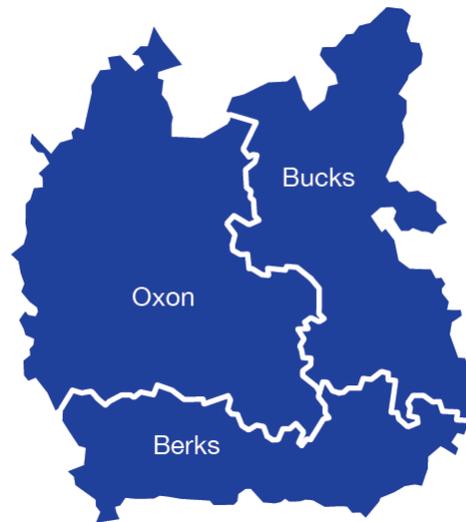


Agenda

Date: Friday 12 April 2019

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.aylesburyvalecd.gov.uk/finding-us>

1. **Apologies for Absence**
2. **Declarations of Interest**
- 11.00 3. **Minutes** **3 - 12**
To agree the Minutes of the Meetings of the Police and Crime Panel and the Confirmation Hearing, both held on 13 February 2019.
- 11.00 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>11.05</i>	5. Themed Item - Update on Local Policing Model The Police and Crime Commissioner and the Chief Constable will present the report.	13 - 18
<i>11.30</i>	6. Annual Assurance Report - Joint Independent Audit Committee The Police and Crime Commissioner will present the report.	19 - 32
<i>11.50</i>	7. Complaints Integrity and Ethics Annual Assurance Report The Police and Crime Commissioner will present the report.	33 - 40
<i>12.05</i>	8. Police and Crime Plan Strategic Priority 2 - Prevention and Early Intervention The Police and Crime Commissioner will present the report.	41 - 52
<i>12.25</i>	9. Police and Crime Plan Strategic Priority 3 - Reducing Reoffending The Police and Crime Commissioner will present the report.	53 - 66
<i>12.45</i>	10. Chairman Update / PCC Update / Topical Issues To note and ask questions on the updates from the Chairman and the PCC and on the Topical Issues report. A Member of the Panel has requested that the PCC be asked to respond to the relocation of the Sexual Assault Referral Centre (SARC) provision from Bletchley police station to Bicester.	67 - 78
<i>12.55</i>	11. Work Programme For Panel Members to put forward items for the Work Programme including ideas for themed meetings.	79 - 80
<i>13.00</i>	12. Date and Time of Next Meeting The next meeting of the Panel is scheduled to take place on 21 June 2019 at Aylesbury Vale District Council Offices.	

Committee Members

Councillor Eric Batts (Vale of White Horse), Councillor Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Robin Bradburn (Milton Keynes Council), Councillor David Carroll (Wycombe District Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Councillor Tom Hayes (Oxford City Council), Councillor Sophia James (Reading Borough Council), Councillor Norman MacRae (West Oxfordshire District Council), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Pavitar Mann (Slough Borough Council), Curtis-James Marshall (Independent Member), Councillor Iain McCracken (Bracknell Forest Council), Councillor Andrew McHugh (Cherwell District Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Alan Thompson (South Oxfordshire District Council), Councillor Emma Webster (West Berkshire Council) and Councillor Mark Winn (Aylesbury Vale District Council)

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Wednesday, 13 February 2019, in Jubilee Room, Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 11.45 am.

Members Present

Councillor Trevor Egleton (Chairman – South Bucks District Council), Councillor Eric Batts (Vale of White Horse), Councillor Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Robin Bradburn (Milton Keynes District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Alan Thompson (South Oxfordshire), Councillor Emma Webster (West Berkshire Council) and Councillor Mark Winn (Aylesbury Vale District Council)

Officers Present

Khalid Ahmed (Scrutiny Officer)

Others Present

Matthew Barber (Deputy Police and Crime Commissioner), Francis Habgood (Chief Constable, Thames Valley Police), Paul Hammond (Chief Executive, Office of PCC), Ian Thompson (Chief Finance Officer, Office of PCC) and Anthony Stansfeld (Police and Crime Commissioner).

Apologies

Councillor David Carroll (Wycombe District Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Emily Culverhouse (Chiltern District Council), Julia Girling (Independent Member), Councillor Tom Hayes (Oxford City Council), Councillor Sophia James (Reading Borough Council), Councillor Norman MacRae (West Oxfordshire), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Pavitar Mann (Slough Borough Council), Curtis-James Marshall (Independent Member) and Councillor Andrew McHugh (Cherwell District Council)

34 DECLARATIONS OF INTEREST

Councillor Iain McCracken and Councillor Emma Webster both declared Interests as Members of the Berkshire Fire Authority.

35 MINUTES

The Minutes of the Police and Crime Panel meeting held on 16 November 2018 were agreed as a correct record.

36 PUBLIC QUESTION TIME

There were no public questions submitted.

37 REPORT OF THE BUDGET TASK AND FINISH GROUP

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 2019/20.

Councillor Iain McCracken, the Chairman of the Budget Task and Finish Group presented the report. He thanked Ian Thompson and Linda Waters for attending the Group and updating Members on the PCC's draft budget proposals and also Members of the Group for their work.

The Chairman particularly referred to the following points:-

- Precept increase flexibility of up to an additional £24 (Band D equivalent) for all PCCs (or equivalents) in 2019/20.
- £161m additional grant funding – The settlement, including council tax and pension grant, represents an average cash increase (total funding) of 7.1% between 2018/19 and 2019/20.
- New Requirements – The Minister's letter refers to the requirement to "drive efficiency, productivity and effectiveness".
- Forces are being provided with an additional £142.5m pensions grant in addition to the £161m core funding. For Thames Valley this does not cover the full pension's costs. There is a shortfall and hence a balance to be funded locally. In TVP the funding shortfall is £0.7m.
- The PCC has undertaken a short public consultation exercise on the proposed increase in Council Tax and over 8,000 people responded with almost 70% supporting the proposed increase in the Policing precept for Council Tax.
- After funding pay and price rises, the proposed increase in Council Tax enables an investment of around £8.5m in a number of priority policing areas. The PCC has made the following commitments:
 - To improve services to the public through contact management by reducing 101 call handling times (£1.3m) – Additional call-handling staff (around 45) would be recruited to deal with the volume of calls and to improve outcomes to residents
 - To increase frontline policing by recruiting additional officers and staff to respond to increasing crime demand and complexity (£2.5m)
 - To improve investigative capacity and process for complex crimes (£2.2m)
 - To increase the Digital Development Programmes (£2.5m) and increase digital capability by exploiting the modern platforms which have been investing in – This involved increasing the number of laptops for Police Officers, improving Wi-Fi capability in police establishments.
- In accordance with the agreed policy on the use of reserve funding the PCC will continue to utilise the Improvement and Performance (I&P) reserve to fund one-off expenditure contained within the MTFP. It will also support the capital programme and ICT Strategy implementation.
- The revenue budget is balanced in all 4 years (i.e. 2019/20 to 2022/23) with a £24 increase in Band D council tax in 2019/20 followed by 2% per annum in later years. The MTFP provides for inflationary increases and limited investment to address some service and performance issues by increasing resources, both police officers and police staff, alongside investing in the technology to make staff more productive. The investment has only been possible because of

the additional flexibility in the proposed council tax precept.

- 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 current MTFP requires revenue savings of at least £15.1m over the next four years. This is over and above the £101m of cash savings already removed from the base budget in the last eight years (i.e. 2010/11 to 2018/19) meaning that, over the twelve year period in excess of £116m will have been taken out of the base revenue budget.
- Medium Term Capital Plan 2019/20-2022/23 - Following the provisional police grant settlement announcement, an additional £2.1m of development opportunities have been provided for to improve the overall effectiveness of policing. Capital receipts were declining due to the low number of police property assets.
- It was noted that recruitment would be very competitive as all Police Forces would be looking to recruit new police officers. Recruitment and Retention of police officers in Thames Valley was a challenge because of the cost of living in the region.
- Reference was made to the total spend on police vehicles over the four year period being around £13m and it was explained that this programme could be impacted by developments in electric powered cars/ hybrids and also by the proposed increase in police officer numbers.

A recommendation had been put forward which was debated during the next item as follows:-

That the Panel approve the Police and Crime Commissioner's precept for 2019/20 as set out in the OPCC report 'Revenue Estimates 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23' subject to satisfactory responses to the questions raised and any other supplementary questions asked at the Panel meeting.

38 SCRUTINY OF THE PROPOSED PRECEPT - QUESTIONS TO THE POLICE AND CRIME COMMISSIONER

The PCC responded to the following written questions:-

1. There are around 2.4million residents in the Thames Valley policing region and yet there were only around 8,000 residents who responded to your consultation on the proposed precept. What is the reason for this low response rate?

[I was not aware, until the provisional police grant settlement was released on 13th December 2018, that I would be encouraged by Government to increase council tax by up to £24 for a Band D property in 2019/20. All my financial planning up till that point was based on a £12 increase, as per the previous police finance settlement from 12 months ago.

However, before deciding whether or not to increase council tax by £24 I carried out a short online survey which ran for 3 weeks from 19th December till 9th January. In order to reach as many people as possible the survey in order to reach as many people as possible, it was sent to:

- All users of TVP Alert – at least 82,787 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

In total, 8,031 people voted, of which 5,599 or 69.7% voted yes.

Although this is a relatively small percentage when compared to overall population in the Thames Valley more people voted in this survey, than the one I undertook 12 months ago (6,500) and is also a better response rate than other PCCs have achieved when consulting locally on their council tax increase. I would be interested to know what measures the Panel believe I could have taken to increase the response rate over the festive period.]

2. Will this budget mean that you can deliver the key objectives in your Police and Crime Plan, particularly in relation to the reduction of crime and higher detection rates?

[The additional investment should enable the force to improve its operational performance, particularly in respect of crime reduction and better detection.]

3. How will you holding the new Chief Constable to account on the use of this additional funding? At this early stage, could you give an indication of how the £8.5m of extra investment is going to be used?

[The main areas of additional investment in 2019/20, being funded through the increase in council tax precept are under the following schemes:

- Improved Services to the Public through Contact Management £1.3m - The rise in demand and the complexity of that demand have increased the length of time it takes to assess the threat, harm and risk and ensure every call receives the appropriate response. We will reduce call handling times, particularly for 101 calls, by recruiting additional staff to deal with the additional demand and more complex crime and incidents being reported.
- Increasing Local Front Line Policing and Service Delivery £2.5m - we will recruit additional officers and staff to increase visibility to our communities and respond to increasing crime demand and complexity and the impact (particularly in the areas of mental health and children's safeguarding) of the reduction in the resources of and services provided by other agencies.
- Improved Investigative Capacity and Process for Complex Crimes £2.2m - stretched resources are operating in an increasingly expanding and complex environment with investigations at all levels growing in size and complexity. There has been an impactful increase in organised crime which exploits the vulnerable as well as cyber enabled crime fraud and economic crime. We will recruit more investigators and invest in appropriate new technology and tools.
- Increasing Our Digital Development Programmes £2.5m - we will exploit the modern platforms we have been investing in through the development of operational designed tools, expanding our mobile capability and improving connectivity will allow officers and staff to maximise the use of online digital applications facilitating the fast access and transfer of data, while investing in Intelligence technologies will improve the efficiency of transactional processes.

I will hold the Chief Constable to account for delivery against this investment at my public level 1 meetings and also at my private monthly meetings with the Chief Constable.]

4. One of your commitments from this increase in precept is to increase the number of front line

police officers. What methodology will be used on where in the Thames Valley this extra resource will be deployed?

[The review of the Operating Model and changes to the way that we deliver local policing have highlighted that additional police officers are needed on Local Police Areas. These are needed to support changes in demand and calls for service, avoid removing officers from one area to compensate another and to ensure that the functions at each level are sustainable. This work is being led by ACC Local Policing.]

5. What methods will be used to help with the recruitment and retention of Police Officers in the Thames Valley, particularly in view of the previous difficulties of recruitment and retention in the past?

[Since the end of 2017 when our recruitment and retention problems began increasing a number of measures have been put in place to manage and respond to the situation. Recruitment and retention issues are managed by the Recruitment and Retention Programme board which is chaired by the Director of People and meets monthly. This programme board ensures that the necessary actions are being taken to respond to the issues we are facing. In addition CCMT receives monthly updates on the delivery of our establishment numbers and the actions taken to improve our position, for example increasing the number of intake courses.]

6. Increased investment in technology is earmarked for the Police. In view of the delays with the implementation of the Contact Management Programme and the resultant increased costs, how will you ensure that these future projects come in at budget costs?

[There is always a risk of project and budget over-run when implementing complex business change and/or new technology projects. We will look to minimise this risk through robust project management and good procurement. We created the Optimism Bias reserve 12 months ago for this very purpose. At the moment there is £9m in this earmarked reserve which should be sufficient for all capital schemes in the current 4 year Medium Term Capital Plan.]

7. Does this budget take account of the impact on policing from Brexit including procurement of specialist equipment and services which are coming from EU countries?

[No. We are aware that there are both operational and financial risks associated with Brexit but, at this stage, we have not included any specific financial provision in the budget. Any additional costs that cannot be contained within the annual budget will be funded from general balances.]

8. Is there a deadline for conversion from the current Airwave product to ESMCP?

[This is a Home Office led programme and is currently going through a reset, so dates are still being finalised. Airwave will only be turned off when ESMCP has been fully tested, is operationally effective and has been implemented across the country. The programme within Thames Valley Police is being coordinated regionally by the South Central and South East Programme and is working closely with the national team. They will also explore options to take advantage of products early, where appropriate.]

9. Do you consider that sufficient funding has been set aside for the purchase and implementation of ESMCP and if not,

[Yes, as far as we know, and based on current information coming from Home Office.]

10. What is TVP's financial fall-back position regarding the continual delays in the availability and roll out of ESMCP?

[Use of financial reserves. We are hopeful that the Home Office will not allow this vital operational system to expire without having or implementing appropriate operational solutions.]

The following additional questions were also asked:

- In relation to the extra funding to be allocated for "101 calls", would this funding contribute towards improvements to processes and would there be external expertise brought in? In response the PCC reported that the Contact Management Platform would be receiving £1.3m extra funding which would improve services to the public with an increase in the number of call handlers and an increase in training to enable the efficient reporting of more complex incidents and crimes. Getting recruitment and retention was key as the call handling sector was a competitive sector, so this would be taken into consideration. The Chief Constable responded to a recent media article regarding some Police Forces considering "switching off" the "101" service at night, by assuring the Panel that TVP would not be doing this.
- At a Safer and Stronger Bucks Partnership Board it was reported that there were plans to amalgamate the three Local Police Area Commanders into one. In response it was reported that there were no plans for this at present.
- In relation to Community Safety Partnerships and funding for 2019/20 by the PCC, would there be a commitment beyond this. The PCC reported that he hoped so, however, the budgetary situation did look extremely tight for forthcoming years.
- Reference was made to the increase in the budget for TVP motor vehicle insurance and the PCC explained that insurance for the Police was a challenging market and that TVP was part of a ten Force consortium for motor vehicle insurance.

RESOLVED

That the Panel approve the Police and Crime Commissioner's precept for 2019/20 as set out in the OPCC report 'Revenue Estimates 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23' having received satisfactory responses to the questions raised.

39 DATE AND TIME OF NEXT MEETING

The next meeting of the Police and Crime Panel would take place on 12 April 2019 at 11.00am, at Aylesbury Vale District Council Offices.

It was agreed that prior to the Annual meeting of the Panel on 21 June 2019, a consultation take place with those Members appointed to the Panel from Thames Valley local authorities, on preferred future venues.

CHAIRMAN

Minutes

Minutes of the Thames Valley Police and Crime Panel Confirmation Hearing held on Wednesday, 13 February 2019, in Jubilee Room, Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 12.00 pm and concluding at 12.50 pm.

Members Present

Councillor Trevor Egleton (Chairman - South Bucks District Council), Councillor Eric Batts (Vale of White Horse), Councillor Bill Bendyshe-Brown (Buckinghamshire County Council), Councillor Robin Bradburn (Milton Keynes Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Alan Thompson (South Oxfordshire), Councillor Emma Webster (West Berkshire Council) and Councillor Mark Winn (Aylesbury Vale District Council).

Officers Present

Khalid Ahmed (Scrutiny Officer).

Others Present

Matthew Barber (Deputy Police and Crime Commissioner), John Campbell (Deputy Chief Constable, Thames Valley Police), Paul Hammond (Chief Executive, Office of PCC), Ian Thompson (Chief Finance Officer, Office of PCC) and Anthony Stansfeld (Police and Crime Commissioner).

Apologies

Councillor David Carroll (Wycombe District Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Emily Culverhouse (Chiltern District Council), Julia Girling (Independent Member), Councillor Tom Hayes (Oxford City Council), Councillor Sophia James (Reading Borough Council), Councillor Norman MacRae (West Oxfordshire), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Pavitar Mann (Slough Borough Council), Curtis-James Marshall (Independent Member) and Councillor Andrew McHugh (Cherwell District Council)

40 CONFIRMATION HEARING FOR THE CHIEF CONSTABLE

The Police and Crime Commissioner presented his report on the Chief Constable Recruitment Process. This report provided formal notification under the Police Reform and Social Responsibility Act 2011 from the Police and Crime Commissioner to the Police and Crime Panel that the Chief Constable recruitment and selection process has now been completed and the PCC's preferred candidate is Mr John David Campbell, who was currently the Deputy Chief Constable of Thames Valley Police.

The Police and Crime Panel is required to consider the proposed appointment to scrutinise the

appointment process and has a power of veto. The PCC must not make an appointment unless the candidate fulfils all of the eligibility criteria.

Four applications for the vacancy of Chief Constable were received. Information on the advertising and communication strategy, the selection and short listing Panel are within the agenda, including the Independent Member's report. The candidate was asked at the Selection Panel to give a ten minute presentation following a 40 minute preparation period which was then followed by an inter-active question and answer section which allowed the Panel to explore and challenge the candidates' abilities against the competencies set out in the College of Policing 'Competency and Values Framework'.

Candidates were also required to demonstrate considerable leadership, innovation and performance management skills which are considered necessary by the PCC to take Thames Valley Police through a period of further significant challenges facing policing nationally, whilst maintaining Force performance locally.

The PCC proposed his preferred candidate, Mr John David Campbell to the Police and Crime Panel for review and a recommendation as to whether or not he should be appointed.

The following points arose from questions to the preferred candidate:-

- Partnership and collaborative work was at the heart of what Thames Valley Police did, working with local Councils and Community Safety Partnerships. Working jointly in a collective effort provided the best outcomes for communities in terms of safeguarding and community safety.
- The preferred candidate outlined his greatest successes in his career in the Police, which on a local level was described as making peoples' lives safer, making a positive contribution, particularly in relation to neighbourhood policing. As a leader, have given officer's clarity on their roles and their objectives, setting the vision and providing officers with the necessary tools to carry out their jobs as effectively as possible.
- Reference was made to "County Lines" and how would the preferred candidate deal with this issue which emanated from urban areas but impacted on rural areas. Reference was made to the need for greater police visibility with more on the street, being more aware of local crime activity, working closely with communities. In relation to "County Lines" and knife crime, a hostile environment was required to prevent perpetrators of such crimes. There needed to be a merging of neighbourhood and response policing to tackle these problems.
- In response to a question about risks and opportunities associated with the increasing use of technology in policing, the Panel was informed that one of the main objectives of introducing new technology was to give police officers better information to enable the safeguarding of the public and to arrest those who committed crimes. The risks could be with national intelligence, to ensure that new technology enabled all Police Forces to share national crime intelligence.
- Reference was made to police stations closing and the need to provide engagement with the public. The use of social media was important to provide important crime prevention information and to offer assurance to the public of Police activity in the fight against crime. An example was given of increased fraud and scams where 80% of these were preventable. Educating and informing the public through social media was important.
- Reference was made to Local Police Area Commanders who had to be involved in an increasing number of time consuming and intensive audits and the impact this had on policing work.
- A question was asked about the allocation of police resources in Thames Valley and particular reference was made to Milton Keynes with its expanding population. The Panel was informed that there was a formula which was used for the allocation of Police Officer resources and Police Community Support Officers and this would be reflected in the numbers in Milton Keynes.

- The public had received information about where the extra funding would be allocated and it was noted that improvements were required to the Police call handling service.

RESOLVED

That, after having received assurance that a full open and fair selection and recruitment process had taken place, with the preferred candidate fulfilling the eligibility criteria, the Panel endorsed the appointment of Mr. John David Campbell to the position of Chief Constable of Thames Valley Police.

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Report to the Thames Valley Police & Crime Panel

Title: Update on Local Policing Model

Date: 12 April 2019

Author: Khalid Ahmed, Scrutiny Officer,
Thames Valley Police & Crime
Panel



Reasons for the Report

At a meeting of the Panel held on 17 November 2017, consideration was given to an item which looked at how the new Local Policing Model was being implemented in the Wycombe Local Policing Area and the positive impact this new model was having on the reduction in crime. In addition the Panel looked at the impact of partnership working with other organisations to address demand and to deal with local policing issues.

The Panel asked that the Police and Crime Commissioner continue to keep the new operating model under review with the Chief Constable and that a report back be given at the end of the first year of operation.

For this meeting, the newly appointed Chief Constable will provide an update on the new operating model's first year of operation.

In addition the Panel is provided with details of how South Yorkshire Police are successfully putting in to practice modern neighbourhood policing.

Background

In June 2016, the Panel received a report which informed Members that Thames Valley Police (TVP) 2014-15 Delivery Plan had included an action to review the approach to Neighbourhood Policing in light of best practice nationally and emerging College of Policing evidence. This was also aligned with commitments under the Strategic Objectives in the Police and Crime Commissioner's (PCC) Police and Crime Plan.

The strategy for the delivery of neighbourhood policing for Thames Valley Police was intended to complement the commitment of working together to make communities safer, and comprised the following four elements: Visibility - to increase public confidence and reduce crime; Engagement - to enable the participation of communities in policing at their chosen level; Problem solving - to

identify, establish causation, respond and address local problems and Community Resilience - to increase public involvement in policing.

Previously at a Panel Meeting a video was shown on local policing, <https://youtu.be/Ek9Mt-pliwA> where it was said that “The concept behind the new operating model is to deliver more efficient and smarter ways of working whilst ensuring that resourcing matches demand and that the right person is deployed to the right job at the right time. Pilot schemes were launched on three of the Force’s Local Policing Areas – Reading, West Berkshire and Milton Keynes, focusing upon different aspects of the proposed operating model and the results have been very encouraging. Through smarter and more consistent processes, which we are calling ‘Smarter Resolution’ time spent investigating specific crime types through to resolution has reduced significantly by around 30%. This in turn has enabled faster response times in relation to Immediate and Urgent Graded Incidents. “

Information presented at 17 November 2017 Police and Crime Panel meeting

The Chief Constable reported that the new model had gone live in June 2017, during a time when Thames Valley Police had lost a number of police officers (about 100). Also there had been four murders in the first few weeks, terrorist incidents in June of that year, which increased demand during implementation of the model. The point was made that even the old policing model would not have worked well during this high demand period.

Reference was made to the loss of police officers to other Police Forces due to the cost of living in the Thames Valley region. 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.

Thames Valley Police had 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 had been finding the new patterns tiring as they were being asked to work less each day but as a consequence they had fewer days off. There had been wide ranging consultation with officers and continuing debate over improvements to the model.

The high demand over the summer of 2017 had impacted on 999/101 calls but the number of calls had slightly dropped. Response times had been monitored 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 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 informed the Panel that he had only been in 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.

He reported that 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. There had been a big change management programme which had 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 had 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 working together this had 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. Expectations of the public had been managed 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 more 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.

During discussion the following comments/ questions were made by the Panel-

- The Chief Constable reported that the response times for immediate was just below 80% at 20mins and less urgent was below 60%.
- Concern was expressed about visible neighbourhood policing and the use of the 101 service to provide information. Reference was made to the HMIC report where the Force figures for the abandonment rate for 101 calls had averaged 6.1% for the 3 months December 2016 to February 2017. This was not 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 Police Community Support Officer and there had been no back up available. The Force did have a commitment to having 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

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.

- In response to a question regarding 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 reported that local police areas have the proactive capability to deal with 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 is 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.

From the Police Foundation, "The Future of Neighbourhood Policing"

police-foundation.org.uk-Neighbourhood-Policing-Report

The Police Foundation is an independent think tank focused exclusively on improving policing and developing knowledge and understanding of policing and crime reduction. In May 2018 the Police Foundation published a report entitled "The Future of Neighbourhood Policing", which came about as a result of investigating how and why neighbourhood policing had changed in England and Wales since 2008, and what it looked like in 2017/18. This new knowledge was then used as a platform to establish sound principles for delivering sustainable, preventative, integrated and publicly connected local policing services for the future.

The many principles argued in the report which underpin the future of neighbourhood policing are being put into practice in South Yorkshire which could be used as a benchmark for more effective local “on the ground” policing. In 2014, faced with the need to make massive savings and with a growing public protection demand, neighbourhood and response functions were rolled together into thinned-out Local Policing Teams.

The theory was that these multi-talented local officers could be deployed more efficiently and flexibly; responding to emergency calls when needed, but engaging with the public and working on local problems, in support of neighbourhood PCSOs and named local inspectors, when things were quieter. In reality it led to a withdrawal from communities. Reactive demand continued to intensify while local knowledge, relationships and preventative problem-solving work ebbed away.

However, there is now a new leadership with a new vision and a new model. The first step was defining what neighbourhood policing actually meant for the force. Crucially, this included a commitment to having police teams dedicated to places, a clear statement of purpose, “to reduce crime, protect the vulnerable and enhance community safety” and a strong steer on how this should be done – by listening to the community and ‘problem-solving’.

The next question was how to deliver this with a depleted workforce with many pulls on resource. Part of the answer was to separate out the element of neighbourhood policing that provided universal coverage from the bit that did crime and harm reduction. With a patchwork of PCSOs providing the former across the whole force area, and with response shift patterns rebalanced to better fit the demand profile, a limited, but dedicated contingent of police officers could be carved out, to put back into the communities where they are most needed.

This involved producing a detailed mapping analysis, combining data on the distribution of harm-weighted crime, anti-social behaviour, police incidents and deprivation, to provide the evidence-base for a differentiated approach. In ‘complex’ areas like central Rotherham, (largely) ring-fenced police teams have been put in place, with individual officers taking responsibility for the smaller neighbourhoods within it. Their job is to re-engage with the community, build local insight and instigate action against the problems and issues that generated local crime, harm and demand.

With regard to urban areas like Sheffield city centre different challenges were presented. With the shifting footfall of commuters, businesses, students and shoppers requiring a different take on ‘neighbourhood’ and a more plural approach to community engagement – but with the same focus on understanding, unpicking and interrupting the structure of problems – like the use of Spice in public spaces – that corrode the health of the city.

Complex social problems like these need multi-dimensional responses that go beyond the policing. Therefore, to be effective, neighbourhood policing needs to integrate and interface with the other agencies that play a vital role. At the heart of the South Yorkshire model, is the creation of four new Community Safety Hubs, within which – in Rotherham, for example – the local neighbourhood team share desk space, information and ownership with colleagues from the Local Authority, mental health services, drug and alcohol treatment services and probation.

Neighbourhood policing has been brought back to the parts of South Yorkshire that need it most – places like Rotherham town centre, and nearby Masborough and Eastwood. There are not enough police officers to go back to the universal patchwork of local teams rolled out nationwide in the early 2000s – and policing has moved on – but each of these small places now has one or two

dedicated neighbourhood officers, working with colleagues nearby and with clear routes into other agencies. They are not there to respond to 999 calls or to investigate crimes, but simply to know and be known, to figure out what needs doing and how to get it done.

As in many places, the poorly-attended public meetings, where each neighbourhood's policing 'priorities' were once set, have been abandoned as it is now for local officers, and in particular the sergeants and inspectors who supervise them, to understand the public ask and interest, weigh this in the balance against the harms and risks the public cannot see and decide what needs doing most.



JOINT INDEPENDENT AUDIT COMMITTEE



Annual Assurance Report 2018 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 2018 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 2017 to December 2018.

The Committee's last annual report, presented to the PCC and Chief Constable at the Joint Independent Audit Committee meeting held on 13th December 2017, 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 on force change management, the delivery of 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 2017/18 for the PCC & Group and the Chief Constable at our meeting on 13th July 2018, together with the external auditors 'Audit results report for the year ended 31st March 2018'.

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 2017/18 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 21st September.

In December 2017 we received a draft copy of the Annual Treasury Management Strategy Statement for 2017/18 which we reviewed and scrutinised robustly, before it was formally approved by the PCC in January 2018. We considered and noted the annual treasury report for 2017/18. 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 and achievements

Internal control and governance

In September 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 2017/18 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.

We have also attended appropriate meetings of the ICT 2020 Vision Board and the 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 July we received an update report on the new Enterprise Resource Planning (ERP) programme which provided information on the technical progress with development and implementation across the three forces (Surrey, Sussex and TVP), the tri-force programme governance arrangements and recent programme audit findings.

In March we received an initial draft of the 2017/18 Annual Governance Statement (AGS) for consideration. Although no significant governance issues had been identified the covering report explained the key issues that had been considered by the Governance Advisory Group before reaching this conclusion. We challenged a number of these areas and asked for further information to be provided in the subsequent report in July. Notwithstanding these reporting issues we were happy to endorse the accuracy of the AGS for inclusion in the annual Statement of Accounts.

We received an updated AGS for consideration and endorsement at our meeting in July. 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 2018/19.

In March we considered and scrutinised the updated Framework for Corporate Governance for 2018/19 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 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

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. We note that there appears to have been a broadening of the Panel’s considerations, away from its key remit, as laid down in the terms of reference. We understand why this has occurred and after careful consideration we can continue to endorse its activity, so long as it does **not** detract from the full and proper consideration of the complaint process

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.

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.

The TVP Strategic risk register was presented in the confidential part of our papers in September 2018. The committee commented on these, in particular on the CMP risk register and observed that ERP risks were managed at the project and collaboration level and not recorded at the strategic risk level. We noted this approach and will continue our scrutiny of the risks associated.

We have kept the staffing position of the force under review given the vital importance of an effective complement of officers and civilian staff for force effectiveness. We thank the Chief Constable for his openness about the issues of retention and of integrating new recruits, and his clear explanations of the force’s approach to these challenges. We look forward to hearing about people issues in more detail from the Director of People, Steven Chase, at a future meeting.

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. 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 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 2018/19 at our meeting on 16th March 2018. We noted that the annual plan included all relevant financial systems, as well as other business critical functional areas and activities. We were pleased to note the wide range of audit activity, looking at high risk functions and operations across the organisation.

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. We did not need to use this facility during 2018.

In December 2017 we were informed on the outcome of the Joint Internal Audit Team's Public Sector Internal Audit Standards (PSIAS) external assessment, as undertaken by CIPFA. This showed that *'the service generally conforms to all the requirements of the PSIAS and Local Government Application Note'* which is the best outcome that the Team could have achieved. We were very pleased with this result. The report contained two recommendations and three suggestions, all of which have subsequently been addressed.

In July 2018 we received the annual report from the Chief Internal Auditor. We were pleased to note that all of the planned audits for 2017/18 were completed, subject to any in year changes to the originally approved plan. Of the 21 completed audits, 3 (15%) had received substantial assurance, 13 (65%) had received reasonable assurance and 5 (20%) 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 15 sources identified (14 sources used in 2016/17), 6 (40%) were deemed to provide substantial assurance, 7 (46%) were deemed to provide reasonable, 1 (7%) was deemed

to provided limited assurance and 1 (7%) was deemed to have minimal assurance. The one area that received limited assurance was the ERP Programme (Position Statement) review completed by Sussex PCC and Sussex Police's Internal Audit Team. We received a briefing from officers on the ERP Programme at our July meeting. The area that received minimal assurance was the HMICFRS inspection on the Force's Crime Data Integrity. 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 and September 2018 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 increased earlier this year we are pleased to note the recent downward trend and would hope that this continues next year, which would demonstrate 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.

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 2018 the external auditor, Ernst & Young [EY], presented its joint audit plan for the PCC and Chief Constable for the financial year ending 31st March 2018. 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 2017/18 was held at the same cash level as in 2016/17.

At the meeting on 13th 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 2017/18. This audit was designed to express an opinion on the 2017/18 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 September the External Auditor issued her Annual Audit Letter for the year ending 31st March 2018 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 earlier again this year and were pleased to hear that TVP were one of the first local policing bodies nationally to have their 2017/18 accounts formally signed-off by external audit. This is an excellent achievement. 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.

Health & Safety

We received the 2017/18 annual report on Health & safety Management in July 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. We asked a number of challenging questions and these were answered at the meeting. We look forward to next year's report to incorporate changes suggested at the meeting.

We were pleased to note that TVP continues to be one of the best performing forces nationally for RIDDOR incidents (which are reportable to the Health & Safety Executive) but were concerned that the number of assaults against police officers and staff continues to rise year on year.

A follow-up report in December highlighted the continuous improvements that had been made by the Force during the previous 12 months.

We also received the separate Wellbeing Annual Report 2017/18 in July. This report explained the national journey for wellbeing and Force leadership is creating the correct environment in TVP. A number of metrics and examples were provided to evidence that the various wellbeing initiatives and activity are starting to make a positive impact in TVP.

Equality & Diversity

In July we received the 2017/18 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, BAME representation, recruitment and attraction, retention and attraction,

retention and progression, development for women, development and recruitment engagement, other equality and diversity activity, and future plans and activities.

Environmental Management

In July we received the Annual Report on Environmental Management for 2017/18 which explained the range of environmental sustainability work the force had undertaken and gave an overview of relevant performance, focussing on the functional estate. It also provided an outline of the future work programme as part of its quest for continuous improvement.

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 four 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 or a similar conference hosted by Grant Thornton, discussing challenges faced by audit committees and proposed legislative changes that will impact on the work of audit committees.

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, continue to raise 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.

CIPFA publication: Audit Committees, Practical guidance for Local Authorities and Police

In May 2018 CIPFA published their new guidance notes for audit committees. This document contained model terms of reference and a self-assessment for audit committees to complete. This self-assessment review was undertaken during June by the Committee Chairman (Dr Louis Lee), Chief Finance Officer (Ian Thompson) and Chief Internal Auditor (Neil Shovell).

JIAC operating principles

As a result of the self-assessment process referred to above the following additions are proposed to the Committee's current Operating Principles in order to more closely align with the Model Terms of Reference as published by CIPFA

Internal control and governance environment

- Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements
- Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter fraud strategy, actions and resources
- To consider the governance and assurance arrangements for significant partnerships or collaborations

Internal Audit

- Annually review the internal audit charter and resource
- To consider the Head of Internal Audit's statement on the level of conformance with the Public Sector Internal Audit Standards (PSIAS) and Local Government Application Note (LGAN) and the results of the Quality Assurance & Improvement Programme (QAIP) that support the statement

A tracked change version of the JIAC Operating Principles is attached at Appendix 1.

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 their senior staff has enabled us to contribute to improved audit, risk management and internal controls. We note that Chief Constable Francis Habgood will retire during 2019 and we hope his successor will continue this support of the Committee's work.

The year ahead (2019) will be a very testing/demanding 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.

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

7 December 2018

APPENDIX 1

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 and the External Audit Plan
2. **July** – to consider the End of Year Reports, the Annual Governance Statement, Annual Statement of Accounts and to receive the Audit Results report
3. **September** – to consider mid-year progress reports;
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 the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements
- 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.
- Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter fraud strategy, actions and resources
- To consider the governance and assurance arrangements for significant partnerships or collaborations

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

- Annually review the internal audit charter and resource
- 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
- To consider the Head of Internal Audit's statement on the level of conformance with the Public Sector Internal Audit Standards (PSIAS) and Local Government Application Note (LGAN) and the results of the Quality Assurance & Improvement Programme (QAIP) that support the statement
- Consider and comment upon the annual report of the Head of Internal Audit
- Obtain assurance that an annual review of the effectiveness of the internal audit function takes place

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.

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Complaints, Integrity and Ethics Panel



ANNUAL ASSURANCE REPORT 2018

Introduction and Background

1. The Police and Crime Commissioner for Thames Valley (PCC) is responsible for securing the maintenance of an efficient and effective police force. The Chief Constable of Thames Valley Police (TVP) is responsible for maintaining the Queen's peace and has direction and control over TVP officers and staff.
2. The PCC, on behalf of the public, is responsible for holding the Chief Constable to account for the exercise of his functions, including those of persons under his direction and control, and for the overall performance of the Force. However, in law, the PCC must not fetter the operational independence of the Force or the Chief Constable who leads it.
3. Under the Police Reform Act 2002, the Chief Constable is the 'Appropriate Authority' responsible for dealing with complaints and misconduct matters raised against TVP police officers and staff below the rank of Chief Constable and/or complaints about the quality of service members of the public have received from the Force. In practice, the Chief Constable delegates this statutory responsibility to his Professional Standards Department (PSD). One of the PCC's 'holding to account' duties is to monitor all complaints made against police officers, staff and the quality of service provided by the Force whilst having responsibility, as the 'Appropriate Authority', for handling all complaints made against the Chief Constable. The Chief Constable, therefore, has a duty to ensure adequate and effective systems and procedures are in place for managing and monitoring complaints against the Force, and for ensuring the PCC is kept informed of matters relating to the handling of complaints against TVP in such a way as to enable the PCC to discharge his statutory obligations in relation to complaints.
4. To help discharge their respective responsibilities, in April 2014 the PCC and Chief Constable jointly established the 'Complaints, Integrity and Ethics Panel'. The Panel currently comprises of eight independent members of the public who were appointed following an open recruitment and selection process.
5. The purpose of the Panel, as reflected in its Terms of Reference, is "*...to provide a transparent forum that monitors and encourages constructive challenge over the way complaints against police officers and staff and integrity, ethics and professional standards issues are handled by TVP and overseen by the Chief*

Constable and the PCC...". A copy of the Panel's current Terms of Reference is attached at Appendix A.

Purpose of Report

6. The purpose of this Annual Assurance Report is to provide the PCC and Chief Constable with an assurance, as appropriate, as to the adequacy and effectiveness of the Force's arrangements for handling and dealing with complaints made against the Force. This report brings to the attention of the Chief Constable and the PCC whether the Panel has any collective views, concerns or recommendations, based on its assessment of the type and volume of complaints made against the Force. The report also details how they were dealt with, concerning issues relating to policing integrity, ethics and professional standards.

Panel Findings – Complaints Handling

7. The Panel may receive, upon request, a random selection of closed complaint files based on a theme agreed by members. Files are randomly selected from those held by the PSD. The case files are made available before meetings for the Panel to scrutinise in readiness to feed back comments at the Panel meeting and to address issues arising. Panel members also attend confidential PSD Tasking meetings where live cases are discussed.
8. During the period December 2017 to December 2018, Force-wide complaint themes and cases reviewed at the Panel meetings were as follows:
 - Honesty, integrity and ethics.
 - Discreditable conduct.
 - Black and minority ethnic (BME) representation.
9. The random testing of complaints revealed queries that required further information to be provided by PSD. This served to provide assurance to members as to the appropriateness of the outcome for those complaints and/or to facilitate informed consideration by members as to whether some operational practices giving rise to a complaint may benefit from formal policy review by the Force.
10. Nevertheless, the Panel's scrutiny of complaint cases has revealed no serious procedural failures. We are satisfied that, overall, the procedures themselves (as pertinent to the categories of complaints reviewed) comply with the requirements of the national police complaints system and appear fit for purpose, and the management of complaints handling overall by PSD is considered by members to be of a high standard.

Panel Findings - PSD Complaints & Misconduct Performance Reporting and Monitoring System

11. At each meeting, the Panel received a copy of the PSD performance monitoring report presenting data covering complaints and misconduct matters. The data is divided into two sections, namely 'Complaint Information' and 'Conduct Information'. Complaint Information relates to complaints made by members of the public; Conduct Information relates to matters raised and reported internally. Previously the Panel changed the frequency of data presented to make it more pertinent.

12. Matters of concern and issues raised or noted by members during the year included:

- The time taken (as in the number of days) to resolve complaints compared to other Forces together with the number of complaints rising.
- BME staff under-representation as a proportion of the workforce within TVP along with the number of BME officers being complained about.
- Use of force by officers.
- Justification and proportionality of Stop and Search powers.
- Treatment of detainees in custody with mental health issues. The Panel drafted a letter to Lord Chancellor and Secretary of State for Justice MP David Gauke in regards to these issues.
- Delay in examination of ICT equipment relating to alleged offences.
- Prioritisation of child sexual exploitation (CSE) cases.
- A desire for a greater focus by the Panel on 'discrimination and equality' complaint cases.
- Disclosable relationships with the Force.
- Ethical dilemmas.
- Abuse of authority in relation to officer relationships with victims of crime.

All of these concerns and issues were satisfactorily considered and explained either at the relevant meetings or 'action items' were tabled to address the concerns at future meetings.

13. As a result of the monitoring report data presented, the Panel had previously requested that Local Area Commanders attend meetings to address complaints and misconduct performance management data relating to their Local Police Area (LPA). During 2018 the Panel received a presentation from the LPA Commander for Windsor and Maidenhead, to provide assurance relating to what action was being taken to address previous levels of complaints within that LPA. In addition, ACC Nikki Ross, Supt Kath Lowe, ACC Tim De Meyer have provided presentations and briefings.

Panel Findings – policies and practices concerning professional standards, integrity and ethics issues

14. During the year the Panel received presentations, reports and ‘question and answer’ sessions that have provided the opportunity for members to reflect on professional standards, integrity and ethical issues and how well they are reflected in operational policing policies and practices.
15. Presentations received covered the following topics:
- Use of Force.
 - Equality, diversity and inclusion in the workforce.
 - Support Association for Minority Ethnic staff (SAME).
 - Mental health issues within the Force.
 - Firearms presentation and demonstration.
 - CSE update.
 - Drugs in custody.
16. The Panel have offered independent observations and advice which has been positively received by the Force as ‘constructive challenge’ and acted upon as necessary and appropriate.

Other Panel Business – General

17. The Panel’s Terms of Reference are attached at Appendix A.
18. Following three new members being appointed to the Panel in early 2017, in 2018 Roy Abraham left the Panel, leaving eight Panel members at present.
19. Members requested and adopted a new procedure for personal ‘self-reporting of potential conflicts of interest’.
20. The Panel have received updates on the implications of the Policing and Crime Act 2017 in relation to the Home Office’s future reforms of the police complaints system.
21. Members have taken up the opportunity provided to them by the Force to attend the PSD Leadership Continuous Professional Development (CPD) events held in 2018 as well as a selection of LPA visits by PSD.
22. The Office of the PCC Governance Team provided all panel members with General Data Protection Regulation (GDPR) update which was duly agreed and signed by all members.

Conclusions

23. The Panel's purpose is to monitor and, where necessary, challenge the way complaints against TVP police officers and staff are handled by the Force, and how the adequacy and effectiveness of these arrangements and outcomes are overseen by the Chief Constable and PCC. In addition, the work of the Panel includes the review and challenge of associated integrity, ethics and professional standards issues.
24. Constructive challenges over the past twelve months on a wide range of topics have given the Panel a greater insight to the types of complaints and conduct issues faced by the Force and how they are handled.
25. In receiving this insight, however, the Panel continues to appreciate the various external challenges faced by the Force, and the instrumental role played by the PSD. The role of PSD entails investigating complaints in a consistent, transparent and fair manner and identifying police officers and staff who do not reflect the values, ethics and professional standards expected by Thames Valley Police and the communities it serves. The Panel also recognised the importance of 'best practice' and the way PSD seeks this out and implements it across the Force.
26. Nevertheless, the Panel feel that the positive relationship and degree of trust that has developed with the Chief Constable, the PCC and senior staff has enabled the members to contribute constructively and objectively to the ongoing monitoring of the adequacy and effectiveness of the arrangements for handling complaints and the testing of operational policies and practices, from an external, independent, professional standards, integrity and ethics viewpoint.

Assurance Statement

27. In summary, based on the information and knowledge that the Panel have gathered collectively or know about individually, the Panel can provide an assurance to the PCC and Chief Constable that the complaints handling and management arrangements in place within Thames Valley Police are operating efficiently and effectively.

Complaints, Integrity and Ethics Panel

27 February 2019

Panel members:

Mark Harris (Chairman)
 Olga Senior (Deputy Chairman)
 John Barlow
 Dr Hazel Dawe

Ian Jones
Dr Hannah Maslen
Verity Murrice
Andrew Pinkard

APPENDIX A



COMPLAINTS, INTEGRITY AND ETHICS PANEL

TERMS OF REFERENCE

Purpose

Policing in this country is by consent of the public. Police integrity is critical if the public are to trust the police to use their powers wisely and fairly.

The Complaints, Integrity and Ethics Panel ('the Panel') has been jointly commissioned by the chief constable and the Police and Crime Commissioner (PCC). The purpose of the panel is to provide a transparent forum that encourages constructive challenge over the way complaints against police officers and staff and integrity, ethics and professional standards issues are handled by Thames Valley Police and overseen by the Chief Constable and the PCC.

This will help to ensure that Thames Valley Police has clear ethical standards and achieves the highest levels of integrity and service delivery.

Terms of Reference

1. To regularly review a selection of complaints files so that the Panel can satisfy itself that the Force's working policies and procedures for handling and resolving complaints made against police officers and staff comply with the requirements of the Police Reform Act 2002, complaints regulations and Independent Police Complaints Commission statutory guidance.
2. To use performance data regarding complaints to ensure that the Force has an effective complaints reporting and monitoring system in place and is identifying and learning from any recurring patterns or themes.
3. To review the progress of live complaint cases or misconduct investigations, including appeals that cause or are likely to cause particular community concern.
4. In undertaking terms (1) to (3), to continually monitor the proportionality and consistency of decision making, and raise any concern with respect to the occurrence of, or potential for, apparent bias or discrimination against minority groups as appropriate.

5. To provide a forum to debate issues and operational dilemmas facing the Force concerning professional standards, integrity and ethics (whether brought to the Panel or raised by the Panel), within the context of the principles and standards set out in the Code of Ethics, and to challenge and make recommendations about relevant integrity policies.
6. To report, on an annual basis, the summary findings, conclusions and recommendations of the Panel to the Chief Constable and the PCC.
7. To consider within one month any allegation of misconduct or proposal for dismissal made against the Chief Executive and/or the Chief Finance Officer of the Office of the PCC, and recommend to the PCC whether it should be further investigated or progressed.
8. At all times, to maintain confidentiality with respect to the matters and information to which the Panel have access.

May 2017



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

PCC PROGRESS REPORT TO THE THAMES VALLEY POLICE AND CRIME PANEL 12th April 2019

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 cumulative progress to date (Year 2, 2018/19, to end of Qtr. 3) on the delivery of the above, four-year, Police and Crime Plan 'Key Aims'.

2018/19 PROGRESS ON DELIVERY OF STRATEGIC PRIORITY 2 'KEY AIMS'

(as at Year 2, 2018/19, 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:

2018/19:

- The Economic Crime Unit, in partnership with Oxford Brookes University and Santander, delivered a fraud protection programme in relation to avoiding becoming 'money mules'.
- Aylesbury LPA ran a neighbourhood watch pilot in conjunction with NHW Thames Valley and using Home Office funding to utilise volunteers to offer fraud prevention advice to the elderly.
- Since the launch of the Banking Protocol in the Thames Valley in February 2018, £602,000 worth of fraud has been prevented and a total of 73 emergency calls have been responded to through the scheme. The scheme has protected vulnerable people, stopped the money of innocent victims falling into criminal hands and investigations are ongoing to bring offenders to justice.
- The South East Regional Organised Crime Unit has spoken to more than 6,500 people from over 2,000 organisations, providing Cyber Protect & Prevent advice. A widespread national social media campaign reached more than 2 million people with cyber protect and prevent messages. The team also worked with TeenTech, an organisation that encourages teenagers to take up a career in science, engineering or technology, to develop a package teaching the positive and ethical use of computers. More than 4,000 teachers and professionals working with young people have been provided with advice to remove the risk of children offending.

2017/18:

- 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'.
- 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 were identified to help deliver community support around cybercrime.

- The Force undertook 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 was produced for adoption by 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 in 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) were trained in the Spektor forensic intelligence package to deal with cybercrime.
- Part 2 of the Hidden Harm campaign was launched focussing on online child abuse, which incorporated National Child Sexual Exploitation Awareness Day. The campaign included two videos, produced in-house, providing guidance on how to set up parental controls on the Xbox and PS4.
- The second phase of the Cyber Crime campaign #ProtectYourWorld, launched in February 2018, aimed at young people and their parents or carers to keep them safe online. This included support from a range of partners including numerous councils, Oxfordshire Army Cadets, Berkshire Community Foundation, South East Regional Organised Crime Unit (SEROCU), Clearly Speaking (a support service for those with Autistic Spectrum disorders and other associated difficulties) and Safe! (Support for young people affected by crime). An online live Q&A delivered as part of the campaign, in partnership with the NSPCC, resulted in over 12,000 views.

OPCC initiatives & progress:

2018/19:

- The PCC provided over £213,000 of funding to organisations across the Thames Valley to raise awareness and provide training on cybercrime. This included £50,000 to develop a play to be delivered to primary school students. The cybercrime play has already been shown to 3,000 students aged 9 - 11 years old across 60 schools in Oxfordshire (Qtr. 1) and toured Buckinghamshire in September and October and Berkshire in November and December.
- Early Intervention Youth Fund (EIYF) – the OPCC collaborated with all 18 local authorities and 14 community safety partnerships (CSPs) across the Thames Valley and successfully bid for Home Office grant funding of £822,000 which was awarded in November 2018. This collaboration is facilitating the following initiatives:
 - **OPCC** is funding a Business Change Project Manager and a Partnership Analyst to support the local delivery of this work.

- **Oxfordshire** has adopted a common Child Exploitation framework, which is being adopted in other areas.
- **Slough** CSP have shared their existing work around gang violence and enabling better choices in YP.
- **Bracknell** CSP is investing time in data analysis around violence to improve understanding and ask better questions.
- **Buckinghamshire** has pulled together a county-wide thematic group led by the YOS to improve the partnership approach.
- **Milton Keynes** has paid for knife crime theatre performances in secondary schools.

2017/18:

- The OPCC has recruited a Communications Support Officer (Jan 2018) whose role includes 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) was used to support targeted priorities - £100,000 was allocated to Cybercrime initiatives.
- 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:

2018/19:

- Milton Keynes and Buckinghamshire ran a summer programme around gang and criminal exploitation, run by Act2Improv (ATI). The programme was intended as a preventative diversion from gang membership or exploitation, with the success monitored through quantitative measures of re-offending.
- Youths at risk of crime, committing crime or being vulnerable, took part in 'Music & Motivation', a project offering education, interaction through music and opportunities to pursue their own interests with support and mentors (landscaping, graphic design etc.). The diversion was a success, achieved community support and funding, while demonstrably reducing the youths' involvement in police incidents. A mentoring scheme in Cherwell has also seen successes.

2017/18:

- Developed 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.

- Undertook a review of the operational guidance for key areas of safeguarding and 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.
- 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:

2018/19:

- Over £3m of community safety funding provided by the PCC to local authorities across the Thames Valley to tackle local priorities, including peer on peer abuse where relevant to the local area. This included an initiative whereby the OPCC commissioned SAFE! to provide a Young Victims Service across Thames Valley, which includes supporting victims of 'peer on peer' abuse.

2017/18:

- 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:

2018/19:

- Following a "train the trainer" scheme, each Child Abuse Investigation Unit now has a Single Point of Contact on FGM who has received training from Oxford Against Cutting and the Rose Centre and shares this knowledge with peers in the LPAs and PVP to improve understanding and police response.

2017/18:

- Launched the 18 month 'Hidden Harm' campaign (Oct 2017).
- Undertook 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).
- 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. 4 (1 April 2017 – 31 March 2018)

Measure	Comparison	March 2018
Increase in confidence of victims to report FGM Crime and Incidents:		
Level of FGM Crime	7	0
Level of FGM Mutilation Incidents	31	15

OPCC initiatives & progress:

2018/19:

- The PCC provided nearly £120,000 funding to seven organisations across the Thames Valley to deliver this key aim. Funded initiatives include:
 - Oxford Against Cutting received funding to deliver a two year programme. It has prioritised its training to schools based on the highest number of girls from communities which may be affected by FGM. To date over 500 teachers and Year 2 pupils have attended training sessions with the aim of increasing awareness and understanding of FGM.
 - The Rose Centre in Reading was provided funding to hold workshops with women and girls impacted by FGM and to host a men's group. 64 men have attended the group to date, discussing the role of men in stopping FGM.
 - An Advice Hub is being developed, as part of the Rose Centre in Reading, where professionals can access advice online or by phone
 - Slough Refugee Support was provided funding to deliver midwife and client sessions headed up by a Somali speaking midwife with course materials available in the Somali language. These sessions aim to raise awareness of FGM amongst attendees and recognise the fact that it is practised in the UK as well as their home country.

2017/18:

- The PCC's 10% top-slice of Community Safety Funding (CSF) was used to support targeted priorities - £100,000 was allocated to support local projects / organisations providing services that will improve reporting and prevention of Female Genital Mutilation (FGM).
- Following two successful government funding applications (£400k) 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 was established to support the assessment, improvement and better coordination of the multi-agency response to VAWG in BAMER communities across the region.
- The BAMER Board is now established, with a strategic post recruited by Oxon CC and BAMER outreach posts 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:

2018/19:

- A joint TVP / CPS hate crime prosecution working group has been established, with a focus on file quality to maximise successful prosecutions.
- Phase 4 of the Hidden Harm campaign is now complete, concluding the campaign as a whole. With a focus on Hate Crime, Phase 4 reached more than 835,000 people on social media, and was supported by campaigners such as the National Black Police Association and the disability charity United Response. 44 community events were held by neighbourhood teams, and activities were further supported by schools, local authorities and other emergency service partners.

2017/18:

- Developed 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.
- Force held a 'Hate Crime Week' (Oct 2017), during which Force and LPA activities had a focus on engagement, confidence building and increasing reporting.
- Developed and published operational guidance to support officers' management of hate incidents.
- Each LPA has its own 'Hate Crime Action Plan' which is monitored at Hate Crime Operational Review Meetings to ensure a consistent approach.
- TVP developed engagement, publicity and reassurance with the Muslim community re the hate crime "Punish a Muslim" day offences.
- "Dealing with Hate Crime" training has been delivered both on-line and in the classroom.

TVP Performance Measures 2017/18, Qtr. 4 (1 April 2017 – 31 March 2018)

Measure	Comparison	March 2018
Increase in confidence of victims to report Hate Crime and Incidents:		
Level of Racist crime	1,467	1,835
Level of Faith related crime	83	179
Level of Homophobic crime	165	190
Level of Transphobic crime	15	29
Level of Disability related crime	109	223

Level of Racist incidents	1,473	1,634
Level of Faith related incidents	98	107
Level of Homophobic incidents	149	242
Level of Transphobic incidents	41	38
Level of Disability related incidents	158	232

OPCC initiatives & progress:

2018/19:

- A third-party reporting mechanism has been created within the Victims First service which allows victims or witnesses who aren't comfortable reporting directly to the police to report to Victims First instead.
- A campaign to raise awareness of hate crime and encourage those who are a victim or a witness to report it has been developed and continues to be promoted.
- The OPCC is currently developing the Victims First Connect service which consists of information points in the community with the aim that a number of these will also be third party reporting sites for hate crime.

2017/18:

- 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:

2018/19:

- The #SlowDown social media campaign aimed at highlighting the risks of driving at illegal / inappropriate speeds was delivered with over 28,000 views.
- Corporate Communications ran a "Be bright, be seen" social media campaign about the need for reflective clothing to improve safety on the roads, which was seen by 12,143 people online.
- Corporate Communications delivered social media activity as part of Motorcycle Safety Week, which was seen by around 16,000 people online.
- As part of the drink and drug driving summer operation, a video 'Karen's Story' was produced featuring a bereaved mother whose daughter was killed in a drink drive collision caused by a family friend. The short video sits on YouTube. Social media channels were used to promote this anti-drink and drug drive message and media were invited to speak to the mother, Karen.

- 'Safe Drive Stay Alive' is a theatre education project exploring the circumstances and consequences of a road traffic collision. Aimed at 16 to 18 year olds, the campaign reaches new and pre-drivers, influencing behaviour and attitude on the roads. Produced by a road safety partnership including Thames Valley and Hampshire Police, local councils and emergency services, around 15,000 young people attended the performances during November 2018.
- The annual Roads Policing Christmas drink and drug driving awareness campaign was run in collaboration with Hampshire Constabulary, and the video materials had a total of 91k views.
- Operation Tutelage was developed by the Joint Operations Unit of Thames Valley Police and Hampshire Constabulary to tackle uninsured drivers. It was launched in November 2018 and has been adopted as a national initiative.

2017/18:

- 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.
- Online road traffic collision reporting is now live on the TVP website, to allow the public to report accidents online.

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

TVP Delivery Plan actions & progress:

2018/19:

- The LPA-led multi-agency tasking and co-ordination (MATAC) process is being implemented in Oxfordshire and then across the force, focusing on a greater sharing of information between police and partners to target those causing the most harm.
- Protecting Vulnerable People have updated Niche with registered sex offender details so they are visible to neighbourhood police teams. Tasked visits will be undertaken by neighbourhood teams to specific offenders who are displaying chaotic behaviours, using local knowledge to monitor potential offenders and maximise local intelligence. Although the numbers involved are small, initial feedback is positive.
- The upgrade to TVP's crime recording system (Niche) was implemented in February 2019. This update aligns TVP with other regional forces.

2017/18:

- 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.
- 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.
- 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.
- The CCTV strategy working group has met, and is benchmarking hub solutions with other forces; gathering evidence based around existing demand, crime prevention and resolution statistics to develop an effective CCTV strategy.
- ICT Services are being designed in a way that allows sharing across regional forces, using cloud technologies. This enables shared solutions and best practice, and reduces the cost burden on TVP.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

3 April 2019

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OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

PCC PROGRESS REPORT TO THE THAMES VALLEY POLICE AND CRIME PANEL 12th April 2019

Police and Crime Plan Strategic Priority 3: **Reducing Reoffending**

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 3 ('Reducing Re-offending')** my objective is to improve the targeting and managing of harm and risk, with particular emphasis on the following areas:

- Substance misuse
- Violence involving weapons
- Offender Management

My Police and Crime Plan sets out the following '**Key Aims**' for addressing **Reducing Re-offending**:

1. A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be.
2. Improved data sharing on gangs, with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime, especially knife crime.
3. A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.
4. Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators

I have summarised below the cumulative progress to date (Year 2, 2018/19, to end of Qtr. 3) on the delivery of the above, four-year, Police and Crime Plan 'Key Aims'.

2018/19 PROGRESS ON DELIVERY OF STRATEGIC PRIORITY 3 'KEY AIMS'

(as at Year 2, 2018/19, Qtr. 3)

1. A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be

TVP Delivery Plan actions & progress:

2018/19:

- Criminal Justice and key justice partnerships are engaged in order to establish complementary approaches to diversion and offender aftercare referral (e.g. probation services, custody partnerships including Liaison and Diversion). The timing of the rollout is linked to the delivery of effective rehabilitative treatments, including a Victim Awareness Course and drug and alcohol treatment.
- Monitoring and evaluation arrangements, and the development of interventions (e.g. drug diversion pilot proposals, an Alcohol Related Violence course) are ongoing, alongside technological developments (electronic referral tools being developed as part of the drug diversion work).
- In Slough LPA, work has taken place to raise the profile of the Youth Liaison & Diversion (L&D) team, expanding their reach from the custody environment only into the community. L&D workers attend multi-agency meetings such as the Serious Youth Violence and Child Drug Exploitation meetings to help tackle child exploitation issues and assess vulnerable children in home visits with officers.

2017/18:

- Historic mandatory drug testing appointments were offered for voluntary referrals and for a wider range of substances. Liaison and Diversion were taking an increasing role and Criminal Justice were utilising a liaison manager for 12 months to pull this together.

OPCC initiatives & progress:

OPCC Community Safety Fund Initiatives:

2018/19:

- Over £3m of community safety funding has been provided by the PCC to local authorities across the Thames Valley to tackle local priorities, including offender management programmes and substance misuse services. This included the PCC providing over £46,000 to develop a conditional caution scheme for alcohol related violence which will result in access to a substance misuse scheme.

2017/18:

- Reading CSP invested £35,363 to support young people who misuse alcohol or drugs.

- Reading CSP invested £253,610 on a drug treatment programme which supports individuals whose offending is associated with their drug misuse. The programme has started treatment with 233 offenders.
- West Berkshire CSP invested £10,933 on Alcohol Identification and Brief Advice (IBA) which is an early method of alcohol use disorder identification in adults and adolescents. 900 people have been trained in IBA.
- Oxfordshire CSP invested £24,500 in Refresh Café which provides support for drug and alcohol users with a history of offending to access work/employment based interventions in order to reduce re-offending. In the first half of 17/18 34 volunteers have actively engaged with a work based placements.
- Milton Keynes CSP invested £40,000 towards their Drug and Alcohol Intervention Service which helps fund key workers who work with criminal justice clients, support the courts and contribute towards reducing reoffending.
- Royal Borough of Windsor and Maidenhead CSP invested £33,500 on a Drug and Alcohol Prison Outreach Worker who helps individuals who have recently left prison access structured community based substance misuse treatment.
- Wokingham CSP invested £10,000 on an alcohol service to work with individuals with low and medium risk drinking. The service aims to prevent drinking behaviours escalating to a significantly harmful level, preventing referrals into our substance misuse service for high risk drinking and reducing alcohol attributable crimes.
- Bracknell Forest CSP invested £40,000 on funding a Criminal Justice Recovery Facilitator who is based within the Drug and Alcohol Action Team to increase the proportion of criminal justice clients who successful complete treatment.
- Buckinghamshire CSP invested £14,361 to fund a Prison Link Worker to engage with offenders who are due to be released and ensure a smooth transition into community substance misuse treatment.

Police Property Act Fund Initiatives (inc. funds allocated through Community Foundation and High Sheriff awards):

- Pilgrim Heart Trust received £2,500 towards their project supporting the homeless. This includes, where necessary, referring them to local Drug and Alcohol services and liaising with local police to inform and improve the methods of referral.
- DrugFAM (Oxfordshire) received £4,555 towards delivering a support group for families, friends and partners affected by someone else's addiction.
- DrugFAM (Berkshire) received £5,000 towards the development of their helpline which is the first point of access into its core services for families, friends and partners affected by someone else's addiction.
- DrugFAM (Buckinghamshire) received £5,000 to support families, friends and partners affected by someone else's addiction.

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

TVP Delivery Plan actions & progress:

2018/19:

- Milton Keynes and Buckinghamshire ran a summer programme around gang and criminal exploitation, run by Act2Improv (ATI). The programme was intended as a preventative diversion from gang membership or exploitation, with the success monitored through quantitative measures of re-offending.
- Local Licensing officers are working with licensed premises and their staff to improve their knowledge in relation to under aged drinking, acid attacks, child sexual exploitation (CSE), crime prevention, counter-terrorism, and reducing violence.
- The LPA-led multi-agency tasking and co-ordination (MATAC) process is being implemented in Oxfordshire and then across the Force, focusing on a greater sharing of information between police and partners to target those causing the most harm.
- The Milton Keynes and Bucks Positive Pathway Programme delivered a three weeks long, mentor-based service for 13 young males who had been put forward due to their gang connections, drug misuse, high level of criminality and significant level of missing person/exploitation cases. Outcomes include a fall in missing persons cases involving the participants from 10 per week to a single case over three weeks and none of the participants who stayed on the programme were arrested or were reported to have committed any crime.
- Aylesbury LPA hosted a presentation by an ex-gang member who delivered preventative inputs on County Drug Lines, knife crime and gangs to the most at risk children excluded from mainstream schooling in three LPAs. In Windsor LPA, exploitation awareness conferences took place to increase partners' understanding of county lines and vulnerability.
- The Oxford LPA and TVP's Serious Organised Crime Unit (SOCU) worked on drug dealing investigations, greatly assisted by intelligence and post-resolution community engagement. Warrants were successfully executed and children at risk safeguarded. Local Neighbourhood Officers used the opportunity to engage with the community and provide reassurance, building long term relations and better reporting.
- Youths at risk of crime, committing crime, or vulnerable, took part in Music & Motivation, a project offering education, interaction through music and opportunities to pursue their own interests with support and mentors (landscaping, graphic design etc.). The diversion was a success, achieved community support and funding, while demonstrably reducing the youths' involvement in police incidents. A mentoring scheme in Cherwell has also seen successes.
- Following the success of the "Get Berkshire Active" charity in Slough in reducing gang violence, a funding bid has been submitted with a view to expanding their reach Force-wide.

- As a measure to further improve TVPs engagement with schools, a schools' engagement officer has been re-introduced in most LPAs. This will support early intervention and building resilience amongst young people.

2017/18:

- The National Knife Crime campaign was supported through Local Policing and Criminal Justice
- The LPA engagement plans include Children and Young People (C&YP) engagement activity with central feedback provided to LPA commanders on their plans.
- The Force is reinforcing the safeguarding principles in Stop and Search encounters with Children and Young People, ensuring prompts are contained within the Stop and Search app to remind Officers of their safeguarding responsibilities.
- The Force is working in collaboration with communities, colleges, licensed premises, schools to focus on knife harm reduction
- Cherwell & West Oxfordshire Local Policing Area launched the Safeguarding Children in Banbury project in collaboration with local schools.
- Disproportionality is continually monitored, and there have been positive outcome rates of stop and search on children and young people. This data is shared with the Stop and Search advisory group for independent review.
- There is a process in place to ensure every under 18 year old Stop and Search is scrutinised so no safeguarding opportunities have been missed.
- As part of Service Improvement reviews, Service Improvement Team are now capturing MASH referrals resulting from Stop and Search.
- Two surveys focused on young people, led by Corporate Communications, fed into a strategy relating to young person engagement, to help identification of future opportunities.
- A review was commissioned with the local Crime Safety Partnership to provide a clearer picture of the gang issue within Slough and to inform further commissioning of diversionary work once the problem has been clearly profiled. This links in with the PCC and Home Office review of County Drugs Lines. The expected outcomes will be a reduction in gang related crimes, a reduction in child criminal exploitation, an increase in the intelligence picture and a reduction on the demand for social care services.
- Locally TVP has commissioned a number of health checks to assess our Organised Crime Gang process, violent offenders multi-agency panel meeting, domestic abuse strategy and Child Sexual Exploitation strategy which have informed and updated our multi-agency strategies.
- There have been a number of training packages developed to help our partners identify risk more effectively, particularly around vulnerability. This includes training to all school safeguarding leads about gangs, youth violence and intelligence handling/dissemination.

OPCC initiatives & progress:**OPCC Community Safety Fund Initiatives:**

2018/19:

- Over £3m of community safety funding has been provided to local authorities across the Thames Valley to tackle local priorities, including work to prevent gang crime and the exploitation of young people. These initiatives include:
 - The PCC has provided over £76,000 to Berkshire Youth for a 2 year project to work with young people who do not engage with youth services but are at risk of joining gangs and/or exploitation.
 - Nearly £20,000 has been provided to Wycombe Youth Action to develop research on young people and gangs.

2017/18:

- Royal Borough of Windsor and Maidenhead invested £22,000 on gang crime programme including training, a school roadshow, creation of a risk assessment tool and the creation of a Gang Tasking Meeting.
- Reading CSP invested £35,363 to support young people who misuse alcohol or drugs which includes awareness of other associated issues such as crime, CSE, and ASB.
- Reading CSP invested £88,338 towards a Youth Offending Service which includes preventative work with at risk young people and delivery of intensive work for high risk young people.
- West Berkshire CSP provide funding towards a Safer Schools Officer who has delivered Forearms and Knife educational workshops to 3 schools.
- West Berkshire CSP invested £73,547 towards a Youth Offending Service which includes a Youth Offending Team Officer. Their work includes Out of Court Disposal assessments of the likelihood of re-offending, risk of serious harm and the young person's vulnerability.
- Oxfordshire CSP invested £113,456 on Youth Justice Services including work with some of the hardest to engage and extremely distrustful young people enabling them to increase awareness of exploitation, divert from exploitive situations and support with safeguarding where appropriate. Of the current 49 children over half have some level of exploitation concerns identified.
- Cherwell CSP invested £11,829 to support vulnerable young people and adults linked to Organised Crime Groups.
- Oxford CSP invested £50,171 on a Violent Crime Coordinator which is part of a partnership coordination of their response to Organised Crime Groups.
- Oxford CSP invested £43,544 on a Human Exploitation Coordinator.

- Milton Keynes CSP invested £120,900 towards a Youth Offending Service which prevents the most vulnerable children and young people in their community from experiencing additional difficulties.
- Royal Borough of Windsor and Maidenhead invested £39,100 towards their Youth Offending Team (YOT) including working with young people who have committed violent crimes. Due to an increase in the number of young people coming through to YOT for drug and violent offences a scoping exercise has taken place to understand the wider networks/links the young people have.

Police Property Act Fund Initiatives:

- Wycombe Youth Services Partnership received £3,900 towards their 'CTRL+ALT=DEL' early intervention pilot project which works with year 7's at secondary school. The program runs over 12 weeks and works with young people who are at risk of negative street group and gangs. Sessions cover areas such as: gang culture and behaviours, sense of belonging, the law, crime, coercion, peer pressure and weapons awareness.
- The Youth Enquiry Service received £3,000 towards their Drop In service which provides free support to young people aged 13-25 years in High Wycombe, Buckinghamshire and surrounding areas. This support is on a range of issues include gang issues, grooming and drugs.

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

TVP Delivery Plan actions & progress:

2018/19:

- The TVP Integrated Offender Management (IOM) cohort continues to grow, of which almost a quarter are domestic abuse related (currently 67 nominals). IOM now manage all MAPPA category 2 & 3 cases.
- Increased number of Organised Crime Group nominals on the IOM cohort – currently 24 mapped OCG nominals (Qtr. 2).
- We have established new links with the British Transport Police IOM scheme to coordinate offender management of county line drug dealers utilising the transport network out of London travelling into TVP.
- As at Qtr. 2, round 40% of IOM nominals are National Probation Service cases (these cases are of higher threat, harm and risk than Community Rehabilitation Company cases). Previously this was circa 10%, demonstrating that the IOM programme has successfully evolved into priority areas.
- The work regarding Indeterminate Public Protection (IPP) prisoners that started in Q1 has concluded, and TVP are now working with all IPP cases. Further work is being carried out to include female offenders in this cohort, in line with the Ministry of Justice (MOJ) female offender strategy.

- TVP's drug diversion pilot scheme began in West Berkshire following extensive development and research by the Policing Strategy Unit. Offenders found with small quantities of illegal drugs are given an opportunity to engage with a tailored diversion route to address their drug use instead of facing prosecution. Aiming to break the cycle of re-offending, this scheme can help reduce demand on frontline services and reduce the number of drug-related deaths in Thames Valley.
- Following consultation with stakeholders, the out of court disposals framework is being rolled out across the force. This provides a two tier disposal strategy of conditional cautions or community resolutions. Currently being trialled in Reading under Operation Pathway, this streamlined process is quicker and ensures appropriate disposals are made.

2017/18:

- We revised the matrix for selecting Integrated Offender Management (IOM) cohorts with Reading CSP now signed off to pilot a new cohort. An IOM toolkit is being developed, linking into NICHE for offenders. Domestic Abuse offenders are now incorporated into the Buckinghamshire IOM.
- We are working to improve integration between Lifetime Offender Management (LOM) and IOM to improve identification and management of high risk organised crime group (OCG) offenders.
- The Force is developing an "Offender Management" approach combining VISOR (Violent and Sex Offenders Register) and IOM with training to be delivered in July to VISOR and IOM teams on the new approach.
- Integrated Offender Management and the Violent and Sex Offenders Register are now managed under one Detective Chief Inspector, to provide clarity and additional resources to support Multi-Agency Public Protection Arrangements (responsible authorities)
- There is further monitoring of the use of bail, although it is being carefully and sparsely used at this time. There continues to be no adverse incidents as a result of inappropriate release with or without bail and the percentage of those on bail is in line with other forces nationally.
- Increased the number of domestic abuse offenders on the Integrated Offender Management (IOM) programme cohort – which is now 25%.
- Increased the number of violent offenders on the cohort – which is now 55%.
- Closer working with, and increased referrals from, the National Probation Service – which in turn means we are working with offenders who have been assessed as posing a high risk.
- TVP has taken the Police lead in the management of Cat 2 ('violent offenders') and Cat 3 ('other dangerous') Multi-Agency Public Protection Arrangement (MAPPA) offenders.
- A new trial was put in place in Oxfordshire around the management of High and Medium risk domestic abuse offenders and a Domestic Abuse co-ordinator was recruited to ensure a better referral rate into IOM. The number of domestic abuse offenders continues to be monitored through the Offender Management and domestic abuse groups.

OPCC initiatives & progress:**OPCC Community Safety Fund Initiatives** (inc. funds allocated through Community Foundation and High Sheriff awards):

2018/19:

- Over £3m of community safety funding has been provided to local authorities across the Thames Valley to tackle local priorities, including offender management programmes. These initiatives include:
 - Over £72,000 provided to Aspire Oxford to deliver a project which aims to work with offenders 'through the gates' to help get them into employment.
 - £40,000 of funding has been provided to establish a rent deposit scheme for offenders who struggle to secure housing.
 - Over £52,000 provided to Circles South East to work towards rehabilitation of high risk sexual offenders.

2017/18:

- Reading CSP invested £88,338 towards a Youth Offending Service to support young offenders to assist in the reduction of first time entrants and re-offending rates. The re-offending rate over the last year (Q4) reduced from 42.4% to 40.4%.
- West Berkshire CSP invested £73,547 towards a Youth Offending Service which includes a Victim Liaison Officer, Restorative Justice and Reparation Officer and YOT Officer.
- Oxfordshire CSP invested £113,456 towards their Youth Offending Service which includes work around Restorative Justice, exploitation and Prevent.
- South and Vale CSP invested £15,000 into Oxford Homeless Pathways to support offenders during the difficult transition period between offending and stability. Number of offenders supported in South and Vale was 18.
- Buckinghamshire CSP invested £43,070 towards their Youth Offending Service Early Intervention Programme to divert young people from offending.
- Buckinghamshire CSP invested £60,733 towards their Youth Offending Service to reduce re-offending in young people. Between April to September 2017 73 interventions were completed.
- Milton Keynes CSP invested £120,900 towards a Youth Offending Service to reduce youth crime.
- Milton Keynes CSP invested £3,000 towards the Milton Keynes Integrated Offender Management Programme to support individuals following release from prison.
- Royal Borough of Windsor and Maidenhead invested £39,100 towards their Youth Offending Team (YOT) including an early intervention, mentoring and diversionary schemes.

- Wokingham CSP invested £20,000 towards their Youth Offending Service including prevention and intervention programmes.
- Bracknell CSP invested £62,500 into their Youth Offending Service.

2017/18 Police Property Act Fund Initiatives (inc funds allocated through Community Foundation and High Sheriff awards):

- Thames Valley Partnership were awarded £11,500 towards their New Leaf and Family Matters programmes which work with offenders returning to their community and support family members.
- Berkshire Care Trust were awarded £9,000 towards their service to educate, train and to relieve poverty and need among offenders and their families of such persons in Berkshire.
- Aspire Oxfordshire Community Enterprise Ltd received £4,142 towards their Through the Gate community based project, which works to reduce re-offending through intensive employability support, and training placements for Release on Temporary licence (ROTL) clients in HMP Spring Hill prior to their release.
- Elizabeth Fry received £4,140 to support women in Reading with complex needs, including those on licence.
- Aylesbury Youth Motor Project received £730 towards a training placement for one young person from the Youth Offending Service as part of their rehabilitation.
- Trailblazers Mentoring received £2,500 towards their 'Through the Gate' mentoring project working with young offenders from Aylesbury.
- Wycombe Wanderers Sports & Education Trust received £2,500 towards their 'Kicking-On' project which will work in partnership with Buckinghamshire Youth Offending Service to engage young people who offend into the workplace and improve their employability skills.
- Bucks Association for the Care of Offenders received £10,000 to provide small grants to prisoners, ex-offenders and their families to allow offenders break the cycle of criminal behaviour and integrate back into society.
- The Hardman Trust received £5,000 to work with offenders with offenders based in HMP Springhill who have long sentences and have particular challenges in coping with life outside prison.
- Aspire received £5,000 towards their Through the Gate community based project who engage with offenders from HMP Bullingdon prior to their release.

4. Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators

TVP Delivery Plan actions & progress:

2018/19:

- Steps to enable a conditional caution for domestic abuse are at a mature stage: protocols have been drawn up and are awaiting sign-off from CPS and the DPP thereafter. LPA and departmental leads are engaged in order to facilitate internal communications and engage local partnerships which can assist delivery of effective rehabilitative services.
- The TVP Integrated Offender Management (IOM) cohort continues to grow, of which almost a quarter are domestic abuse related (currently 67 nominals at Qtr. 2).
- Protocols for domestic abuse conditional cautions have been agreed between TVP and the local Crown Prosecution Service (CPS) (following consultation with national CPS domestic abuse leads) and CPS has submitted the plans for DPP approval.
- Neighbourhood Policing Teams continue to develop work around the management of PPU offenders and creating greater interaction regarding domestic abuse offenders.
- LPAs are actively engaged in Operation Vocal (with a focus on the high risk offenders being managed within the Domestic Abuse Investigation Unit (DAIU)) with a focus on arrest and prevention.
- Taking further the analysis that began in Q2, the domestic abuse prosecution working group is analysing domestic abuse cases that have not led to prosecution in Court and is translating any lessons from this into operational guidance. This is a critical step in our efforts to improve the numbers of offenders who are prosecuted.
- The Livelink project went live in January 2019, allowing officers to give evidence for traffic offences from 14 sites in the Force by video link rather than in person, reducing abstractions from other duties. In further support of officers as witnesses, the Criminal Justice Department is developing the Police Witness protocol to improve organisational resilience.
- A new Victim & Witness Care portfolio has been established which expands the role of the TVP Witness Care Unit. This aims to relieve pressure on officers, improve success rates in court and ensure victims feel better supported. The Witness Care Unit has worked with the Crown Prosecution Service (CPS) to improve victim attendance at court for domestic abuse cases and therefore increasing positive court outcomes. In December 2018, support has been given to 14,297 witnesses at Crown Court at a 97% attendance rate, and 7,849 witnesses at Magistrates Court, with 91% attending. This work has been recognized with an award by the Local Criminal Justice Board, and TVP's Criminal Justice Department is participating in national working groups to further improve witness care provision.
- Huddersfield University has completed its research into fast track domestic abuse cases at Aylesbury Crown Court. Following a successful pilot, work is ongoing towards national implementation if agreed by the National Police Chiefs' Council (NPCC), CPS and the Judiciary.

- In collaboration with Gloucestershire University, evidence-based research was used to review Domestic Abuse risk assessments, to support development of an objective approach that fully manages risks.
- In South Oxfordshire & Vale of White Horse LPA, a multi-agency domestic abuse problem solving forum has been implemented. In monthly meetings, the partner agencies identify high-demand perpetrators of domestic abuse through analysis, and offer them options to stop their behaviour. This approach has shown a reduction in the risk score of those who have engaged, and three perpetrators who have not engaged are currently in custody or awaiting trial.

2017/18:

- Domestic Abuse offenders are now incorporated into the Buckinghamshire IOM.
- New offender management referral process includes flagging domestic abuse offenders in Integrated Offender Management.
- Currently 12% of the Integrated Offender Management programme cohorts have domestic abuse qualifiers.
- There is an ongoing review of the process for management of repeat offenders to create greater links with domestic abuse, developing the work from Q2.
- The “Positive Relationship” programme for perpetrators of domestic abuse was launched, with 4 courses delivered and 74 referrals made in Q4. Feedback was positive from those attending the programme.

TVP Performance Measures 2017/18, Qtr. 4 (1 April 2017 – 31 March 2018)

Measure	Comparison	March 2018
Reduce the level of violence – All Violent Crime	30,623	34,486
Reduce the level of violence – Domestic Violence	9,750	10,616
Reduce the level of violence – Non-Domestic Violence	20,873	23,870

- There was an increase in offences identified as domestic violence of 8.9%, up to 10,616 offences

OPCC initiatives & progress:

- The PCC has funded a “Positive Relationship Programme” for perpetrators of domestic abuse in the Thames Valley which is being delivered by the Community Rehabilitation Company. One group has successfully concluded with very positive feedback from the attendees. There are a further two groups in progress and one due to start shortly. Engagement from victims has been lower than desired so strategies are being considered to improve this. Conditional cautions have recently been agreed which will result in some perpetrators being required to attend this programme as part of the conditions of the caution.

OPCC Community Safety Fund Initiatives:

2017/18:

- Milton Keynes CSP invested £40,000 in their Domestic Abuse Intervention Service which includes funding towards a perpetrator programme.
- Wokingham CSP invested £34,453 towards their Domestic Abuse contract which includes a perpetrator programme. Eight perpetrators continued to engage with the service.

Police Property Act Fund Initiatives:

2017/18:

- SAFE! Support for Young People Affected by Crime received £5,000 towards the running of the Building Respectful Families Programme in Reading. The initiative supports families where there is Child on Parent Violence (CPV) and is run for 10 sessions. CPV is a form of Domestic Abuse which is often hidden and under-reported with evidence showing it can be an indicator of future adult abuse.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

3 April 2019

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Report to the Thames Valley Police & Crime Panel

Title: Topical Issues

Date: 12 April 2019

Author: Khalid Ahmed, Scrutiny Officer,
Thames Valley Police & Crime
Panel



Victims First Celebrates One Year Anniversary

Victims First, a service which supports victims of crime across Berkshire, Buckinghamshire and Oxfordshire, celebrates its one year anniversary today (26/3). Victims First was launched by the Office of the Police and Crime Commissioner for Thames Valley.

The service offers free emotional and practical support to all victims and witnesses of crime or abuse across the Thames Valley as well as family members of victims. Victims can receive support regardless of when the crime took place or whether they have chosen to report the crime to the police.

Within its first year Victims First has dealt with over 18,000 referrals into its service for victims of all crime types including theft, burglary, fraud, rape and sexual assault, criminal damage and domestic abuse. Referrals were received across all age groups with over 6,000 referrals for victims aged under 25 and nearly 3,500 referrals for victims aged over 60.

The type of assistance available to victims includes telephone and face to face support, advocacy including help to access other services such as sexual health clinics, drug and alcohol services and legal services, support through the criminal justice system (if victims have reported the crime to the police) and therapeutic counselling.

Almost 2,000 victims referred to Victims First went on to receive additional support. Over half received support from the Victims First Emotional Support Service, with others referred to other services including services for victims of sexual violence and domestic abuse, a young victim's service which works with anyone under the age of 18 and a service supporting victims of exploitation and complex needs.

Victims First Campaign launched to highlight the signs of abusive relationships

Victims First, which supports victims of crime and abuse across Berkshire, Buckinghamshire and Oxfordshire, has launched a campaign to raise awareness of coercive control and emotional abuse in relationships.

The campaign is called 'Know this isn't Love' and focuses on early warning signs of controlling behaviour and emotional abuse to help victims identify any potential signs within their own relationships and seek support.

Coercive control became a criminal offence in 2015 and involves an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse by a perpetrator that is used to harm, punish or frighten their victim.

Government plans changes to the law regarding illegal encampments

Thames Valley has seen the impact of illegal encampments across the three counties. This is an issue regularly raised with the Police & Crime Commissioner by residents and councillors. Action has already been taken and, by working alongside local authorities, the PCC has supported the police in agreeing a new protocol which came into force last year.

This documents sets out the powers and responsibilities of the police and councils in dealing with illegal encampments. As the names suggest, in most cases these sites are illegal - but they are not criminal - meaning the actions that the police can take are very limited.

The Government has now responded to the consultation it ran last year on whether changes in the law were needed to tackle the problem. Both Thames Valley Police and the Office of the Police & Crime Commissioner responded and we are pleased that the Government has now announced that there will be action to change the law.

The headline changes include:

- Permit the police to direct trespassers to suitable authorised sites located in neighbouring local authority areas;
- Increase the period of time in which trespassers directed from land would be unable to return;
- Lower the number of vehicles needing to be involved in an unauthorised encampment before police powers can be exercised – changing this from six or more, to two or more; and
- Enable the police to remove trespassers from land that forms part of the highway.

The Government is also considering a new criminal trespass offence.

Drivers face postcode lottery for speeding fines and penalty points

<https://www.thetimes.co.uk/article/drivers-face-postcode-lottery-for-speeding-fines-and-penalty-points-prkm8qzhc?shareToken=40caba999dff6298c79d97168ca62088>

A postcode lottery for speeding offences has been revealed, with detection rates up to 167 times higher in some areas than others. Figures show that one police force, Avon and Somerset, caught almost 200,000 motorists speeding on its roads last year while neighbouring Wiltshire detected only 1,191 offenders.

The study commissioned by the RAC Foundation also found motorists in some areas were far more likely than others to be offered the chance of taking a speed-awareness course instead of receiving penalty points and a possible driving ban.

The RAC Foundation said that the disparity exposed huge gulfs in policing priorities between parts of England and Wales. It means drivers face a far higher chance of being caught speeding — and being hit by fines and penalty points — in some areas than others.

Steve Gooding, director of the RAC Foundation, said: “There will be many varied and obvious reasons to explain some of the differences between forces such as geographical area, road type and traffic volume. But a lot of it will come down to local policing priorities. It is the job of police and crime commissioners, and chief constables to target resources appropriately, recognising the issues of greatest local concern. Changes and variations in the numbers of offences detected will reflect not just driver behaviour but also the extent of enforcement activity in any one year. Drivers tempted to flout the law should recognise that any targeted crackdown on speeding to curtail risky behaviour could swiftly be repeated if those reckless attitudes start to re-emerge.”

Nationally 97 per cent of speeding offences were detected by camera rather than individual police officers.

Department for Transport figures show 220 people were killed and a further 1,493 seriously injured in crashes on Britain’s roads in 2017 in which a vehicle exceeding the speed limit was a contributory factor.

Police forces with most speeding offences detected in 2017-18: Avon and Somerset 199,337, West Yorkshire 174,796, Metropolitan Police (including City of London) 139,318 and **Thames Valley 131,401**.

Knife crime: Fatal stabbings at highest level since records began in 1946

<https://www.bbc.co.uk/news/uk-47156957>

Police have been promised an extra £100m by the government to help them tackle a knife crime "epidemic" in England and Wales.

<https://www.bbc.co.uk/news/uk-47558117>

The National Police Chiefs Council (NPCC) welcomed the new money, saying it would boost the number of officers patrolling crime hotspots, increase the use of stop and search, and help to disrupt criminal gangs. The funding would also be used to fund Violence Reduction Units that seek to tackle the underlying causes of violent crime.

The forces that will mainly benefit from the new funding are: Metropolitan Police, West Midlands Police, Greater Manchester Police, Merseyside Police, South Yorkshire Police, West Yorkshire Police and South Wales Police. While 80% of the money is new Treasury funding, 20% is from the Home Office's "re-prioritisation" of funds.

The funding announcement comes after the government in December pledged £161m for police forces, saying it would protect police budgets in "real terms". It also said police and crime commissioners would be able to raise additional funds by increasing council tax. Both changes are due to come into effect in April.

NPCC chief constable Sara Thornton said of the extra £100m being promised: "The additional government funding announced today is very welcome. It will help police forces strengthen our immediate response to knife crime and serious violence.

"Bringing violence down is a police priority."

She said all forces across England and Wales were undertaking a week-long intensive operation to tackle knife crime, including test purchasing weapons from shops, weapons sweeps and speaking to young people about the dangers of knives. There were 285 homicides where the method of killing was by a knife or sharp weapon in the year to March 2018 - the highest number since records began in 1946.

PCC awarded Home Office funding to tackle youth violence and exploitation

The Home Office has awarded the Police and Crime Commissioner (PCC) for Thames Valley £822,000 from its Early Intervention Youth Fund to help tackle youth violence, vulnerability and exploitation across Berkshire, Buckinghamshire and Oxfordshire. The Office of the PCC is leading on the programme in partnership with a range of organisations across the Thames Valley including Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), Substance Misuse Services, Local Authorities and Secondary Schools.

The programme will include four tiers of intervention:

1. Raising awareness in all secondary schools across the Thames Valley. This may include knife crime/youth violence workshop sessions for young people and training for teachers and other professionals.
2. Support for teachers and schools in tackling school exclusions, providing specialist support such as youth workers, YOT workers and Speech and Language Therapists within approximately a third of secondary schools.
3. Detached youth work to support and provide opportunities for young people who are not in education or employment and who are not engaging in mainstream services.
4. Targeted engagement with young people already involved in gangs and knife crime, providing intensive support including access to therapies and skills training.

Police and Crime Commissioner awards £800,000 funding to tackle youth violence and knife crime

The Police and Crime Commissioner (PCC) has awarded £800,000 to 14 organisations across the Thames Valley to deliver projects to tackle youth violence, knife crime and exploitation.

In November the Office of the PCC was awarded £822,000 from the Home Office Early Intervention Fund and is now leading on rolling out a programme of activities across Berkshire, Buckinghamshire and Oxfordshire.

The work will be delivered in partnership with a range of organisations including Community Safety Partnerships (CSPs), Youth Offending Teams (YOTs), Youth Service providers, Local Authorities and Secondary Schools, as well as community and voluntary groups.

The programme includes a range of interventions, from raising awareness of youth violence and exploitation across secondary schools to targeted intervention with young people already involved

in gangs and knife crime. To successfully deliver this work the PCC made available grant funding opportunities to organisations that can provide these interventions.

Funding has also been awarded to a number of organisations to deliver local activity, such as working with schools to tackle youth exclusion, youth outreach work and one-to-one or group programmes with young people involved in gangs or crime.

Schools and NHS could be held accountable over youth crime

<https://www.bbc.co.uk/news/uk-47768631>

Teachers, NHS workers and police officers in England and Wales could be held accountable for failing to spot violent crime among young people under government plans announced. Home Secretary Sajid Javid has launched a consultation to assess whether there is a "public health duty" to report concerns over children at risk.

But unions for teachers and NHS staff have raised concerns about the plans. A summit on serious youth violence was held at Downing Street on 1 April. The government says its plan is intended to "help spot the warning signs that a young person could be in danger, such as presenting in A&E with suspicious injury, to worrying behaviour at school or issues at home".

Knife crime: More stop and search powers for police

<https://www.bbc.co.uk/news/uk-47760645>

Police in England and Wales are being given greater stop and search powers to tackle rising knife crime. Home Secretary Sajid Javid is making it easier for officers to search people without reasonable suspicion in places where serious violence may occur.

It comes after fatal stabbings rose last year to the highest point since records began.

Stop and search powers have been controversial for many years, with evidence that they are frequently misused and that they target black people disproportionately.

The change is being trialled in seven police force areas where more than 60% of knife crime occurs: London, the West Midlands, Merseyside, South Yorkshire, West Yorkshire, South Wales and Greater Manchester.

Under the new rules, inspectors will be able to authorise the use of section 60. Currently, more senior officers have to give approval. There will also be a lower threshold. Police will only need to reasonably believe serious violence "may" occur, not that it "will".

Section 60 has been used at large events such as Notting Hill Carnival last year and after violent incidents such as the stabbing of a man outside Clapham Common Underground station on Friday.

Other powers which account for the majority of searches will remain the same, and will still require officers to have reasonable suspicion of an offence. With 285 deaths from stabbings in 2017-18, the most ever recorded in the UK, ministers have come under increasing pressure to tackle knife crime.

Knife Crime - Operation Sceptre – News

<https://news.sky.com/story/knife-crime-operation-sceptre-begins-amid-surge-in-violence-11661738>

<https://www.itv.com/news/granada/2019-03-11/operation-sceptre-police-forces-join-national-campaign-to-crack-down-on-knife-crime/>

<https://www.dailymail.co.uk/news/article-6792577/Knife-crime-rising-faster-rate-Home-Counties-rural-areas-London.html>

<https://www.oxfordmail.co.uk/news/17505841.thames-valley-polices-operation-sceptre-week-of-action-finds-knives-across-city/>

<https://www.bbc.co.uk/news/uk-47481301>

Knife crime: Cressida Dick says violent crime rise linked to policing numbers

<https://www.bbc.co.uk/news/uk-47452799>

Schools are failing to teach pupils about knife crime for fear of 'reputational' damage, Ofsted finds

<https://www.telegraph.co.uk/education/2019/03/12/schools-failing-teach-pupils-knife-crime-fear-reputational-damage/>

Thames Valley Police recorded the fourth-highest use for spit hoods and Tasers

<https://www.readingchronicle.co.uk/news/17503092.thames-valley-police-recorded-the-fourth-highest-use-for-spit-hoods-and-tasers/>

Tasers and spit hoods were deployed by officers across Thames Valley more than most other regions to deal with incidents involving children, it has emerged. Only three policing areas needed to use Tasers more in 2018, with Thames Valley Police recording the fourth-highest use for spit hoods in the first nine months of last year.

The force started using spit hoods in February 2017, after more than 300 officers were spat at the previous year. Taser training has also been rolled, following concerns over the number of frontline officers being assaulted in the execution of duty.

Breast ironing awareness 'needed in school'

<https://www.bbc.co.uk/news/education-47695169>

Breast ironing awareness should be made part of the mandatory school curriculum to protect young girls from abuse, the National Education Union has said. The practice involves ironing a girl's chest with hot objects to delay breasts from growing, so she does not attract male attention.

It is often the child's mother who will undertake the breast ironing, which usually involves heating a stone or spoon on a flame then pressing, massaging or flattening the breast.

Some girls are also made to wear an extremely tight strap around their chest
It is thought that around 1,000 girls in the UK have been affected by breast ironing.

But while awareness is growing around female genital mutilation (FGM), there are fears that few people know about breast ironing.

Taxi and private hire drivers to face enhanced criminal record checks

<https://www.bbc.co.uk/news/uk-47205790>

Taxi and private hire drivers could have to pass enhanced criminal record checks before being granted a licence. Under the proposals, every council in England would be told to carry out checks on all applicants.

Current guidelines allow councils to set their own driver standards, including whether to make the checks. The plans also include introducing national minimum standards and a database to stop applicants applying to councils after being refused elsewhere.

Thames Valley launches PCSO Apprenticeships

In 2019, TVP are introducing a range of new entry routes into policing, including the newly launched Police Community Support Officer Apprenticeship (PCSOA). Applications are now open for our new PCSO Apprenticeship, with the first cohort of Officers planned to join the force in May.

Matthew Barber, Deputy Police & Crime Commissioner said; "This is a great opportunity for people to learn on the job and gain valuable qualifications. Policing is a complex business and the public rightly expect the best from Thames Valley Police. The new PCSO apprentices will play a vital role in delivering policing in our communities and transforming routes into policing."

Thames Valley Police will not punish those caught with heroin, cocaine and ecstasy under controversial new scheme

<https://www.dailymail.co.uk/news/article-6500245/Thames-Valley-Police-not-punish-caught-heroin-cocaine-controversial-scheme.html>

People caught with hard drugs including heroin, ecstasy and cocaine will escape any punishment under a controversial new scheme launched by TVP. Instead of arresting those found carrying drugs, officers will recommend that they speak to an addiction service – but they will not face any sanction if they ignore the advice.

Users found in possession of Class A drugs including heroin, cocaine and ecstasy will be sent on their way without so much as an official caution under Thames Valley Police's new initiative.

The 'drugs diversion' project goes further than existing schemes in Avon and Somerset, where users are required to attend an education session to avoid prosecution, and in Durham, where addicts are arrested and must abide by a 'good behaviour' contract to prevent prosecution. In Cleveland, a handful of drug users will next year be allowed to inject heroin at a police-funded clinic.

Even if the same person is later caught again with drugs, they will escape prosecution if they are seen to be 'positively engaging' with the health service. However, if someone caught with drugs appears to be a dealer, or refuses to co-operate, they will be arrested. The same will apply if someone is caught having previously failed to attend the health appointment. Thames Valley will record the possession of drugs as a crime, but will not take the person into custody nor give them any warning, caution or conviction.

Brexit Agreement – Implications for Policing (Taken from BBC website)

Under the proposed transition deal, the UK will still be allowed to:

- Use the European Arrest Warrant to send criminals to face trial in the EU - and bring suspects to justice in the UK
- Use powerful EU databases to check for alerts for missing people, arrest alerts and look for matches to DNA, fingerprints and vehicle number plates. These systems are used more than a million times a day by British police
- Continue to take part in a large number of ongoing cross-border policing operations which are co-ordinated by the EU's policing agency, Europol, where the UK is one of the leading partners
- Check quickly for the criminal records of any foreign suspects arrested in the UK

Under a special caveat (Article 185), nations could tell the UK that they can no longer send suspects to face trial, because their own constitution may not allow them to do so. Germany has an explicit ban on sending its citizens to face trial outside the EU.

And once transition ends, so does the access to data. The deal includes an explicit article that will lock the UK out of all EU databases and systems at the end of 2020.

The UK will be able to temporarily continue to request access to systems that will provide intelligence on suspects - but largely only in relation to investigations that are already under way.

As for what follows, the Outline Political Declaration on the future relationship makes clear that the UK wishes to remain part of all the existing security arrangements - including a new form of extradition and database sharing. That will require a special security treaty.

But the document also acknowledges that there may be legal roadblocks that prevent the EU sharing data with the UK on anything like the current scale.

Police and Crime Commissioner's funding expands support for ex-offenders

The Police and Crime Commissioner (PCC) has awarded Aspire over £72,000 to support its 'Through the Gate' programme in Oxfordshire and expand it into Buckinghamshire. The employment charity and social enterprise has operated a 'Through the Gate' Programme in Oxfordshire for 3 years and provides holistic support for both people in custody and ex-offenders in the community.

The programme works with ex-offenders to help them gain employment by providing support such as CV writing and interview skills workshops, training and work experience on Aspire's own enterprise businesses. They also work with local employers to encourage and support them in recruiting ex-offenders. The £72,000 funding is for a one year period and is part of the PCC's Community Safety Fund, supporting the Police and Crime Plan's strategic priority of reducing reoffending. It has enabled Aspire to expand its 'Through the Gate' programme into Buckinghamshire and provide ex-offenders with specialist employment support and links to employers in Milton Keynes and High Wycombe.

Voluntary and community organisations awarded over £100,000 to support policing and crime priorities

The Police and Crime Commissioner (PCC) and Thames Valley Police have awarded voluntary and community organisations £100,700 from the Police Property Act Fund.

The fund, which is jointly managed by the PCC and the Chief Constable, is created from money recovered by the police and the proceeds from the sale of items that cannot be returned to identified owners, including seizures from criminals.

There were 116 applications to the current funding round with 32 organisations successful in receiving funding of between £1000 – £6,000 to support the PCC's Police and Crime Plan strategic priorities of Vulnerability, Prevention and Early Intervention.

The successful projects receiving funding support a range of issues including mental health, youth crime prevention work, homelessness, and hidden harm, such as elder abuse, hate crime and peer on peer abuse. 10 of the successful projects cover the whole of the Thames Valley, 10 are focused in Berkshire and 6 in both Buckinghamshire and Oxfordshire.

Strategy to end violence against women and girls: 2016 to 2020

<https://www.gov.uk/government/publications/strategy-to-end-violence-against-women-and-girls-2016-to-2020>

Report praises Thames Valley Police's approach to domestic abuse

<http://www.mynewsdesk.com/uk/thames-valley-police/news/report-praises-thames-valley-polices-approach-to-domestic-abuse-362644>

A report has praised a pilot scheme aiming to improve the outcomes for domestic abuse victims in the Thames Valley. Thames Valley Police has been working closely with Her Majesty's Courts and

Tribunal Service to decrease the time in which domestic abuse cases are listed to be heard at Aylesbury Crown Court.

The report entitled “An evaluation of the protocol for the handling of domestic abuse cases at Aylesbury Crown Court” was written by Dr John Synnott and Dr Maria Ioannau, from Huddersfield University.

The report aimed to examine the effectiveness of the pilot in improving the efficiency with which domestic abuse cases are managed in the crown court. It also looked at identifying areas of potential improvement and to explore the merits of rolling out this initiative nationally. Both victims and offenders were interviewed to seek their views on the scheme.

The report was commissioned by Thames Valley Police and the Office of the Police and Crime Commissioner for Thames Valley. Matthew Barber, Deputy Police and Crime Commissioner for Thames Valley, said: “I am pleased to fund this report. We know from working with victims of crime the impact a lengthy criminal justice process can have on their wellbeing and on attrition rates.

“This pilot demonstrates how a new approach to case management can help protect victims of domestic abuse and bring offenders to justice. It is an excellent example of partnership working, the results of which I hope will be looked at nationally.”

During the trial period the report examined, from October 2016 to November 2018, a total of 153 cases of domestic abuse were subject to the protocol. Fifty nine of the 153 cases met the criteria for fast tracking and of these cases more than 83 per cent resulted in a guilty plea. On average it took eight days between a person being charged and their first court hearing.

Domestic abuse reports rise in Oxfordshire

<https://www.oxfordmail.co.uk/news/17260730.domestic-abuse-reports-rise-in-oxfordshire/?ref=ebIn>

New figures released by Thames Valley Police under a Freedom of Information request revealed the rise, just as a regulator raised concerns about the safety of some domestic abuse victims in the area.

In Cherwell and West Oxfordshire districts, the number of domestic abuse crimes has risen from 1,010 in 2016 to 1,129 in 2017 and 1,349 in 2018, up 19 per cent.

In South Oxfordshire and the Vale of White Horse, 1,115 domestic abuse crimes were recorded in 2018, up 17 per cent on 2016.

In Oxford, numbers increased by 12 per cent from 897 to 943.

Figures covered the period between November and October, except in Oxford, where the time frame ran from October to September.

The HM Inspectorate of Probation, which investigates youth offending and probation services, rated that in the Thames Valley 'requires improvement'. It awarded its second-worst rating to the

Thames Valley Community Rehabilitation Company (CRC), which is responsible for supervising about 4,000 convicts serving community and prison sentences, and promoting rehabilitation following release. One concern was weaknesses in work to keep victims safe, including in domestic abuse cases.

County Lines – “Line 18: £3m per day county lines drugs business fuelling knife crime”

<https://news.sky.com/story/line-18-3-million-per-day-county-lines-drugs-business-fuelling-knife-crime-11566109>

County Lines – “Cuckooing”

<https://www.bbc.co.uk/news/uk-wales-46738016>

Drug gangs, teenage mules and county lines

<https://magazine.theweek.co.uk/editions/uk.co.dennis.theweek.single.issue1213/data/89109/index.html>

Thames Valley children commit more drug crimes amid warning on county lines gangs

<https://www.bucksherald.co.uk/news/thames-valley-children-commit-more-drug-crimes-amid-warning-on-county-lines-gangs-1-8799060>

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Thames Valley Police & Crime Panel Work Programme 2019/20

Date	Main Agenda Focus	Other agenda items
13/2	PCC Draft Budget – To review and make recommendations on the proposed precept for 2018/19 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> • Public questions
12/4	Local Policing Model – Update on Model	<ul style="list-style-type: none"> • Public questions • Annual Assurance Report – Joint Independent Audit Committee • Complaints Integrity and Ethics Annual Assurance Report • Performance Reports - Reducing Reoffending , Prevention and Early Intervention • Chairman PCC Updates /Topical Issues • Work Programme
21/6	PCC Annual Report Themed Item – Governance of Thames Valley Police Collaborations	<ul style="list-style-type: none"> • Election of Chairman/ Appt of Vice Chairman • Public questions • Performance Reports – Serious Organised Crime and Terrorism, • Community Safety Partnerships update • PCP Annual Report • Annual Review of PCP Rules of Procedure and Budget • Topical Issues

Date	Main Agenda Focus	Other agenda items
		<ul style="list-style-type: none"> • Work Programme
6/9	Themed Item - Victims First Scheme – to include Domestic Violence and Abuse and Exploitation	<ul style="list-style-type: none"> • Public questions • Update on the work and structure of the Thames Valley Road Safety Working Group / Safer Roads Strategy • Performance Report – Police Ethics and Reform • Topical Issues • Work Programme
22/11	Themed item – Increase in Crime rates and falling number of prosecutions/ Restructuring of Courts and the implications of this on the Criminal Justice System	<ul style="list-style-type: none"> • Public questions • Performance report – Vulnerability • Topical issues • Work Programme