19, including £29m for armed policing.

EMERGENCY SERVICES NETWORK (ESN)

21. Emergency Services Mobile Communications Project (ESMCP) is the work programme delivering the Emergency Service Network (ESN); the replacement for Airwave. Said to be included within the 2016/17 settlement (although not separately identifiable) was the Police share of £1bn funding for ESN.
22. In 2016/17 ESN "core costs" worth £80m were top-sliced from the settlement and were also intended to fund the costs of control room upgrades. At the time of the 2016/17 settlement the indication was that these "core costs" were likely to increase significantly

in 2017/18. The 2017/18 Settlement included approximately £100m of funding for ESN under the heading 'Police Technology Programmes'.

23. However, since then the ESN project has fallen an estimated 15 months behind schedule. This delay means that forces may need to extend their Airwave contracts, which is likely to have associated costs in addition to the delayed savings from ESN. A paper circulated earlier in the year estimated the cost of a 12 month delay at £400m. It is not yet clear how these additional costs will be met and by whom.
24. It is understood that approximately £75m of the additional Police Technology Programmes reallocation is for ESN.

CAPITAL FUNDING

25. Total Police Capital Grants have reduced slightly from £77.2m in 2017/18 to £75.2m in 2018/19. However, individual force allocations are unchanged from 2017/18

Table 3: Capital Funding

2018/19	£m
Police Capital Grant	45.9
Special Grant Capital	1.0
Police Live Services	13.1
National Police Air Service	15.2
Total	75.2

NATIONAL AND INTERNATIONAL CAPITAL CITY (NICC) GRANT

26. In 2018/19 the NICC grant for the City of London will remain at £4.5m. The NICC grant for MOPAC is also unchanged at £173.6m.

PRECEPT GRANT

27. The City of London will receive an additional £0.9m due not having a police precept and therefore being unable to benefit from the increased precept flexibility. This will be funded through a reallocation from within the overall police settlement.

MINISTRY OF JUSTICE (MoJ) FUNDING

28. On 31st October 2017 MoJ announced that funding to PCCs for victims' support services will be maintained at £63.15m.

FORMULA REVIEW

29. The Police Formula review is unlikely to be revisited until the next spending review.

THAMES VALLEY ALLOCATIONS

30. As shown in Appendix 1 the PCC will receive the following grants in 2018/19.

Table 4: TVP grant allocations 2018/19

	2017/18 £m	2018/19 £m	Variation £m
Home Office Police Grant	139.248	139.248	0
Ex DCLG Formula Funding	72.855	72.855	0
Sub-total	212.103	212.103	0
Legacy council tax grants			
- Council tax support funding	11.906	11.906	0
- 2011/12 council tax freeze grant	3.372	3.372	0
Total General Grants	227.381	227.381	0

31. In addition to these general grants the PCC will also receive £2.765m from the Ministry of Justice to fund victim and witness services in 2018/19.

THAMES VALLEY POLICE RESPONSE TO THE POLICE SETTLEMENT

32. The budget presented today maximises the limited financial flexibility, offered by the two year window of opportunity in relaxing the council tax precept rules, to fund essential investments which will help deliver future savings without having to make unpalatable cuts in the short term to fund those investments. It will also ensure, as in the past, that all future savings and efficiencies are fully risk assessed and any necessary mitigating action are put in place before the changes are made.
33. In November 2017 Thames Valley Police (TVP) was judged by the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) to be 'outstanding' in the efficiency with which it keeps people safe and reduces crime. This includes an 'outstanding' for its understanding of demand and its use of resources to manage demand, and its planning for future demand was judged to be 'good'. TVP was one of only two forces nationally to have been awarded an overall rating of outstanding. This evaluation reflects the determination of TVP to continue to deliver an effective and efficient service responding to the changes of the complexity and scope of crime as well as the changing needs of victims within the constraints of the Government's severe austerity drive.
34. The changing face of crime means we will continue to see an unprecedented increase in demand in some of the most complex and challenging areas of policing. Rising reports and cases of hidden crimes such as domestic abuse, child abuse, modern slavery, sexual offences, serious violence and exploitation have all increased the pressure on police resources. Our current Hidden Harm campaign reflects the priority we are giving to the area of vulnerability. In addition to the rise in crimes against the vulnerable we are seeing the unwelcomed increase in the more traditional crimes of burglaries and violence as well as the increased threat from terrorism, fraud and cyber-crime. The rise in crime and expectations from our communities have led to an unprecedented increase in call volumes with 999 calls increasing over 21% over the last 2 years.
35. In order to respond to the increasing and changing demands with our constrained financial position we must invest in the new technologies that will develop the digital police service of the future as envisaged in the Policing Vision for 2025. Unfortunately these technologies come at a significant cost, not only in the upfront purchase but also the underlying technological infrastructure they require and the ongoing maintenance and replacement. These technologies will improve our response to Threat, Harm and Risk, giving our staff quick and simple access to the information they need, when and where they need it. The medium term capital programme presented today details our investment plans and includes investment of £39m in technology over the 4 years to 2021. Unfortunately the efficiencies these technologies will deliver can only be realised

after the technology has been embedded in the organisation and the appropriate processes and service delivery models have changed.

36. We are committed to continuing our drive to make the service more efficient and appropriate for the current and future demands. Over the last seven years we have successfully implemented budget reductions of £99m, which equates to 26% of the net revenue budget in 2017/18. Whilst the drive is always to focus on maintaining staff numbers, with 78% of our budget currently spent on employee costs, these budget reductions have resulted in an unavoidable manpower reduction of 1,017 full time equivalent (FTE) posts, including 453 police officers.
37. To ensure we continue to drive out efficiencies and implement the necessary changes to embed new ways of working and efficiencies, we have streamlined our change process under the Governance and Service Improvement Chief Superintendent and developed the Priority Based Budgeting principles within our Efficiency and Effectiveness Programme. We are also undertaking a major review of the Joint Operations Unit with a view to making the service more efficient and responsive to current priorities. The additional financial flexibility offered in today's budget provides us the opportunity to ensure we understand the implications of any proposed changes, fully risk assess those changes and take any appropriate mitigating action.

OVERVIEW OF THE MEDIUM TERM FINANCIAL PLAN (MTFP)

38. The review and development of the revenue budget is an annual exercise with each year's budget and associated council tax precept considered and approved in isolation. However, decisions taken in the course of approving the revenue budget will often have longer term consequences, as will those in approving the capital programme. The three year MTFP brings together these medium term consequences and allows a more comprehensive view to be taken of the PCC's overall financial position. It is imperative that the PCC knows the full extent of the financial consequences he will be committing to in future years when he considers and determines the annual budget.
39. As explained later in this report the revenue budget is balanced in all three years 2018/19, 2019/20 and 2020/21.
40. The Home Office has stated that grant will be maintained at current cash levels in 2019/20 and PCCs will be allowed to raise their Band D precept by £12 for two years subject to national targets on efficiency and productivity being met. No information is provided for grant in 2020/21 and later years; the working assumption is that grant will remain flat, and council tax precept will revert to a 2% increase in year three. The national review of the police funding formula has been 'parked' for the time being and is not likely to be introduced until after the next Comprehensive Spending Review.
41. We are also anticipating a significant increase in demand on our service over the next three years, for example: from the continuing increases in reporting of complex crimes such as Child Sexual Exploitation (CSE) and Domestic Violence (DV), new and emerging crimes such as Honour Based Violence, Modern Slavery and Cyber related crime as well as the forecast population increase, the expectations of our communities, and legislative changes. Quantifying the resourcing impact of this increasing and changing demand, is constantly reviewed by the Chief Constable's Management Team (CCMT) but is difficult to predict over the medium term.

Budget preparation

42. Work on preparing the draft budget began shortly after the 2017/18 revenue budget was approved by the PCC in January 2017. This early start was necessary in order to

identify issues and potential funding shortfalls in time to develop and enhance the productivity strategy to meet the challenges ahead.

43. Throughout the budget preparation process the following key principles have been adopted:
- To protect priority services;
 - To protect our ability to manage threat, harm & risk;
 - To maintain our capability in protective services and back office functions through collaboration;
 - To maintain and improve performance in key areas, including the strategic policing requirement;
 - To reduce “discretionary spending” and streamline business processes and to eliminate unnecessary bureaucracy and waste
 - To invest in technology to protect service delivery against future cuts
 - To invest in areas where future savings can be attained;
 - All change to be risk assessed.
44. There is a close relationship between preparation of the annual budget, medium term financial plan and the annual service objective setting process. All three support and complement the Force Commitment and the Police and Crime Plan.
45. The proposals developed for the draft budget ensure that resources are targeted towards priority service areas, the delivery of the strategic objectives and meeting our strategic policing requirement.

Planning assumptions

46. In developing and refining the budget and the MTFP the following underlying assumptions have been made:
- General inflation is applied at 2.4% for 2018/19, 1.9% in 2019/20 and 2.0% in 2020/21, this aligns to the estimates for CPI as published by the Office for Budget responsibility (OBR);
 - Specific inflation rates are based on sector led rates, e.g. Premises at 2.8% and Utilities at 5% per annum;
 - Specific inflation has been applied to the custody contract to allow for wage uplifts in relation to the National Minimum Wage and recruitment issues;
 - Pay inflation has been allowed for at 2.0% per annum in each of the three years to reflect the increase in inflation and removal of the central government capping on pay increases;
 - Council tax precept to increase by £12 per annum in each of the next two years, with an increase of 2.0% in the final year;
 - Council tax billing base to increase by 1.3% in 2018/19, 1.7% in 2019/20 and 2.0% in 2020/21;
 - Police grants (Main Grant & Formula Grant) have been assumed to remain at the cash levels as notified in the provisional settlement for 2018/19 throughout the three year period;
 - No provision has been made at this stage for the introduction of the new National Police Funding Formula due to the unknown impact this will have on Thames Valley’s share of the national policing funds;
 - The use of reserves will predominantly support the MTCP but will be significantly committed by the end of the three year period;
 - The future investment in technology, whether direct capital purchase or revenue service contracts, will need to be funded by revenue given the diminishing reserves and the minimal level of annual capital grant.

Base Budget

47. The starting point for the preparation of the 2018/19 estimates is the 2017/18 budget approved by the PCC in January 2017. The full MTFP is contained at Appendix 3.

Inflation

48. This additional cost does not relate to any increase in service but is required just to maintain the existing base level of service and pay commitments.
49. Overall inflation for 2018/19 adds £7.90m (average rate of 2.01%) to the annual budget, a further £8.75m in 2019/20 (average rate of 2.15%) and £8.41m in 2020/21 (average rate of 2.01%). These increases are based on a realistic assessment of the impact of inflationary pressures over the next three years.

Committed Growth

50. This section deals with those items within the budget which the PCC is committed to by means of previous decisions taken, national agreements or statutory payments.
51. The main significant changes that have occurred in this section for 2018/19 include:
- An increase in the potential income that can be achieved through the Apprenticeship Scheme, by providing and reclaiming the costs of accredited training places for new Apprentices – (£0.250m)
 - Provision for the full year effect of the one-off non-consolidated Police Officer pay increase that was implemented in September 2017. This will require £0.650m for the 5 months in 2018/19 that is applicable for.
 - The implementation of a phased vacancy factor against the police pay budgets to take account of the current issues being experienced in maintaining and reaching the target establishment figures for Police Officers – (£3.5m)
52. Further details are provided at Appendix 4.

Police Officer Strength & Case Investigators

53. There is currently a significant issue in relation to the recruitment and retention of police officers. For the purpose of the budget planning process, the following profile of recruitment and wastage has been applied against the planned establishment requirements. It should also be noted that the current year's productivity savings estimated that an additional 50FTE Officers could be released through the new operating model, however the reality of this against demand has meant that the officers could not be released and as such the anticipated reduction in establishment has been reinstated to the target establishment.

	2018/19	2019/20	2020/21	2021/22
Opening Strength	3,776.97	3,768.97	3,778.97	3,788.97
Wasteage - 21 per month	-252.00	-252.00	-252.00	-252.00
Transfers Out (CTPSE/ROCU)	-18.00	0.00	0.00	0.00
Recruitment	222.00	222.00	222.00	222.00
Transfers in	40.00	40.00	40.00	40.00
Year End Strength	3,768.97	3,778.97	3,788.97	3,798.97
Net Growth /(Reduction)	-8.00	10.00	10.00	10.00
Target Establishment	3,878.50	3,878.50	3,874.50	3,874.50
Variance to Target Establishment	-109.53	-99.53	-85.53	-75.53
<i>Recruitment of Case Investigators</i>	<i>95.00</i>	<i>-10.00</i>	<i>-10.00</i>	<i>-10.00</i>
<i>Total Additional case Investigators</i>	<i>95.00</i>	<i>85.00</i>	<i>75.00</i>	<i>65.00</i>

54. This profile assumes that the current high wastage rates reduce to more normal levels and that recruitment is maintain at a realistically achievable level. It should however be noted that should these assumptions vary then they could have a significant impact on the budget; if wastage does not return to normal (average 21 per month) and remains at a level of approximately 26 per month, then an underspend of up to £4.0m could occur in 2018/19. Conversely if wastage does return to normal and the recruitment achievement rate is maxed at 100%, then an overspend of up to £2.0m could occur in 2018/19.
55. Given the expected shortfall in police officer numbers, short-term staff Case Investigators are being recruited to support the operational delivery of the force. The MTFP therefore includes funding for an additional 95 FTE staff case investigators. These have been profiled against the assumed net increase in officers and reduces year on year to support the overall shortfall in officer numbers.

Current Service

56. This element of the budget contains growth for those items which are deemed to be necessary to maintain the current levels of service within Thames Valley. The main significant changes that have occurred in this section for 2018/19 include:
- A review of debt charges based on the current levels of borrowing and financing.
 - Growth has been included for the PCC to utilise current earmarked reserves for community safety initiatives, this will be an additional £0.10m in each of the next two years.
 - A review of the negotiations to the Abingdon PFI contract suggest that anticipated savings of £0.25m will not be realisable in 2018/19 and have been moved back to 2019/20.
 - The inclusion of phased growth for Case Investigators to support the operational delivery due to problems in attaining the required police officer numbers as highlighted above - £3.04m
 - An increase in the staff overtime provision for Force Intelligence and Specialist Operation (FISO) to account for the civilianisation programme that has been

undertaken and the increase in demand and work in these specialist areas - £0.25m.

57. Further details are provided at Appendix 4.

Improved Service

58. These items of growth are required to improve performance and meet the growing demands on the service by means of legislative changes and adherence to codes of practice or to comply with regulations. The main significant changes that have occurred in this section for 2018/19 include:

- Investment in Technology and Infrastructure – Due to the lack of capital grant it is necessary to fund Technology Investment, by Direct Revenue Funding. Provision has been made for £2.2m in 2018/19, increasing to £13.5m by 2021. In future years it is anticipated that some of these costs will be revenue expenditure such as cloud storage.
- Additional posts to support the level of demand in the CSE/PVP and MASH teams - £0.636m
- Growth has been included for the development and management of the South East Regional Integrated Policing (SERIP) team at £0.32m
- Over the next 2 years, there are a number of known large operations and events taking place for which police planning and intelligence gathering will be imperative, therefore a two year increase in the Major Operations team has been included at £0.146m
- One off funding of £0.25m has been included to support works in Windsor to improve security
- An extension for the temporary staff working on the Public Enquiries for a further 12 months, costing £0.197m
- The ICT Business Partnering costs have not reduced as much as expected in previous estimates and this has meant an increase in the budget of £0.27m
- The new ICT Road Map has been developed and scrutinised jointly between Thames Valley and Hampshire, with all the initiatives being prioritised in accordance to the necessity and requirement to implement changes or upgrades. This review has added an additional £1.64m of revenue consequences to the base budget.

59. The remainder of growth within this section is made up of specific initiatives which are short term one-off initiatives affecting, in the main, property maintenance and enhancements. These initiatives are set out individually in more detail at Appendix 4.

Appropriation from Reserves

60. The financial strategy includes the utilisation of general reserves and/or the Improvement and Performance Reserve to fund one-off expenditure items to improve performance, achieve future efficiency savings, or to address timing issues where expenditure falls in a different year to the budget provision. Table 5 shows how reserves are being applied in the revenue budget in 2018/19 and the change to those applied in 2017/18

Table 5

	2017/18 £m	2018/19 £m	Change £m
<i>Appropriations from general balances</i>			
- Additional Bank Holidays	0.215	-0.215	-0.430
- Police Officer Non-Consolidated Pay Award 2017	0	0.650	0.650
	0.215	0.435	0.220
<i>Appropriations from the Improvement & Performance Reserve</i>			
- Data Centre – resilience and move	0.520	0.000	-0.520
- TSU - Air Conditioning Replacement	0.250	0.000	-0.250
- Kingfisher Court Electricals	0.025	0.200	0.175
- Lodden Valley – Custody ventilation	0.190	0.000	-0.190
- Fountain Court maintenance	0.180	0.000	-0.180
- Maidenhead – Lighting/Asbestos	0.000	0.164	0.164
- Lodden Valley – Lighting/Asbestos	0.000	0.415	0.415
- Temporary CRED staffing	0.770	0.000	-0.770
- Force Change Board initiative	0.150	0.000	-0.150
- UCI Public Enquiry	0.197	0.197	0.000
- ICT Rationalisation funding	0.986	0.762	-0.224
- ICT 2020 Programme Resources	0.309	0.000	-0.309
	3.577	1.738	-1.839
<i>Appropriations from the Community Safety Reserve</i>	0.000	0.100	0.100
Total	3.792	2.273	-1.519

Force Productivity Strategy Savings

61. The PCC and Force have a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing; a strategy that has been widely scrutinised and praised by HMIC during various inspections and reports.
62. In the four year Comprehensive Spending Review (CSR) period 2011/12 to 2014/15 £59m of cash savings were delivered, with a further £40m in the last three years. Overall, in the last seven years some £99m has been removed from the base budget.
63. Although cuts in Home Office grant have been reduced over the last two years, with a flat cash settlement in 2018/19, we are still facing a real terms reduction year on year in Home Office grant funding which is mitigated by the increase in precept flexibility afforded to PCCs. It is therefore very clear that to address the demands of today and tomorrow, we must continue to reform our police service by driving through the changes and ensuring our resources are directed to priority areas.
64. It is more important than ever that we continue to strive for continuous improvement by challenging the service we deliver and how we deliver it, to ensure we focus our resources on our priority areas. Following the Priority Based Budgeting (PBB) review and the formation of the Governance and Service Improvement department the future delivery of the productivity strategy has been revisited and re-energised into the Efficiency and Effectiveness Programme led by the Chief Superintendent, Governance and Service Improvement. The programme will consider demand levels, functional processes rather than departmental structures, and building for the future. Reviews will continue to utilise the PBB methodology and focus on method changes, volume changes and service level changes. In addition to this work a major review of the Joint Operations Unit (JOU) is in progress which is identifying where savings and efficiencies could be achieved through changing the service delivery method. The implications to service delivery and the wider force will need to be fully assessed before firm

recommendations can be made. This work will continue and identified efficiencies will be incorporated in the appropriate year's productivity strategy.

65. The overall productivity plan has been reviewed against the requirements of the MTFP and the strategy has been updated with new and changed initiatives.
66. Initiatives that have changed significantly or have been added include:
- The ongoing implementation of a tri-force ERP system to replace the existing HR, Finance and Duties platforms has now slipped and it is not expected that the savings identified will materialise in 2018/19 and, as such, they have been moved back to the final year of the period – the impact of this is a cost of £0.77m in 2018/19.
 - The implementation of the CMP programme has also had a number of delays in the final implementation and again, to be prudent, the savings have been moved back to the final year of the plan, resulting in a cost of £1.66m in 2018/19.
 - The introduction and agreement to regionalise the Special Branch functions is due to be implemented in 2018/19 and, as such, this will realise a new saving of circa £0.25m.
 - A review of the assisted travel policy and the overall costs of this have allowed a new saving of £0.10m to be added to 2018/19.
 - Previous reviews and expectations of additional savings from rationalising CCTV across the force and with partner agencies has not delivered the expected savings, and as such will add a cost of £0.10m to 2018/19.
 - The national programme to implement the new Emergency Services Network (ESN) to replace the existing Airwave contract has again been pushed back and as such the anticipated savings for 2018/19 have also been delayed, adding a cost of £0.37m.
 - The force has recently undertaken a review of all the vacant positions that are currently being held in light of whether these positions need to be filled or could be given up permanently as savings. The result of this exercise has identified a number of positions to be removed with a saving of £0.40m in 2018/19.
 - The anticipated saving on police officer posts as part of the new operating model has been reviewed and removed, maintaining the establishment target, at a cost of £1.84m in 2018/19
67. The savings relating to the first year of the productivity strategy are all related to specific initiatives that have been scrutinised by the Force to ensure that the risks of implementation are acceptable and that appropriate equality impact assessments are being completed prior to implementation. These savings should all be attained subject to the current demands and profile of policing.
68. Savings linked to the later years of the strategy are also linked to specific initiatives; however, a number of these still require further scoping work and assessment of the impacts and risks, which will be carried out over the next financial year.
69. A copy of the full Productivity Strategy is attached at Appendix 5.
70. **2018/19 Establishment Changes**
71. A lot of emphasis is given to establishment numbers and what they mean for the police service. In reality the important question is, "*are we delivering on our priorities and providing the appropriate level of service?*" Being more innovative in how we look to reduce the organisational cost and developing service delivery mechanisms, for example with the use of technology and workforce modernisation, will allow us to direct more resources at those priority areas as well as new and emerging crimes. These

new innovative approaches may lead to an overall reduction in establishment but, providing this sits alongside reduced demand and a change in delivery model, including investment in technology, there does not have to be a reduction in our priority services.

72. The estimated summary position for the Force establishment over the MTFP is shown in the following table.

Table 6: Forecast Establishment Levels

	Police	Police Staff	PCSOs	Total
Original Estimated Establishment at March 2018	3,827.50	2,624.14	422.00	6,873.64
<i>2017/18 In Year Adjustments:</i>				
Reinstate Phase 2 operating Model	50.00			50.00
TUPE Staff		(4.00)		(4.00)
Major Crime Restructure		9.00		9.00
Other Adjustments	3.00	1.00		4.00
Revised Estimated Establishment at March 2018	3,880.50	2,630.14	422.00	6,932.64
<i>2018/19 Adjustments:</i>				
Civilianisation of Contact Management Sgts	(8.00)	8.00		-
Productivity Plan Savings				
Review of Vacant Staff Posts	(5.00)	(3.00)		(8.00)
PCSO Partner Reviews			(11.00)	(11.00)
Criminal Justice Restructure	(1.00)	(10.08)		(11.08)
Review of Operating model		(1.46)	5.00	3.54
Windsor Guard productivity reinstated			2.00	2.00
	(6.00)	(14.54)	(4.00)	(24.54)
Growth				
Temporary CRED Staff Reduction		(22.00)		(22.00)
MASH & CSE Growth		13.00		13.00
Major Operations Team - Temporary Uplift	4.00			4.00
Case Investigators - Temporary Growth		95.00		95.00
	4.00	86.00	-	90.00
Estimated Establishment at March 2019	3,878.50	2,701.60	418.00	6,998.10
<i>2019/20 Adjustments</i>				
Productivity Plan Savings		(27.00)	(10.00)	(37.00)
Reduce Case Investigators - Temporary Growth		(10.00)		(10.00)
Estimated Establishment at March 2020	3,878.50	2,664.60	408.00	6,951.10
<i>2020/21 Adjustments</i>				
Productivity Plan Savings		(76.60)		(76.60)
Remove Temporary Major Ops Uplift	(4.00)			(4.00)
Reduce Case Investigators - Temporary Growth		(10.00)		(10.00)
Estimated Establishment at March 2021	3,874.50	2,578.00	408.00	6,860.50

2018/19 Budget Summary

73. Table 7 provides a summary of the 2018/19 revenue budget. Further information is provided in Appendix 2 which shows a high level split of the overall budget between those elements that the PCC is directly responsible for and those under the direction and control of the Chief Constable to manage and operate. All government funding, including all special grants, are shown as external funding, illustrating the full cost and funding of the TVP PCC and Chief Constable.

Table 7 - Revenue estimates for 2018/19

	£m
Base budget 2017/18	392,631
In-year virements	1,590
Adjusted base budget 2017/18	394,221
Inflation	7,898
Committed expenditure	-3,766
Current service	3,542
Improved service	4,882
Productivity Strategy savings	-2,561
Appropriation from reserves	1,519
Proposed budget 2018/19	405,735

Medium Term Financial Plan (2018/19 – 2020/21)

74. One of the key requirements of the Prudential Code for Capital Finance is that the PCC takes a longer-term view of the spending pressures facing the organisation, in setting and approving the budget and council tax for the ensuing financial year. Given the ongoing uncertainty around funding and allocations, this forward planning is more important than ever. Table 8 provides a summary of the medium term financial plan; full details are provided in Appendix 3.

Table 8

	2018/19	2019/20	2020/21
	£'000	£'000	£'000
Annual Base Budget	392,631	405,735	419,312
In Year Virements	1,590	0	0
Inflation	7,898	8,751	8,414
Productivity Savings	-2,561	-3,555	-8,111
Committed Expenditure	-3,766	403	1,518
Current Service	3,542	-598	-293
Improved Service	4,883	7,245	4,655
In Year Appropriations	1,519	1,330	889
Net Budget Requirement	405,735	419,312	426,384
Total External Funding	-405,735	-419,312	-426,384
<i>Cumulative Budget (Surplus)/Shortfall</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Annual Budget (Surplus)/Shortfall</i>	<i>0</i>	<i>0</i>	<i>0</i>

Budget Risk & Uncertainties

75. As already identified there is an increasing demand on the police arising from new and emerging crimes but it is very difficult to predict with any degree of certainty the growth

in resources required to deal with this changing demand. The CCMT constantly reviews resourcing levels across the force, changing the resourcing levels of individual units where necessary, within the overall budgetary constraints

76. The retention and recruitment of police officers has caused significant concern over the past 12 months. It is very difficult to predict wastage levels (officers only have to give 1 months' notice) and to estimate the future success of current new recruitment and retention campaigns initiated under the current workforce gold group. Variations in police officer numbers can have a significant effect on the revenue budget.
77. The Public sector pay cap was lifted by the Treasury in the 2017 autumn budget. At this stage we do not know what the various pay bodies will recommend for the 2018 annual pay awards, but the letter from the Minister for Policing and Fire (Nick Hurd MP) indicated that the additional funding available next year should enable forces to make appropriate provision for 2018 pay awards. The MTFP includes provision for the non-consolidated police pay award in 2017 and a 2% uplift thereafter. A 1% pay award for both officers and staff equates to circa £3m.

Future Years Forecasts

78. The future years of the MTFP still carry some significant risks which could alter the currently identified plans either upwards or downwards. Primarily these include:
- The Home Office has maintained the 2018/19 Grant allocations at a cash flat level compared to 2017/18 (i.e. no reduction, but no increase for inflation) and has stated its intention to maintain a broadly flat police grant in 2019/20 and repeat the same precept flexibility to allow PCCs to raise an additional £1 per month of local precept in 2019/20, However, this is dependent on the police service nationally delivering clear progress against agreed milestones on productivity and efficiency in 2018. This information has helped to balance the budget in 2018/19 and 2019/20. At this stage there is no indication as to what the grant settlement will be in 2020/21. A 1% change in core grants equates to approximately £2.1m per annum.
 - The Home Office review of the national funding formula is still being discussed, but no further information is expected until later in 2018. Again each 1% change in funding would have an impact of approximately £2.1m per annum.
 - The rules around increases in council tax precept have been changed in the current year, with PCCs being allowed to increase council tax by up to £12 for a band D property in 2018/19. The Home Office has indicated that this will follow through to 2019/20 and is part of the assumptions for this MTFP. However, this is likely to be a local decision for the PCC as part of the next budget round for 2019/20. Each 1% reduction in council tax, from the 7% increase currently assumed, equates to around £1.6m.
 - The MTFP also assumes growth in the taxbase of 1.3% rising to 2.0% over the period. The increase in taxbase reflects a lower increase than in previous years, but an increase over the period to recognise the fact that house building continues to expand and flourish in some parts of the Thames Valley. Should this not be the case then receipts from the Council Tax could be lower than anticipated.
 - The impact and fallout from the Brexit decision in 2016 is still much unknown in terms of when, what and how it may impact on policing. It is evident that areas such as inflation and exchange rates are being impacted upon and these do have a downstream effect on the costs of goods and services being procured by the police service. Future trade agreements may also impact on some of the more specialist equipment and services we use where parts or services are coming from EU countries.

- The use and investment in technology is imperative for policing to reform and maintain pace with new criminality and crime. This does present potential financial risks as the rapid pace of technology can be hard to predict and financially plan for. The national programmes are starting to move rapidly but the infrastructure requirements and implications for individuals forces can be difficult to identify until the national model has been agreed, hence not providing forces with sufficient time to financially plan for changes. Given the limited capital resources available to the force, the decision as to whether technology is financed as new capital investment or as a revenue service, is underlined by the fact that the financial cost will have to be met by the revenue budget.

Mitigation of Risks & Uncertainties

79. As can be seen from the above, there are gaps in information available around key factors that could influence the level of funding available to the PCC as well as the forecast expenditure levels in future years.
80. The work that has already started within the Productivity Strategy will continue to be developed and taken forward to ensure the drive to improve the efficiency of our service continues, by reducing the underlying cost of our organisation and directing resources to our priority areas. Specifically work will continue on:
- The renewed Efficiency and Effectiveness Programme will continue to be developed to ensure resources are being directed to our priority areas, and that service delivery is not undermined by funding issues.
 - The review of the Joint Operations Unit will continue to assess the implications of the proposed changes in service delivery with a view to making recommendations on where efficiencies can be achieved
 - Further investment in national programmes, and delivery of major technology investment programmes like the Contact Management Programme, ESMCP and ERP will all continue to receive scrutiny and challenge to ensure they deliver the required service improvements and savings as planned and expected.
 - Collaboration will continue to be a main focus of both improved services and reduced cost. This will include collaboration both within the police service and with other partners.
 - The use of revenue to support the capital investment programme could be reviewed and reduced in future years, however this would require additional borrowing for the force if those capital schemes are to continue and be implemented.
81. The force is also acutely aware of the political impacts on policing, as outlined above, and will be monitoring closely the developments with the new national funding formula, together with the impacts that might be felt from policies or decisions that are made through the ongoing Brexit process nationally.

IMPLICATIONS FOR COUNCIL TAX

Public Consultation

82. As stated in paragraph 7 above the Home Secretary announced additional investment in policing by up to £450m year on year in 2018/19. However, this level of income is

dependent on all PCCs increasing their Band D precept by up to £12 which, nationally, will raise around £270m.

83. In TVP, a £12 increase in council tax equates to a just over 7%. Before implementing this level of increase the PCC decided to consult local council taxpayers to gather their thoughts and opinions. A short on-line survey, attached at Appendix 7a, was launched on 22nd December with a closing date of Thursday 11th January. In order to reach as many people as possible, it was sent to:
- All users of TVP Alert – at least 80,000 residents
 - All town and parish councils
 - All councillors from county, unitary and district councils
 - All media in the TVP area via a press release
 - Regular social media updates via Twitter
84. In total, 5,600 people voted, of which 4723 or 84.3% voted yes
85. A detailed analysis of the consultation respondents is provided in Appendix 7b.
86. Two additional questions were asked of those that did not support the increase. The first of which was ‘Why do you feel this money would not be spent well?’ A summary of the responses received, sorted into broad categories, is set out below:
- Thames Valley Police should manage on existing budget and/or make further savings or review their spending priorities – 244
 - Additional funding should be provided by government through income tax or savings made elsewhere at national level - 144
 - Not satisfied with current service provided by police and/or don’t want to provide additional funding and still get the same service – 111
 - Council tax is already too high and/ or cannot afford to pay more – 102
 - Not clear on the benefits / wouldn’t benefit their area and/ or is not clear it would benefit local or operational policing – 94
 - Do not agree that council tax is a fair way to charge residents of the Thames Valley and/or should be a flat rate - 24
 - The amount requested isn’t enough and should be more – 15
 - Police and Crime Commissioner role should be abolished – 14
87. The second question asked ‘What would you propose as an alternative annual increase that you believe is justified and will enable Thames Valley Police to do their job effectively?’ A summary of the answers received is provided in Appendix 7b. However, it must be recognised that there were a range of individual answers and it has been quite a challenge to group them together under broad headings and this has been a subjective, rather than scientific exercise. Should we go down the public consultation route in future years then a change of approach would be required e.g. providing a range of options for people to support rather than providing a free text narrative response.
88. In addition to casting their vote over 1000 local residents submitted comments as well. All comments have been read and at least 130 respondents have received a reply.

Implications for Council Tax

89. The PCC will receive police grant of £139.2m, ex-DCLG formula grant of £72.9m and legacy council tax grants of £15.3m in 2018/19. These levels of grant income are determined independent of the PCC’s planned spending budget for the year.

Surplus on Collection Funds

90. It is currently estimated that, based on provisional council data, the PCC will receive approximately £1.7m in 2018/19 as its share of the net surplus on the billing authorities' Collection Funds, details of which are provided in Appendix 7.

Funding the 2018/19 Revenue Budget

91. Table 9 shows how the 2018/19 revenue budget will be financed.

Table 9

	£m	%
Police grant	139.249	34%
Ex-DCLG formula grant	72.855	18%
Total formula grant	212.104	52%
Council tax precept (estimate)	162.164	
Council Tax surplus on collection funds (estimate)	1.666	
Total council tax	163.830	40%
Legacy council tax grants	15.278	4%
Other specific grants	14.523	4%
Total specific grants	29.801	8%
Total Financing	405.735	100%

Council Taxbase

92. The taxbase is calculated by the billing authorities by converting all properties to band D equivalents and making assumptions about the levels of discounts to be offered and the amount of tax to be collected.
93. In total, the provisional estimate of the 2018/19 taxbase for the PCC is 889,645 Band D equivalent properties, as Appendix 7 illustrates. This represents an annual increase of 11,677 properties or 1.33%.

Band D Council Tax

94. The band D council tax proposed for 2018/19 is £182.28, an increase of £12.00 or 7.05% on the comparable figure for 2017/18
95. As shown in Appendix 9 our current 2017/18 band D council tax of £170.28 is below the English national average of £178.81. The appendix also shows that TVP is significantly below average in terms of net cost per 1000 population when compared to other forces (£159,405 compared to £189,073). The final three columns show the proportion of each PCC's net budget requirement raised through council tax and government grant. TVP receives a higher proportion of its income from local council taxpayers than in most other force areas.

LOCAL GOVERNMENT ACT 2003

Robustness of estimates and adequacy of reserves

96. The Local Government Act 2003 places a duty on the Chief Finance Officer (CFO) to make a report to the PCC on the robustness of the estimates and the adequacy of the reserves.

Reserves and balances

97. A separate agenda item shows the latest position on reserves, balances and provisions.
98. Based on current planning assumptions general revenue balances will stay slightly above the approved 3% target level throughout the next 3 years.
99. Earmarked reserves are forecast to reduce from £34.7m on 1st April 2017 to around £14.3m by 31st March 2021, including £2.1m in the Conditional Funding and SEROCU reserves which are not available to support general operational policing.
100. Accumulated capital grants and reserves will be fully utilised by the end of 2020/21

Reliability / accuracy of budget estimates

101. The estimates have been put together by qualified finance staff in the Force's Finance Department and reviewed by qualified staff within the Office of the PCC.
102. There are a significant number of risks regarding the draft budget proposals and these are clearly set out in paragraphs 75 to 78 above and in Appendix 6.
103. By themselves none of these risks are particularly significant, however, collectively they represent a gradual and escalating build-up of financial pressure on the Force that will need to be closely monitored during the year and the next iteration of the MTFP will be updated accordingly.

Scrutiny

104. The draft budget proposals were presented to and scrutinised by the PCC at the Level 1 public meeting on 16th November. The Police and Crime Panel has established a 'Budget Task and Finish Group' to review the draft budget proposals. This Group met to consider the draft budget proposals on 20th November. They are next due to meet on 29th January.

Achievability and risks

105. Attached at Appendix 6 is a budget risk and sensitivity analysis for 2018/19. In producing this analysis the CFO has followed the Force Risk Assessment Model. The first main column explains the risk to the PCC's budget. The level of risk is then assessed in terms of both likelihood and impact (each factor scored out of 5, with 1 being low likelihood / impact) on the PCC's budget. The final column provides a sensitivity analysis, where appropriate.
106. These identified risks are mitigated, to a certain extent, because the PCC:
 - maintains an appropriate level of reserves and balances;
 - takes a prudent approach to achievability of income and the recovery of debts due, making appropriate provisions for bad debts; and
 - will proactively manage and monitor all aspects of budget performance during the year.
107. In addition, the Force continues to identify future budget savings through its ongoing Productivity Strategy, as referred to in paragraphs 61 to 69 above
108. Accordingly, the assessment of budget risks presented at Appendix 6 takes into account the mitigating factors identified above.

109. Similarly, Appendix 6A shows the risks to the medium term financial plan (2019/20 to 2020/21).
110. The PCC's cash flow requirements are forecast and monitored on a regular basis to ensure stable and predictable treasury management, avoiding unexpected financing requirements.
111. The PCC needs to be satisfied that the revenue commitments in future years are affordable, sustainable and deliverable. Furthermore, the PCC has a responsibility to local people to ensure that the approved budget and detailed spending plans will deliver the aims, priorities and performance targets as set out in his Police and Crime Plan 2017-2021.
112. In response to the inherent risk in the timely delivery of large capital schemes within time and budget a new earmarked Optimisation Bias reserve has been created, based on HM Treasury Guidance on capital projects. This reserve is currently valued at £12m.
113. The Force uses recognised project management techniques including programme and project boards to manage all major schemes. In addition, the Force Strategic Governance Unit ensures the co-ordination of all major projects as part of the Force Transformation Programme and reports progress to the Force Transformation Board.
114. All capital schemes are managed by:
 - rigorous monitoring of projects.
 - close liaison with project partners
 - closely monitoring staff vacancies and using contractors where appropriate.

Council Tax Capping

115. The Localism Act 2011 abolished the capping regime in England. However, Schedule 5 of the Act made provision for council tax referendums to be held if an authority increases its council tax by an amount exceeding principles determined by the Secretary of State [for CLG] and agreed by the House of Commons.
116. On 19 December the Secretary of State for CLG published the draft referendum principles for 2018/19. All PCCs are allowed to increase their basic amount of council tax by £12; only increases above £12 will be deemed excessive and require a formal referendum.

Prudential Code for Capital Finance

117. The Prudential Code for Capital Finance has introduced a rigorous system of prudential indicators which explicitly require regard to longer-term affordability, prudence, value for money, stewardship, service objectives and practicality of investment decisions. This is backed up by a specific requirement to monitor performance against forward-looking indicators and report and act on significant deviations.

Conclusion

118. The 2018/19 budget has been prepared in a properly controlled and professionally supported process. It has been subject to due consideration within the Force and by the PCC. The identifiable risks should be capable of management.
119. As shown in Appendix 6A there are a number of risks to the MTFP, most notably the level of future year grant allocations, however based on the assumptions set out in paragraph 46 above, the MTFP is currently balanced in all three years. This is an

excellent achievement and due credit must be given to the Chief Constable, the Director of Finance and their staff for their comprehensive and detailed work in this area.

120. The provisional settlement enabled each PCC to increase the police element of council tax by £12 a year for a band D property in 2018/19. The results of the short public consultation exercise prove that local residents are happy to pay that amount to protect local operational policing in the Thames Valley
121. The PCC is reminded that his responsibility for setting the annual budget and council tax precept for 2018/19 should also take into account whether the budget and service plans are relevant, affordable and sustainable in the longer-term. In doing so, he will need to satisfy himself that services and resource allocation have been appropriately prioritised and that financial risks have been adequately addressed and covered by, for example, reserves, contingencies and risk mitigation plans.

CONCLUSIONS

122. The revenue budget is fully balanced in all 3 years 2018/19 to 2020/21, with a £12 increase in precept in 2018/19 and 2019/20.
123. The MTFP provides for inflationary increases, limited growth to mitigate increasing demand and complexity in priority areas, as well as essential investment in technology to support transforming service delivery to meet future expectations. This supports the delivery of the Police and Crime Plan and the Force Commitment.
124. The Force continues to prioritise its work on the Productivity Strategy to ensure resources are directed to priority areas and that services are delivered in the most effective and efficient manner. This work focuses the drive for continuous improvement, improved efficiency and alignment of resources with demand. It will continue to release savings in future years in order to address future unquantified demands and provide additional resource to reinvest in priority policing areas.
125. As shown above the current MTFP requires revenue savings of at least £14.3m over the next three years. This is over and above the £99m of cash savings already removed from the base budget in the last seven years (i.e. 2011/12 to 2017/18) meaning that, over the ten year period 2011/12 to 2020/21, in excess of £113m will have been taken out of the base revenue budget.

This page is intentionally left blank

POLICE GRANT REPORT ENGLAND AND WALES 2018/19.

The Minister for Policing and the Fire Service (Nick Hurd):

I have today placed in the Library my proposals for the aggregate amount of grant to Local Policing Bodies in England and Wales for 2018/19, for the approval of the House. Copies are also available in the Vote Office. The Welsh Government is also setting out today its proposals for the allocation of funding in 2018/19 for Local Policing Bodies in Wales.

The Government is committed to protecting the public and providing the resources necessary for the police to do their critical work. That is why I have visited or spoken with every police force in England and Wales to better understand the demands they face and how these can best be managed. I have met with many rank and file officers, as well as Chief Constables and Police & Crime Commissioners (PCCs). I pay tribute to the hard work of police officers up and down the country who put the safety of others before their own and help make our communities more secure.

We in Government and the police leadership must support frontline police officers and staff to ensure they have the resources, modern equipment and skills they need to deliver their responsibility to the public. To achieve this, the police funding settlement has four objectives:

1. Greater public investment in both local and CT, to help the police respond to shifts in both crime and the terrorist threat.
2. Empowering locally accountable PCCs to have greater flexibility to set their own local funding.
3. Challenging and supporting police leaders to be more efficient, more productive with officers' time and transparent in their use of public money.
4. Maintaining substantial Government investment in national programmes that will upgrade police capabilities and help them be more effective in managing extra demand.

The background to this settlement is one of a shift in the pattern of demand on police time and resources. It remains true that crime as traditionally measured by the Independent Crime Survey for England and Wales – widely regarded as the best long-term measure of the crime people experience – is down by more than a third since 2010 and 70% since its peak in 1995.

However, we need to recognise that there have been material changes in the demands on policing since the 2015 Spending Review. Demand on the police from crimes reported to them has grown and shifted to more complex and resource intensive work such as investigating child sexual exploitation and modern slavery. At the same time the terrorist threat has changed. The 24% growth in recorded crime since 2014/15 comes from more victims having the confidence to come forward and report previously hidden crimes, better recording practices by the police – both of which are to be welcomed – but also includes some concerning increases in violent crime.

The Government has listened to the police and recognised the demands they face. Between 2015/16 and 2017/18, total police funding has increased by over half a billion pounds including increased investment in transformation and technology. In

this settlement, we propose to increase total investment in the police system by up to £450m year on year in 2018/19.

In 2018/19, we will provide each PCC with the same amount of core Government grant funding as in 2017/18. Protecting police grant means PCCs retain the full benefit from any additional local Council Tax income. Alongside this, we are providing further flexibility to PCCs in England to increase their Band D precept by up to £12 in 2018/19 without the need to call a local referendum. This is equivalent to up to £1 per month for a typical Band D household.

These changes to referendum principles give PCCs the flexibility to make the right choices for their local area, and will enable an increase in funding to PCCs of up to around £270m next year. It means that each PCC who uses this flexibility will be able to increase their direct resource funding by at least an estimated 1.6% (which maintains funding in real terms). The overall force level impact is set out at the accompanying Table 1, and Home Office grant levels are set out at Table 3.

The Chancellor and the Home Secretary have agreed additional Government funding for counter-terrorism policing with a £50m (7%) increase in like for like funding when compared to 2017/18. This will enable the counter-terrorism budget to increase to at least £757m, including £29m for an uplift in armed policing from the Police Transformation Fund. This is a significant additional investment in the vital work of counter-terrorism police officers across the country. PCCs will be notified of force level allocations separately. These will not be made public for security reasons.

We will also increase investment in national policing priorities such as police technology and Special Grant by around £130m compared to 2017/18.

The funding the Government provides for national police priorities, known as reallocations, supports crucial police reform. For example, since the launch of the transformation fund last year over £200m of funding has been awarded for modernising policing and building capability, in addition to over £200m awarded between 2013 and 2016 for the Innovation Fund. For example, we are investing over £40m in Regional Organised Crime Unit capacity to uplift serious organised crime capability including undercover online capability to tackle Child Sexual Abuse, and £8.5m for tackling modern slavery, to drive nationally co-ordinated action, training and assessment.

We will continue to work in partnership with the police to help build the capabilities and skills they need to meet new challenges. To support these objectives, we are providing reallocations for the following national priorities in 2018/19 (as set out at Table 2):

- We will maintain the size of the Police Transformation Fund at £175 million, which we expect to support an improvement in the leadership and culture of policing, the diversity of its workforce, protection of vulnerable people, cross-force specialist capabilities, exploitation of new technology and how we respond to changing threats.
- We are also increasing funding for police technology to £495m to support the new Emergency Services Network (ESN), Home Office Biometrics, the National Law Enforcement Data Service and the new national automatic

number plate recognition service. These technology programmes will provide the national infrastructure that the police need for the modern communications and data requirements, and will deliver substantial financial savings and productivity gains in future.

- We are providing £93m for the discretionary Police Special Grant contingency fund, which supports forces facing significant and exceptional events which might otherwise place them at significant financial risk (for example, helping forces respond to terrorist attacks). We are increasing funding in 2018/19 to reflect both an assessment of potential need after heavy demand for Special Grant this year, and the specific costs likely to be incurred for the policing operation at the Commonwealth Summit.
- Existing Arms Length Bodies (Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the College of Policing, the Independent Police Complaints Commission as it becomes the Independent Office for Police Conduct, and the Gangmasters and Labour Abuse Authority) will receive broadly the same level of funding as in 2017/18. Additional Arms Length Body funding reflects the need to set up a new Office for Communications Data Authorisations following clarification by the courts of the legal requirements for independent scrutiny of requests for communications intercepts.
- We will also continue to pay our Private Finance Initiative obligations, support police bail reforms, and top up National Crime Agency funding and Regional Organised Crime Unit grants to ensure these are maintained at flat cash, in line with police grant.

As part of the settlement for Police & Crime Commissioners and in addition to core Government funding, we will fund the following:

- PCCs in England will continue to receive grants relating to the 2011/12, 2013/14, 2014/15 and 2015/16 council tax freeze schemes. We will also provide Local Council Tax Support grant funding to PCCs in England. These will total £507m in 2018/19. The Common Council of the City of London (on behalf of the City of London Police) and the Greater London Authority (on behalf of the Mayor's Office for Policing and Crime) will also receive equivalent funding from the Department of Communities and Local Government (DCLG).
- The Metropolitan Police Service, through the Greater London Authority, will continue to receive National and International Capital City (NICC) grant funding worth £173.6m, and the City of London Police will also continue to receive NICC grant funding worth £4.5m. This is in recognition of the unique and additional demands of policing the capital city. An additional grant of £0.9m will be made to the Common Council of the City of London (on behalf of the City of London Police) to protect their direct resource funding in real terms as they do not raise a police precept.
- PCCs will also receive capital grant of £45.9m, which is the same amount as in 2017/18. Tables 4 and 5 set out the Capital settlement.

The increase in 2018/19 funding to PCCs must be matched by a serious commitment from PCCs and chief constables to reform by improving productivity and efficiency to deliver a better, more transparent service to the public. Following my discussions with forces and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) efficiency findings, I have three clear priorities:

- A. Seek and deliver further cost efficiencies. I welcome the progress forces have made against the £350m procurement savings target set at Spending Review 2015. However, there is a lot more to do. We have helped to identify £100m of potential savings in areas such as fleet, professional services and construction. Forces will need to make greater use of national procurement through lead forces to make these savings. We are providing support through the Police Transformation Fund and we will also help establish a force-led National Centre of Excellence to drive down back-office costs, and make best use of estates.
- B. A modern digitally enabled workforce that allows frontline officers to spend less time dealing with bureaucracy and more time preventing and fighting crime and protecting the public. If all forces could deliver the same one hour per officer per day of productivity benefits from mobile working as the best in a recent sample with eight forces, this has the potential to free up the equivalent of 11,000 extra officers nationally to provide the proactive policing that committed police officers want to deliver. We will work with policing to set up a specialist team to make sure all police forces have access to, and make use of, the best mobile working apps to enable forces to free up extra hours to spend at the frontline.
- C. Greater transparency in how public money is used locally. It is necessary for police to hold financial reserves, including primarily for contingencies, emergencies and major change costs. As at March 2017 police forces held usable resource reserves of over £1.6bn. This compares to £1.4bn in 2011. Current reserves held represent 15% of annual police funding to PCCs. There are wide variations between forces with Gwent for example holding 42% and Northumbria holding 6%. This is public money and the public are entitled to more information around police plans for reserves and how those plans will support more effective policing. So we will be improving transparency around reserves in the new year through enhanced guidance and through national publication of comparable reserves data. HMICFRS are also consulting on plans for Force Management Statements, which could make more information on police forces available to the public.

We will be entering into discussions with police leadership to agree milestones against these priorities that need to be achieved over 2018.

I have listened to the views of PCCs and Chief Constables, who have requested greater certainty about future funding to help more efficient financial planning. If the police deliver clear and substantial progress against the agreed milestones on productivity and efficiency in 2018, then the Government intends to maintain the protection of a broadly flat police grant in 2019/20 and repeat the same flexibility of the precept, i.e. allowing PCCs to increase their Band D precept by a further up to £12 in 2019/20.

I am grateful for the work of the Core Grant Distribution Review, earlier this year, which considered potential changes to the police funding formula. In the context of changing demand and following my engagement with police leaders, providing funding certainty for 2019/20 is my immediate priority. It is intended that the funding formula will be revisited at the next Spending Review.

Not only are we supporting the police by making sure they have enough resources but in other ways too, such as ensuring police have the full protection of the law when carrying out their duties. That is why we are supporting the Assaults on Emergency Workers Bill which will increase penalties available to those who attack emergency service workers. We are also helping frontline officers to tackle crime by making sure that officers feel able to pursue suspected criminals where it is appropriate to do so by reviewing the legislation, guidance and practice around police pursuits.

The Communities Secretary is announcing the council tax referendum principles for all local authorities in England in 2018/19, including those applicable to PCCs. After considering any representations, he will set out the final principles in a report to the House and seek approval for these in parallel with the Final Local Government Finance Report. Council tax in Wales is the responsibility of Welsh Ministers.

I have set out in a separate document the tables illustrating how we propose to allocate the police funding settlement between the different funding streams and between PCCs for 2018/19. These documents are intended to be read together.

This page is intentionally left blank

POLICE GRANT REPORT ENGLAND AND WALES 2018/19 TABLES

Table 1: Provisional change in total direct resource funding compared to 2017/18

PCC	2017/18*	2018/19*	Cash increase	2017 reserves as percentage of funding**	2017 HMIC PEEL Efficiency rating
	£m			%	
Avon & Somerset	273.7	281.8	8.0	14%	Good
Bedfordshire	101.4	104.3	2.9	13%	Requires Improvement
Cambridgeshire	129.8	133.8	4.0	22%	Good
Cheshire	172.4	177.5	5.2	8%	Good
City of London	56.1	57.0	0.9	n/a	Good
Cleveland	123.2	125.4	2.2	12%	Good
Cumbria	100.4	103.0	2.5	24%	Good
Derbyshire	162.7	167.1	4.5	20%	Good
Devon & Cornwall	282.0	290.5	8.5	21%	Good
Dorset	120.5	124.6	4.2	11%	Good
Durham	113.0	115.5	2.4	12%	Outstanding
Dyfed-Powys	96.6	99.7	3.1	27%	Requires Improvement
Essex	267.0	275.9	8.8	8%	Good
Gloucestershire	106.5	109.8	3.3	25%	Good
Greater London Authority	2,510.8	2,553.6	42.9	10%	Requires Improvement
Greater Manchester	545.4	555.8	10.4	15%	n/a***
Gwent	120.9	124.0	3.0	42%	Good
Hampshire	304.5	314.1	9.6	28%	Good
Hertfordshire	182.8	189.0	6.2	23%	Good
Humberside	171.4	175.2	3.8	20%	Requires Improvement
Kent	279.3	288.0	8.7	12%	Good
Lancashire	260.3	266.5	6.1	18%	Good
Leicestershire	170.5	175.1	4.6	17%	Requires Improvement
Lincolnshire	110.6	113.9	3.3	17%	Requires Improvement
Merseyside	307.5	312.7	5.2	10%	Good
Norfolk	148.9	153.2	4.3	17%	Good
North Wales	143.2	147.3	4.0	24%	Requires Improvement
North Yorkshire	140.7	145.1	4.4	12%	Requires Improvement
Northamptonshire	122.0	125.5	3.5	8%	Good
Northumbria	260.1	265.3	5.1	7%	Good
Nottinghamshire	190.5	195.0	4.5	10%	Requires Improvement
South Wales	262.8	269.5	6.7	12%	Good
South Yorkshire	240.7	245.7	4.9	19%	Requires Improvement
Staffordshire	177.7	182.6	4.9	7%	Good
Suffolk	112.7	116.2	3.6	10%	Good
Surrey	210.2	217.7	7.5	7%	Good
Sussex	256.0	264.6	8.6	24%	Good
Thames Valley	376.9	389.6	12.7	14%	Outstanding
Warwickshire	90.8	93.7	2.9	29%	Good
West Mercia	201.2	207.5	6.3	26%	Good
West Midlands	524.4	533.9	9.5	20%	Good
West Yorkshire	408.3	417.2	8.9	22%	Good
Wiltshire	105.0	108.6	3.6	19%	Good
Total England & Wales	11,041.6	11,311.9	270.3	15%	

* Total direct resource funding consists of core grant funding, National and International Capital City Grants (NICCs), Legacy Council Tax Grants, Precept Grant and police precept. These figures reflect actual precept in 2017/18 and assume that PCCs in England increase their precept up to the £12 referendum principles in 2018/19, PCCs in Wales increase their precept by £12, and Office of Budget Responsibility forecast tax base increases.

** Usable resource reserves as at March 2017 as shown in audited statements of accounts for 2016/17 as a percentage of 2017/18 direct resource funding. Greater Manchester reserves are as at 7 May 2017.

*** Greater Manchester did not receive an Efficiency rating in 2017. The rating they received in 2016 was Good.

Table 2: Police revenue funding 2018/19 (excluding specific counter-terrorism funding)

Police funding	2018/19
	£m
Overall police spending (Government funding and precept) (a + d)	12,257
Government funding (a)	8,631
o/w Reallocations and adjustments (b)	945
PFI	73
Police technology programmes	495
Arms length bodies	63
Strengthening the response to Organised Crime	42
Police transformation fund	175
Special Grant	93
Pre-charge bail	4
o/w Direct Government funding* (c = a - b)	7,685
Core grant funding **	6,962
Cash percentage change in core grant funding from 2017/18	0.0%
Council tax grants	545
National and International Capital City (NICC) grants	178
Precept*** (d)	3,626
Total direct resource funding to PCCs**** (e = c + d)	11,312

* Comprises core grant funding, NICC grants and Council Tax grants.

** Comprises Home Office Police Core Settlement, former DCLG formula funding, Welsh Government funding and Welsh Top-Up.

*** Forecast based on actual precept figures for 2017/18 and assumes Office of Budget Responsibility forecast tax base increases. Figure assumes that all PCCs in England maximise their precept up to the £12 referendum principles and PCCs in Wales increase their precept by £12.

**** Comprises core grant funding, NICC grants, Council Tax grants and precept (including Welsh Government and DCLG funding).

Figures may not sum due to rounding.

Table 3: Provisional revenue allocations for England and Wales 2018/19

PCC	2018/19				
	HO Core (incl. Rule 1)	Welsh Top- up	WG	Ex-DCLG Formula Funding	Legacy Council Tax Grants (total from HO)
	£m				
Avon & Somerset	103.6	-	-	55.7	14.7
Bedfordshire	39.8	-	-	23.0	4.6
Cambridgeshire	47.8	-	-	24.1	6.5
Cheshire	60.6	-	-	44.1	8.3
City of London	18.1	-	-	33.2	0.1
Cleveland	45.5	-	-	38.0	7.7
Cumbria	28.3	-	-	30.4	4.8
Derbyshire	61.3	-	-	37.2	8.7
Devon & Cornwall	101.3	-	-	62.2	15.5
Dorset	40.7	-	-	17.1	7.9
Durham	42.1	-	-	36.4	6.1
Dyfed-Powys	33.6	2.6	13.1	-	-
Essex	101.3	-	-	55.1	13.1
Gloucestershire	33.9	-	-	19.3	6.1
Greater London Authority	849.4	-	-	739.3	119.7
Greater Manchester	223.5	-	-	178.8	25.7
Gwent	40.4	-	31.1	-	-
Hampshire	118.3	-	-	62.3	12.9
Hertfordshire	70.4	-	-	35.9	10.2
Humberside	66.3	-	-	45.9	10.0
Kent	104.8	-	-	65.7	13.3
Lancashire	99.2	-	-	78.0	12.8
Leicestershire	64.4	-	-	39.1	8.9
Lincolnshire	37.9	-	-	20.0	6.8
Merseyside	120.8	-	-	111.3	15.6
Norfolk	49.5	-	-	28.4	9.3
North Wales	48.5	1.1	22.1	-	-
North Yorkshire	41.1	-	-	26.7	7.9
Northamptonshire	42.6	-	-	23.8	6.6
Northumbria	108.6	-	-	105.9	8.2
Nottinghamshire	76.8	-	-	47.4	9.7
South Wales	82.8	-	74.6	-	-
South Yorkshire	99.2	-	-	76.4	10.9
Staffordshire	65.6	-	-	39.4	12.0
Suffolk	40.2	-	-	22.5	6.8
Surrey	61.3	-	-	28.8	9.2
Sussex	96.5	-	-	53.1	13.2
Thames Valley	139.2	-	-	72.9	15.3
Warwickshire	30.6	-	-	17.2	5.2
West Mercia	65.4	-	-	42.8	12.0
West Midlands	247.3	-	-	177.8	19.0
West Yorkshire	169.1	-	-	127.5	16.7
Wiltshire	37.0	-	-	20.4	5.2
Total England & Wales	4,054.5	3.7	140.9	2,763.0	507.4

Table 4: Police capital 2018/19

2018/19 Police Capital	£m
Police Capital Grant	45.9
Special Grant Capital	1.0
Police Live Services	13.1
National Police Air Service	15.2
Total	75.2

Table 5: Provisional capital allocations for England and Wales 2018/19

PCC	2017/18	2018/19
	£m	£m
Avon & Somerset	1.0	1.0
Bedfordshire	0.4	0.4
Cambridgeshire	0.5	0.5
Cheshire	0.6	0.6
City of London	0.4	0.4
Cleveland	0.5	0.5
Cumbria	0.4	0.4
Derbyshire	0.6	0.6
Devon & Cornwall	1.1	1.1
Dorset	0.4	0.4
Durham	0.5	0.5
Dyfed-Powys	0.3	0.3
Essex	0.9	0.9
Gloucestershire	0.4	0.4
Greater London Authority	12.2	12.2
Greater Manchester	2.3	2.3
Gwent	0.4	0.4
Hampshire	1.2	1.2
Hertfordshire	0.6	0.6
Humberside	0.7	0.7
Kent	1.1	1.1
Lancashire	1.1	1.1
Leicestershire	0.7	0.7
Lincolnshire	0.4	0.4
Merseyside	1.4	1.4
Norfolk	0.5	0.5
North Wales	0.5	0.5
North Yorkshire	0.4	0.4
Northamptonshire	0.4	0.4
Northumbria	1.3	1.3
Nottinghamshire	0.7	0.7
South Wales	1.0	1.0
South Yorkshire	1.1	1.1
Staffordshire	0.7	0.7
Suffolk	0.4	0.4
Surrey	0.6	0.6
Sussex	0.9	0.9
Thames Valley	1.5	1.5
Warwickshire	0.4	0.4
West Mercia	0.7	0.7
West Midlands	2.5	2.5
West Yorkshire	1.8	1.8
Wiltshire	0.4	0.4
Total England & Wales	45.9	45.9

This page is intentionally left blank

Revenue Budget Summary 2018/19

	2017/18 Budget	Inflation	Savings	Virements	Growth	2018/19 Budget
PCC Controlled Expenditure						
Office of the PCC	£1,012,920	£17,873	-30,000	21,166	17,708	£1,039,667
Democratic Representation	£201,461	£3,470	-9,171	11,910	0	£207,670
Other Costs	£213,039	£3,818	-12,779	0	-9,977	£194,101
Commissioned Services	£5,814,579	£62	0	3,537	100,000	£5,918,178
	£7,241,999	£25,223	-51,950	36,613	107,731	£7,359,616
TVP Operational Budget - Direction and Control of Chief Constable:						
Employees	£329,586,338	£5,329,066	-1,149,293	-524,617	172,310	£333,413,804
Premises	£17,491,085	£615,626	-623,904	-3,835	-385,000	£17,093,972
Transport	£8,637,669	£270,791	-260,000	-250,218	0	£8,398,242
Supplies & Services	£51,183,821	£1,457,328	-1,156,965	746,897	3,222,301	£55,453,382
Third Party Payments	£11,821,129	£199,589	0	-2,877,611	167,450	£9,310,557
Force Income	-£31,250,974	£0	681,077	3,990,503	-891,465	-£27,470,859
	£387,469,068	£7,872,400	-2,509,085	1,081,119	2,285,596	£396,199,098
Net Capital Financing Costs:						
Capital Financing	£2,483,962	£0	0	254,485	2,265,499	£5,003,946
Interest on Balance	-£500,000	£0	0	0	0	-£500,000
	£1,983,962	£0	0	254,485	2,265,499	£4,503,946
Appropriations to/from Balances:						
Appropriations	-£4,064,280	£0	0	217,916	1,518,933	-£2,327,431
	-£4,064,280	£0	0	217,916	1,518,933	-£2,327,431
Cost of Services	£392,630,749	£7,897,623	-2,561,035	1,590,133	6,177,759	£405,735,229
Funded By:						
Council Tax - Surplus on Collection	-£2,374,977	£0	0	0	709,068	-£1,665,909
Council Tax Precept Income	-£149,500,377	£0	0	0	-12,664,094	-£162,164,471
Formula Grant	-£72,854,799	£0	0	0	0	-£72,854,799
Legacy Council Tax Grants	-£15,278,329	£0	0	0	0	-£15,278,329
Police Current Grant	-£139,248,551	£0	0	0	0	-£139,248,551
Specific Grant	-£13,373,716	£0	0	-1,590,133	440,679	-£14,523,170
	-£392,630,749	£0	0	-1,590,133	-11,514,347	-£405,735,229
Total Funding	-£392,630,749	£0	0	-1,590,133	-11,514,347	-£405,735,229

This page is intentionally left blank

Thames Valley Police

Medium Term Financial Plan 2018/19 - 2020/21

	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
Annual Base Budget	392,630,749	405,735,229	419,311,697
In Year Virements (Contra Entry in Funding)	1,590,133	0	0
<u>Inflation</u>			
General	1,433,416	1,167,525	1,183,003
Police Pay	3,193,513	4,024,779	4,094,775
Police Staff Pay	1,971,214	2,369,120	2,433,731
Specific	1,299,480	1,189,786	702,787
Inflation	7,897,623	8,751,210	8,414,296
<u>Productivity Plan</u>			
Collaborative Units	-325,888	-2,592,000	-4,159,000
Structure & Process Reviews	-720,984	0	-2,467,348
Value for Money Reviews	-1,372,370	-862,693	-25,000
Priority Based Budget Review	-141,793	-100,104	-1,459,397
Total Productivity Plan Savings	-2,561,035	-3,554,797	-8,110,745
<u>Committed Expenditure</u>			
<i>Police Officer - Pay Allowances</i>			
9 Compensatory Grant	-27,000	-29,000	0
58 Restructure of Police Housing & Rent Allowance	-171,343	-171,386	-200,000
252 Police Officer Increments Payable	2,115,484	1,715,746	1,705,008
253 Police Officer - Turnover Pay Changes	-3,232,336	-2,096,877	-2,135,004
345 Reserve Funding for Additional Bank Holidays	-370,000	185,000	0
420 Police Officer Non-Consolidated Pay Award	650,000	-650,000	0
422 Vacancy Factor Due to Recruitment Lag	-3,504,960	320,000	448,000
<i>Police Officer - Pay Allowances</i>	<i>-4,540,155</i>	<i>-726,517</i>	<i>-181,996</i>
<i>Police Staff - Pay Allowances</i>			
7 Committed Police Staff Pay Performance Award	320,000	460,000	425,000
8 Police Staff Performance Award from July	1,380,000	1,240,000	1,275,000
265 Police Staff - Turnover Pay Changes	-350,000	-350,000	0
346 Reserve Funding for Additional Bank Holidays	-60,000	30,000	0
372 Apprentice Scheme Levy Income	-500,000	-250,000	0
<i>Police Staff - Pay Allowances</i>	<i>790,000</i>	<i>1,130,000</i>	<i>1,700,000</i>

Legal & Compliance

430	Review of External Audit Fees	-15,978	0	0
<i>Legal & Compliance</i>		-15,978	0	0
Committed Expenditure		-3,766,133	403,483	1,518,004

Current Service*Support Services*

48	Changes in Debt Charges	65,499	64,598	126,620
299	Community Safety Fund - Expenditure	100,000	0	-100,000
405	Abingdon PFI Contract Renegotiation	0	-250,000	0
429	Case Investigators to Offset Officer Shortage	3,040,000	-320,000	-320,000
433	Increase in Police Staff Overtime for FISO	250,000	0	0
<i>Support Services</i>		3,455,499	-505,402	-293,380
<i>Income</i>				
232	Changes to Firearms Licensing Income	86,658	-92,346	0
<i>Income</i>		86,658	-92,346	0

Current Service		3,542,157	-597,748	-293,380
------------------------	--	------------------	-----------------	-----------------

Improved Service*Support Services*

373	Technology & Infrastructure Investment	2,200,000	6,300,000	5,000,000
376	Police Officer Redeployment	393,750	0	0
402	CMP Programme Additional Growth	791,932	0	0
423	ESN Implementation Costs	0	381,600	381,600
425	Growth for CSE Researchers	59,000	0	0
426	CSE/PVP Review and Uplift	517,873	0	0
427	MASH Review and Restructure	105,000	0	0
431	Contribution to SERIP	320,000	0	0
432	Increase in Major Operations Team	146,000	0	-146,000
<i>Support Services</i>		4,533,555	6,681,600	5,235,600
<i>Legal & Compliance</i>				
418	HVM Works for Windsor Security	250,000	-250,000	0
<i>Legal & Compliance</i>		250,000	-250,000	0
<i>Specific Revenue Funded Projects</i>				
254	Data Centre Resilience	-520,000	0	0
325	Langford Locks A/C Replacement	-250,000	0	0
354	KFC - Ground Floor Electrical Works	175,000	-200,000	0
355	Lodden Valley - Custody Ventilation	-190,000	0	0
381	ICT - Investment for Rationalisation	0	-822,000	-164,400
395	Maintenance Fountain Court	-180,000	0	0
398	Temporary Growth for CRED Staff	-770,000	0	0

410 UCPI - IICSA Public Enquiries	0	-197,000	0
411 Lodden Valley - Lighting and Asbestos	165,000	-165,000	0
412 Maidenhead Lighting & Asbestos	415,000	-415,000	0
413 Newbury Heating	0	130,000	-130,000
414 Meadow House Air Conditioning	0	440,000	-440,000
415 ICT 2020 Programme Resources	-309,253	0	0
<i>Specific Revenue Funded Projects</i>	<i>-1,464,253</i>	<i>-1,229,000</i>	<i>-734,400</i>
<i>Ring Fenced Specific Grant</i>			
384 CTSFO Expenditure Uplift	-339,000	0	0
<i>Ring Fenced Specific Grant</i>	<i>-339,000</i>	<i>0</i>	<i>0</i>
<i>ICT Projects</i>			
391 Application, Infrastructure Monitoring	9,500	0	0
393 Portfolio/Programme Management Tool	19,500	0	0
394 Service Desk Co-Sourcing	68,500	0	0
396 Corporate Wi-Fi	166,000	0	0
424 ICT Roadmap Critical Items - Revenue Consequence	1,639,000	2,042,000	154,000
<i>ICT Projects</i>	<i>1,902,500</i>	<i>2,042,000</i>	<i>154,000</i>
Improved Service	4,882,802	7,244,600	4,655,200
<u>In Year Appropriations From Reserves</u>			
<i>Appropriations from Performance Reserve</i>			
185 Appropriation from Improvement Performance Reserve	1,838,933	894,720	789,200
<i>Appropriations from Performance Res</i>	<i>1,838,933</i>	<i>894,720</i>	<i>789,200</i>
<i>Appropriations from General Balances</i>			
347 Reserve Funding for Additional Bank Holidays	430,000	-215,000	0
421 Police Officer Non-Consolidated Pay Award	-650,000	650,000	0
434 Community Safety Funding From Earmarked Resreve	-100,000	0	100,000
<i>Appropriations from General Balances</i>	<i>-320,000</i>	<i>435,000</i>	<i>100,000</i>
In Year Appropriations From Reserves	1,518,933	1,329,720	889,200

Net Budget Requirement	405,735,229	419,311,697	426,384,272
Percentage Budget Increase	3.34%	3.35%	1.69%
Cash Budget Increase	13,104,480	13,576,468	7,072,575

Funded By:

Opening Budget	-392,630,749	-405,735,229	-419,311,697
In Year Funding Virements	-1,590,133	0	0

Funding Changes

Formula Grant

274 Police Grant Funding Changes	0	0	0
304 Formula Grant Allocation Changes	0	0	0

<i>Formula Grant</i>	<i>0</i>	<i>0</i>	<i>0</i>
----------------------	----------	----------	----------

Specific Grants

303 Changes to Loan Charges Grant	101,679	37,554	5,250
-----------------------------------	---------	--------	-------

<i>Specific Grants</i>	<i>101,679</i>	<i>37,554</i>	<i>5,250</i>
------------------------	----------------	---------------	--------------

Council Tax Requirement

305 Council Tax Precept Requirement	-12,664,094	-13,614,022	-7,077,825
307 Council Tax - Surplus on Collections	709,068	0	0

<i>Council Tax Requirement</i>	<i>-11,955,026</i>	<i>-13,614,022</i>	<i>-7,077,825</i>
--------------------------------	--------------------	--------------------	-------------------

Ring Fenced Specific Grant

383 CTSFO Uplift	339,000	0	0
------------------	---------	---	---

<i>Ring Fenced Specific Grant</i>	<i>339,000</i>	<i>0</i>	<i>0</i>
-----------------------------------	----------------	----------	----------

Funding Changes	-11,514,347	-13,576,468	-7,072,575
------------------------	--------------------	--------------------	-------------------

Total External Funding	-405,735,229	-419,311,697	-426,384,272
-------------------------------	---------------------	---------------------	---------------------

<i>Cumulative Shortfall / (Surplus)</i>	0	0	0
---	----------	----------	----------

<i>Annual Shortfall / (Surplus)</i>	0	0	0
-------------------------------------	----------	----------	----------

Analysis Of Growth Items

Appendix 4

Ref Details

2018/19

2019/20

2020/21

Committed Expenditure

Police Officer - Pay Allowances

9 Compensatory Grant

-27,000

-29,000

0

Calculation of requirements based on predicted Officer numbers shows an annual cash reduction year on year. This is excluding inflationary increases which have been set at zero and reflect the decreasing number of officers receiving rent allowance.

58 Restructure of Police Housing & Rent Allowance

-171,343

-171,386

-200,000

Recalculation of the requirements based on estimated numbers of officers likely to be eligible to claim.

252 Police Officer Increments Payable

2,115,484

1,715,746

1,705,008

Separation out of police increments due based on annual pay progression.

253 Police Officer - Turnover Pay Changes

-3,007,656

-2,431,157

-2,080,204

Reduction in police officer pay bill based on annual leavers being removed at a higher salary rate than those new starters coming into the organisation, and also to reflect the phasing of recruitment intakes within the financial years.

345 Reserve Funding for Additional Bank Holidays

-370,000

185,000

0

Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base level of 8.

2018/19: Total 07 days - 1 less day @ -£185kk

2019/20: Total 08 days - No Adjustment

2020/21: Total 08 Days - No Adjustment

420 Police Officer Non-Consolidated Pay Award

650,000

-650,000

0

FYE of 2017/18 Police Officer Non-Consolidated Pay Award

422 Vacancy Factor Due to Recruitment Lag

-3,504,960

320,000

448,000

Vacancy Factor due to recruitment and retention issues around achieving and maintaining the desired police officer establishment

Ref	Details	2018/19	2019/20	2020/21
Total	Police Officer - Pay Allowances	-4,315,475	-1,060,797	-127,196

Police Staff - Pay Allowances

7	Committed Police Staff Pay Performance Award	320,000	460,000	425,000
	The growth element of the award relating to the committed 3 months from the previous years pay award.			
8	Police Staff Performance Award from July	1,380,000	1,240,000	1,275,000
	The increment equivalent pay uplift used to underwrite the performance related pay element from July annually.			
265	Police Staff - Turnover Pay Changes	-350,000	-350,000	0
	Reduction in police staff pay bill based on annual leavers being removed at a higher salary rate than those new starters coming into the organisation.			
346	Reserve Funding for Additional Bank Holidays	-60,000	30,000	0
	Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base level of 8. 2018/19: Total 07 days - 1 less day @ £30k 2019/20: Total 08 days - no adjustment 2020/21: Total 08 Days - no Adjustment			
372	Apprentice Scheme Levy Income	-500,000	-250,000	0
	Income derived to cover the cost of running and implementing various apprentice schemes across the force.			
Total	Police Staff - Pay Allowances	790,000	1,130,000	1,700,000

Legal & Compliance

430	Review of External Audit Fees	-15,978	0	0
	Following a review, PSAA are proposing a cash reduction in our combined external audit fees for next year.			

<i>Ref</i>	<i>Details</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
Total	Legal & Compliance	-15,978	0	0
Total Committed Expenditure		-3,541,453	69,203	1,572,804

Current Service

Support Services

48 Changes in Debt Charges

Anticipated revenue changes associated with changes to borrowing requirements as the capital programme funding is reviewed.

65,499 64,598 126,620

299 Community Safety Fund - Expenditure

Community Safety Fund - Growth in funding from specific earmarked reserve.

100,000 0 -100,000

405 Abingdon PFI Contract Renegotiation

Potential future reduction in finance charges for Abingdon PFI

0 -250,000 0

429 Case Investigators to Offset Officer Shortage

Temporary investment in Case Investigators to offset the current shortfall in police officers against the target establishment.

3,040,000 -320,000 -320,000

433 Increase in Police Staff Overtime for FISO

Increase in Police Staff Overtime for FISO to allow for additional workloads and civilianisation programme.

250,000 0 0

Total Support Services

3,455,499 -505,402 -293,380

Income

232 Changes to Firearms Licensing Income

Profile of income to reflect expected requests and income

86,658 -92,346 0

<i>Ref</i> <i>Details</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
Total Income	86,658	-92,346	0
Total Current Service	3,542,157	-597,748	-293,380

Improved Service

Support Services

373 Technology & Infrastructure Investment

Direct Revenue Funding for changes in technology and infrastructure delivery

2,200,000 6,300,000 5,000,000

376 Police Officer Redeployment

Full year effect of redeployment of officers from savings identified through the Productivity Plan and PBB process.

393,750 0 0

402 CMP Programme Additional Growth

Revenue growth to support the on-going CMP Programme development and implementation

791,932 0 0

423 ESN Implementation Costs

ESN Implementation Costs

0 381,600 381,600

425 Growth for CSE Researchers

Growth for 2 FTE CSE Researchers

59,000 0 0

426 CSE/PVP Review and Uplift

Increase of 11 FTE posts for CSE/PVP

517,873 0 0

427 MASH Review and Restructure

MASH Review and Restructure

105,000 0 0

431 Contribution to SERIP

Contribution to SERIP

320,000 0 0

Ref	Details	2018/19	2019/20	2020/21
432	Increase in Major Operations Team	146,000	0	-146,000
	Temporary increase in the Major Operations team to take account of known events and expected operations over the next two years.			
Total	Support Services	4,533,555	6,681,600	5,235,600

Legal & Compliance

418	HVM Works for Windsor Security	250,000	-250,000	0
	HVM Works for Windsor Security			
Total	Legal & Compliance	250,000	-250,000	0

Specific Revenue Funded Projects

254	Data Centre Resilience	-520,000	0	0
	Remove previous years funding earmarked for work on the Data Centres which is no longer required.			
325	Langford Locks A/C Replacement	-250,000	0	0
	Remove previous years funding for replacing the air conditioning at Langford Locks.			
354	KFC - Ground Floor Electrical Works	175,000	-200,000	0
	Electrical upgrade to ensure sustainability of the building and new CRED/PEC working environment.			
355	Lodden Valley - Custody Ventilation	-190,000	0	0
	Remove previous years funding for ventilation work at Lodden Valley Custody.			
381	ICT - Investment for Rationalisation	0	-822,000	-164,400
	Growth, funded from reserve, to cover a distinct piece of work in rationalising the ICT estate to deliver permanent savings identified within the productivity plan.			
395	Maintenance Fountain Court	-180,000	0	0
	Remove previous years funding for Fountain court maintenance works.			

Ref	Details	2018/19	2019/20	2020/21
398	Temporary Growth for CRED Staff	-770,000	0	0
	Remove previous years funding for a temporary increase of 22 FTE for CRED staffing during 2017/18 to enable the introduction and embedding of the new CMP software.			
410	UCPI - IICSA Public Enquiries	0	-197,000	0
	Funding for temporary staff to support the national undercover policing and child sexual abuse enquiries.			
411	Lodden Valley - Lighting and Asbestos	165,000	-165,000	0
	Maintenance - Lodden Valley - Lighting and Asbestos			
412	Maidenhead Lighting & Asbestos	415,000	-415,000	0
	Maintenance - Maidenhead Lighting & Asbestos			
413	Newbury Heating	0	130,000	-130,000
	Maintenance - Newbury Heating			
414	Meadow House Air Conditioning	0	440,000	-440,000
	Maintenance - Meadow House Air Conditioning			
415	ICT 2020 Programme Resources	-309,253	0	0
	Remove previous years funding for the staffing resources specifically required to managed and deliver the ICT 2020 Programme.			
Total	Specific Revenue Funded Projects	-1,464,253	-1,229,000	-734,400
Ring Fenced Specific Grant				
384	CTSFO Expenditure Uplift	-339,000	0	0
	Remove previous years funding for one-off expenditure for CTSFO's.			
Total	Ring Fenced Specific Grant	-339,000	0	0

ICT Projects

Ref	Details	2018/19	2019/20	2020/21
391	Application, Infrastructure Monitoring Improved ICT systems, application and network monitoring and alerting across the estate, allowing the proactive identification and resolution of issues, limiting outages and network problems and improving ICT support capabilities	9,500	0	0
393	Portfolio/Programme Management Tool The upgrading of currently employed project management tools to a Cloud/Software as a service based Portfolio and Project Management Tool (PPM) to enable the effective management and delivery of Force Change Programmes. This will mitigate risk of future resource waste and bring numerous other benefits.	19,500	0	0
394	Service Desk Co-Sourcing This bid supports the introduction of a service management tool to allow multi force ICT help desk request sharing across TVP & HC and sets out a platform for Surrey and Sussex to potentially join, which would enable a co-sourced 3rd party overflow solution for out of hours help desk requests.	68,500	0	0
396	Corporate Wi-Fi The roll out of commercial standard Wi-Fi across the Force addressing areas that currently have no or limited provision. This requires acceleration of existing capital funding and incurs additional Revenue costs.	166,000	0	0
424	ICT Roadmap Critical Items - Revenue Consequence ICT Roadmap Critical Items - Revenue Consequence	1,639,000	2,042,000	154,000
Total ICT Projects		1,902,500	2,042,000	154,000
Total Improved Service		4,882,802	7,244,600	4,655,200

In Year Appropriations From Reserves

Appropriations from Performance Reserve

185	Appropriation from Improvement Performance Reserve Appropriation of funding to support specific revenue projects from the Improvement and Performance reserve.	1,614,253	1,229,000	734,400
------------	--	-----------	-----------	---------

<i>Ref</i> <i>Details</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
Total Appropriations from Performance Reserve	1,614,253	1,229,000	734,400
Appropriations from General Balances			
347 Reserve Funding for Additional Bank Holidays	430,000	-215,000	0
Reserve funding for Police and Staff additional Bank Holidays - Ref: 346 & 345			
421 Police Officer Non-Consolidated Pay Award	-650,000	650,000	0
Funding for FYE of Police Officer Non-Consolidated Pay Award			
434 Community Safety Funding From Earmarked Reserve	-100,000	0	100,000
Community Safety Funding From Earmarked Reserve			
Total Appropriations from General Balances	-320,000	435,000	100,000
Total In Year Appropriations From Reserves	1,294,253	1,664,000	834,400

Funding Changes

Formula Grant

274 Police Grant Funding Changes	0	0	0
Changes in funding received through the main government police grant.			
304 Formula Grant Allocation Changes	0	0	0
Changes in funding received through the ex-DCLG Grant Allocation.			
Total Formula Grant	0	0	0

Specific Grants

<i>Ref</i>	<i>Details</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
303	Changes to Loan Charges Grant			
	Changes to Loan Charges Grant	101,679	37,554	5,250
Total	Specific Grants	101,679	37,554	5,250
Council Tax Requirement				
305	Council Tax Precept Requirement			
	Council Tax Requirement Changes for Precept Billing	-12,664,094	-13,614,022	-7,077,825
307	Council Tax - Surplus on Collections			
	Council Tax - Surplus on Collections	709,068	0	0
Total	Council Tax Requirement	-11,955,026	-13,614,022	-7,077,825
Ring Fenced Specific Grant				
383	CTSFO Uplift			
	CTSFO Grant Uplift	339,000	0	0
Total	Ring Fenced Specific Grant	339,000	0	0
Total Funding Changes		-11,514,347	-13,576,468	-7,072,575

This page is intentionally left blank

	2018/19			2019/20			2020/21			TOTAL		
	Police	Staff	£	Police	Staff	£	Police	Staff	£	Police	Staff	£
<u>Collaborative Units</u>												
303 Joint ICT Unit	0.00	0.00	75,888	0.00	0.00	1,014,000	0.00	0.00	1,296,000	0.00	0.00	2,385,888
382 Review of Contact Management Function	0.00	0.00	0	0.00	26.00	1,328,000	0.00	27.00	1,327,000	0.00	53.00	2,655,000
397 Business Support Review	0.00	0.00	0	0.00	0.00	0	0.00	49.70	1,536,000	0.00	49.70	1,536,000
476 Regionalisation of Special Branch	0.00	0.00	250,000	0.00	0.00	250,000	0.00	0.00	0	0.00	0.00	500,000
	0.00	0.00	325,888	0.00	26.00	2,592,000	0.00	76.70	4,159,000	0.00	102.70	7,076,888
<u>Structure & Process Reviews</u>												
466 VISOR Workforce Modernisation	0.00	0.00	78,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	78,000
474 ESMCP Changeover Annual Usage Costs	0.00	0.00	0	0.00	0.00	0	0.00	0.00	2,467,348	0.00	0.00	2,467,348
475 Review of Assisted Travel	0.00	0.00	100,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	100,000
481 Review of Vacant Staff Positions	5.00	3.00	398,000	0.00	0.00	0	0.00	0.00	0	5.00	3.00	398,000
482 Review of Premises Recharges	0.00	0.00	144,984	0.00	0.00	0	0.00	0.00	0	0.00	0.00	144,984
	5.00	3.00	720,984	0.00	0.00	0	0.00	0.00	2,467,348	5.00	3.00	3,188,332
<u>Value for Money Reviews</u>												
336 PCSOs Review	0.00	11.00	181,500	0.00	10.00	165,000	0.00	0.00	0	0.00	21.00	346,500
368 Carbon Management Savings	0.00	0.00	50,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	50,000
375 Estates Review through the Asset Management Plan	0.00	0.00	178,920	0.00	0.00	222,693	0.00	0.00	0	0.00	0.00	401,613
413 Review of Transport Costs	0.00	0.00	260,000	0.00	0.00	200,000	0.00	0.00	100,000	0.00	0.00	560,000
414 Review of Property & Premises Costs	0.00	0.00	250,000	0.00	0.00	250,000	0.00	0.00	0	0.00	0.00	500,000
478 Alarms TecSOS Phones	0.00	0.00	200,000	0.00	0.00	100,000	0.00	0.00	0	0.00	0.00	300,000
480 Review of OPCC Controlled Budgets	0.00	0.00	51,950	0.00	0.00	0	0.00	0.00	0	0.00	0.00	51,950

	2018/19			2019/20			2020/21			TOTAL		
	Police	Staff	£	Police	Staff	£	Police	Staff	£	Police	Staff	£
	0.00	11.00	1,172,370	0.00	10.00	937,693	0.00	0.00	100,000	0.00	21.00	2,210,063
Priority Based Budget Review												
446 Criminal Justice	1.00	10.08	334,143	0.00	1.00	100,104	0.00	0.00	0	1.00	11.08	434,247
465 Review of Demand Led Operating Model	0.00	-3.54	-126,350	0.00	0.00	0	0.00	0.00	0	0.00	-3.54	-126,350
468 Windsor Guard Change Duty Review	0.00	-2.00	-66,000	0.00	0.00	0	0.00	0.00	0	0.00	-2.00	-66,000
485 Technology Enabled Savings	0.00	0.00	0	0.00	0.00	0	0.00	0.00	1,459,397	0.00	0.00	1,459,397
	1.00	4.54	141,793	0.00	1.00	100,104	0.00	0.00	1,459,397	1.00	5.54	1,701,294
Force Totals	6.00	18.54	2,361,035	0.00	37.00	3,629,797	0.00	76.70	8,185,745	6.00	132.24	14,176,577

Risk Analysis - 2018/19 Annual Revenue Budget

	RISK DESCRIPTION	RISK ASSESSMENT			SENSITIVITY
		Likelihood	Impact	Total	
1	That specific grant income, when confirmed, is lower than currently assumed in the draft budget	2	4	8	We are still waiting for confirmation of specific grants estimated £11.9m in 2018/19
3	That the 2018 police officer pay award is higher than the 2% allowed for within the budget	2	4	8	This is a part year award, so is only payable for 7 months. Each additional 1% increase in pay award will cost £2.0m
3	The Force is unable to deliver, in full, the £2.6m of cash savings removed from the base budget by the year-end.	2	3	6	The residual risk is that we won't deliver the full £2.6m, e.g. a couple of £m shortfall or slippage. Although the Force has an excellent track record of managing expenditure within reduced budgets, this process is obviously becoming more challenging and complex, particularly as demands (e.g. child abuse, threat of terrorism etc.) are increasing.
4	That inflation exceeds the levels currently provided for in the draft budget	2	2	4	In total inflation is estimated to add £7.9m to the base budget in 2018/19, which equates to an average increase of 2.01%. A 1% increase in general inflation (up from the 2.4% currently provided for) will add £0.58m
5	That the Police & Crime Panel vetoes the PCC's proposed £12 (or 7%) increase in the council tax precept	1	4	4	The PCC has consulted the public who have overwhelmingly (85% of respondents) supported the £12 increase. Each 1% increase in council tax in 2018/19 generates £1.52m. In the event that the Panel vetoes the proposed precept increase the PCC will resubmit a revised budget and council tax proposal for the Panel to consider.

Risk Analysis - Medium Term Financial Forecast 2019/20 to 2020/21

	RISK DESCRIPTION	RISK ASSESSMENT			SENSITIVITY
		Likelihood	Impact	Total	
1	That the Force is unable to deliver the full £10.1m of identified budget cuts over the two year period 2019/20 to 2020/21 without having a serious and detrimental impact on service delivery	2	4	8	<p>The Chief Constable has produced a number of mitigating factors which could be implemented should savings prove difficult to achieve, including taking 'amber' efficiency savings or reducing the number of redeployed officers.</p> <p>Although the Force has an excellent track record of managing expenditure within reduced budgets, this process is obviously becoming more challenging and complex, particularly as demands (e.g. child abuse, threat of terrorism etc.) are increasing.</p>
2	That the PCC and/or Police and Crime Panel is unable to support an increase of £12 in Band D council tax in 2019/20	2	4	8	Each 1% increase in council tax generates approximately £1.62m
3	Inadequate money in revenue reserves and balances to fund one-off expenditure items required by the Force	2	4	8	<p>General revenue balances are currently above the agreed 3% guideline level and forecast to remain above this level throughout the period.</p> <p>In addition the PCC has earmarked revenue reserves of around £12.3m (estimated level at 31.3.21) which could be called upon in an emergency</p>
4	That the taxbase will not grow at the assumed annual rate of 1.7% in 2019/20 and 2.00% in 2020/21	3	2	6	<p>The annual increase in 2018/19 is just 1.37%, However, this is lower than the average increase in taxbase in the previous 4 years which was 1.9%.</p> <p>Each 1% increase in taxbase generates additional council tax income of around £1.62m</p>
5	That the surplus on collection funds is less than the £2.00m per annum currently budgeted for	3	2	6	Although the average annual surplus over the last five years is £2.00m, this sum exceeds the annual surplus in all years before 2014/15 when the new local council tax reduction schemes were introduced.

		Likelihood	Impact	Total	
6	Technology – the need for investment in new and emerging technology is moving from the traditional capital based funding to more revenue based Software as a Service (SaaS), together with increasing demands for licences as staff and officers require greater access.	3	2	6	Investment strategies are being constantly reviewed to ensure that the consequential ongoing costs are provided for within the future budgetary plans as soon as possible, with the impact being offset by continued scrutiny of other costs through the productivity strategy.
7	The impact of the Brexit decision on costs and prices due to fluctuating exchange rates, and equipment and services being supplied from the EU may increase cost pressures in the future.	3	2	6	Constant monitoring of procurement and contract prices, together with a collaborative approach to contracts, should enable us to maximise the value attained from contracts and minimise the negative impact of price variations.
8	There is inadequate provision in the insurance fund and annual revenue contributions to meet liabilities as they fall due	2	3	6	The final report from the Insurance Actuary was received after the revenue budget and the MTFP had been produced. The Actuary has recommended that we increase our annual fund contribution by circa £0.3m per annum with effect from 2018/19. We will monitor the insurance fund very carefully and review again as part of the 2019/20 budget preparation process
9	That future pay settlements for police officers and police staff are at a higher level than currently assumed in the MTFP	1	4	4	Pay increases are currently assumed at 2% throughout the MTFP. Each 1% increase in police officer and staff pay adds £3m
10	That the Government reduces the level of security grant paid to the PCC in future years beyond current estimates.	2	2	4	The budgeted amount for 2018/19 is £6.8m. Future cuts in grant will be matched by a reduction in the resources provided to this area of business.
11	That due to the impact of the new police funding formula, potentially in 2020/21, future Government Grant Allocations are lower than expected, therefore requiring a greater level of revenue savings than currently planned for	1	4	4	At this stage we do not know whether a new funding formula will be introduced, when it will be implemented, what it will look like, how it will affect annual grant allocations and, finally, how it will be phased in. Each 1% reduction in police grant equates to £2.1m.
12	That the Government reduces the threshold at which a council tax referendum is required and/or the Police and Crime Panel does not support a council tax increase of 2% per annum	1	3	3	A 1% increase in council tax is equivalent to additional income, or reduced budget reductions, of around £1.46m. The Government's Spending review is predicated on PCC's increasing their council tax precept by the maximum permissible amount each year.

This page is intentionally left blank

Appendix 7a

The Police and Crime Commissioner (PCC) for Thames Valley, Anthony Stansfeld, has today launched a survey seeking the public views on an increase in the police element of the council tax by £1 a month (for a band D property).

On Tuesday 19th December the Home Secretary announced a substantial £450 million increase in police funding across England and Wales. However, this funding package assumes that all PCCs will raise the police element of council tax by £1 a month (or £12 a year) for a band D property which, collectively, will raise £270 million of the £450 million increase. This settlement will allow forces to continue to provide an effective service in their critical work to fight crime and protect the public.

At present around 60% of Thames Valley Police's £393 million annual policing budget is funded by central government, with the policing element of council tax making up the remainder. Since 2010/11 the police grant has been cut by around 38% in real terms which has resulted in Thames Valley Police (TVP) having to make £99 million of savings in order to balance the budget. These cuts have already led to a manpower reduction of over 1,000 full time equivalent posts, including more than 450 police officers.

Anthony Stansfeld, Police and Crime Commissioner said: "Setting the budget for 2018/19 needs to be considered in the context of an already constrained financial position as well as the additional pressures policing faces as demand in some of the most complex and challenging areas continues to increase.

"This includes rising reports and cases of hidden crimes such as domestic abuse, child abuse, sexual offences, serious violence and exploitation have all increased the pressure on police resources.

"Needless to say this is proving to be extremely challenging and without the increase of £12 per year in council tax, as recommended by the Home Secretary, we would have to make further significant reductions in police officers and staff which will affect the level and quality of policing service we are able to offer you.

"In November 2017 TVP was judged by the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) to be 'outstanding' in the efficiency with which it keeps people safe and reduces crime. This includes an 'outstanding' for its understanding of demand and its use of resources to manage demand, and its planning for future demand was judged to be 'good'. Thames Valley Police was one of only two forces nationally to have been awarded an overall rating of outstanding.

"Ideally I would not choose to consult over the busy Christmas and New Year period and particularly on such an important issue, however, the Chief Constable and I only received the provisional police grant settlement for 2018/19 from the Home Office on Tuesday 19th December.

"Unfortunately due to budget decisions needing to be finalised by the end of January I am only able to run the consultation until 11th January.

"I apologise for the timing and length of the consultation period but I hope you will take the time to complete the survey which will help the Chief Constable and I to make an informed decision on the budget for 2018/19."

The short online survey and further background information can be found on the Thames Valley PCC website:

Question 1

Do you think an extra £12 per year in council tax, for a Band D property, to help protect operational policing in Thames Valley would be money well spent?

Question 2

If no, please explain why and what annual increase you believe is justified and will enable Thames Valley Police to do their job effectively?

Impact on different Council Tax bands

The figures quoted in this consultation document are based on a Band D household. The impact on residents living in properties with a council tax banding of A to H are set out below.

Council Tax Band	£
A	8.00
B	9.33
C	10.67
D	12.00
E	14.67
F	17.33
G	20.00
H	24.00

Background Information (provided separately on the website)

The police service continues to go through a period of significant change both in financial terms and the demands placed on the service. Grant funding from central government has been reducing year on year but policing costs and the demands on policing are increasing.

Over the last seven years Thames Valley Police (TVP) has successfully implemented budget reductions of £99 million. This equates to 26% of the net revenue budget in 2017/18. With 78% of our budget currently spent on employee costs, this has resulted in an unavoidable manpower reduction of 1,017 full time equivalent (FTE) posts, including 453 police officers.

With these financial challenges in mind the Chief Constable, I and our respective teams have worked extremely hard over recent months to prepare a revenue budget and capital programme that will provide the force with the necessary resources and infrastructure to help reduce crime, protect the public (particularly the most vulnerable) and invest in new technology which will help deliver operational efficiencies and more effective cross-border policing. However, with the additional demands outlined below we are facing further financial cuts to policing unless we are able to raise additional income from your council tax contributions.

Increased pressure on policing – why is there a need for additional funding?

Based on current planning assumptions for the next three years (i.e. a 2% annual increase in council tax) we are facing a revenue shortfall of £10 million and a capital shortfall of £9 million, up to March 2021.

We have already identified further cash reductions over the next three years of £14 million, of which £5 million will be delivered in 2018/19. Work is ongoing to identify further savings through the Productivity Strategy and the Efficiency & Effectiveness Programme but the task is becoming ever more difficult and requires a more radical approach to changing the way we operate and deliver our service. As an example to achieve extra savings we are looking at reducing the level of resources in the Joint Operations Unit including Roads Policing, Dog Section and Mounted Branch.

Changing nature of our population and crime

TVP is an area of rapid population growth; its population is projected to increase by 15% over the 25 year period 2014 to 2039. This will significantly affect the volume, nature and profile of the demand for services. Unfortunately, our annual grant allocation from Government does not compensate for this expected increase in population.

The changing face of crime means we will continue to see an unprecedented increase in demand in some of the most complex and challenging areas of policing. Rising reports and cases of hidden crimes such as domestic abuse, child abuse, sexual offences, serious violence and exploitation have all increased the pressure on police resources. This is in addition to the increased threat from terrorism, fraud and cyber-crime.

In addition, after several years of reduction, traditional crime types such as burglary, robbery and serious violence are all starting to climb both nationally and locally, though the increases in Thames Valley are much lower than the national figures.

Reform process

TVP is going through a period of reform to adjust to the financial challenges and respond to the increasing complexity of policing. This reform requires investment in well trained officers and staff, and new technologies which will facilitate a change and improvement in the way that policing services are delivered. Unfortunately this vital investment only increases the financial pressures.

Revenue budget 2018/19

Having spent months scrutinising in great detail all our expenditure requirements our draft revenue budget for 2018/19 amounts to £403 million, an increase of £10 million or 2.7 per cent on the current financial year.

Most of this increase (£8.5 million) relates to inflation. The cost of goods and services continues to rise and the pay of our police officers (which is set nationally) and staff also increases each year. A good example of inflation is the September 2017 one per cent non-consolidated pay award for police officers (i.e. doesn't increase their annual salary) which, whilst very welcome for the individuals, was an unexpected and unfunded cost of £2 million spread across 2017/18 and 2018/19.

As explained above we have already identified £5 million of cash reductions for 2018/19. These savings will be used to help offset essential growth in other areas of the budget, including service improvements in priority policing areas, including:

- The reinstatement of 50 police officer posts that were removed from the 2017/18 budget. Having implemented the new Operating Model earlier this year we realised that these police officers were critical to the delivery of effective policing at the Local Police Area level
- An increase in resource to our Child Sexual Exploitation (CSE) and Protecting Vulnerable People (PVP) teams, as well as the Multi-Agency Safeguarding Hubs (MASH) that we operate with key partners.
- Investment in our new Contact Management System which will improve the way that the public report crimes and interact with the police will have significant ongoing revenue costs. This system will be implemented in phases, starting in May 2017
- Investment in up to date technologies to support Digital Evidence Management and Office 365 to facilitate the modernisation of our business processes and drive efficiency, but these have significant ongoing revenue consequences
- In order to sustain a realistic level of capital investment in future years we are making a higher revenue contribution to the capital programme each year. An additional £1.8m is required next year but this will rise to £10 million per annum by 2020/21. This is necessitated by the lack of annual Home Office capital grant

Capital Programme

We have a substantial capital investment programme planned for the next three years. We will be investing £102 million, including £42 million in the current financial year, in rationalising our estate, modernising our IT systems maintaining our vehicle fleet and adopting the new Emergency Services network, to ensure our officers and staff have the right equipment to do their job efficiently and effectively. To fully realise the return on these investments we will continue to embrace business change as we have in recent years. The three year capital plan will ensure:

- The continued rationalisation of our property estate ensuring it remains fit for purpose and cost effective
- ICT have the capacity to maintain and develop the existing infrastructure and invest in those core technologies required to provide innovative digital policing services
- That core assets such as vehicles and communication equipment are maintained and replaced as and when necessary, but not before.

Over the next three years the following keys systems will be brought into use

- Contact Management Programme (CMP) - This is an area of work that will change the way that contact from members of the public is dealt with by opening up a number of improved methods for the public to make contact with both Thames Valley Police and Hampshire Constabulary. The programme will improve our ability to accurately assess threat, risk and harm and respond appropriately.
- Enterprise Resource Planning (ERP) - Working In partnership with Surrey and Sussex Police the programme will deliver a single, integrated administrative system which will be a replacement for existing independent HR, payroll, finance, duties and fleet systems within Thames Valley Police. Providing the platform for significant efficiencies, collaborative opportunities and resilience while protecting service delivery to our communities and the public

- Windows 10 - This essential upgrade is a requirement for the National Police Technology Council (NPTC) Office 365 and other national systems
- Office 365 (Supports National Police Technology Council) - Implementation will bring core enabling capabilities to police officers and staff and is a key enabler for increased mobility, remote working, digital ways of working, allowing staff to be more productive collaborative and efficient.

Reserves

We currently hold a healthy level of cash reserves but we are planning on using a significant proportion of these to support one-off expenditure items over the next three years.

- Our earmarked reserves are due to fall from £34.7 million on 1st April 2017 to around £13.9 million by March 2021. However, we may need a further drawdown if the proposed increase in council tax is not supported by local residents. It is important to note that the reserves should only be used to fund one-off expenditure items e.g. to purchase an asset or help fund business change and/or transformation, not ongoing expenditure commitments.
- Our capital reserves of £17.4 million will be fully utilised by the end of 2020/21.
- Our general reserves, which are held to meet unforeseen expenditure items (such as a one-off operational incident (e.g. a major murder investigation or terrorist incident) will be maintained at around 3% of net revenue expenditure. This is a prudent level which is in line with other forces and Government expectations.

There is therefore very little scope to apply further reserves to support our revenue and capital expenditure plans in coming years.

External validation

In November 2017 TVP was judged¹ by the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) to be 'outstanding' in the efficiency with which it keeps people safe and reduces crime. It was judged 'outstanding' in its understanding of demand and its use of resources to manage demand, and its planning for future demand was judged to be 'good'. TVP was one of only two forces nationally to have been awarded an overall rating of outstanding.

The Police Funding settlement for 2018/19

On Tuesday 19th December the Home Secretary announced a substantial £450 million increase in police funding across England and Wales as part of a comprehensive settlement for forces and counter-terrorism policing.

To help meet the needs of each area the Home Office grant to forces is protected in cash terms. This was previously forecast to reduce by almost £2 million per annum.

In addition, the funding package assumes that all Police and Crime Commissioners (PCCs), including myself, will raise the police element of council tax by £1 a month (or £12 a year) for a band D property. Nationally this will raise £270 million of the £450 million increase.

¹ HMICFRS report on PEEL Police Efficiency (including leadership) 2017

To help forces plan their finances more effectively for the future the Home Office has signalled its intention to repeat the same settlement for 2019/20 provided there is substantial progress from policing in delivering productivity and efficiency improvements.

A full copy of the Police grant report for 2018/19 can be obtained from the Government website at: <https://www.gov.uk/government/.../police-grants-in-england-and-wales-2017-to-2018>

Conclusions

Policing is becoming more complex and the demands being placed on the force are increasing.

Costs are increasing but, until this week's provisional police grant settlement for 2018/19, Government financial support had fallen consistently between 2010/11 and 2017/18. In addition, since 2010/11, increases in the police share of council tax had either been frozen (2010/11 and 2011/12) or capped at a maximum increase of 1.99%. As a result, over the last seven years £99 million of cash savings have been identified and taken out of the TVP base revenue budget.

HMICFRS has recently judged TVP to be outstanding in the way that it keeps people safe; reduces crime; understands its demand; its use of resources to manage that demand; and the way that it plans for future demand.

TVP has already identified over £5 million of cash savings for 2018/19 but, until the provisional grant announcement on Tuesday, this was not enough to balance the budget. To avoid further budget cuts, which could have a serious and detrimental impact on the local policing service, we need to raise additional cash (i.e. more than the 2% allowed in the draft revenue budget) through council tax. The Home Secretary's recommendation that we increase band D council tax by up to £12 is therefore very welcome and timely.

An increase of £12 in the policing element of council tax, which equates to an additional £1 per month for a band D household, will support the Force to reduce crime, detect more of it, protect the vulnerable and invest in new technologies which will enable innovative digital policing solutions to be implemented facilitating future efficiency savings.

I believe this is a price worth paying and seek your support through this public consultation.

Did you know?

- TVP's budgeted net expenditure per head in 2017/18 of £159.40 is below the national average, excluding London, of £173.26
- TVP employs fewer police officers than the national average
- There has been a 38% real terms reduction in Home Office core grants over the last 7 years
- Each £1 million of budget cut would require reductions of around 20 police officers or 30 police staff, or a combination of the two

Impact on different Council Tax bands

The figures quoted in this consultation document are based on a Band D household. The impact on residents living in properties with a council tax banding of A to H are set out below.

Council Tax Band	£
A	8.00
B	9.33
C	10.67
D	12.00
E	14.67
F	17.33
G	20.00
H	24.00

This page is intentionally left blank

Council Tax Precept Consultation Results

January 2018

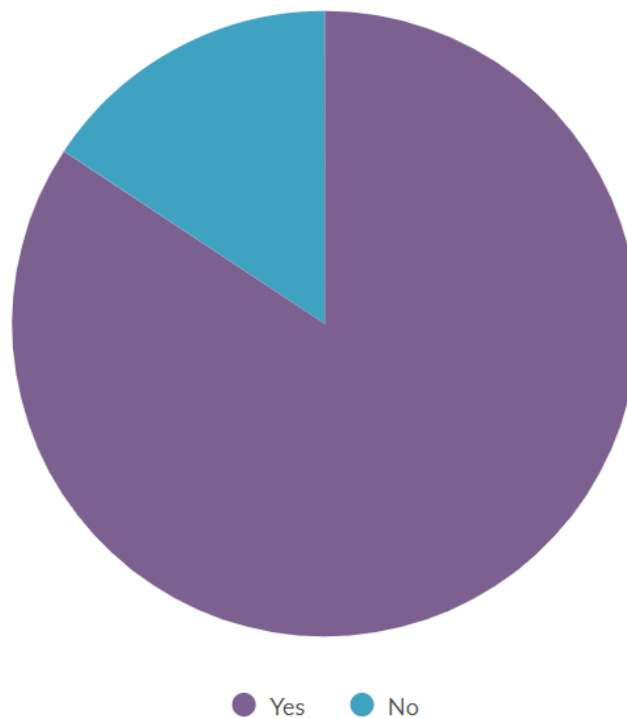
Overall responses via Survey Gizmo

5600

Do you think an extra £12 per year in council tax, for a Band D property, to protect operational policing would be money well spent?

Yes - 84.3% or 4723

No – 15.7% or 877



Participant Demographics

Gender

(a total of 5,534 people responded to this question)

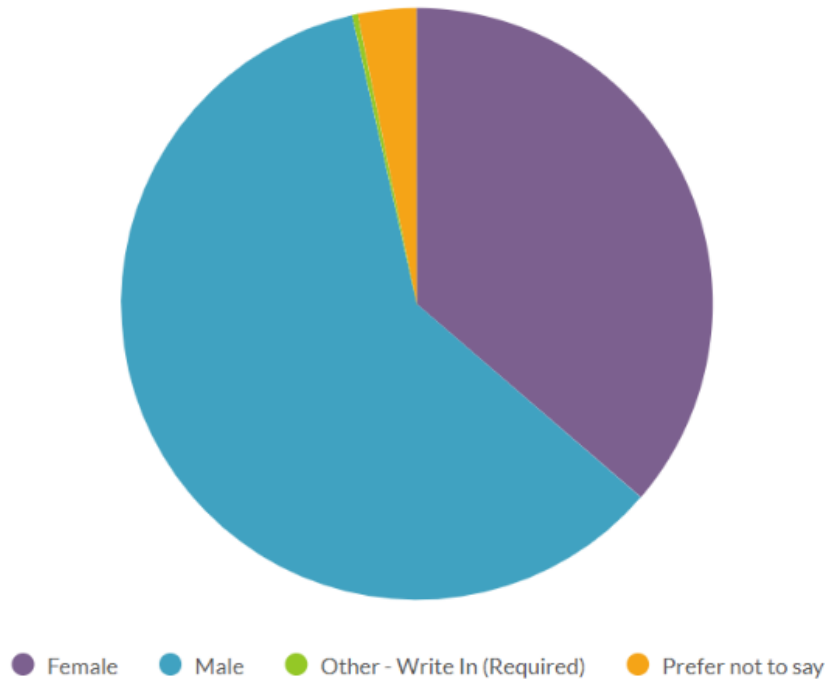
Female – 36.3% or 1946

Male – 60.1% or 3220

Other – 0.3% or 15

Prefer not to say – 3.2% or 173

4. What is your gender?



Ethnicity

(a total of 5341 people responded to this question)

White – English/ Welsh/ Scottish/ Northern Irish/ British – 86.9% or 4640

White – Irish – 1.1% or 61

White – Gypsy or Traveller – 0.1% or 5

White – any other background – 3.4% or 183

Mixed – White and black Caribbean – 0.1% or 6

Mixed – White and Black African – 0.1% or 6

Mixed – White and Asian – 0.2% or 11

Mixed – Any other Mixed ethnic group – 0.1% or 8

Asian or Asian British – Indian – 1% or 51

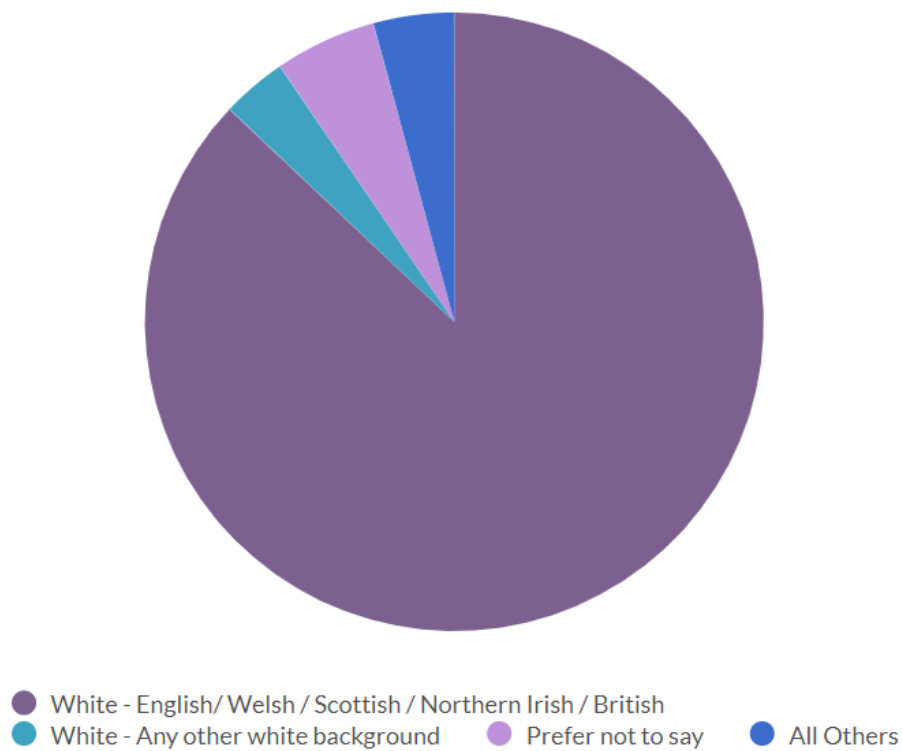
Asian or Asian British – Pakistani – 0.3% or 16

Asian or Asian British – Bangladeshi – 0.0% or 1

Asian or Asian British – Any other Asian background – 0.1% or 7

Black or Black British – African – 0.1% or 7
Black or Black British – Caribbean – 0.1% or 6
Black or Black British – any other Black British – 0.0% or 2
Arab – 0.0% or 2
Chinese – 0.2% or 11
Any other ethnic group – 0.7% or 35
Prefer not to say – 5.3% or 283

5. What is your ethnic group?



Age

(a total of 5327 people responded to this question)

18 to 24 years old – 0.8% or 45

25 to 34 years old – 4.9% or 259

35 to 44 years old – 11.2% or 595

45 to 54 years old – 16.2% or 865

55 to 64 years old – 20% or 1068

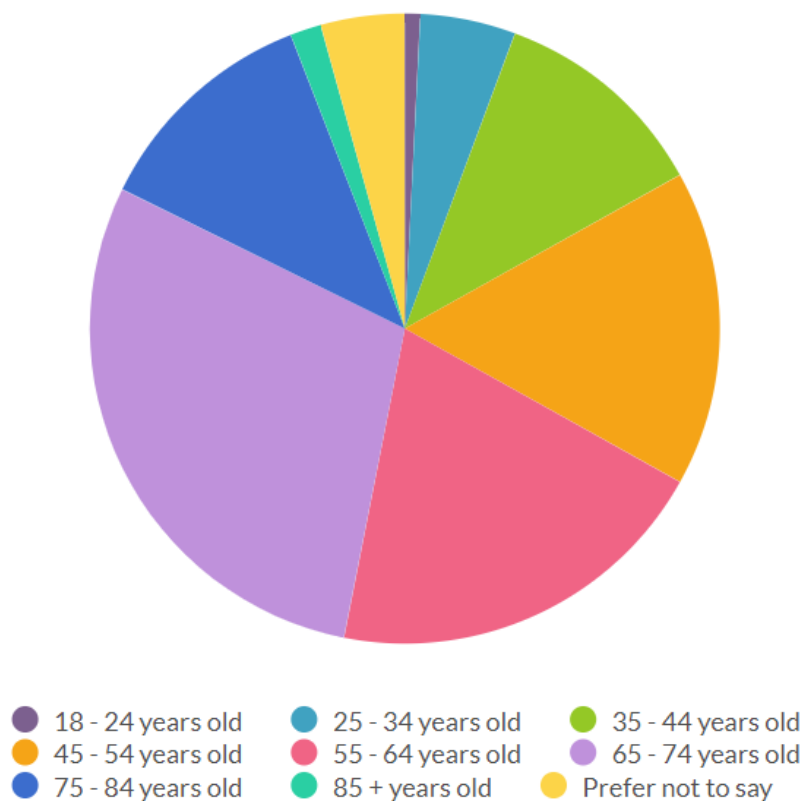
65 to 74 years old – 29.2% or 1,553

75 to 84 years old - 11.8% or 628

85 + years – 1.6% or 86

Prefer not to say – 4.3% or 228

6. What is your age?



Disability

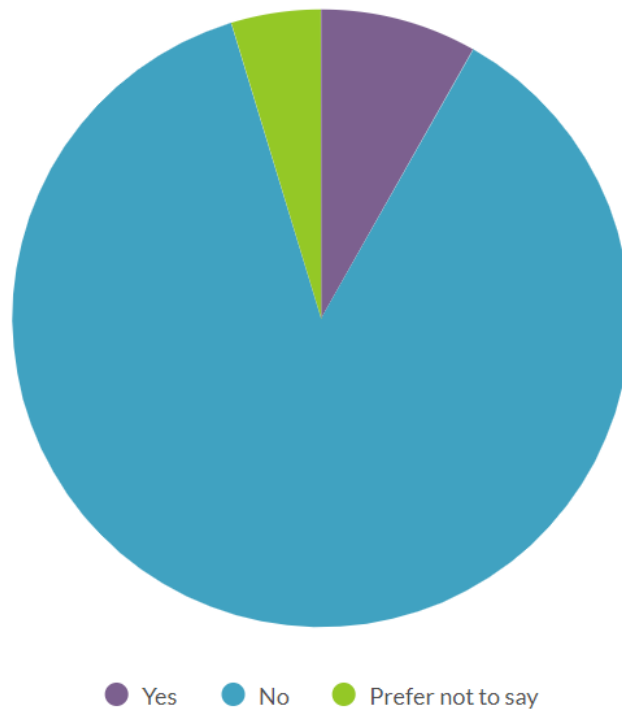
(total of 5324 people responded to this question)

Yes – 8.2% or 439

No – 87.1% or 4637

Prefer not to say – 4.7% or 248

7. Do you consider yourself to have a disability?



Local Authority Area

(total of 5319 people responded to this question)

Aylesbury Vale – 8.1% or 429

Bracknell Forest – 4% or 211

Cherwell – 5.5% or 292

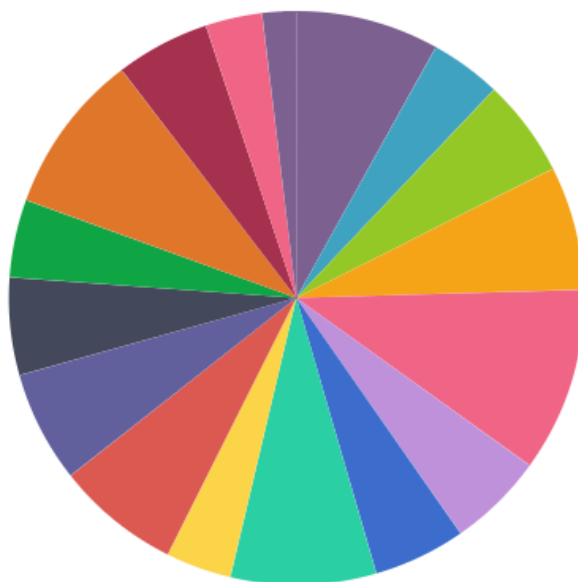
Chiltern – 7% or 371

Milton Keynes – 10.4% or 555

Oxford – 5.4% or 285

Reading – 5.2% or 274
 Royal Borough of Windsor and Maidenhead – 8.2% or 438
 Slough – 1.9% or 103
 South Bucks – 3.7% or 195
 South Oxfordshire – 7% or 371
 Vale of White Horse – 6.3% or 334
 West Berkshire – 5.5% or 293
 West Oxfordshire – 4.4% or 233
 Wokingham – 9.1% or 484
 Wycombe – 5.3% or 283
 Not sure – 3.2% or 168 (88 of these people are not from the Thames Valley)

8. Which Local Authority area in the Thames Valley do you live or own a business in?



- Aylesbury Vale
- Bracknell Forest
- Cherwell
- Chlittern
- Milton Keynes
- Oxford
- Reading
- Royal Borough of Windsor and Maidenhead
- South Bucks
- South Oxfordshire
- Vale of the White Horse
- West Berkshire
- West Oxfordshire
- Wokingham
- Wycombe
- Not sure - Please state your nearest town or village (Required)
- All Others

Participants who answered no to an increase

2. Why do you feel this wouldn't be money well spent?



This question included an open text box response. For ease of review the responses have been sorted into the below broad categories with the number of people who suggested this option:

Thames Valley Police should manage on existing budget and/or make further savings or review their spending priorities – 244

Additional funding should be provided by government through income tax or savings made elsewhere at national level - 144

Not satisfied with current service provided by police and/or don't want to provide additional funding and still get the same service – 111

Council tax is already too high and/ or cannot afford to pay more – 102

Not clear on the benefits / wouldn't benefit their area and/ or is not clear it would benefit local or operational policing – 94

Do not agree that council tax is a fair way to charge residents of the Thames Valley and/or should be a flat rate - 24

The amount requested isn't enough and should be more – 15

Police and Crime Commissioner role should be abolished – 14

3. What would you propose as an alternative annual increase that you believe is justified and will enable Thames Valley Police to do their job effectively?



This question included an open text box response. For ease of review the responses have been sorted into the below broad categories with the number of people who suggested this option:

None – 274

No suggestion on figure and/ or suggestion on where savings could be made – 241

Government should fund increase – 124

Flat rate charge across all households or individuals – 23

Rate of inflation – 21

Would need to be assured it would improve service and/or go into local policing – 18

Reduce current council tax levels – 17

50p to £11 increase– 15

Double the proposed increase or higher – 12

Half the proposed increase – 10

A 0.1% to 3% increase – 10

£5 per annum increase – 10

Income tax increase – 9

Between £12 to £24 increase – 9

Charge higher council tax bands more – 5

Charge those who get a higher level of service from police more/ those areas with higher crime rates – 5

Charge criminals for the time taken to investigate and/ or seize their assets – 5

Paid for by local authority and/or optional contribution from Parish Council – 4

Bring back poll tax – 3

Payment by results – 1

Gradual increase – 1

This page is intentionally left blank

APPENDIX 8

Latest position (12-1-18) on Taxbase and Surplus/Deficit on collection funds

	Provisional Taxbase	Surplus / Deficit (-) on collection funds £	Annual Precept £
Aylesbury Vale	72,507.00	45,000.00	
Bracknell Forest	45,249.70	11,857.00	
Cherwell	52,681.60	46,059.00	
Chiltern	44,368.70	42,679.39	
Milton Keynes	82,950.17	435,000.00	
Oxford City	44,623.40	-66,000.00	
Reading	54,850.00	0.00	
Slough	41,723.40	0.00	
South Bucks	32,703.40	19,663.94	
South Oxfordshire	56,163.30	253,061.00	
Vale of White Horse	50,451.80	305,733.00	
West Berkshire	64,890.66	-86,000.00	
West Oxfordshire	42,920.00	57,000.00	
Windsor & Maidenhead	67,617.93	281,529.00	
Wokingham	68,669.10	90,227.00	
Wycombe	68,083.50	252,000.00	
Totals	890,453.66	1,687,809.33	

Note: Those cells that have been shaded light blue are confirmed figures; the rest are still provisional estimates and subject to change

This page is intentionally left blank

Comparison of council tax precep

	Average Band D Equivalent Council Tax 2017-18 (5) £ p		Net Cost per 1,000 Population (104) £'000s		Council tax net budget as a % of	HO grants net budget as a % of
Surrey	224.57	Metropolitan Police	288,945	Surrey	53.36%	46.64%
North Yorkshire	221.32	Northumbria	231,231	North Yorkshire	46.60%	53.40%
Cumbria	220.77	Cleveland	219,429	Dorset	45.84%	54.16%
Norfolk	217.17	Merseyside	219,190	Gloucestershire	44.74%	55.26%
Cleveland	214.54	Cumbria	202,908	Warwickshire	41.87%	58.13%
Gloucestershire	214.49	Greater Manchester	197,031	Norfolk	41.76%	58.24%
Metropolitan Police	206.13	Humberside	186,166	Lincolnshire	41.74%	58.26%
Lincolnshire	205.47	West Midlands	183,580	Staffordshire	41.29%	58.71%
Dorset	194.58	Surrey	181,027	Wiltshire	40.76%	59.24%
Warwickshire	191.98	Durham	180,489	West Mercia	40.64%	59.36%
West Mercia	189.60	West Yorkshire	177,992	Thames Valley	40.05%	59.95%
Humberside	187.33	Lancashire	176,193	Leicestershire	39.68%	60.32%
Leicestershire	187.23	South Yorkshire	174,949	Cambridgeshire	39.67%	60.33%
Cambridgeshire	186.75	North Yorkshire	174,215	Suffolk	38.79%	61.21%
Nottinghamshire	183.42	Gloucestershire	172,088	Essex	37.68%	62.32%
Avon & Somerset	181.81	Norfolk	167,669	Cumbria	37.09%	62.91%
Staffordshire	181.16	Nottinghamshire	167,562	Devon & Cornwall	37.07%	62.93%
Suffolk	176.85	Cheshire	165,218	Avon & Somerset	36.88%	63.12%
Devon & Cornwall	176.28	Devon & Cornwall	164,047	Hampshire	36.75%	63.25%
Thames Valley	170.28	Avon & Somerset	163,980	Hertfordshire	36.73%	63.27%
Wiltshire	170.27	Warwickshire	163,545	Sussex	36.65%	63.35%
Durham	169.24	West Mercia	160,831	Cheshire	34.73%	65.27%
Bedfordshire	166.09	Leicestershire	160,425	Kent	34.64%	65.36%
Merseyside	165.97	Staffordshire	159,543	Bedfordshire	34.04%	65.96%
Hampshire	165.46	Thames Valley	159,405	Nottinghamshire	29.66%	70.34%
Lancashire	165.45	Dorset	157,089	Humberside	29.21%	70.79%
Cheshire	164.44	Hertfordshire	156,468	Lancashire	27.37%	72.63%
Greater Manchester	162.30	Hampshire	155,385	Cleveland	26.37%	73.63%
South Yorkshire	158.16	Kent	154,446	Durham	25.27%	74.73%
Kent	157.15	Bedfordshire	153,804	Metropolitan Police	23.65%	76.35%
Essex	157.05	Cambridgeshire	153,090	West Yorkshire	23.45%	76.55%
Sussex	153.91	Sussex	152,883	South Yorkshire	23.05%	76.95%
Hertfordshire	152.00	Suffolk	152,312	Greater Manchester	22.68%	77.32%
West Yorkshire	150.95	Wiltshire	149,579	Merseyside	19.67%	80.33%
West Midlands	116.55	Lincolnshire	149,492	West Midlands	15.56%	84.44%
Northumbria	98.33	Essex	149,240	Northumbria	14.71%	85.29%
England Average	178.81	England Average	189,073			
WALES		WALES				
North Wales	249.21	Gwent	207,057	North Wales	49.92%	50.08%
Gwent	228.84	North Wales	205,860	Gwent	49.02%	50.98%
South Wales	218.24	South Wales	199,475	Dyfed-Powys	48.96%	51.04%
Dyfed-Powys	213.87	Dyfed-Powys	187,276	South Wales	40.10%	59.90%

Note: excludes Derbyshire and Northants

This page is intentionally left blank



JOINT INDEPENDENT AUDIT COMMITTEE



Annual Assurance Report 2017 from the Joint Independent Audit Committee to the PCC for Thames Valley and the Chief Constable of Thames Valley Police

Introduction

This Annual Assurance Report 2017 explains how the Committee has complied with each of its specific responsibilities, referred to in Appendix 1, during the last twelve months covering the period December 2016 to December 2017.

The Committee's last annual report, presented to the PCC and Chief Constable at the Joint Independent Audit Committee meeting held on 15th December 2016, provided an assurance opinion that the risk management and internal control environment in Thames Valley Police (TVP) and the Office of the Police and Crime Commissioner (OPCC) was operating efficiently and effectively. However, we did state that we would continue our scrutiny around ICT and its impact on force change management, the delivery of force financial performance and operational effectiveness. We will explore these issues in more detail later in this report.

Financial management

We received and reviewed the separate Statement of Accounts for 2016/17 for the PCC & Group and the Chief Constable at our special meeting on 27th July 2017, together with the external auditor's 'Audit results report for the year ended 31st March 2017'.

We note with approval that the external auditor, Ernst & Young, issued an unqualified audit opinion and an unqualified value for money conclusion for both the PCC and Chief Constable. It was also pleasing to hear from the external auditor that TVP were one of their first clients nationally, including local policing bodies, to have their 2016/17 accounts formally closed and signed-off, and that this, they considered, was due to excellent project planning within and between the OPCC and Force Finance Departments and their effective working relationship with external audit staff. We received the Annual Audit Letter on 12th September.

Last December [2016] we received a draft copy of the Annual Treasury Management Strategy Statement for 2016/17 which we reviewed and scrutinised robustly, before it was formally approved by the PCC in January 2017. We considered and noted the annual treasury report for 2016/17. This report explained how officers had complied with the annual treasury strategy statement. We were reminded that regular progress reports during the year were presented to the PCC and Chief Constable rather than the Committee.

Having considered all the information available to us we are satisfied that both the PCC's Chief Finance Officer and the Force Director of Finance have the necessary capability and capacity to ensure the proper administration of the PCC's and Force's financial affairs. Indeed, the experience and skills of the two individuals concerned, and the teams they lead, have been of real benefit to the PCC and the Force and we commend their efforts.

We were pleased to note that, in November 2017, TVP was one of only two forces nationally to be awarded an overall grading of 'Outstanding' by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in their PEEL Police Efficiency (Including leadership) Inspection 2017.

Internal control and governance

As a result of serious concerns identified and raised in previous year's assurance report, we have continued to retain a close interest in, and scrutiny of, the transformation of the ICT systems and infrastructure.

In December 2016 we received an ICT Transformation and Delivery Update which provided helpful sections on the ICT 2020 Vision and the IT and Business Change programmes. This report evidenced that positive progress was visible across the ICT business areas. The recent HMIC PEEL reports for TVP and Hampshire Constabulary (HC) had commented specifically on the ICT strategy and how it is fully aligned and supporting the Force's objectives. It confirmed that progress in this area was good and that the governance and oversight was ensuring that it continues to support the organisations good delivery.

We received a further ICT update in March 2017. This report highlighted the fact that the Chair of JIAC had attended the ICT 2020 Board, the Force Transformation Board and had one-to-one meetings with the Director of Information regarding IT business areas. This had provided a useful forum to ensure there was an effective engagement and understanding between IT department, force change and the audit business area.

In our last (2016) annual report we stated that one of our priorities for 2017 will be to keep a close eye on ICT given its impact on the business and the risks associated. We have done so diligently up to and including the September meeting when the Committee concluded that the level of oversight and monitoring now in place was sufficient to redress our original concerns regarding the lack of governance on ICT performance and that a detailed report to each meeting was no longer required.

In June we received an annual report from the Director of Information, as the Senior Information Risk Owner (SIRO), which provided a summary across HC and TVP for the information assurance and information governance during 2016/17 to provide assurance that information risks were being managed effectively and highlighted some of the key decisions that had been escalated to the SIRO during the year.

In September we received a helpful and timely report on the Joint ICT Department's response to the recent Wannacry Malware incident that had attacked certain NHS Trust computer systems. It was reassuring to note that there had been no occurrence of the

malware in either the HC or TVP environments during or post the event which showed that there are resilient and good processes in place to ensure such an issue cannot readily take place within the Force infrastructure. The response from the Joint ICT department and the security systems in place was timely, relevant and good overall which endorses confidence that had the malware originally not been patchable, the vast majority of the ICT estate would have up to date antivirus signatures and could have changes to infrastructure and boundaries checks made quickly.

In September, the PCC reported to us that he will not be actively pursuing any governance changes, with the three fire and rescue authorities, in the foreseeable future.

In addition to receiving update reports on ICT we have also attended appropriate meetings of the ICT 2020 Vision Board and Force Transformation Board to see, for ourselves, the action being taken to ensure that the agreed 5 year ICT strategy, and other key projects and programmes are being managed effectively. We remain an observer on the joint Hampshire/TVP Bilateral Governance Board.

In March 2017 we considered and scrutinised the updated Framework for Corporate Governance which included the Statement of Corporate Governance, the Joint Code of Corporate Governance for the PCC and Chief Constable, and the Scheme of Corporate Governance which included Financial and Contract Regulations. Following a major re-write during 2016, only minor amendments were required this year to ensure that it remained relevant and fit for purpose.

In March we received an initial draft of the 2016/17 Annual Governance Statement (AGS) for consideration. Accepting that further work would be required before the AGS was finalised in May for inclusion in the annual Statement of Accounts, we recommended that all statements within the AGS be validated for accuracy before the final version is published.

We received an updated AGS for consideration and endorsement at our meeting in June. It was pleasing to note that following a review of the effectiveness of the present governance arrangements there were no significant governance issues that required immediate attention nor were there any potential issues that may have an adverse impact on the internal control environment during 2017/18.

We received a report in December 2016 which outlined progress against the four potential issues in the 2015/16 AGS action plan and a further update in March 2017.

In June we received a report on the Force's new Governance and Service Improvement department. We were advised that the Priority Based Budgeting programme had identified an opportunity to review and redesign the delivery of strategy, governance, change and service improvement at force level to better inform decision-makers and drive activity across the organisation. The new department, which had been introduced in April, had the overarching aim of transforming the delivery of corporate and policing strategy, enabling good governance, co-ordinating strategy, prioritising the delivery of change and ensuring continuous service improvement. It was good to meet the new heads of department who would be responsible for delivering these outcomes.

At the same meeting we also received a Change Programmes and benefits overview report which explained which programmes were currently underway, how they are managed and audited, how benefits are tracked and audited, how programme risks are managed, and plans for improving the way change programmes will be managed in future. The chair has been able to monitor the way these programmes are being managed through his attendance at the Force Transformation Board.

In her Annual Audit Letter, published in August 2017, the external auditor stated '*We are required to consider the completeness of disclosures in the PCC's and CC's annual governance statement, to identify any inconsistencies with the other information of which we are aware from our work, and consider whether it is misleading. We completed this work and did not identify any areas of concern.*'

Based on the information provided to the Committee during the last twelve months we can provide assurance that, to the best of our knowledge, the corporate governance framework within Thames Valley is operating efficiently and effectively.

Complaints, integrity and ethics

Force Oversight arrangements

In December 2016 we received the updated Anti-Fraud and Corruption Policy for consideration and endorsement. The key aim of this document is to help prevent fraud and corruption within TVP and the Office of the PCC. The policy will assist individuals and their line managers to ensure that their decisions and actions are both legal and appropriate, and could withstand scrutiny and review. The overall aim is to maintain the reputation and integrity of TVP and the PCC.

We continue to attend, as observers, the bi-monthly meetings of the Complaints, Integrity and Ethics Panel to ensure that the Chief Constable's arrangements for, and the PCC's oversight of, the proper handling of complaints made against the Force and consideration of other integrity and ethics issues are operating effectively in practice.

Corporate risk management

We have reviewed regular quarterly updates from both the Force and the Office of the PCC (OPCC) in terms of their strategic risk management systems and processes, supplemented by the annual report on Force Risk Management in June 2017.

This is an area of business we take very seriously, and question and challenge officers on a regular basis to ensure that we are sighted on all significant corporate risks and are satisfied that these risks are being dealt with in a timely, effective and appropriate manner.

Based on the information provided to the Committee during the last twelve months it appears that the organisational risks in both the OPCC and Force are being managed effectively and that there is appropriate capability for their respective published goals and objectives to be achieved efficiently and effectively.

Business continuity management

As with risk management we have considered quarterly updates from the Force on business continuity, supplemented by the annual report in June 2017. We have made various recommendations to officers in order to improve the appropriateness and usefulness of these reports and are pleased that these have been acted upon.

We are content that business continuity is treated as a serious issue by senior officers within the Force and that regular and practical exercises are undertaken in order to test business continuity planning and to provide learning opportunities for key staff.

We are satisfied that the business continuity management processes are operating efficiently and effectively in identifying issues and capturing organisational learning and there are no significant issues that we need to draw to your attention.

To strengthen further the Committee's oversight in this area, the JIAC also attends the bi-annual strategic business continuity meeting chaired by the DCC.

Internal audit

We received and endorsed the Internal Audit Strategy and Annual Plan 2017/18 at our meeting on 15th March 2017. We noted that that the annual plan included all relevant financial systems, as well as other business critical functional areas and activities. As in 2016, we were pleased to note an emphasis on ICT audits, looking at high risk functions and operations, with a move away from auditing projects and programmes

Although the costed audit plan does not include a specific allocation of days for use by the Committee, there is an extant agreement with the CC and PCC that the Committee may, at its discretion, draw on up to 10 audit days for its own specific use.

In June 2017 we received the annual report from the Chief Internal Auditor. We were pleased to note that all of the planned audits for 2016/17 were completed, subject to any in year changes to the originally approved plan. Of the 20 completed audits, 1 (5%) had received substantial assurance, 12 (60%) had received reasonable assurance and 7 (35%) had received limited assurance. It was pleasing to note the results of the additional sources of assurance that had been provided by independent internal functions or external bodies. Of the 14 sources identified, 7 (50%) were deemed to provide substantial assurance, 6 (43%) provided reasonable and only 1 (7%) provided limited assurance. We challenged robustly, with internal auditors and appropriate officers, the reasons for the reported shortcomings in the assurance levels for some reports and the completion of the associated action plans. Based on the reviews completed during the year, the opinion on the organisation's system of internal control was that key controls in place are adequate and effective, such that an assessment of reasonable assurance could be placed on the operation of the organisation's functions. The opinion demonstrates a good awareness and application of effective internal controls necessary to facilitate the achievement of objectives

and outcomes. There was, in general, an effective system of risk management, control and governance to address the risk that objectives are not fully achieved.

In March 2017 and September 2017 we received updates from the Chief Internal Auditor on progress with delivery of the annual internal audit plan, including a summary of key issues arising from recently completed audits. We continue to receive final audit reports which give us early sight of any key issues arising from completed audits that require management action. This is particularly useful for those few audits where limited or minimal assurance is given.

We have received and debated regular update reports each quarter on progress of agreed actions in internal audit reports. Although the number of overdue actions has started to increase in recent months, we are reassured that management continues to take the implementation of actions arising from internal audit reports very seriously. We shall, however, continue to monitor this situation rigorously in coming years.

In June the Committee received a report from the Chief Internal Auditor which explained the background and content of the Public Sector Internal Audit Standards and the Joint Internal Audit Teams compliance to the standards. The Committee were pleased to note the high level of compliance.

We are satisfied that the system of internal audit in Thames Valley is operating efficiently and effectively and there are no specific issues or areas of concern that we would wish to highlight to the PCC and/or Chief Constable.

External audit

In March 2017 the external auditor, Ernst & Young [EY], presented its joint audit plan for the PCC and Chief Constable for the financial year ending 31st March 2017. This explained the context for the audit, as well as outlining the auditor's process and strategy. EY highlighted the various risks to the financial statements. We were pleased to note that the audit fee for 2016/17 was held at the same cash level as in 2015/16.

At the special meeting on 27th July the External Auditor presented her Audit Results Report which summarised her audit conclusion in relation to the Group (i.e. PCC and Chief Constable) financial position and results of operations for 2016/17. This audit was designed to express an opinion on the 2016/17 financial statements for the PCC and Chief Constable, reach a conclusion on the PCC and Chief Constable's arrangements for securing economy, efficiency and effectiveness in the use of resources, and address current statutory and regulatory requirements. We were pleased to note that EY had not identified any significant errors or misstatements in the accounts and were able to issue an unqualified audit opinion. It was pleasing to note that the PCC (and TVP) had put in place proper arrangements to secure VFM in its use of resources. As in previous years we were informed that EY could not issue the final audit completion certificate due to delays at the Department for Communities and Local Government (DCLG) end in being able to submit the Whole of Government Accounts (WGA) work.

In August the External Auditor issued her Annual Audit Letter for the year ending 31st March 2017 to the PCC and Chief Constable which confirmed that she had issued an unqualified audit opinion in respect of the financial statements, an unqualified value for money conclusion and the audit completion certificate.

In terms of the financial statements and the year-end audit we are very pleased with the final outcome. We welcomed the efforts made by officers to close the accounts early again this year and were pleased to hear that TVP were one of the first local policing bodies nationally to have their 2016/17 accounts formally signed-off by external audit. This is an excellent achievement and one we hope can be continued and built upon as we move towards the statutory earlier closedown (31st May) and audit sign-off (31st July) for the 2017/18 accounts. We would also like to express our gratitude to the external auditors for their key role in the effective closedown and early audit sign-off process.

Future Audit Arrangements

In September 2016 we agreed a recommendation from the PCC and Chief Constable to opt in to the national scheme for auditor appointments led by Public Sector Audit Appointments (PSAA) – an independent, not-for-profit company, limited by guarantee and established by the Local Government Association.

The outcome of the tender process was announced in June. The contract has been awarded in six separate lots to different audit bodies. These new contracts will cover a five year period commencing with the audit of accounts for 2018/19. PSAA has an option to extend the contracts for a further two year period, to a total of seven years, should it choose to do so.

In September we were informed that Ernst and Young had been successful in winning a contract (Lot 2) in the procurement and PSAA had proposed appointing this firm for the auditor of the PCC and Chief Constable. We supported this recommendation and the PSAA and been notified accordingly. Although PSAA will consult on scale fees in due course, we were pleased to note that based on the results of the audit procurement, a reduction in scale fee of around 18% should be possible in 2018/19.

Health & safety and environment

We received the 2015/16 annual report last December. Whilst welcoming the information we sought additional information on comparative performance with other forces. We also expressed a wish to see activities relating to the continual improvement commitment in the Force Health Wellbeing and Safety Policy Statement.

We received the 2016/17 annual report in June which helped to document the progress being made in the continuous improvement of TVP policies and procedures for the effective management of health and safety. This year's report also included information and evidence in respect of wellbeing. We were pleased to note the continued reduction in total safety incidents and that TVP is one of the best performing forces nationally for RIDDOR.

Having requested information regarding the continual improvement commitment at the September meeting, we received the relative performance data and statistics via email on 14 September.

Equality, Diversity & Inclusion

In June 2017 we received the 2016/17 equality, diversity and inclusion annual report which showcased the achievements from the past 12 months and planned activities for 2017/18. The report covered the following areas: strategic governance, providing a service to diverse communities, recruitment and attraction, retention and progression, community recruitment and engagement, wellbeing; other equality and diversity activity and future plans which include focussed positive action such as career trackers for under-represented staff groups, reverse mentoring and achieving Disability Confident Committed Employer status.

Inspection and review

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against crime – in the public interest. HMICFRS decides on the depth, frequency and areas to inspect based on their judgements about what is in the public interest.

We understand that the Chief Constable and his management team considers each report in detail, irrespective of whether it relates directly to Thames Valley Police and, where appropriate, agrees an appropriate action plan. We also understand that the PCC is required to consider and publish a response to each HMICFRS report relevant to Thames Valley Police. The Committee has asked to be provided with copies of the HMICFRS reports and responses of the PCC

As far as we know HMICFRS has not issued any report during the last twelve months that has specifically referred to assurance on the internal control environment and/or highlighted governance issues for the PCC and Chief Constable to consider.

General

We are pleased to report that the arrangements agreed three years ago, as set out below, are working effectively:

- Be regularly briefed by the Chief Constable and PCC on the full range of activities falling within our specific responsibilities and attend other relevant internal meetings
- Have direct access to the oversight of professional standards and ethics matters by regularly attending the Complaints, Integrity and Ethics Panel as an observer
- Attend any training and conference events that will ensure members are up to date with the policing landscape and audit requirements
- Attend as an observer the regular Force Performance meetings

Some members attended the CIPFA conference for Police Audit Committee members, discussing challenges faced by audit committees and proposed legislative changes that will impact on the work of audit committees. At the September 2017 CIPFA conference, the Chair and PCC's CFO were invited to give a joint presentation on their experiences of the JIAC at Thames Valley.

Over the year we had meetings with the Chief Constable, PCC and senior staff for relevant organisational and functional updates between formal JIAC meetings.

These briefings and invitations to attend internal Force meetings, coupled with the sharing of appropriate CCMT reports of interest, are raising our awareness and knowledge of legislative, policy or operational initiatives that are relevant to the Committee's remit, such as organisational structural changes, service delivery initiatives, and financial and service planning issues. In turn, this is improving our collective understanding of how the Force and OPCC governance arrangements and control environments are operating in practice.

JIAC Self-Assessment

A survey form was sent to all members of the JIAC in the form of a questionnaire. The detailed responses are shown in Appendix 1. Of the 14 sent, there were 10 responses. One non-respondent was the external auditor who gave a general positive comment about the working of the committee.

The key points arising from analysis are:

- A member with direct personal experience of running a law enforcement agency or emergency service organisation could add additional value.
- Need to work on better relationship with other key managers in the Force other than ICT by attending key meetings as observers
- Be helpful in that respect to be invited to force and PCC key internal conference/training as observers.
- Meetings should be planned for longer than 2 hours to allow for full debate on items which are lower in the agenda.
- The Chair has to ensure that debates do not drift into executive matters. At times questions and challenges are seen to be channelled through the chair, rather than direct from members.

JIAC operating principles

The Committee's current operating principles are shown in Appendix 2. These are consistent with those previously used in the member recruitment process.

Conclusions

The purpose of the Joint Independent Audit Committee is to provide independent assurance to the PCC and Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames Valley Police and the Office of the PCC.

Constructive challenges over the past twelve months on a wide range of topics have given us greater access to information and meetings; the positive relationship with the PCC and the Chief Constable and senior staff has enabled us to contribute to improved audit, risk management and internal controls.

The year ahead (2018) will be a very challenging one when a number of leading edge digital policing developments will be brought into service. No doubt we will continue to seek answers on costs and business benefits. We will continue our scrutiny on force change management, the delivery of force financial performance and operational effectiveness.

We will remain alert to the extent to which TVP and the OPCC are exposed to risks, from whatever source that might weaken the control environment or otherwise adversely affect overall performance. The coming months will be extremely challenging, however – based on the information that we have seen collectively or know about individually we can assure the PCC and Chief Constable that the risk management and internal control environment in Thames Valley is operating efficiently and effectively.

We hope that this report with the assurances it contains will enhance public trust and confidence in the governance of TVP and the OPCC.

Joint Independent Audit Committee

Members:

Dr Louis Lee (Chairman)
Mr Richard Jones
Mrs Alison Phillips OBE
Dr Gordon Woods
Mr Michael Day

13 December 2017

Appendix 1

Joint Independent Audit Committee Self-Assessment***Responses from JIAC members and those senior officers that attend Committee*****1. Do JIAC members have the right experience and knowledge to serve the needs of the assurance requirements**

Yes RJ, GW, AS, IT, PH, NS, FH, MD, AC

No

Partial

Members

- I feel we bring a range of experience, and three members have a number of years of experience working with TVP. A member with direct personal experience of running a law enforcement agency or emergency service organisation could add additional value.
- There is a diversity of backgrounds and skills on the Committee and these combine to provide thoughtful and relevant review and challenge. However, insight from employees and 'service users' would add an extra dimension.
- We need to be continually exposed to the real issues in TVP but our different backgrounds give a breadth of input

Officers

- Between them the 5 JIAC members have a wealth of knowledge and, when these skills are combined, they easily meet the person spec for the role.
- There is a good mixture of experience and knowledge on the JIAC.
- I think that the extension of JIAC to 5 members has provided better coverage of the experience and knowledge required.
- I think recent new members have led to an improved and holistic view and also ensured we have an organisational focus

2. Do members have knowledge of the organisation and can connect with key managers?

Yes GW, AS, IT, PH, NS, FH, MD, AC

No

Partial RJ

Members

- Regular meetings with CC and PCC, and senior officers and staff of the PCC are responsive by email between meetings.

- There was a thorough induction when the newest Committee members joined, but there are relatively few opportunities to maintain knowledge of the organisation and connect with key managers. For example, Committee members have not been invited to recent Force conferences.
- Although I have answered yes to this I think it is an area we need to work on, see above

Officers

- The 3 previous PA members obviously have more knowledge and experience than the two newer members, but they bring their own skills and attributes.
- The JIAC have a good level of knowledge of both OPCC and TVP, relevant to their role and remit. Members have a good relationship with senior managers.
- The benefit of having 3 members who have been associated with TVP for several years really helps in terms of knowledge and networks. There is always a risk of over-familiarity, but I think that the members are clear about their roles and keeping an appropriate distance.
- Though this could improve to areas beyond IT

3. Does the Chair manage meetings properly – focussed and allowing debate but reach a conclusion?

Yes RJ, GW, AS, IT, PH, FH, MD, AC

No

Partial NS

Members

- Meetings are well chaired; despite the volume of business at some meetings, I have never felt unable to raise a point or that we are failing to progress the business effectively.
- Louis is skilled in drawing colleagues into the discussion and maintaining an appropriate pace

Officers

- It would be better if members gave their own thoughts and comments on each agenda item rather than being channelled through the chair. The 2 hour time limit for meetings is self-imposed and not always to the benefit of effective business
- In the main, yes, although occasionally the later agenda items can be a little rushed if time is tight due to lengthy presentations or discussions on earlier agenda items.
- The chair manages the meetings effectively – making sure that items are covered in sufficient detail where necessary. The chair has an eye for detail and it is appropriate to delve into this until satisfied that policies and processes are working.

4. Does the JIAC stick to its remit, and avoid operational issues and scrutiny role?

Yes RJ, GW, AS, IT, PH, NS, MD, AC
 No
 Partial FH

Members

- I believe we stick to our remit, but should be prepared to ask questions about operational issues as part of our role.
- The Committee is able to identify high-level issues from operational issues
- We continually question whether we are drifting into operational issues.

Officers

- Mostly
- It the main yes, but at times it has felt as though the committee has gone beyond its remit and boundary when scrutinising all aspects of ICT and complaints in recent years.
- On the whole, the JIAC keep to their remit and role. Occasionally this can result in discussions verging on operational issues, but this can be a difficult balance to strike at times. Senior managers are good at clarifying discussions and supporting the committee to stay within their remit.
- There will inevitably be some drift (it is human nature) but I think we, collectively, are quite good at challenging where appropriate to get it back on track.

5. Is the JIAC remit known to senior management other than CCMT and PCC's executive?

Yes GW, AS, IT, MD, AC
 No
 Partial PH, NS, FH
 ? RJ

Members

- We have a wider range of officers and staff presenting to us than just CCMT and the PCC executives.
- It is unclear how visible (or invisible) the Committee is to senior leadership below chief officer ranks

Officers

- Senior management in the OPCC are aware of the JIAC but cannot comment on the Force.

- Sometimes only after their functional responsibilities become exposed to scrutiny by the Committee
- Some senior managers are aware of the JIAC role, but awareness could be better among others who do not have a high degree of involvement with the committee. The joint nature of the Committee could also be publicised better as a number of people still view it as an OPCC function.
- Answer based on the ICT SMT – not sure about other depts
- Exposure to JIAC is mainly concentrated on a few key people from a meeting's perspective, but there is probably better knowledge by attendance of members at Force / PCC meetings (as observers).

6. Are the actions from JIAC always taken on board and acted upon?

Yes GW, AS, IT, PH, NS, FH, MD, AC

No

Partial RJ

Members

- We recognise we are not an executive group, but rather exist to challenge and advise. When we ask for an update or a presentation, we either get one or an alternative approach is agreed.
- It would be a surprise if a confident and capable executive team always acted on audit committee recommendations, but there is consistently constructive engagement and the JIAC is respected and taken seriously

Officers

- Where possible.
- Yes, particularly when they are included in the Annual Assurance Report
- Sometimes after a delay (usually down to addressing and resolving competing operational priorities)
- The actions requested by the JIAC are acted upon, and where not felt appropriate, the necessary challenge is applied by senior managers at the OPCC or TVP.
- In the vast majority of cases – there will be somewhere circumstances change or further information comes to light, but I think there is a good discipline around actions.
- Mostly

7. Is the JIAC seen as supportive and persuasive?

Yes RJ, AS, IT, NS, FH, MD, AC

No PT

Partial GW

Members

- I believe we have a strong track record of working with TVP and the PCC, but look forward to seeing whether they continue to share this view.
- This question is better answered by the executive

Officers

- Yes, although it can be quite critical as well.
- Persuasive – Yes. Supportive – depends on circumstances (it will not always be the case that the Committee can be ‘supportive’ of individual responsible officers if it is exposing management and system weaknesses relating to individual officers)
- The JIAC is very supportive of the work we complete.
- JIAC should help to provide reassurance (or not) to the PCC and CC. So I would want it to be both supportive and challenging and I think we are achieving a good balance.

8. Is the JIAC adding value to the organisation and how?

Yes RJ, GW, AS, IT, PH, NS, FH, MD, AC

No

Partial

Members

- Acting as critical friends we look closely at the audit reports, accounts and other documents, providing a scrutiny on behalf of the taxpayer that no other body could do. Although the changes to the accounts, for example, that are prompted by our scrutiny, tend to be cosmetic rather than substantive, I believe that is a measure of the high quality products produced by Linda Waters, Ian Thompson and their teams. As an apolitical committee, I believe we offer constructive challenge on the level of organisational ambition, focusing on how well TVP is achieving its remit, rather than arguing about whether the remit set by the PCC is the correct one. Again, I look forward to seeing whether the PCC and CC and their teams agree.
- By providing independent assurance of the control framework within which a public service operates which may exercise significant power over citizens and which expends substantial public funds. By asking probing, sometimes difficult questions and opening up debate. By bringing a fresh, external perspective to these matters.
- Our challenge focusses and highlights issues of improvement e.g. IT

Officers

- Yes, it holds officers to account in an effective manner, particularly its focus on outstanding audit actions. Its annual assurance report is very powerful.
- By helping identify to management potential weaknesses in the organisational control environment to be addressed that might otherwise result in a corporate failure to plan, implement and deliver the 'right' strategies and services
- The JIAC adds value, within the confines of their remit and role. They provide a good level of challenge and support.
- Providing an independent view of processes and policies and how the force is managing risks. A good example was the oversight into the dismissal of the Head of ICT and following action.
- I think in IT we have introduced better practices prompted by JIAC

APPENDIX 2**Joint Independent Audit Committee - Operating Principles****Statement of Purpose**

- Our Joint Independent Audit Committee is a key component of the PCC and Chief Constable's arrangements for corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
- The purpose of the Committee is to provide independent assurance to the PCC and the Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames Valley Police and the Office of the PCC. It will consider the internal and external audit reports of both the PCC and Chief Constable and advise both parties according to good governance principles. It has oversight of general governance matters and provides comment on any new or amended PCC policies and strategies with regard to financial risk and probity.
- These operating principles will summarise the core functions of the Committee in relation to the Office of the PCC and the Force and describe the protocols in place to enable it to operate independently, robustly and effectively.

The Committee will report directly to the PCC and the Chief Constable.

Committee Composition and Structure

The Committee will consist of five members who are independent of the PCC and Thames Valley Police. They will be appointed by the Chief Constable and the PCC (or their representatives).

The Chairman will be elected by the Committee on an annual basis.

The Committee will hold four formal meetings a year – in public - although there may be a requirement to hold additional meetings at short notice.

The PCC and Chief Constable will attend or be appropriately represented at formal meetings. Committee meetings will be held at key strategic times of the year to coincide with the budget process and publication of financial management reports and accounts:

1. **March** – to consider the Internal Auditor's Internal Audit Plan
2. **July** – to consider the various end of year report, the External Audit Plan and Fee, the Annual Governance Statement and the Statement of Accounts;
3. **September** – to receive the Annual External Audit Letter
4. **December** – to receive the Annual External Audit Letter and agree the Annual Assurance Report of the Committee.

The agenda, reports and minutes of all Committee meetings will be published on the PCC and Force websites. However, members of the press and public shall be excluded from a meeting whenever it is likely that confidential information will be disclosed. Confidential information is defined as:

- a) Information furnished to the Committee by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
- b) Information the disclosure of which to the public is prohibited by or under any enactment or by the order of a Court.

Methods of Working

The Committee will:

- Advise the PCC and Chief Constable on good governance principles
- Adopt appropriate risk management arrangements
- Provide robust and constructive challenge
- Take account of relevant corporate social responsibility factors when challenging and advising the PCC and Chief Constable (such as value for money, diversity, equality and health and safety)
- Be regularly briefed by the Chief Constable and PCC on the full range of activities falling within its specific responsibilities and attend other relevant internal meetings
- Have direct access to the oversight of professional standards and ethics matters by regularly attending the Complaints, Integrity and Ethics Panel as an observer
- Attend any training and conference events that will ensure members are kept up to date with the policing landscape and audit requirements
- Provide an annual assurance report to the PCC and Chief Constable

Specific responsibilities

The Committee has the following specific responsibilities:

Financial Management and Reporting

- Provide assurance to the PCC and Chief Constable regarding the adequacy of the arrangements, capacity and capability available to their respective chief finance officers to ensure the proper administration of the Commissioner's and Force's financial affairs.
- Review the Annual Statement of Accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit of the financial statements that need to be brought to the attention of the PCC and/or the Chief Constable.
- Consider the external auditor's report to those charged with governance on issues arising from the audit of the financial statements, and to give advice and make such recommendations on the adequacy of the level of assurance and on improvement as it considers appropriate.

Internal Control and Governance Environment

- Consider and endorse the local Code of Corporate Governance
- Consider and endorse the Annual Governance Statement (AGS)
- Monitor implementation and delivery of the AGS Action Plan
- Consider and comment upon the adequacy and effectiveness of the assurance framework, and the specific governance and accountability policies, systems and controls in place, such as the Corporate Governance Framework; anti-fraud and corruption; whistle-blowing, declarations of interest and gifts and hospitality.

Corporate Risk Management

- Consider and comment upon the strategic risk management processes; and
- Receive and consider assurances that organisational risks are being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary

Business Continuity Management

- Consider and comment upon business continuity management processes, and
- Receive and consider assurances that business continuity is being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary

Internal Audit

- Receive and consider the adequacy and effectiveness of the arrangements for the provision of the internal audit service
- Consider and comment on the Internal Audit Strategy and Plan
- Receive and review internal audit reports and monitor progress of implementing agreed actions
- Consider and comment upon the annual report of the Head of Internal Audit

External Audit

- Receive and review reports from the external auditors, including the annual audit letter and audit opinion
- Review the effectiveness of external audit
- Consider and comment upon any proposals affecting the provision of the external audit service
- Consider the level of fees charged, and
- To undertake the future role of the Independent Audit Panel, as set out in the Local Audit and Accountability Act 2014, including considering and recommending appropriate arrangements for any future appointment of External Auditors

Health & Safety

- Satisfy itself on behalf of the PCC and the Chief Constable that an adequate and effective policy and practice framework is in place to discharge legal duties in relation to health and safety. In particular, having regard to the safety, health and welfare of police officers and police staff, people in the care and custody of Thames Valley Police and all members of the public on police premises or property

Equality and Diversity

- Satisfy itself on behalf of the PCC and Chief Constable that an adequate policy and practice framework is in place to discharge statutory requirements in relation to equalities and diversity

Inspection and Review

- To consider any HMIC report that provides assurance on the internal control environment and/or highlights governance issues for the PCC and/or Chief Constable

Accountability Arrangements

- On a timely basis report to the PCC and the Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management.
- Report to the PCC and the Chief Constable on its findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks; financial reporting arrangements and internal and external audit functions.
- On an annual basis to review its performance against its operating principles and report the results of this review to the PCC and the Chief Constable.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

PCC PROGRESS REPORT TO THE THAMES VALLEY POLICE AND CRIME PANEL 2nd February 2018

Police and Crime Plan Strategic Priority 2: Prevention and Early Intervention

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 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 of operational policing against the Force's Annual Delivery Plan.

In respect of **Strategic Priority 2 ('Prevention and Early Intervention')** my objective is to improve safeguarding of children, young adults and people with multiple needs in physical and virtual space, with particular emphasis on the following areas:

- Cyber and digital crime ('Cybercrime' for short)
- Young people at risk
- Perceptions of crime
- Whole place approaches.

My Police and Crime Plan sets out the following 'Key Aims' for addressing Prevention and Early Intervention:

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. **Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.**
3. **A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidenced approaches on prevention.**
4. **Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.**
5. **Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.**
6. **Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.**

I have summarised below the progress to date (Year 1, 2017/18, to end of Qtr. 3) on the delivery of the above, four-year, Police and Crime Plan 'Key Aims'.

2017/18 PROGRESS ON DELIVERY OF STRATEGIC PRIORITY 2 'KEY AIMS'

(Year 1, 2017/18, Qtr. 3)

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)

TVP Delivery Plan actions & progress:

Qtr. 1:

- All LPAs offered cyber and fraud prevention material for frontline officers.
- The Cyber team made a dedicated resource in the Economic Crime Unit (ECU), providing a point of contact for advice for front-line officers investigating a crime with a cyber element.
- Force promoted, through radio interviews and social media posts, the 'Little Book of Cyber Scams.

Qtr.2:

- CCMT (Chief Constables Management Team) agreed, in July 2017, proposals for Force activity in relation to Operation Signature, to provide targeted safeguarding and crime prevention activity for victims identified via Action Fraud. Funding in support of this activity was provided by the PCC
- Use of the Special Constabulary to support victims and educate the public on cybercrime and fraud prevention being maximised. Twelve Special Constables with ICT backgrounds identified to help deliver community support around cybercrime.

Qtr. 3:

- The Force is undertaking a comprehensive review and refresh of operational guidance concerning how to deal with cybercrime, with a focus on the young and elderly. This guidance will include guidance on how officers can support victims of cybercrime to help reduce becoming a repeat victim.
- The Thames Valley Cyber Crime Strategy has been produced and so far has been adopted by Buckinghamshire, Slough and Bracknell Community Safety Partnerships to help deliver cybercrime awareness training to community groups.
- The Force was successful in its bid for Office of the PCC cybercrime grant funding for Alter Ego Productions to produce a bespoke theatre piece looking at healthy relationships online and performed to Year 6 students. Oxfordshire will have the production in the Summer term of 2018, with Berkshire and Buckinghamshire in the Autumn term of 2018.
- The #Protectyourworld cybercrime campaign was launched in November 2017, focusing on groups that have been identified as vulnerable online, including young people, older people and small businesses. The activities included staying safe online competitions for under 18s, online safety Q&A sessions for the public and an online safeguarding attended by 150 professionals working with vulnerable children and young adults.

- More Crime Scene Investigators (CSIs) are being trained in the Spektor forensic intelligence package to deal with cybercrime.

OPCC initiatives & progress:

- The OPCC has recruited a Communications Support Officer (Jan 2018) whose role will include development of fraud awareness initiatives with elderly and other vulnerable groups via partner engagement and roll out of the PCC's 'Safe Locations' strategy.
- The PCC's 10% top-slice of Community Safety Funding (CSF) is being used to support targeted priorities - £100,000 has been allocated to Cybercrime initiatives. The PCC will promote cybercrime projects once up and running.
- In collaboration with TVP Economic Crime Unit, PCC agreed funding for one-year pilot under Operation Signature (mentioned above under TVP activity) to support Thames Valley victims of fraud, identify more vulnerable individuals requiring on-going police support, and provide advice and signposting to support.

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

TVP Delivery Plan actions & progress:

Qtr. 1:

- Developing operational guidance and bespoke intelligence collection plans to tackle Honour-Based Abuse (HBA), Forced Marriage (FM), coercive control and stalking as well as working to increase partnership data contributions.
- Hosted a Peer Learning Event on Child Sexual Exploitation (CSE), sharing learning with 16 police forces across England and Wales.

Qtr. 2:

- Undertaking a review of the operational guidance for key areas of safeguarding and has completed the Child Sexual Exploitation guidance.
- Oxfordshire CSP invested £40,000 in a Violence Against Women and Girls (VAWG) Co-ordinator post.
- Launched the 18 month 'Hidden Harm' campaign (Oct 2017).

- 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.

Qtr. 3:

- Slough LPA has adopted the Home Office 'Violence Against Women and Girls' (VAWG) strategy, which was commended at the South East Regional Home Office (VAWG) conference

- Cherwell & West Oxfordshire LPA launched the 'Safeguarding Children in Banbury' project in collaboration with local schools.
- The PCC agreed to fund a 'Healthy Relationships Programme', which will educate children about the importance of healthy relationships. The programme is being developed in both primary and secondary schools.
- Slough LPA is supporting the development of the Innovation Hub within the Slough Children's Services Trust, which aims to provide better support to children and families on the edge of care and provide earlier intervention. To support this, TVP has seconded a police officer to work within the Hub (located within Council premises).
- TVP published guidance for its officers on 'Child Safeguarding – Initial Actions'

OPCC initiatives & progress:

- The OPCC is developing a domestic abuse campaign to increase opportunities for early intervention and prevention, e.g. Camden Council's 'coercive control' campaign will be utilised by the OPCC in May/June 2018 including, as an off-shoot of this campaign, promotion of 'Clare's Law' in March 2018.

OPCC 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 and 17 in Didcot.
- Slough CSP invested £74,500 on a comprehensive 'Healthy Relationship' campaign throughout all schools in the area.

OPCC's Victims' Services initiatives:

- 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.

OPCC Specialist Counselling Service

- Qtr 1 activity focussed on promoting counsellor application process, receiving and processing applications, recruiting and induction for counsellors.
70 Approved Counsellors receiving 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.

3. **A coordinated strategy between police, health and local authorities to tackle Female Genital Mutilation (FGM) in Thames Valley, leading to improved reporting of FGM and evidenced approaches on prevention**

TVP Delivery Plan actions & progress:

- Q2 - Launch of the 18 month 'Hidden Harm' campaign (Oct 2017).
- Q2 - Undertaking a review of the operational guidance for key areas of safeguarding, and completed the Child Sexual Exploitation guidance, which now includes guidance regarding Female Genital Mutilation (FGM).
- Q3 – An 'East Berkshire Against Violence' conference was held for over 150 practitioners in Slough (Nov 2017) with speakers covering areas such as forced marriage, domestic abuse and FGM.

TVP Performance Measures 2017/18, Qtr. 3 (1 April – 31 December 2017)

Measure	2016/17 Comparison	2017/18 (April – Dec)
Increase in confidence of victims to report FGM Crime and Incidents		
Level of FGM Crime	7	0
Level of FGM Mutilation Incidents	22	10

OPCC initiatives & progress:

- The PCC's 10% top-slice of Community Safety Funding (CSF) is being used to support targeted priorities - £100,000 has been allocated to support local projects / organisations providing services that will improve reporting and prevention of Female Genital Mutilation (FGM) and the PCC will promote FGM projects once up and running.
- FGM Strategy Group took place in October 2017; next meeting due in March 2018.
- 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 OPCC is managing the BAMER bid (£400K).
- The BAMER Board is now established, and a strategic post is being recruited by Oxon CC and BAMER outreach posts are being recruited by TVP LPAs.

4. Improved reporting and understanding of the prevalence and nature of Hate Crime across Thames Valley

TVP Delivery Plan actions & progress:

- Q1 – Developing assurance mechanisms, both on LPAs and centrally, to increase recognition, recording and response to hate crime, providing support to LPA Hate Crime ‘Single Points of Contact’ (SPOCs). The Force also delivered Hate Crime e-learning and developing classroom-based training in support of this, which is now being rolled out across the Force.
- Q2 – Force held a ‘Hate Crime Week’ (Oct 2017), during which Force and LPA activities had a focus on engagement, confidence building and increasing reporting.
- Q.3 - Developed and will publish operational guidance to support officers’ management of hate incidents.
- Q.3 - Each LPA has its own ‘Hate Crime Action Plan’ which is monitored at Hate Crime Operational Review Meetings to ensure a consistent approach.

TVP Performance Measures 2017/18, Qtr. 3 (1 April – 31 December 2017)

Measure	2016/17 Comparison	2017/18 (April – Dec)
Increase in confidence of victims to report Hate Crime and Incidents		
Level of Racist crime	1,079	1,384
Level of Faith related crime	54	149
Level of Homophobic crime	120	145
Level of Transphobic crime	10	17
Level of Disability related crime	79	174
Level of Racist incidents	1,147	1,336
Level of Faith related incidents	64	86
Level of Homophobic incidents	108	189
Level of Transphobic incidents	27	26
Level of Disability related incidents	102	188

OPCC initiatives & progress:

- The PCC took over the Hate Crime 3rd party reporting Helpline, website and App in April 2017.
- The OPCC developed a ‘Let’s Hate Hate’ campaign and a programme of activities to help improve hate crime awareness and reporting. The campaign was publicised and promoted digitally and offline, and marketing material has been sent to TVP LPAs, parish councils and local community groups to raise awareness.

5. Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians

TVP Delivery Plan actions & progress:

Qtr. 3:

- TVP worked with 'Brake' (a road safety charity) to deliver the 'Speed Down Saves Lives' road safety week (Nov 2017) to reduce the number of road accidents.
- Operation Holly was delivered to reduce the opportunity for motorists to drive whilst impaired by either drugs or alcohol and thereby prevent road casualties.
- Bracknell & Wokingham LPA, working in partnership with a local parish council which has provided speed detection equipment, enables the results to be forwarded for targeted enforcement.

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

TVP Delivery Plan actions & progress:

Qtr. 1:

- Digital Media Investigators (DMIs) are being used by Force CID and Hi-TEC Crime, and ACESO (phone downloads) are used in almost all investigations within Force CID.
- The Digital Transformation Portfolio is in a discovery stage where all relevant proposals are being reviewed for scope, budget and fit within the programmes.
- ICT has continued to expand its rollout of smartphones beyond the initial 7,000 across both Hampshire and Thames Valley and new laptops and Body Worn Video (BWV) cameras have also been deployed, in line with the 'Smarter Ways of Working' (SWoW) strategy.
- ICT is working to deliver a central 'cloud-based' storage solution for BWV footage which will enable the uploading and viewing of BWV footage from any TVP enabled workstation and also provide an enable to share footage with partners, including CPS and Courts.
- TVP is developing a collaborative approach to Automatic Number Plate Recognition (ANPR) with Hampshire Constabulary.

Qtr. 2:

- Integrated Offender Management (IOM) and the Violent Sex Offenders Register now managed under one Detective Chief Inspector, to provide clarity and additional resources to support Multi-Agency Public Protection Arrangements (MAPPA) (responsible authorities).
- Post July 2017, 98% of Crime Scene Investigators have forensic mobile device examination capability.

Qtr. 3:

- More Crime Scene Investigators (CSIs) are being trained in the 'Spektor' forensic intelligence package to deal with cybercrime.
- The Force's Home Office-sponsored research project into 'Predictive Harm Analysis' continued into Year 2 (2017/18) with initial testing yielding positive outcomes. Engagement with LPAs on the use of predictive analytics is ongoing. A bid has been made by the Force for £80,000 to fund staff to take the project forward post-March 2018.
- Bracknell & Wokingham LPA has worked with their local communities to map home CCTV systems to gather evidence. This initiative has already led to a successful prosecution.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

24 January 2018



This page is intentionally left blank

2

PREVENTION AND EARLY INTERVENTION:

Improving safeguarding
in physical and
virtual space

A report by Her Majesty's Inspectorate of Constabulary (HMIC) noted 'The police service must place as much emphasis on preventing crime as it does on responding to and investigating crime once it has happened.' Prevention or earlier intervention with children, young adults, and people with multiple needs who come into repeated contact with the police is the key to ending 'revolving door' offending.

Prevention and early intervention are vast in scope but the following areas require particular attention:

- Cyber and digital crime (henceforth referred to as 'cybercrime')
- Young people at risk
- Perceptions of crime
- Whole place approaches

Cybercrime

Cybercrime has grown dramatically as the internet and social media provide the opportunity to commit crime and enable some crime types to be committed on a huge scale. The Office of National Statistics (ONS) estimated that 5.8 million incidents of fraud and computer crime were experienced by adults aged 16 and over in England and Wales to the year ending March 2016, exceeding the total volume of recorded crime across England and Wales over the same period.

80%

of cybercrimes are preventable
by implementing simple safety
measures' - GCHQ

This page is intentionally left blank

Cybercrime such as grooming, child sexual exploitation, fraud, data theft, phishing, trolling, malware, online scams, revenge pornography, stalking, and harassment are on the rise. Much of this criminality is unreported, unrecorded and as a result not fully understood.

The majority of adults in Thames Valley use the internet but, as my 2016 public survey revealed, relatively few have concerns about the safety of themselves or their children online. Similarly, almost one in five young people knew of someone who had been subject to online bullying or 'sexting' (intimate photos being sent) yet few young people were concerned about online crime.

The UK Government Communications Headquarters (GCHQ) estimates that 80% of cybercrimes are preventable by implementing simple safety measures and suggest more focus on raising awareness among young people, their parents and other vulnerable adults on the potential dangers of cybercrime.

“...we need more awareness around cybercrime for parents especially.”

Public Survey 2016

Young people at risk

Child Sexual Exploitation (CSE) has dominated the headlines in recent years. The cases of Rotherham, Rochdale and Oxford highlighted failures to protect children at risk and, together with media coverage of high profile cases involving well-known celebrities, have contributed to an unprecedented rise in reporting. In Thames Valley a 67% rise in crime recorded as CSE took place in 2015/16, and many of the victims were already known to authorities as frequently missing young persons. Disturbingly, a report produced by the Children's Commissioner estimated that just 1 in 8 victims of sexual abuse ever come to the attention of statutory agencies.

Most sexual abuse of children is not organised. The National Police Chiefs Council (NPCC) has recognised an emerging trend known as 'peer on peer abuse', noted also within Thames Valley, where abuse is perpetrated by lone offenders just slightly older than the victim. This trend is concerning and I would like to see increased professional curiosity across all statutory agencies in relation to 'peer on peer' abuse.

FGM has been an offence in this country since 1985 yet at the time of writing, there had been no successful prosecutions in Thames Valley. Due to increased migration from practising countries, estimates of women and girls in the UK at risk of, or living with, FGM have risen dramatically. Areas in Thames Valley expected to experience a higher prevalence include Oxford, Slough, Reading and Milton Keynes and it is a key priority to understand and address reasons for under-reporting of FGM to the police.

This page is intentionally left blank

Perceptions of crime

The publics' perceptions of crime have often been noted as being at odds with actual crime prevalence and the 2016 Thames Valley surveys arrived at similar conclusions. Most adults demonstrated more awareness and concern about 'traditional' crime types, such as burglary and theft, than newer forms of crime such as fraud or cybercrime. The devastating social effects of burglary cannot be underestimated and this will remain a policing priority. However, raised public awareness of financial and online crime must be achieved.

Views expressed about crime by Black and Minority Ethnic (BME) communities and by young people in my 2016 Thames Valley crime surveys highlighted differences in concerns compared to other respondents. Although small samples of BME adults require the findings to be viewed with caution, greater awareness and concern about violent crime and hate crime may reflect a different experience of crime by those groups. Young people's concerns centred on safety in the immediate physical environment – their neighbourhoods and routes to school - including concerns such as speeding, alcohol misuse and violence. Notably, young female respondents were more concerned about bullying and sexual crime, especially involving the internet and social media, than boys whose concerns centred on theft of property and physical violence.

“ It is a crime which cannot be insured against unlike household goods. So the result of fraud is devastating to individuals.”

Public Survey 2016

This page is intentionally left blank

Whole place approaches

Despite increased focus on online criminality, many of the solutions proposed are offline and place-based. Police require more sophisticated understanding of risk and harm to move closer to an ethos of prevention, early intervention and stronger evidence-based practise. I am eager to see on-going development of TVP's demand profiling and data analytics capability incorporating, wherever possible, partners and other organisations' data.

Technology provides policing with new opportunities for preventing and detecting crime and anti-social behaviour. Closed Circuit Television (CCTV), Automatic Number Plate Recognition (ANPR), body worn video (worn by police officers to record interactions with the public), and electronic tagging of offenders must all be utilised in appropriate circumstances to harden vulnerable targets, protect vulnerable people, and improve the quality and quantity of digital evidence. Body worn video may increase the rate of early guilty pleas by offenders, and pilot studies of electronic tagging of offenders indicate benefits such as reduced offending and considerable savings in police time. We have yet to exploit the full capabilities of these technologies and I am keen to see this progressed.

“... I would like to see a return to more prevention-based policing....”

Public Survey 2016

Key aims:

- 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).
- Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.
- A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidenced approaches on prevention.
- Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.
- Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.
- Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

This page is intentionally left blank

Report to the Thames Valley Police & Crime Panel

Title: Report of the Thames Valley Police & Crime Panel Complaint Sub-Committee

Date: 2 February 2018

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



Background

1. As set out in the Police Reform and Social Responsibility (PRSR) Act 2011, and further explained in the Policing Protocol Order 2011, Police and Crime Panels (PCPs) perform a scrutiny function for PCCs, providing challenge and support, and acting as a critical friend. PCPs are currently responsible for handling non-serious complaints made about a PCC, and resolving these through the process for “informal resolution”, as set out in the PRSR Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.
2. A Sub-Committee of the Panel discharges this duty on its behalf. The Chairman of the Sub-Committee is currently Curtis James Marshall.
3. It was agreed that the Sub-Committee should submit its report to the Panel on a quarterly basis, when complaints had been considered.

Complaints Received

4. One complaint was considered at the Sub-Committee meeting on 17 November 2017.
5. Members agreed that the complaint did not fall within the jurisdiction of the Panel as set out in the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. Under Regulation 15(3)(e) the Panel may decide that the complaint should not be subject to resolution under Part 4 of the Regulations or that no action should be taken in relation to it at all if the complaint is considered to be vexatious, oppressive or an abuse of process.

New Complaints Regime

- The Home Office is planning for Phase 3 of the police integrity reforms to be implemented in early 2019. This phase includes a major overhaul of the police complaints system, including an enhanced role for PCCs.

- As part of the reforms, all PCCs will take on the mandatory new function of responsibility for complaints appeals (in future to be called ‘reviews’) which don't go to the Independent Office for Police Conduct (IOPC)(Model 1 Oversight and Complaints reviews). The Policing and Crime Act 2017 also provides for PCCs to have an explicit statutory duty to hold the Chief Constable to account for the exercise of the Chief Constable’s functions in relation to the handling of complaints.
- PCCs also have the option to take on further functions within the complaints system. The attached Home Office presentation sets out models 2 and 3 options, but in summary they are:
 - Model 2 (Customer Service, Resolution and Recording) – PCCs can choose to take on responsibility for initial complaints handling.
 - Model 3 (Contact) – Initial complaints handling plus responsibility for communications with the complainant throughout the complaints process.
- There is no deadline for PCCs to decide which of the optional models of complaints management they wish to implement. A PCC will be able to take on the optional functions at any point, following commencement, by giving their Chief Constable notice of their intention to do so. Requirements for notice periods and consultation with interested parties before a PCC takes on any optional functions, will be set out in regulations.
- PCCs will have considerable flexibility over how they operate any of their new complaints functions, including the ability to delegate certain functions.
- However, it is recognised that a PCC’s management of the aspects of the complaints process that they are responsible for, will be a legitimate area of scrutiny for Panels to consider. If a PCP begins to receive significant numbers of complaints about the PCC’s management of police complaints, this may indicate issues that the panel wishes to scrutinise.
- The reforms to the police complaints system in the 2017 Act are wide-ranging and the enhanced role for PCCs forms only part of the overall package of reforms. The Home Office recognise that guidance on the new system is important and the IOPC are undertaking a complete overhaul of existing statutory guidance on police complaints. In addition the IOPC will be developing guidance on dealing with vexatious and unreasonable complainants.
- For Panels, the recent Government response to the consultation on PCC complaints also recognises the need for guidance on handling complaints against PCCs. The Home Office and LGA will work with Panels in 2018 to take this forward, including building on the IOPC guidance on vexatious and unreasonable complainants and providing guidance on managing complaints about PCCs arising from their role in police complaints.

Consultation on complaints against PCC’s

Having carefully considered the consultation responses, the Government intends to:

1. clarify, through non-statutory guidance, what constitutes a complaint, using the Nolan Principles to set out the expected level of conduct for a PCC, and ensuring PCPs take forward complaints about a PCC’s conduct rather than their policy decisions;
2. ensure that police approaches to dealing with unreasonable complainant conduct can be used in response to vexatious complaints made against PCCs. Sector-led guidance developed to assist forces in handling vexatious complaints made against the police will be available to help PCPs in handling such complaints made against PCCs;
3. provide PCPs with greater investigatory powers to seek evidence pertinent to a complaint through the appointment of an independent investigator; and

4. clarify, through non-statutory guidance, the parameters of “informal resolution” and setting out that where agreement cannot be reached, it is open to PCPs to make recommendations on the expected level of behaviour of a PCC, and that they have powers to require the PCC to respond.

The Government intends to amend the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 to allow Panels to conduct an investigation into a complaint, where the Panel considers it necessary to do so. Where the Panel does consider it necessary to investigate a complaint, they will be required to appoint an independent individual to carry out this investigation. The amended regulations will enable this individual to gather evidence relating to the specific complaint and the conduct of the PCC, and present their findings to the PCP. The Government recognises the need to restrict the investigations to the terms of the individual complaint to ensure evidence gathering is proportionate and necessary, and will look to include measures within the regulations requiring PCPs to ensure proportionality and necessity of evidence gathering. It is clear that while expanding the role of the Chief Executive to include complaints investigation would fit with existing responsibilities of the role, requiring a Chief Executive to investigate their own employer could present a significant conflict of interest.

Therefore, to provide greater levels of independence within the complaints process, the Government intends to provide within the amended regulations a wider list of appropriate individuals who the PCP is able to appoint as investigator. This will ensure PCPs are able to appoint a monitoring officer who does not report directly to the PCC who is under investigation. This list of options will include a local authority monitoring officer from within the force area, a Chief Executive from outside the force area, or a local authority monitoring officer from outside the force area. The regulations will provide flexibility for this list to be expanded in the future, and will specify that PCPs cannot appoint a monitoring officer where this individual reports directly to the PCC who is under investigation.

IPCC

On 8th January 2018 the new corporate structure of the IPCC came into effect and the organisation will be re-named the Independent Office for Police Conduct (IOPC). The purpose of these reforms is to help deliver a more resilient organisation - one that is well placed to deliver its functions efficiently and effectively and ensure that complaints made against the police are responded to in a way that builds trust and public confidence. On the 8th January the existing Commission will be replaced by a single executive head of the IOPC - the Director-General (DG).

Super Complaints

The eight week public consultation on the criteria organisations must fulfil in order to become designated bodies, to be able to raise a super-complaint under the new system, closed on 8th December. Responses are currently being analysed with the intention to publish the Government response in the New Year.

Resource Implications

The Home Office do not expect that PCCs’ new role in police complaints should lead to an increase in the complaints about PCCs that Panels are required to deal with. This is because complaints about this issue are extremely unlikely to relate to PCC conduct issues. In addition, Panels will not provide an additional tier of appeal for complainants who are not satisfied with a PCC’s decision following a complaint appeal/review.

The Government believes that funding for any costs incurred during investigations should be agreed locally. For example, where responsibility to investigate a PCC falls to a Chief Executive from a different force area, neighbouring force areas may wish to establish reciprocal agreements whereby the cost of investigation is absorbed by their offices. Alternatively, where a PCP delegates investigatory responsibility to a local authority monitoring officer, the PCP may decide to reimburse the monitoring officer for any expenses incurred during any investigation. The Government does not anticipate that PCPs will incur large additional costs if investigations are delegated to a local authority monitoring officer, and so costs for this should be absorbed within existing Panel budgets. With PCCs taking on a greater role in the handling of complaints made against their police force, and with the responsibilities held by a PCC increasing, the Government recognises that the number of complaints about the PCC may increase. The Government will keep under review the funding provided to PCPs, including the resource available to investigate complaints.

Recommendation

It is recommended that the Thames Valley Police & Crime Panel note the report of the Complaint Sub-Committee

Background Papers

LGA Briefing Paper

Consultation re complaints against PCC's

Panel Guidance

The Home Office and LGA will work with Panels in 2018 to take this forward, including building on the IOPC guidance on vexatious and unreasonable complainants and providing guidance on managing complaints about PCCs arising from their role in police complaints. Amendments will also need to be made to the Police Regulations 2012.

In terms of operation of the Panel the following points should be noted:-

No change

- Currently, under the regulations a Chief Executive may have delegated authority to deal with the initial handling of a complaint: this will remain unchanged. However, the final decision on whether a complaint should be investigated, and who to appoint as an independent investigator from the list of suitable individuals, will be a matter for the PCP to determine.
- Complaints Sub Committee – to continue as constituted

Possible Changes

- The Scrutiny Officer in consultation with the Chairman and the Monitoring Officer will appoint an investigatory officer where it is considered appropriate to do so. The Government intends to provide within the amended regulations a wider list of appropriate individuals who the PCP is able to appoint as investigator.
- Amend the website and terms of reference to make it clear that complaints need to be about the PCC's conduct rather than their policy decisions.
- Refer incomplete or unclear complaints back to the Chief Executive of the Office of the PCC seeking further information (this should ensure that the PCC does not need to attend the Sub-Committee to answer further questions).
- Removing the non-recording of a complaint and removing the various categories for handling a complaint (local resolution, disapplication, discontinuance).
- If there is an increase in complaints generally it may be helpful for the Scrutiny Officer (in consultation with the Chairman) to be given authority to look at the complaint initially before it is sent to the Sub-Committee for consideration.
- Provide more detailed guidance on informal resolution including the setting out of formal recommendations to the PCC with the powers to require the PCC to respond. This could as before include an action plan which once completed can be referred back to the Sub-Committee for them to determine that the matter has been resolved.
- The Complaints Sub Committee may want to consider inviting the PCC once a year to account for their management of the aspects of the complaints process that they are responsible for, particularly if a number of complaints have been received on this area. With the increased role for PCCs – there will be an explicit statutory duty to hold the Chief Constable to account for complaints handling. This could include reference to the operation of the Complaints, Ethics and Integrity Panel.
- The Home Office want to shift from a system that focuses on processes to one in which forces see complaints as an opportunity for corporate learning.

This page is intentionally left blank

Panel Recommendation Monitoring

<p align="center">Panel Recommendations</p>	<p>Progress Update Blue – Panel response Black – PCC response Red – Chief Constable response</p>	<p align="center">Committee Assessment of Progress</p>
<p>Local Policing Model That the PCC continues to keep the new operating model under review with the Chief Constable and that the Panel be provided with a report at the end of the first year of operation.</p> <p>(Two actions in the mins include information on abandoned calls and the Chief Constable sharing the performance dashboard with the PCC)</p>	<p>This will be included in the Work Programme for November 2018.</p>	
<p>Local Criminal Justice Board</p> <ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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’. <p>The Panel have written to the PCC regarding his responses asking him if he can use his influence to raise these recommendations with the Board,</p>	

<p>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.</p>	<p>including putting more information on the LCJB website to achieve greater transparency.</p>	
<p>Modern Slavery 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</p> <ol style="list-style-type: none"> 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 	<p>An update can be given at the June meeting when a general report is written on the work of Community Safety Partnerships.</p> <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 https://www.local.gov.uk/modern-slavery-council-guide</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</p>	

<p>he will ensure that victims who are at risk of being re-trafficked are being minimised.</p>	<p>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>Serious Organised Crime and Counter-Terrorism</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"> • 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. • 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 	<p>This is an operational policing matter.</p> <p>The first PREVENT Virtual Learning Group Newsletter was circulated on 21 Sept. 2017.</p> <p>TVP has fully recruited into all Counter Terrorism Firearms Officer positions and</p>	

<p>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?</p> <ul style="list-style-type: none"> • A request for an update on the ‘dare to share’ culture. 	<p>the recruitment of Authorised Firearms Officers is ongoing.</p> <p>No ‘Dare to Share’ progress update is available at this time – OPCC is currently liaising with TVP to clarify matters.</p>	
<p>Unauthorised encampments That the PCC provides reassurance that the application of the unauthorised encampment policy and the interpretation of legislation are being consistently applied by liaising with Local Area Commanders across the Force and Local Authorities across the Thames Valley.</p> <p>Actions include :-</p> <ul style="list-style-type: none"> • The Chief Superintendent commented that he was very happy to work with Authorities across the Thames Valley to work towards a more consistent approach and policy. • Chief Superintendent reported that the Force had recently undertaken a significant piece of work on signposting homeless people to appropriate help such as the local housing authority. He would send a copy of this policy to the Scrutiny Officer to circulate to the Panel. • The PCC referred to the recent suggestion from the Chief Superintendent, that he work with relevant Local Authority contacts across the Thames Valley to ensure that policies for unauthorised encampments were consistent, where possible. This could cover, for example, that any decision 	<p>Response from the PCC: I have raised this issue with the Chief Constable who has undertaken to arrange for all Local Police Area Commanders to receive and implement consistent policy and procedures.</p> <p>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 28th November for the first time and most Councils will be represented (currently ‘reminding’ the 3 councils who have not nominated a representative yet).</p>	

making in relation to unauthorised encampments should be undertaken at Local Area Commander level.

Collaboration

To liaise with the Hampshire Police and Crime Panel Chairman to look at scrutinising the decisions and actions of the two respective PCCs in respect of collaboration between both Force areas and to identify areas of mutual interest that could benefit from cross panel working.

Action

In terms of how outcomes were assessed the Chief Constable reported that the performance framework was a ‘Restricted’ document and could not therefore be circulated, as it included information on recent cases including significant seizures of cash and drugs and cyber crime investigations. He would produce information for the Panel which can be shown in the public domain on what outcomes had been achieved.

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.

Roads Policing

That a Working Group be set up to look at roads policing and that requests for information on this area be sent to the Deputy Chief Constable. Areas for consideration could include:-

- More transparent documentation on their strategy on roads policing
- Consideration of a business case for average speed cameras
- Improved dialogue between police and local

The road safety summit for officers was held on 19 September 2017 to address some of these issues. At the summit meeting on 25 January 2018, it was agreed that a Working Group should be set up which will meet 3 times a year to ensure better co-ordination of information across the Thames Valley and look at ways to improve partnership working. This will include improved dialogue on the siting and decommissioning of speed cameras. The Working Group will look to develop a Strategy/Framework and co-ordinate campaigns across the Thames Valley. The next meeting will be held in May 2018.

<p>authorities on the siting and decommissioning of speed cameras and the need for a Deployment Strategy</p> <ul style="list-style-type: none"> • Consideration of developing a Thames Valley wide partnership to ensure better co-ordination of information across the Thames Valley 	<p>In relation to the discussion held at the Panel on 17 November 2018 regarding 20mph enforcement in Reading the Panel Member has written to the Chief Inspector.</p>	
<p>Taxi Licensing – Follow up from previous year</p> <p>1. That the PCC/Chief Constable be asked to consider looking at Council funding / part-funding a dedicated Police Taxi Licensing Officer specifically to ensure prompt information sharing about incidents, drivers, arrests, charges, convictions – so that Police Licensing becomes the central point for information sharing.</p>	<p>An event was held in May where the Deputy PCC confirmed that the PCC and Chief Constable have agreed the principle that (a) the Force should host a police ‘Taxi Licensing Officer’ to coordinate Force and local authority activities across the Thames Valley, and (b) that the PCC will fund the initial costs of this post for year pending agreement being reached that the local authorities will jointly fund the post thereafter (subject to negotiations)</p> <p>Responses from the smart survey have been received from the Licensing Authorities. It has been suggested that a list of minimum standards be put together for the Single Point of Contact Post, which will be put through an evaluation panel shortly.</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>Cyber Crime – Follow up from previous year</p> <p>To consider whether a Working Group should be set up to look at this area in more detail.</p>	<p>A cyber crime event was held in March and following this event a Thames Valley wide strategy has been circulated for comment (copies will be available at the meeting) to ensure that there is a common approach to cyber crime.</p> <p>Grant funding (of just under £100,000) has been awarded by the PCC out of his</p>	

	<p>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>Female Genital Mutilation Update on this would be helpful for Preventing CSE Sub Committee in Autumn</p>	<p>The OPCC Strategic Delivery Plan (under policy development) has an action to develop a business case to consider and support development of a Thames Valley FGM strategy. A FGM meeting took place with stakeholders in June and a TV FGM Partnership Group has been proposed including Health, third sector, police, education and the OPCC.</p> <p>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>Preventing CSE Sub Committee</p> <ul style="list-style-type: none"> • 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 • That the 12 Strands on CSE within the Force Strategic Assessment be used as a framework for scrutiny • Members asked for a written response on how TVP were addressing HMIC recommendations to prevent online CSE 	<p>A response is still awaited from Deputy PCC on Outcomes Framework and an update on the HMIC recommendations to prevent online CSE. The Deputy PCC has contacted the Staffordshire PCC and is awaiting a meeting with them to discuss their CSE Outcomes Framework.</p> <p>An update on the MASH review is awaited. The Policing Strategy Unit is reviewing the operational guidance for key areas of safeguarding, and has completed the CSE guidance.</p>	

<ul style="list-style-type: none"> Further information was requested on prosecution numbers 	<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>Complaints Sub-Committee</p> <ul style="list-style-type: none"> For the PCC to comment on whether he has made small amendments to the process in terms of personalisation and IT 	<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). 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>	

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"> • Public questions • Annual Assurance Report – Joint Independent Audit Committee • Performance – Prevention and Early intervention • Topical Issues • Complaints Sub • Work Programme
20/4	PEEL – Police Effectiveness 2017 Additional funding for operational policing	<ul style="list-style-type: none"> • Public questions • Complaints Integrity and Ethics Annual Assurance Report • Performance Report - Reducing Reoffending (link with knife crime?) • Topical Issues – Collaboration meeting • Complaints/Child Sexual Exploitation Sub • Work Programme
22/6	PCC Annual Report Community Safety Partnerships update	<ul style="list-style-type: none"> • Election of Chairman/ Appt of Vice Chairman • Public questions • Report of the CSE/Complaints Sub Committee • PCP Annual Report • Annual Review of PCP Rules of Procedure and Budget • Topical Issues • Work Programme

Date	Main Agenda Focus	Other agenda items
7/9		<ul style="list-style-type: none"> • Public questions • Performance Report – Police Ethics and Reform (could include review of Contact Management Programme) • Topical Issues • Work Programme
16/11	Themed item – Review of local policing model	<ul style="list-style-type: none"> • Public questions • Performance report – Vulnerability • Topical issues • Work Programme

2019 – Review of Victims Commissioning