

Agenda

Date: Friday 15 September 2023

Time: 11.00 am

Venue: The Paralympic Room,
 Buckinghamshire Council,
 Gatehouse Road, Aylesbury
 HP19 8FF



The Briefing Meeting for Members will be held at 10.30am. There should be sufficient space in the car park at the Council Offices.

Agenda Item	Time	Page No
1 Apologies for Absence		
2 Declarations of Interest		
3 Minutes of the last meeting To agree the Minutes of the meeting held on 23 June 2023.		5 - 18
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 tvpcp@buckinghamshire.gov.uk at least three working days in advance of the meeting.		
5 Update on the Force Review progress 11.05am The report of the PCC provides an overview of the progress of the Force Review to date, and the remaining work to complete.		19 - 26

It explains the expected benefits of the changes proposed through the Force Review on Local Policing and in particular to Neighbourhood Policing, as well as the changes for Crime & Criminal Justice. It sets out the current savings position and plans for delivery of the agreed savings.

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| 6 | Update report on police recruitment and retention in TVP along with ethnicity representation/positive action initiatives
11.35am
The PCC has submitted a report which updates the Panel on police recruitment and retention in TVP, which includes further detail/progress of Race/BAME initiatives. | 27 - 64 |
| 7 | Thames Valley Police Call Handling Overview
12.05pm
To receive an update from the PCC on the Contact Management Centre which includes an update on the performance of "101" Calls and on-line reporting. | 65 - 76 |
| 8 | Update on Operation Deter
12.35pm
The PCC provides a report on Operation Deter which combines two approaches; a more robust criminal justice approach to adults found in possession of an offensive weapon, and for young people, earlier and intensive intervention through the Youth Offending Team Act Now programme which aims to divert them from the criminal justice system and prevent further offending. | 77 - 80 |
| 9 | Formation of Task and Finish Groups - Strategy for Violence against Women and Girls and on Road Safety
12.50pm
The Panel is asked to give consideration to the Chair's suggestion to the formation of two Task and Finish Groups to enable the PCP to scrutinise how the PCC holds the Chief Constable account in two areas:- Strategy for Violence against Women and Children and on Road Safety. | 81 - 86 |
| 10 | Report of the Complaints Sub-Committee
13.00pm
REPORT TO FOLLOW | |
| 11 | Updates from the Chair of the Panel and the PCC, together with the Topical Issues report
13.05pm | 87 - 96 |

To note and ask questions of the PCC on the topical issues report.

12 Work Programme

97 - 100

13.15pm

For Panel Members to put forward items for the Work Programme including ideas for themed meetings.

Date of next meeting: To be confirmed

Membership

Councillor Robin Bradburn (Milton Keynes City Council) (Chairman), Councillor Karen Rowland (Reading Borough Council) (Vice-Chairman), Councillor Shaista Aziz (Oxford City Council), Councillor Peter Brazier (Buckinghamshire Council - co-optee), Councillor Phil Chapman (Cherwell District Council), Councillor David Carroll (Buckinghamshire Council), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council), Councillor Emily Culverhouse (Buckinghamshire Council - co-optee), Councillor Neil Fawcett (Vale of White Horse District Council), Peter Gammond (Co-Opted Independent Member), Councillor Kandy Jefferies (Bracknell Forest Council), Pamela Mackenzie-Reilly (Co-opted Independent Member), Councillor Keith McLean (Milton Keynes City Council - co-optee), Councillor Stephen Newton (Wokingham Borough Council), Councillor Vicky Poole (West Berkshire Council), Councillor Simon Rouse (Buckinghamshire Council - co-optee), Councillor Geoff Saul (West Oxfordshire District Council), Councillor Mabu Shaik (Slough Borough Council), Councillor Richard Webber (Oxfordshire County Council) and Councillor Simon Werner (Royal Borough of Windsor and Maidenhead)

For further information please contact: Khalid Ahmed on , email tvpcp@buckinghamshire.gov.uk.

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Thames Valley Police and Crime Panel minutes

Minutes of the meeting of the Thames Valley Police and Crime Panel held on Friday 23 June 2023 in The Paralympic Room, Buckinghamshire Council, Gatehouse Road, Aylesbury HP19 8FF, commencing at 11.00 am and concluding at 1.10 pm.

Members present

Councillor Robin Bradburn (Milton Keynes Council) (Chair), Councillor Peter Brazier (Buckinghamshire Council - co-optee), Councillor Phil Chapman (Cherwell District Council), Councillor Neil Fawcett (Vale of White Horse District Council), Peter Gammond (Co-Opted Independent Member), Councillor Kandy Jefferies (Bracknell Forest Council), Pamela Mackenzie-Reilly (Co-opted Independent Member), Councillor Keith McLean (Milton Keynes Council - co-optee), Councillor Stephen Newton (Wokingham Borough Council), Councillor Vicky Poole (West Berkshire Council), Councillor Karen Rowland (Reading Borough Council) (Vice-Chair), Councillor Geoff Saul (West Oxfordshire District Council), Councillor Mabu Shaik (Slough Borough Council), and Councillor Richard Webber (Oxfordshire County Council)

Substitute Members in attendance

Councillor Richard Newcombe (Buckinghamshire Council (for Cllr Carroll)), Cllr Ajaz Rehman (Oxford City Council (for Cllr Aziz)) and Councillor Andrew Tinsley (South Oxfordshire District Council (for Cllr Casey-Rerhaye)).

Officers Present

Khalid Ahmed (Scrutiny Officer).

Others Present

Matthew Barber (Thames Valley Police and Crime Commissioner) and Jason Hogg (Chief Constable of Thames Valley Police) (Part of the meeting).

Agenda Item

1 Election of Chair for 2023/24

Members of the Panel were asked for nominations for the Chair of the Panel for the 2023/24 Municipal Year.

Both Councillors Robin Bradburn and Keith McLean were nominated and seconded to be appointed as Chair of the Panel for 2023/24 Municipal Year.

Upon being put to the vote, Councillor Robin Bradburn was appointed as Chair of the Panel for the 2023/24 Municipal Year.

Councillor Robin Bradburn took the Chair.

2 Appointment of Vice-Chair for 2023/24

Members of the Panel were asked for nominations for the Vice-Chair of the Panel for the 2023/24 Municipal Year.

Councillor Karen Rowland was nominated and seconded to be appointed as Vice-Chair of the Panel for 2023/24 Municipal Year.

Councillor Karen Rowland was appointed Vice-Chair of the Panel for 2023/24 Municipal Year.

3 Apologies for Absence

Apologies for absence were submitted by Councillor Shaista Aziz (Oxford City Council) (Councillor Ajaz Rehman substituting), Councillor David Carroll (Buckinghamshire Council) (Cllr Richard Newcombe substituting), Councillor Emily Culverhouse (Co-Opted, Buckinghamshire Council), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council (Councillor Andrew Tinsley substituting) and Councillor Simon Rouse (Co-Opted, Buckinghamshire Council) .

4 Minutes

The Minutes of the meeting of the Panel held on 24 March 2023 be agreed as a correct record.

5 Appointment of Independent Co-Opted Member of the Panel

The Panel was informed that on 28 March 2023, interviews took place for the vacant Independent Co-Opted Member of the Panel and Pamela Mackenzie – Reilly was the successful candidate.

The Panel confirmed the appointment of Pamela Mackenzie – Reilly as an Independent Co-Opted Member of the Panel.

6 Police and Crime Commissioner's Annual Report 2022/23

Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner was required to produce and publish an Annual Report which summarised the exercise of the PCC's functions in each financial year and the progress which had been made in the financial year in meeting the objectives contained in the PCC's Police and Criminal Justice Plan.

The PCC reported that the report provided progress made in meeting the five priority areas detailed in his Police and Criminal Justice Plan 2021-25.

Members' Questions

- (1) The revised national strategic policing requirement include the home secretary's biggest threats to public safety, and they must be given due regard to by PCCs in

their Police and Crime Plans. Violence against Women and Girls (VAWG) has been added as a national threat. Will the PCC now consider amending his police and crime plan to include Violence against Women and Girls as one of his named key objectives, rather than it being hidden within the report?

[The PCC argued that the work which he and Thames Valley Police did on Violence against Women and Girls was a priority which was reflected throughout the Police and Criminal Justice Plan. Pursuing VAWG offenders and bringing them to justice was a priority.]

The PCC referred to the work which had been carried out around the nighttime economy such as Project Vigilant. This was a Thames Valley flagship initiative that used a combination of uniformed and plain clothed officers to carry out patrols in areas outside night clubs, bars and pubs, to identify people who may be displaying signs of predatory behaviour, such as sexual harassment, inappropriate touching and loitering.

TVP has an operational VAWG Strategy, and the PCC chaired the VAWG Strategic Partnership Board which brought in partners from local authorities, Health partners, charities, students etc.

There was further detail in priority four, improving the criminal justice system such as the progression of cases in this area. This was a question of semantics, and the PCC did not recall the Panel asking him why he was not doing particular actions to prevent VAWG.

The PCC referred to the recent national strategic policing requirement of VAWG and commented that this also included violence against males which highlighted the semantics. The PCC said he was committed to supporting victims of crime in the Thames Valley and if the Panel was unhappy at the actions which were taken he would be happy to take this away and have a look at the strategy.

Funding had been received from the Home Office and Project Vigilant directly supported the PCC's Police and Criminal Justice Plan by focusing on prevention and targeting the perpetrators of crime.]

The Member appreciated the work which had been carried out on the nighttime economy in Reading but stressed that VAWAG was hidden in the Plan.

(2) A Member referred to local policing being about residents seeing police on the ground and in his ward, there were two police officers and three police community support officers. There was also police representation at parish meetings which was welcomed. However, one of the police officers was regularly taken away which impacted on police coverage. The PCC was asked for his plans to deal with this.

[The PCC replied that one of the challenges under the Uplift Programme under the

new framework was that TVP had a young workforce. Under the Police education framework, new recruits received protected learning time which meant they were not doing policing. Neighbourhood officers were taken away to cover responses. In October last year 65 – 70 % of officers were being extracted which did cause considerable disruption. This year this was down to 35% and would be further reduced to 20%. There would always be significant incidents which required police coverage such as at Royal Ascot for example.

The PCC would provide an update on the proposed increase of neighbourhood policing at a future meeting.] ACTION: PCC

(3) The PCC was asked about the increase in formal action on domestic abuse which was detailed in the report and was asked, what was defined as formal action?

[The PCC replied that there has been a significant increase in cases of domestic abuse. Formal action could be some form of out of court disposal or it could be dealt with by another authority. It was all the prosecutions, cautions and court disposals. Nationally, there was nowhere enough done on low level domestic abuse. There was a scrutiny process in place regarding the use of these actions. There were times where not prosecuting was the right action, dependent on the nature of the situation, but there had to be enough evidence to get an out of court disposal.

There was the opportunity to use domestic abuse prevention orders, but these needed to be used appropriately and there was a review process in place. Domestic abuse was often a complex area and the PCC suggested that the Panel add domestic abuse to its work programme to enable effective scrutiny on this area.] ACTION: PCP

(4) The PCC was asked for an update on the work of Community Speedwatch and referred to the 238 groups and asked whether this would increase?

[The PCC reported that initially there were two or three groups in each county, but groups were now all over Thames Valley with more volunteers to be recruited. There was equipment available for new volunteers which included the speed guns, where previously the cost was prohibitive for parish councils to fund. The 'new style' Community Speedwatch scheme enabled the effective communication between groups and the police. As a result, the police were in a better position to target persistent offenders and hotspot locations, which aimed to reduce the number of people speeding on roads and potentially saving lives. The PCC reported that he was pleased to see there was a growing number of groups joining the scheme.

Reference was made to Dorset Police, who had dedicated camera operators who were Police Staff working alongside Community Speed Watch groups. When a camera operator was in attendance, this would result in Notice of Intended Prosecution notices being issued to vehicles detected speeding instead of an advisory letter. This would be looked at so there could be a combination of enforcement and education.

The PCC said that discussions were taking place with the Chief Constable of where Community Speedwatch should sit in the Force as it was currently part of Roads Policing.]

- (5) The PCC was asked about fraud, particularly internet fraud which caused misery to people. Reference was made to the central fraud unit with 36 officers which was welcomed. The PCC was asked about the co-operation which took place with local authorities on prevention and raising awareness and for his view on the effectiveness of Action Fraud.

[The PCC replied that he was not aware of any barriers of working with local authorities on fraud prevention, with the bulk of the interactions being with Trade Standards Teams. The Police had problems with dealing with fraud which ranged from high level internet fraud through to old-fashioned distraction fraud such as snatching bank cards or cash from a cash machine without the person realising.

Regarding Action Fraud, the PCC reported that the service was not good. The service was a repository service with most reported frauds not investigated. TVP received those cases where there was a possibility of investigation. Discussions had taken place with TVP's central fraud unit on whether TVP should receive more cases from Action Fraud to investigate and help victims of fraud.

Nationally, fraud was not dealt with well and the scale of fraud was huge.]

- (6) A Member re-iterated the call for Violence against Women and Girls (VAWG) to be a strategic priority in the PCC's Police and Criminal Justice Plan. Reference was made to a meeting he had attended with TVP, where it was stressed that VAWG was a priority for the Police, but not having it as a PCC strategic priority was a serious omission and created an impression that it was not a major priority for the PCC.

[The PCC replied that his Police and Criminal Justice Plan had VAWG initiatives all through the document and they were all priorities. VAWG was a priority for him. There had been no members of TVP who had asked about initiatives he had in place to prevent VAWG.]

- (7) Reference was made to neighbourhood policing in Slough, where crime was increasing. The PCC was asked for details of the plans to increase manpower to bring crime down in Slough.

[The PCC replied that the numbers of police officers would double. Police Community Support Officers (PCSO) needed recruiting and PCSOs appointed needed to be looked at, to ensure there was retention as many PCSOs moved to a career as a Police Officer. There had been an issue with neighbourhood policing and the PCC referred to the loss PCSOs which had impacted on neighbourhood policing.

There were 11 PCSOs across Slough and visibility was important, particularly in

neighbourhoods. The PCC said he was interested at the work carried out around violent crime hotspots. Slough did have a problem of violent crime and there were areas which could be pinpointed as hotspots.

Regular patrols took place in hotspots, with officers doing regular 15-minute patrols on foot which was a deterrent. Technology tracked where these crimes may be displaced too. E bikes were being looked at to ensure police officers could be in the right places at the right time.]

(8) The PCC was asked about police numbers and referred to a paper in the House of Commons library which was published in December 2022 on police service strength. TVP was ranked 32 out of the 42 of Police forces in England Wales, in terms of number of police officers per 100,000 of residents. The PCC was asked whether this meant that TVP was more efficient, that there was less crime or was it TVP was not able to respond quickly. Visibility and response times were important to residents and having more police officers would improve visibility and response times. The PCC was asked for his views on this.

[With regard to officer numbers, in December 2022, the PCC recalled that there had been a slight dip, due to the number of resignations. He had not seen the comparative numbers which were referred to. TVP would like more officers, but they now had more than they had before.

The PCC said that he did not know what the number of police officers to residents should be. The PCC reported that he was keen on the funding formula review to enable TVP to have more officers compared to other forces.

Reference was made to the need to take to consider all factors when considering funding to forces, and reference was made to Thames Valley having a number of prisons where crimes in prisons were high, which had to be dealt with by TVP.]

(9) The PCC was asked about whether steps were being taken to reduce capital costs of TVP (solar panels, electric vehicles etc).

[The PCC replied that there were green initiatives being looked at to reduce energy costs. Over £4m utility costs for this year which was significant. In relation to electric vehicles, TVP hosted the Chiltern Transport Consortium which procured vehicles for forces who were part of the Consortium. British Transport Police have purchased Teslas, however, there were logistical and performance challenges around this for the Police such as managing charging points and the limitations of electric cars being used as pursuit vehicles. However, petrol and diesel cars would not be produced in the future and these challenges needed to be worked through in the future.

There was work being carried out with parts of the fleet such as unmarked police cars, pool cars who were using electric vehicles as a trial to work through some of the policies and principles around using electric vehicles in policing.]

- (10) The PCC was asked at how could we make women feel secure if VAWG was not one of the PCC's strategic priorities. Including VAWG as a priority would improve its visibility and improve the perception that making women feel secure and safe was a priority.

[The PCC replied that there was a budget of around £600,000 for domestic abuse/VAWG. There was lots of detail in the Plan on initiatives to combat VAWG which the Chief Constable considered a priority. Adding VAWG as a strategic priority would not make women feel any safer. A new superintendent role had been created for both domestic abuse cases and rape.]

The PCC said if he was to revise his plan and put VAWG in as one of his main priorities, nothing different would be done. Reference was made to Project Vigilance which started in Oxford and involved undercover officers spotting evasive or aggressive behaviour near to night clubs or approaching groups of women. This had been successful in terms of catching people, but it also offered reassurance to women.

The PCC referred to the work carried out with a former Love Island TV star who had worked with TVP to promote the initiative to younger women. There was lots of promotional work carried out with posters in toilets in clubs making women aware of the issues. This type of work was more valuable to women than including VAWG as a priority in his Police and Criminal Justice Plan.]

The PCC was praised for the work which had been carried out in relation to VAWG, particularly around the nighttime economy.

- (11) Thames Valley comprised of three large counties, with various demographics. There were big towns in rural areas, large City Councils and towns such as Reading, and Slough. Rural areas were very different to conurbation areas and an issue with rural communities such as in Burghfield and Mortimer in West Berkshire was the presence of travellers on traveller sites and in illegal encampments. Each local authority had a different focus on the PCC's main priorities in the Police and Criminal Justice Plan and Members were here to represent the priorities of the local authority they represented.

The PCC was asked how Members should work with TVP to ensure their priorities are met and were there were resource issues as Ministry of Defence (MOD) armed officers had been drafted in to help TVP on issues such as the risk of a person taking their own life. The PCC was asked about the resource and structure issues for this to occur.

[The PCC replied that local authorities linked in with the Community Safety Partnerships (CSPs). CSPs were linked into the police, with often police officers chairing these and officers in the PCC office providing support to CSPs in terms of analysis etc.]

Local Police Commanders were available for local Councillors to speak to. Civil Nuclear Constabulary and MOD were in effect police officers and their resource was sometimes called upon. This was jointly welcomed and improved their expertise and was a useful resource in local areas.

In response to the point raised regarding fear for welfare, the PCC said that a TVP response could also involve deploying an armed response, dependent on who was available in the area to respond. The PCC said if there were concerns regarding armed officers turning up in fear for safety cases, he would have a discussion with the Chief Constable.]

- (12) Reference was made to some of the achievements of the Rural Crime Taskforce which had been listed in the PCC report such as on the theft of machinery and tools. In West Oxfordshire there had been a spate of burglaries from people's sheds and garages and cars stolen from people's drives. The PCC was asked whether the programme could be extended to include such crimes and to could prevention advice be given by the Police at parish meetings.

[The PCC replied that at the moment the levels of burglary were lower, but he acknowledged that burglary was a hugely impactful crime. There has been lots of good work taken place to prevent it, and contrary to national reports, TVP's policy was to attend all burglaries. There were challenges in the clear up rate for burglaries, usually due to lack of evidence but the strengthening of neighbourhood policing would enable the Police to be more proactive.

Victims First team was looking at the kind of support which could be given around crime prevention as part of the PCC's Crimefighter's Strategy.

Regarding communication with parish councils, this was very important. Perception really mattered as PCSOs turning up to a parish meeting would not impact on burglaries, but it would offer reassurance to residents. There should be standardised communications such as newsletters going out to parish councils and resident groups as a matter of course.]

- (13) The PCC was asked about the Road Safety Strategy and when would it be available?

[The PCC reported that he had seen a draft and the intention was to consult with partners who had attended the Road Safety summit before releasing the document.]

- (14) The PCC was asked for his collaborative strategy on County Lines, particularly as the "bloodlines" run through British Transport Police.

[The PCC reported that a lot of work was carried out around County Lines and drugs, and he would be happy to come back to the Panel on the work being done on this.

ACTION: PCC

The collaboration on this was carried out through the South East Regional Organised Crime Group, which TVP hosted. There was a national County Lines Co-ordination Centre which managed the issue nationally.

There were successes in this area after working with British Transport Police.]

(15) In relation to the priority of tackling illegal encampments, the PCC was asked for an update on the data provided in the annual report?

[The PCC reported that he was aware of the number of encampments in Milton Keynes and commented that these encampments did not just affect rural areas. There have been some successes in relation to this priority, however, eradicating the problem would require local authorities to provide sites for travellers so that they did not camp illegally. The provision of sites was not within the remit of the PCC, but policing was. Processes have been put in place and there was new legislation.

The Panel was informed that there had been an improvement with the inclusion of encampments on the Force's daily management team meeting to enable awareness of potential problems. There needed to be some improvement on the judgements made on the ground to identify those encampments which may result in significant disruption and challenge to TVP.]

(16) The PCC was asked about the SE regional units and the extraction of TVP officers into these units which took officers away from front line policing.

[The PCC agreed that the units were increasing, but they were increasing mainly because of their own recruitment. TVP officers would be replaced if they joined the units permanently.]

The Chair thanked the PCC for the report and requested that there be a minor cosmetic change to the report in the future; producing the report in portrait rather than landscape.

The Chair also asked that in future, if possible, the report should contain more data/statistics with comparative data (number of police officers to residents, funding for Durham compared to TVP for example).

The Chair questioned the PCC's comment that TVP now had more police officers than in 2010 and said the report should have provided figures to enable comparisons to be made.

In relation to the data provided on list of offences, the Chair said that it would have been helpful if these figures were broken down in more detail. In response the PCC said that the data replicated the national approach to the information provided but he would take these suggestions away, although comparisons with other forces should not be in his annual report.

Reference was made to the section on court delays and the Chair asked if the PCC could use his support in Milton Keynes City Council's campaign for a Crown Court in the City, which would help the criminal justice system and reduce court delays. The PCC said he would look at this.

The Chair reiterated the comments made by other Panel Members that VAWG should be one of the five priorities in the PCC's Police and Criminal Justice Plan and that as the objective of Tackling Illegal Encampments was being met, that it should replace this. The PCC noted the comment made.

The PCC commented that there were still some local authorities who had not returned the Protocol between TVP and local authorities in tackling illegal encampments. The local authorities were: - Milton Keynes City Council, Reading Borough Council, Bracknell Forest Council and West Oxfordshire Council and the PCC was awaiting their responses.

RESOLVED - That the annual report of the PCC be noted, and a letter be sent to the Office for the PCC in accordance with Section 28(4) of the Police Reform and Social Responsibility Act 2011 detailing the review the Panel carried out in relation to the PCC's Annual Report 2022/23.

7 Central Vetting Unit

At a previous Panel meeting, Members asked for an update on police vetting when in January 2023, the Home Office announced that all police forces must check their workforce against national databases to mitigate against the risk of important information on an individual being missed on their employment.

The PCC provided a report which outlined the current central vetting unit, highlighting structural change, current work streams, current risks, and horizon planning.

Members' Questions

(1) In the report, reference is made to the current backlog having a 19-week delay which would be cleared by 6 March 2023. The PCC was asked for clarification on this as the date had elapsed.

[The PCC replied that this meant that there would be no applications no older than 6 March 2023.]

(2) The incompatibility of the two IT systems was worrying, the PCC was asked whether there were any issues with anything slipping through the net.

[The PCC replied that this was an area for improvement, which the HMIC had identified. Members of the Panel would be aware of some of the challenges TVP had had in the past of some of the HR and IT systems and procurement. The reassurance around this was that it was included in the scope, and this was borne in

mind. There was no significant risk. There was a big space for automation beyond the TVP HR system. With regard to the historical data, everybody was vetted and put through the Police national data base so that nothing was missed.

This was a big operation which also included manual checks. The PCC asked the question, whether they could automate, potentially through robotic automation, and that this be done regularly. The Home Office may be concerned at individual Forces doing their own automated regular checks at the risk of crashing the whole system.

The National Law Enforcement Data programme would be replacing the Police National Computer and the PCC hoped this would allow automated data checks.]

(3) The PCC was asked about the different types of backlogs and particularly contractors. Does the delay in vetting contractors' impact on TVP's business?

[The PCC replied that this was a challenge, but that priority was given to those contractors that needed vetting quickly for urgent works. The reason for the 116 of contractors required vetting was because it was the start of the financial year.]

RESOLVED – That the report of the PCC be noted.

8 Review of Panel Rules of Procedure, Complaints Procedure, Panel Membership and appointment to Sub-Committee and Task Group

The Panel was provided with a report which included updated Rules of Procedure and Panel Arrangements, details of the Complaints Procedure, required appointments to the Panel's Complaints Sub-Committee and Budget Task and Finish Group and details of the Home Office grant for 2022/23.

The newly appointed Chair of the Panel reported that he would have discussions with Milton Keynes City Council on the future hosting arrangements for the Panel and report back to the next Panel meeting. **ACTION: CHAIR**

On the appointments to the Panel's Complaints Sub-Committee and Budget Task and Finish Group it was agreed that the Chair of the Panel, in consultation with the Scrutiny Officer be given delegated authority to fill any vacancy. After the meeting a vacancy on the Complaints Sub-committee was filled.

RESOLVED – (1) That the Rules of Procedure and Panel Arrangements, as amended, for the Thames Valley Police and Crime Panel be approved.

(2) That, the Chair of the Panel discusses the hosting arrangements of the Panel with his local authority and report back to the next meeting of the Panel

(3) That the Panel reconfirms the decision that future meetings of the Panel continue to take place at Buckinghamshire Council's Gateway House in Aylesbury.

(4) That the appointments to the Panel's Complaints Sub Committee and Budget

Task and Finish Group be as follows:

Complaints Sub-Committee

Cllr Robin Bradburn, Cllr Peter Brazier, Cllr David Carroll, Cllr Emily Culverhouse, Mr Peter Gammond, Cllr Karen Rowland and Cllr Richard Webber

Budget Task and Finish Group

Cllr Keith McLean, Stephen Newton, Simon Rouse and Geoff Saul (1 Vacancy)

(5) That the established Complaints Sub-Committee and Budget Task and Finish Group be agreed with no changes to their terms of reference for the following year.

(6) That details of the Home Office Grant received by the Host Authority for 2022/23 be noted.

9 Police and Crime Panel's Annual Report 2022/23

The Panel's Annual Report for 2022/23 was submitted and Members placed on record their appreciation of the work of Councillor Keith McLean, the previous Chair of the Panel.

RESOLVED - That the Annual Report be adopted and published, and that Panel Members submit the Annual Report to their respective local authorities for information.

10 Report of the Complaints Sub-Committee

A report of the Panel's Complaints Sub-Committee was received and noted.

11 Updates from PCC, Chair of the Panel and topical Issues report

The Panel received a report which provided details of topical police and crime issues and the following issues were raised.

In relation to the **changing age profile and experience of TVP officers**, the PCC was asked what he was doing to fill those gaps and to possibly links to retirees who could mentor new Police Officers. The PCC replied that this was a challenge and an opportunity. Part of the work on using Police volunteers involved trying to get ex Police Officers to come in and do some of that training. The Panel was informed that there may be a glut of officers leaving next year as a result of the pension changes because of the McCloud judgement.

A Leadership Academy was to be formed to support that development and learning and under the community policing portfolio there was a silver lead for Police support.

A Member raised an issue of residents feeling less safe with **anti-social behaviour** being one of the reasons for this and that she was pleased to read that there was a zero-tolerance approach to anti-social behaviour. The PCC was asked for his views.

The PCC replied that the most interesting thing to come out of this proposal was reparative justice which would involve for example, a person found defacing property with graffiti, having to clean the graffiti off. Combatting anti-social behaviour was a joint approach from local authorities and the Police on tackling this.

The topical issues report was noted.

12 Work Programme

Reference was made to the offer the PCC made of Members of the Panel visiting the Contact Management Centre and it was asked that visits be arranged before the Panel's next meeting as there was an item on the agenda about Contact Management – Update on performance of "101" Calls and on-line reporting.

The PCC asked that the proposal for a Panel meeting to be held at TVP Training Centre be either November or January.

The work programme was noted, and Members were asked to inform the Scrutiny Officer of any potential work programme items.

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Report of the Police and Crime Panel

Report title: Force Review

Date: 15 September 2023

Author and contact: C/Supt Colin Paine, Head of Force Review

Purpose of the report: Update on the Force Review progress.

Recommendations: For information.

1. Executive Summary

This report provides an overview of the progress of the Force Review to date, and the remaining work to complete. It explains the expected benefits of the changes proposed through the Force Review on Local Policing and in particular to Neighbourhood Policing, as well as the changes for Crime & Criminal Justice. It sets out the current savings position and plans for delivery of the agreed savings.

2. Purpose of the Force Review

The policing landscape has changed substantially since the last major structural review of Thames Valley Police in 2010 which removed BCUs. There is now increased complexity of investigation and rising public expectations. Increasing public need, both known and hidden, is placing increasing pressure on the force and policing nationally. This is presenting itself through calls for service, increased expectations, increased safeguarding demand and complexity of investigations. The consequences are stretched ICR (Incident and Crime Response) and investigation teams, pressure on response times, abstractions to meet major crime enquiries and stress on the quality of service delivery. While a range of structural reforms have occurred since 2010, there has not been a single unifying strategy and the cumulative impact of these reforms was not deliberately planned for.

In response to this, CCMT established a Force Review in Spring 2022 to undertake an assessment of the force structures, initially focused on Local Policing and the related central operational units - Force Intelligence and Specialist Operations (FISO), Crime and Criminal Justice. The initial central aim of the Force Review was to improve service to the public through a structure that allows for increased capacity across the operational functions of the force. This was in part a response to feedback in the 2021/22 HMICFRS PEEL Inspection that the force needs to make sure that it has the capability and capacity it needs to meet and manage demands in the most efficient manner. Shortly after the Force Review work began, the work was required to identify £8m savings across Local Policing, FISO, Force Crime and Criminal Justice. The scope of the Force Review was later expanded to cover the remaining departments in the force to identify a further £7.18m savings. This overall work is a significant contribution towards the force's savings target of £20m.

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3. Force Review approach

The Force Review is delivering in a phased approach across the force functions, as set out below:

Phase	Timeframe	Business areas covered
Phase 1	May - September 2022	Local Policing
Phase 2	September 2022 - June 2023	Local Policing (detailed work), Force Intelligence & Specialist Operations
Phase 3	April - August 2023	Crime, Criminal Justice
Phase 4	July - December 2023	Joint Operations Unit, Governance & Service Improvement, Legal Services, Joint ICT and Joint Information Management Unit
Phase 5	December 2023 - April 2024	People Directorate, Tasking & Resilience, Finance & Procurement, Property Services, Corporate Support, Corporate Communications

Reviews of business areas are either completed by the Force Review team, by the department themselves, or in partnership between the department and the Force Review. Departments have indicative savings targets at the outset of their review to guide the thinking. The Force Review follows a methodology over a number of months (depending on the size and complexity) where a department is split into workstreams, discovery work is completed to understand options, and these are then developed and refined through analysis and stakeholder discussions before proposals are finalised and presented to CCMT for a decision.

The methodology of the Force Review team has been based around:

- Demand Modelling of public need and capacity with Service Improvement and Process Evolution.
- Data analysis on long-term trends and indicators of public need and capacity pinch points, data on 'what works' with regards to structures in academic literature, through HMIC and the College of Policing.
- Benchmarking structural solutions considered, both implemented and rejected in a range of other forces across the UK, and a review of the HMIC Value for Money Profiles.
- Workforce engagement through interviews with senior leaders across the force and workshops Inspectors and frontline officers and staff.
- Partner engagement including local authorities, (officer and members), Criminal Justice partners, LRF partners and blue light services.
- Future thinking considering analysis of changes that are likely to occur in policing over the coming decade.



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4. Local Policing

Following scoping work which identified 9 potential structures for the force in September 2022, CCMT made the decision to narrow down the options for local policing structures to either i) retaining and enhancing the 11 LPA structure or ii) moving to a 5 Local Command Unit (LCU) approach. In February 2023 CCMT expressed a view that a 5 LCU structure was the preferred option, but would not make a decision until June 2023 to enable full engagement with the public and partner feedback. Following completion of this consultation process and a review of a detailed business case for the proposals, the decision to move to 5 LCUs was made in June 2023.

The benefits of the move to the 5 LCU structure were identified as:

- Releasing resource to be reinvested in neighbourhood policing
- Releasing resource to be reinvested in DAIU and CID
- Provision of command teams to match the threat, harm, risk and demand of each area
- Provision of detective Superintendents to provide senior crime and performance leadership for each LCU
- Greater volume of officers able to meet surge demand without cross border working
- LCUs would be mostly self-sufficient and enable the free flow of resource across larger areas to meet demand leading to increased performance in grade 2 calls
- Enable the creation of harm reduction units (HRUs) which can provide a range of professionalised services at a local level to support the most vulnerable; these services could include orders management and mental health
- Would enable the creation of Detective Inspector posts to lead the Proactive teams across the LCUs to tackle organised crime, knife crime and acquisitive crime
- Would enable the creation of Community Policing and Partnership Inspectors for each LCU who could lead on delivering a range of functions currently undertaken by SPOCs which abstracts Inspectors from their core functions
- Could reinvest 25 Sergeants back to ICR to support an inexperienced workforce; one additional Sergeant per shift per LCU reducing the average supervisory ratio from 1:8.6 to 1:7
- Would enable the provision of 11 Inspectors dedicated to supporting the PACE function and reduce abstractions of other Inspectors for this purpose (NB the numbers would not be sufficient to eliminate the need for other inspectors to undertake this function – but would reduce demand on them)
- Would enable the provision of 5 Sergeants to support the 5 Chief Superintendents with delivery of thematic portfolios (an increase from the existing 1 shared Inspector post)

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- Would enable the removal of the anomalous command areas for duty Inspectors; allowing duty Inspectors to work on their own LCUs when undertaking duty functions
- Would unfetter the force estates strategy and permit broader options for estates savings further into the future
- The 5 LCU model could offer support to the outstanding HMICFRS areas for improvement and could release significant cashable savings.

Neighbourhood policing

The Force Review proposed that neighbourhood policing should be seen as one of the three cornerstones of Thames Valley Police together with response and investigation, and that Thames Valley Police's neighbourhood teams should have a fourfold strategy of;

1. Providing police visibility
2. Undertaking problem solving activity
3. Engaging our communities
4. Undertaking local policing enforcement activity

The previous Operating Model restructure saw Neighbourhood Policing resources divided between smaller geographic teams, working in the local community; and Problem Solving Teams (PST) based on each Local Policing Area (LPA). The original concept of the PST was that they would undertake problem solving activity as it was identified by the geographic teams. However with the removal of a central governance structure for neighbourhood policing the LPA's quickly repurposed their PST's to deliver different functions which varied across the force.

The Neighbourhood Policing SIR (Service Improvement Review) (Oct 2020) identified that LPA Command wanted a clear direction for neighbourhood policing. Some were operating without full regard to the principles, an inconsistent application of problem solving, and with a lack of sharing of learning.

The Force Review recommended that the PST be disbanded and Harm Reduction Units introduced with a focus on police led harm reduction in partnership with other agencies. As part of this restructure the geographic neighbourhood teams would receive an uplift of police officers funded through two revenue streams;

1. Conversion of PCSO vacancies
2. Increase in the council tax precept authorised by the PCC.

This will result in the geographic neighbourhood teams being resourced as below:

ROLE	CURRENT GEOGRAPHIC TEAM	PROPOSED GEOGRAPHIC TEAM
Inspector	14	15
Sergeant	45	42
Constable	145.5	291.5



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Community and Diversity Officers	4	5
PCSO	404	293

The additional officer capacity within geographic neighbourhood teams will be a key enabler to deliver the force’s vision for Community Policing, as well as the PCC’s Crimefighters strategy. The increase in neighbourhood resources will be key to improving performance across a number of key priority areas that have suffered due to the level of abstractions and retention issues teams have faced in addition to the impact it has had on staff morale. Cohesion, consistency and best practice will be enabled through the introduction of the Community Policing Command. Specifically the investment in schools officers will enable better engagement, early intervention and to build relationships with our communities and partners. The investment in MH officers will ensure we can work with our MH partners in relation to problem solving and MH issues in our communities.

5. Crime and Criminal Justice

Since 2010 the crime and criminal justice landscape has changed a lot. Crime trends have changed, public protection requirements are more stringent and how we investigate crime, with all its complexity, continues to rapidly evolve. The Force Review has identified that a new Crime and Criminal Justice structure is needed to reflect these trends.

The new model comprises four commands:

- Crime and Intelligence
- Criminal Justice and Public Services
- Public Protection
- Forensics

6. Savings Position

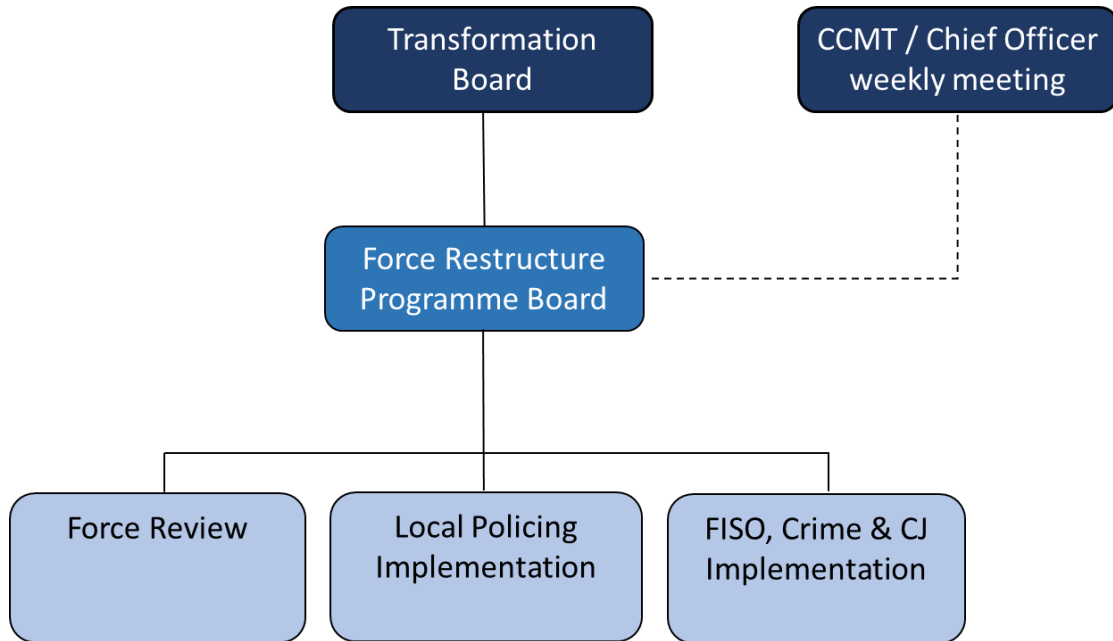
Following completion of the first three phases of the Force Review, the team has now identified over £8m for the savings required from Local Policing, FISO, Crime and Criminal Justice, which will be delivered for 2024/25 and 2025/26. The remaining £7.18m savings from the remaining force departments will be identified during the last two phases of the Force Review.

7. Delivery of Savings

The Force Review does not retain responsibility for delivery of the proposals; once signed-off, these are handed over to either the department to deliver through business as usual, or through a separate implementation project.

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An over-arching Force Restructure programme with ACC Public Value and Legitimacy as the Senior Responsible Owner governs the Force Review and any implementation projects, to ensure there is a coherent approach to design and implementation and to manage any changes that are needed. The programme also tracks the overall delivery of savings. The current programme structure is shown below:



8. Risks/Issues

Risk	Mitigation
It may be difficult to identify savings to reach the full target required, because of the delivery pressures in some departments.	<ul style="list-style-type: none"> Assess the impact of savings proposals to support decision making at CCMT. Maintain a list of contingency options for business areas of additional savings to revisit if required to meet the overall target.
Savings required to be delivered in 24/25 may be delayed and not fully delivered until 25/26.	<ul style="list-style-type: none"> Maintain pace of Force Review to identify savings. Plan timeline for implementation to realise savings early where possible (e.g. removing vacant posts). Monitor expected delivery date of savings with Finance.
Changes may be required to agreed proposals (notably the LCU model) after the decision that delays implementation or reduces the savings.	<ul style="list-style-type: none"> Manage ongoing design work alongside implementation in a single programme. Ensure any changes to design are assessed to understand the impact on savings or benefits, to inform decisions.

9. Next Steps / recommendations



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- The Force Review will continue to deliver Phase 4 and Phase 5, identifying savings from the remaining business areas, as well as any opportunities for improving service delivery.
- Local Policing implementation will continue under the leadership of ACC Local Policing.
- FISO, Crime & Criminal Justice implementation will be completed under a project led by ACC Crime & Criminal Justice.
- The Force Restructure programme with ACC Public Value and Legitimacy as the Senior Responsible Owner will continue to govern the ongoing Force Review and implementation projects, whilst ensuring progress with achieving the savings targets.

10. Conclusion

The Force Review has completed the first three phases, covering Local Policing, FISO, Crime and Criminal Justice. As well as identifying £8m in savings across these areas, the proposals deliver improvements to service delivery in key areas. For Local Policing the move to 5 Local Command Units is anticipated to help to manage demand for frontline teams more effectively, and improve the response to the public. The change will double the number of PCs within geographic neighbourhood teams, enabling much greater capacity to deliver on the vision for Community Policing and the PCC's Crimefighters strategy. The Force Review moves on to review the remaining business areas in the force, while implementation of agreed proposals progresses in implementation projects, all under the governance of the Force Restructure programme.

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Report of the Police and Crime Panel

Report title: Update report on police recruitment and retention in TVP along with ethnicity representation/positive action initiatives

Date: 15 September 2023

Author and contact: ACC Dennis Murray

Purpose of the report: In Nov 2022, the PCC gave a verbal update on police officer recruitment and retention, the Panel require an update report on police recruitment and retention in TVP, which includes further detail/progress of Race/BAME initiatives

Recommendations: Information / Update only

Contents of report

- *Background beginning with the National Uplift announcement in 2019*
- *Attraction and recruitment journey navigating through Uplift and culminating where we are today in relation to national population and police officer representation*
- *Positive Action & Engagement Team, functions, activities and Staff Support Associations; Race Action Plan and the new ACC role*
- *Where are we now? Force representation comparative to bordering forces including representation throughout the rank structure. Live candidates and applicant data - positive trajectory*
- *Officer turnover, Positive Action & Engagement Team refocus, Positive Action coaching programme. Retention realisation and inception*
- *Retention Team - implementation and phase one*
- *Conclusion*

Background

In July 2019, the government announced plans to recruit an additional 20,000 police officers in England and Wales by 31 March 2023. Whilst some saw the plan as contentious, effectively replacing officer numbers that had been reduced by earlier public sector cuts, it presented a welcome opportunity for forces across the country to increase their numbers and a unique opportunity to bring people from a range of backgrounds and communities, with a range of different skills, into policing.

Thames Valley Police's allocation from the 20,000 was to increase our officer numbers by 609; this would be in addition to existing recruitment plans and expected attrition. TVP managed to recruit an additional 785 officers, bringing our total number to over 5000. Thames Valley now has the largest number of officers in the force's history and, in time, we are confident this increase will ease the pressure on our people,



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helping us to continue to protect our communities by reducing crime and improving outcomes for victims.

Attraction and Recruitment Journey

Increasing our recruitment levels on a scale the force has never seen before has been a challenge in and of itself. A true grasp of the magnitude can only be appreciated when we consider the internal and external environments that existed at the time: a national pandemic, coupled with the simultaneous introduction of new officer entry routes and a saturated post-pandemic job market which fundamentally altered employee expectations. Innovation and efficiency have been key to overcoming these challenges. We have been creative and incrementally innovative in adjusting working practices, as well as decisive in implementing new methods to attract, recruit, vet, train and assess student officers.

As a force, we lobbied to bring back the IPLDP+ entry route to complement our PEQF routes and we have this at our disposal until March 2024. Understanding links between socio-economic backgrounds, ethnicity and its overall effects on social mobility has meant we continue to offer variety across our entry routes. We need a broad range of people, skills and backgrounds to be truly representative. It is worth noting the NPCC and the College of Policing are exploring a fourth entry route for the long term (Police Constable Entry Programme).

A positive outcome of Uplift has been greater levels of diversity seen across our force. Women now represent 37.4% of our officers with 43% of current applicants being women. Interestingly the College of Policing has demonstrated that internal culture pertaining to female inclusion is affected when officer numbers exceed 30%¹. We can therefore surmise that we've achieved this tipping point and will, through third and fourth order effects, increase diversity through more inclusive cultures in the workplace. Furthermore, we have now improved the number of officers from ethnically diverse backgrounds, who now represent 11.9% of our officers (inclusive of Black, Asian, Other ethnic minority communities and Any other white background, consistent with Uplift criteria/reporting). Uplift has provided us a springboard, set a new trajectory and we are determined to continue the hard work to ensure we are representative of all communities we serve.

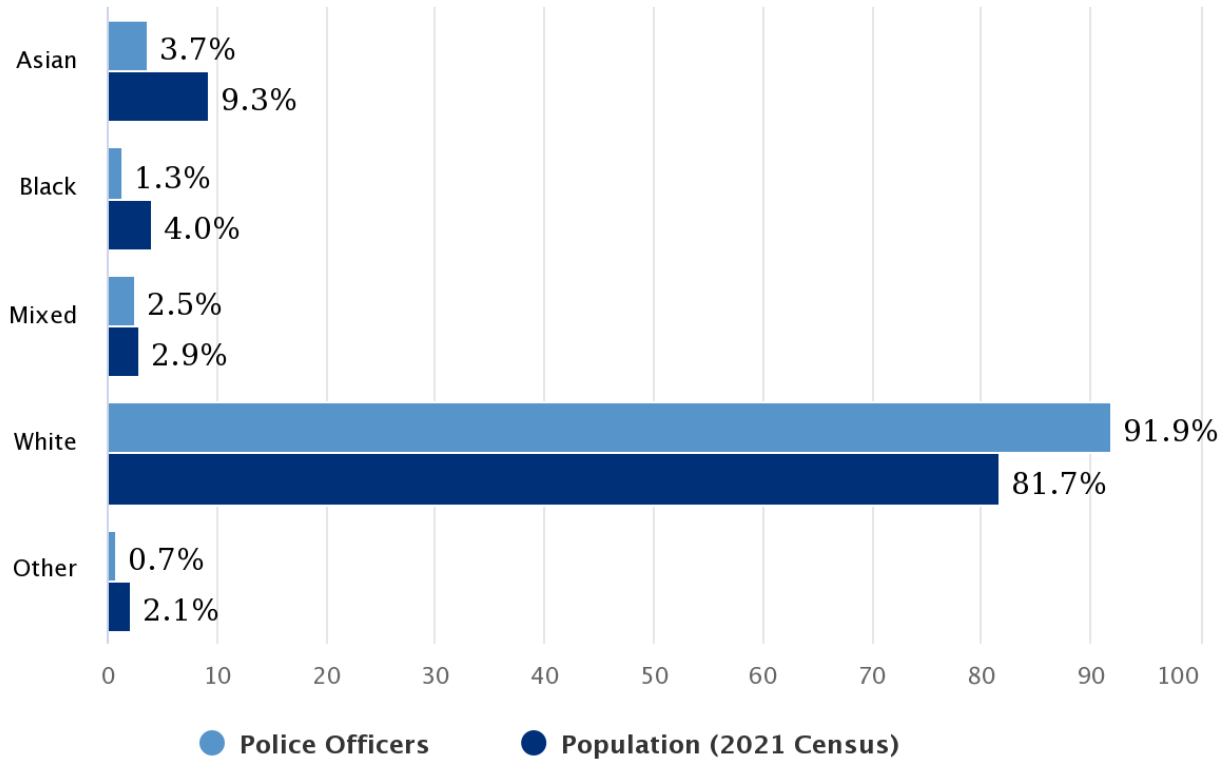
The national ambition is that the Police Service, as a whole, reflects the latest Census data, as shown below. TVP is committed in this ambition and strives to become more diverse and reflective of every community in its force area. This is a key aim detailed

¹ March 2023, DCC McCormak Workforce Survey, Positive Action Practitioners Alliance

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within our Force Strategic Plan 23/24 and People Strategy 21-25.

Title: Percentage of police officers, and percentage of the overall population (at 2021 Census), by ethnicity. Location: England and Wales. Time period: 2022. Source: Police workforce, England and Wales, 31 March 2022 | Ethnicity Facts and Figures GOV.UK



Positive Action & Engagement Team, Staff Support and New ACC

In pursuit of a more representative workforce, TVP has dedicated resources to this commitment in the form of the Positive Action & Engagement Team. This is a well-established team of a Sergeant and six PCs, reporting to our Retention and Positive Action Lead Inspector within Workforce Planning.

The team has three main functions and a number of activities and initiatives that are used to meet objectives (see Appendix 5). The Positive Action & Engagement activities are detailed within the attached Tactical Plan (see Appendix 5) and performance is reported on in the form of quarterly RAG reporting (see Appendix 6). Key performance indicators are listed for certain activities within the report, measuring the effectiveness of an activity. These are either quantitative or qualitative in nature depending on the activity itself, (see Appendix 6).

Community Engagement

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- Using a process of repeated targeted engagements to establish new links with seldom-heard communities and fostering relationships with existing ones.
- Organise, plan and deliver a number of people focussed initiatives with the aims of building trust and shifting perceptions through transparency and conversation.
- Working with educational institutions facilitating discussions and presentations around contentious topics.

Attraction

- Encourage, attract and support underrepresented people in joining the police.
- Offer comprehensive support from 'Application to Area'. This includes video package access, in-person workshops, bespoke 121 support and events such as 'Meet the Family'.

Progression/Retention

- Regular drop-in sessions for student officers at Foundation Training.
- Running and maintaining a mentoring programme for diverse student officers, this includes the training and allocation of new mentors into the programme.
- Conducting an 'on boarding' process to ease the transition onto LPAs from Foundation Training.
- Hold progression workshops both lateral and horizontal progression. Bespoke 121 support is also offered.

We have a number of Staff Support Associations and Networks designed to support diverse staff members. They also form part of the Force's decision-making apparatus through their ability to inform and influence.

Staff Networks & Support Groups

<p>THAMES VALLEY POLICE NEURODIVERSITY SUPPORT NETWORK</p> <p>Neurodiversity Support Network</p>	<p>CPA CHRISTIAN POLICE ASSOCIATION</p> <p>Thames Valley Christian Police Association</p>	<p>Disability Support Network</p> <p>Enable - Disability & Carers Network</p>	<p>Gypsy, Roma, Traveller Police Association</p> <p>Breaking down barriers & building trust</p>
<p>THAMES VALLEY LGBT+ POLICE NETWORK</p> <p>Thames Valley LGBT+ Police Network</p>	<p>MEN'S FORUM</p> <p>The Men's Forum</p>	<p>THAMES VALLEY MUSLIM POLICE ASSOCIATION</p> <p>Thames Valley Muslim Police Association</p>	<p>SAME</p> <p>Support Association for Minority Ethnic Staff (SAME)</p>
<p>TVP Sports and Social Club</p>	<p>THAMES VALLEY WOMEN'S NETWORK</p> <p>Thames Valley Women's</p>	<p>EMPLOYEE RAPE AND SEXUAL ASSAULT SUPPORT GROUP</p> <p>TVP Employee Rape and Sexual</p>	



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Finally and arguably most importantly, in May 2022 we welcomed the launch of the NPCC Chief Council’s Police Race Action Plan, which has been developed in conjunction with the College of Policing. There is acknowledgement that previous attempts at similar schemes have not had the desired impact and thus a different approach was needed to make real and long lasting change. In order to effect such change, we realise we must understand and quantify what the impact would be of our intended actions. Consequently, an integral part of executing the plan has been inviting external scrutiny from those with lived experience as well as remaining transparent and accountable throughout. Improving trust and confidence in Thames Valley Police will further ensure we are able to attract those from diverse backgrounds. This will enhance our legitimacy through more considered decision-making when the arithmetic of our workforce changes as diverse officers progress through the service.

Thames Valley Police’s commitment to change and recognition of the task in hand has been further evidenced through the creation of a new governance of Diversity and Inclusion. This governance is focussed both internally and externally and is led by a newly-created role: Assistant Chief Constable for Legitimacy and Public Value.

Where are we now?

Nationally, ethnic minorities make up 8.1% of the general population. Thames Valley currently has 6.5% of police officers from minority backgrounds, compared to 2021 census data of 19.8% of the general population from Asian, black, mixed or ‘other’ ethnic backgrounds.

How do we compare to neighbouring forces on the percentage of ethnically diverse officers in relation to that of the local population? When conducting comparative analysis or comparative benchmarking with other forces, one must be aware of differences before interpreting such statistics, for example, proximity to the capital, population size, workforce size/ratio, transient populations etc. TVP’s area has a high level of higher education establishments, which means a large number of international students are resident who will not be looking for employment with TVP while studying.

Bedfordshire	10.1%	v population 27.9%
Northamptonshire	7.3%	v population 11.3%
Warwickshire	8.2%	v population 10.9%
Wiltshire	3.5%	v population 10.4%
HIOWC	3.5%	v population 9.5%
Sussex	3.8%	v population 9.5%
Surrey	6.2%	v population 4.5%
West Midlands	13.9%	v population 38.7%

The data as of March 2023 indicates that as we progress through the ranks, representation decreases. The number of roles at each rank also decreases, so if one

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Superintendent or above who defines themselves as of an ethnic minority background should retire or leave, this would impact significantly the data. Of note is the particularly low number of those identifying as black at Constable level, which inevitably impacts on the figures as we go up the ranks. The percentage of Superintendents and above who identify as Asian, black, mixed or other is also low.

Rank	Asian	Black	Mixed	Other	TOTAL
Constable	117	27	103	17	264
Sergeant	12	3	16	1	32
Insp/Ch Insp	7	4	9	1	21
Supt and above	2	0	1	0	3
TOTAL	138	34	129	19	320

The table below shows that in the last 5 years, we have had a huge jump in the recruitment of officers who identify as Asian, Black, mixed or other background.

Rank	0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	31 years+	TOTAL
Constable	168	23	46	18	8	1	0	264
Sergeant	0	14	7	7	3	1	0	32
Insp/Ch Insp	1	0	7	11	1	1	0	21
Supt and above	0	0	0	0	0	2	1	3
TOTAL	169	37	60	36	12	5	1	320

The breakdown of ethnicity in all ranks is shown below. As you can see from the data, the groups very low in representation are Bangladeshi, Black African/Caribbean, White and Black African and Arab, whilst those with more representation are Indian, Pakistani, any Asian background, White and Asian, White and Black Caribbean and any other Mixed Multi-ethnic background.

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Ethnicity Breakdown - all ranks	Total	% of Total
Asian / Asian British - Bangladeshi	7	2.2%
Asian / Asian British - Chinese	15	4.7%
Asian / Asian British - Indian	43	13.4%
Asian / Asian British - Pakistani	39	12.2%
Any other Asian background - please describe	34	10.6%
Black/African/Caribbean/ Black British - African	12	3.8%
Black/African/Caribbean/ Black British - Caribbean	18	5.6%
Any other Black / African / Caribbean background - please describe	4	1.3%
Mixed/Multiple ethnic groups - White and Asian	45	14.1%
Mixed/Multiple ethnic groups - White and Black African	7	2.2%
Mixed/Multiple ethnic groups - White and Black Caribbean	33	10.3%
Any other Mixed / Multiple Ethnic background - please describe	44	13.8%
Other ethnic background - Arab	6	1.9%
Any other Ethnic group - please describe	13	4.1%
TOTAL	320	100.0%

The below table shows the extent of TVP's improvement in engaging communities and attracting more ethnic minority candidates to apply for an officer role. Between the financial year 2020/21 and July 2023, there has been an 8.4 percent rise in applications from ethnic minorities. In 2020/21 140 of the 942 applicants were from ethnic minority backgrounds (14.86%) and this jumps to 509 of the 3122 applicants (16.3 %) in FY 2022/23. This is a clear upward trajectory and we plan to continue to close the gap with local population demographics.

POLICE OFFICER APPLICATIONS - SUMMARY YTD				
OVERALL	2020/21	2021/22	2022/23	Jul23 YTD
Total Appls	942	2684	3122	1003
No. Ethnic Min	140	402	509	234
% Ethnic Min	14.9%	15.0%	16.3%	23.3%
No. Female	433	1138	1212	355
% Female	46.0%	42.4%	38.8%	35.4%
<i>Ethnic Min = Ethnic Minorities</i>				

Earlier in the report it was mentioned that we have seen an increase in the number of live candidates within our pipeline identifying as black. Thames Valley Police will often maintain a figure of over 8% of ethnically diverse candidates identifying as black. When you compare this to the 2021 Census data, which uses the following broad ethnic grouping of Black, Black British, Black Welsh, Caribbean or African, the Local Authority District of Milton Keynes stands at 9.7% with Slough showing as 7.6%. This clearly means that we have begun to bridge the gap in attracting diverse candidates.

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Officer Turnover, Refocus and Retention Realisation

We have had much success in meeting our targets around recruitment and Uplift, however, we now need to also focus on retaining our workforce. Whilst we have made inroads into becoming more representative, we must also respond accordingly to the continually changing operating environment.

In 2022/23, 367.09FTE officers left TVP (8.69 FTE increase on previous year): the majority (54%) resigned, 25% retired and 20% transferred out.

Officers	March 19	March 20	March 21	March 22	March 23	2023/24 YTD
Total	322.22	299.70	216.05	358.40	367.09	120.16
Monthly average	26.85	25	18	29.9	30.6	40.05

Excludes eternally funded units.

Every year, resignation is the main reason for leaving. In 2022-23, resignations equated to 54.2% of all leavers, retirements 24.5% and transfers out 20%. In 2022-23, 76.3 FTE officers transferred out and 48 FTE transferred into TVP: a net loss of -28.3 FTE.

The year-on-year increase in the number of probationer leavers continues, in part due to the increased overall number of probationers; the number of probationers increased by 60.2% over the last financial year. As of the end of June 2023, 53 probationers have resigned, including 19 in May the highest number in any month to date.

Ethnic minority turnover (June 23) has increased for officers and staff compared to March 23. We are acutely aware that proportionately, more ethnic minority officers are leaving and we are actively analysing the data in order to ascertain the contributing factors.

Ethnic Minority 12 month rolling turnover %	March 21	March 22	March 23	June 2023		
				Ave. headcount	Leavers	%
Officers	8.6%	12.7%	11.0%	291.5	47	16.1%
Staff excluding JPS		22.7%	12.3%	188	30	16.0%
PCSO excluding JPS	8.7%	4.5%	26.3%	19.5	2	10.3%
External Units						
Officers	18.2%	0.0%	16.0%	13.5	2	14.8%
Staff	11.3%	24.5%	4.4%	26	1	3.8%

Ethnic Minority Turnover 12 month rolling % by staff group includes secondments and career breaks.

In August the Chief's Management Team met with HMICFRS leads for a hot debrief ahead of the grading and full report being prepared, which we expect to be published in November. Areas for improvement amongst others will include retention.

As already mentioned, the Positive Action and Engagement Team (PAET) have been focused on the attraction of candidates from ethnic minority backgrounds. This hot debrief has offered a timely opportunity to re-evaluate and assess the current landscape. We are redirecting the team's efforts, evolving the functions and developing new initiatives within the progression and retention pillars of their work. We must be alert to



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the underlying inferential issues surrounding internal culture and its impact on retention as well.

The Positive Action Promotion Coaching launched in 2022. Over 20 senior officers and staff across the organisation have committed to coaching people from under-represented backgrounds. They are already qualified coaches and have received an extra day's training on coaching people from under-represented backgrounds from an external company that specialises in this area.

If successful, the aim is to broaden this initiative out so that it is not just about promotion and applies to Police Staff as well. We've had to focus our efforts this time around to give us space to learn and improve the initiative for the future.

This initiative is only for those who are actively applying for promotion, OR

- Activity preparing to apply for promotion within the next 12 months; AND
- Have had conversations with their line management around readiness for promotion; AND
- Are from underrepresented communities at senior ranks.

We currently have 25 coaches assigned to positive action promotion including staff and officers and right up to Assistant Chief Constable Level.

A full breakdown of the PAET plan and activity is provided in the appendices.

Alongside the PAET, CCMT approved a paper from Workforce Planning to implement a trial of a new Retention Team (see Appendix 4). They will work toward reducing avoidable turnover. The team's work will also closely align with and enhance the retention elements of the Positive Action & Engagement Team's Tactical Plan (see Appendix 5). This team will focus on ICR officers and student officers, which is where we are seeing the highest levels of turnover. The aim is to gather more information, data and context on why officers are leaving so that we can direct meaningful interventions. This will involve embedding a system of primary data gathering which will lead to exploratory analysis of the main contributing factors. We will be introducing Stay Conversations to try to resolve any issues and provide early interventions, breaking down barriers for our staff and officers prior to them making the decision to leave TVP. The CCMT paper is attached (see Appendix 4) and an Implementation Plan and Strategic Plan are in development and should be ready for Phase 1 on 04 September 2023.

Retention Team Implementation, Phase 1

Immediate next steps will focus on setting up and implementing the Retention Team, as well as the continued analysis of its effectiveness. An APP bid has been submitted for additional funding beyond March '24 in anticipation of a successful pilot so that we can expand the team and focus on wider retention of all officer and staff groups.



Report of the Police and Crime Panel

Concurrently, we have the ongoing challenge of managing attraction and recruitment. In the first quarter of this year we were achieving 80% occupancy on our officer intakes due to changes in vetting standards and negative press around policing. Through targeted attraction campaigns, we have increased the pipeline and are now able to forecast 90% occupancy on the remaining intakes for this financial year.

We are also introducing a TVP Assessment Day in addition to the College of Policing Online Assessment (see Appendix 3). This will give us the opportunity to safeguard and identify candidates who may need some additional support with English as an additional language, as we have concluded that their needs are not being correctly identified at the National Assessment Centre Process. The Assessment Day will also provide the opportunity to meet candidates and have an open dialogue about the realities of policing and assess their fit with TVP's vision, mission and values. If we are to continue to build trust and confidence, we must ensure officers are able to demonstrate our values.

As part of our increased partnership working within the attraction, we continue to develop and expand our relationships with the colleges and universities in our catchment area as well as with the military services. Two such initiatives that are in development are a pathway for MoD officers to join TVP into our Firearms Protection Group (see Appendix 2), and a collaboration with the Royal Military Police on an experience exchange programme focussed on Detention Officers and potentially CSIs (see Appendix 2).

The replacement of IPLDP with the new 4th entry route (PCEP) will present challenges due to the College of Policing's timeframes. We do not yet have a confirmed eligibility criteria or curriculum, so are unable to market this as an entry route currently. We are expected however to have our first intake in April 2024 onwards as IPLDP will no longer be licenced by the CoP. We have an Implementation Board governance structure set up and this is highlighted as a risk to our intake plans for next year.

Conclusion

In conclusion, Thames Valley Police have utilised a multi-faceted approach towards representative attraction and more recently retention. We are aware of the challenges and the opportunities presented by uplifting the workforce at such a rapid rate. It is clear that we have been successful in our scanning and assessing of the external environment by being predictive in our approach. We have also demonstrated an internal dynamism by responding decisively to unforeseen changes; this is a testament to the decision-making and leadership within the organisation. This will allow us to continually test what is possible and build on our work towards a truly inclusive service befitting of the communities of the Thames Valley Policing Area.



Report of the Police and Crime Panel

Appendices

1. Attraction, Recruitment and Retention Operational Plan Workforce Planning
2. MOD to Protection Group Programme CCMT
3. Recruit Assessment Day CCMT
4. Retention Team CCMT
5. PAET Tactical Plan
6. PAET RAG Report

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Attraction, Recruitment & Retention Operational Plan

Owned by

- Head of Workforce Planning / Workforce Planning Business Partner

Enabled by

- Recruitment Marketing & Employer Branding
- Workforce Planning
- Officer & Staff Recruitment
- Positive Action and Engagement Team
- Vetting / Occupational Health
- Learning & Development

Supported by

- Everyone who works or volunteers for TVP

Governance

This plan is intrinsically linked to the People Strategy, Force Values and Strategic Plan. Intake planning and retention matters are predominantly managed through the Tactical Workforce Planning Meeting, reporting to the Strategic Workforce Planning Board. To support this, regular tasking meetings will be held with the relevant stakeholders, chaired by the Head of or Business Partner for Workforce Planning. These meetings will task and prioritise operational activity based on business requirements, candidate pipelines and enabling capacity.

Our Commitment

Our diversity is our strength. We will continually develop a diverse and inclusive workforce and a culture that not only values, but finds strength in difference. We will deliver outstanding policing services, embed legitimacy and increase the trust and confidence of our communities. We will retain and engage our people by creating and promoting TVP as a rewarding and fulfilling place to work, encouraging and supporting them, and enriching the diversity of our workforce.

Core principles

- We will seek to attract and welcome people from diverse backgrounds to build a workforce that represents the communities we serve. By utilising a broad range of attraction methods and channels we will reach all communities in Thames Valley.
- Recruitment will focus on measuring the behaviours, values, skills and potential required for the job that is being applied for as well as future skills requirements. We will adapt our recruitment processes as appropriate to achieve proportionate outcomes and meet the business needs.
- We will seek to retain the skills and experience in our workforce, by ensuring people feel valued, included and supported with a focus on wellbeing.

Attraction principles

- Employer branding will focus on TVP being an employer of choice, a policing family, making emotional connections with candidates and employees.
- Focus should be on what TVP can offer to candidates and employees, not just practical benefits but personal and career support as well.
- Communications should be adapted based on audiences, not all campaigns will resonate with people in the same way so we will utilise different attraction techniques and channels to ensure we reach all communities.
- We will utilise our own staff and officers to tell their stories to give credibility to campaigns, these need to be varied, up to date, and reflect a variety of roles showing the reality of working for TVP.
- We will organise, coordinate and attend events throughout the year, both within the Thames Valley area and wider where appropriate. We will align timing of these events with recruitment campaigns and force change initiatives as well as national weeks/days of action.
- The Positive Action and Engagement Team will support, attract and retain officers from underrepresented groups.

Recruitment principles

- We will improve our use of technology within the recruitment process to ensure efficiency and best use of digitally enabled resources.
- Ensure candidate focussed messaging and communication in adverts and letters, concentrating on engaging candidates and promoting TVP as an employer of choice whether the candidate is ultimately successful or not.
- We will engage with the College of Policing and industry experts on best practice and national recruitment standards. Alongside this we will use candidate feedback to implement processes which work for the benefit of all parties.
- We will endeavour to be proactive in signposting and encouraging candidates to alternative roles where they have shown aptitude and behaviours in line with TVP's values, or specific skills requirements which we foresee to be required for the future policing landscape.
- By looking at adverse impact ratios within the recruitment process we will seek to adapt and provide positive action initiatives to ensure the recruitment process is accessible for all and fairly applied.

Retention principles

- The process of exiting TVP will be looked at holistically, not just a transactional function, we will endeavour to understand the factors leading to someone wanting to leave and seek early interventions to retain people where possible.
- Insights will be drawn from data sets, both quantitative and qualitative, and will be presented along with suggestions for improvements to the Tactical Workforce Planning meeting for oversight.
- Workforce Planning will coordinate activity but it is acknowledged and expected that all enabling and supporting departments have a part to play in retention.

----- Last updated November 2022 -----

TVP CCMT Paper & Impact Assessment

CCMT PAPER DETAILS

Title of CCMT Paper	MOD Police to Protection Group Direct Entry Programme
Date	16 th June 2023
Chief Officer	ACO Christine Kirby
Strategic Plan Objective/ TVP 2025	Serving Victims, Fighting Crime, Valuing our People

WHAT IS THE IMPACT ON ENABLING DEPARTMENTS?

Department	Resource Required (Y/N)	Resource Impact
<i>People Directorate</i>	No	Managed using current resources
<i>ICT</i>	No	
<i>Procurement</i>	No	
<i>Change Delivery</i>	No	
<i>Service Improvement (Data)</i>	No	
<i>Corporate Communications</i>	No	
<i>JIMU</i>	No	
<i>Estates</i>	No	

OVERVIEW

Please consider:

- Finance & savings, demand and resourcing impacts and governance arrangements.
- Please outline the risks and benefits of your proposal.
- What decision are you requesting?
- Proposed implementation date & key milestones.

Context:

Our Protection Group resources are funded by the Home Office, through a yearly protective grant. The funding is reviewed annually, and is based upon the minimum requirements expected for each protective package agreed through the National RAVEC process. This considers each static site and resources required for non-residency and in residency needs, supervision through the command team, training and other resources, on a case by case basis.

This year we are funded for six different operations, five in TVP and one in Hampshire. They require a variety of resource commitment, from 24/7 static protection at Chequers which increases in staff numbers when the principle is in residence, to AFO 10-minute response times to the addresses mandated..

We were funded for 80 police constables, we currently have 65 (5 non-deployable), with four predictive leavers. We have five candidates on the current Initial Firearms Course, and eight individuals in the pool for future courses.

The Home Office pay for, and expect, this minimum level of cover, and therefore we have to do what we can to resource accordingly. Due to our inability to fill our establishment this is completed by cancelling and reallocating rest days, on some occasions paying for rest day work, or seeking support from ARV colleagues. None of which is sustainable on the organisation or the individual.

The matter of paying for Rest Day working to cover our staffing short falls was presented and agreed by CCCMT on 20th June 2023 as a short term solution, and subject to certain specific requirements. A longer term solution is to extend our offer to recruit from outside of TVP, hence this paper for due consideration.

The only way to achieve the operational commitment and support the welfare of our teams is to ensure we have the workforce establishment to meet the needs of the demand.

We have the following longer term solutions and initiatives to increase numbers on the team:

- 1) Recruitment – taking part in JOU discovery days, attending shift briefings, networking across LPA's and other teams to encourage, support and mentoring officers in joining the team.
However:
 - a. The pool of officers to recruit from is limited, and inexperienced. There is a meeting planned for August to consider whether student officers should be able to apply for roles whilst in their probation;
 - b. The attrition rates during Firearms Training is significant.
- 2) Retention – exit interviews, and understanding reasons for those leaving the team for organisational learning opportunities to help retain experience staff;
- 3) Support from ARV – this is an ad-hoc solution to meet demand as it arises, however this team are also facing resources shortages for similar reasons.
- 4) Consideration is being given to a shift pattern review in order to better match the resources to demand. This is future/aspirational work that doesn't change the numbers, but could provide efficiencies. The review will start with ARV, and consider PG at a later stage if deemed useful.

An opportunity that has not been explored to date is the potential for a skill specific transferee or entry route. This could provide suitable candidates from other forces or non-home office areas of business, a stream-lined process matching their skill set and experience to the role profile of AFO's within the Protection Group team.

To date we have not been pro-active to reach out to other organisations to attract those with transferable skills to join Thames Valley Police and more directly our teams of AFO and ARV role profile officers. However, we are aware of a number of ex TVP officers, now working within the MOD Police who are interested in returning and would value the opportunity to come back to TVP and straight into Protection Group.

There has also been interest expressed from officers, at recruitment events and directly to our staff, that have no previous experience from a Home Office force (BTP and MOD Police), who wish to join through a dedicated firearms entry route. This is currently not available and could be a missed opportunity to attract this well needed skill-set. This proposals seeks to explore a specific entry route into firearms that would only be available for current MOD Police Officers.

Through consultation with Protection Group and Firearms Training we believe we have a workable solution to trial this direct entry route. This would support our objective to increase the number of actual officers on the department, enabling service delivery to the Home Office and our principles. This would also enhance the wellbeing and work balance across the staff on Protection Group.

MOD Police Cannot Transfer to T,mVP:

It should be noted that under Police Regulations MOD Police cannot be treated as a transferee and unless they have previous Home Office Police Experience they must join us as a new recruit. However, following a meeting with Guy Lemon from Force Legal, he has stated that the Chief Constable can take into account previous training and skills and therefore we can continue to use our current method of putting MOD entrants onto 7 week rejoiner course and not transferee courses. The only difference is that we have to make them complete a 2 year probation.

Suggested Process:

The below is the suggested process for an application from an MOD Police Officer;

- Candidate applies via a specific section of our careers site.
- They will complete an application form but also a one page letter detailing their skills, firearms qualifications etc. This is to help shortlist as required.
- Interview conducted by Insp Fiddler (People Directorate) and Insp Godsmark (Protection Group) so it's a joint transferee and firearms interview.
- Successful applicants will be offered a place on the scheme however must be available for the course that is scheduled given this is a pilot with one cohort. If they are unable to, and where appropriate, they will be offered a normal transferee entry route and will not take part in the direct entry process.

The Programme:

- As part of the formal offer the candidate is given written confirmation that subject to successful completion of the below they will start on a particular date on Protection Group.
- 7 week rejoiner course
- They will spend time on ICR somewhere between 10 weeks – 3 months. This is where they will complete the same portfolio as a new recruit in their 10 week tutorship. Essentially they need to evidence their skills as a police officer. They will not need to be tutored though, just mentored.
- 3 week firearms conversion course (they must pass this to continue on the scheme, if they fail they will be posted to ICR, this will be explained through the application process)
- The portfolio will be signed off by their Line Managers using the PDR as we do now for transferees.
- Successful completion of the above would mean they start on Protection Group.

Safeguards for TVP:

The MOD officers will be subject to the Reg 13 process as they are effectively new recruits for their 2 year probation. This allows us to manage any performance issues easily, effectively and quickly.

The officers will be aware of the above and the requirement at the start of the process and sign to state they agree to the terms.

There will be several evaluation points along the way, success will be measured by:

- Pass rate of the firearms conversion course
- Pass rate of initial 10 week mentoring and time needed to be spent on ICR, as deemed appropriate
- Pass rate of monthly assessments to retain licence.
- Retention of the officers within Protection Group.

We would anticipate a minimum of 75-80% overall pass rate on all the above to consider it successful.

Advertisement of this Programme:

It is recommended we do not overtly advertise this at present, to avoid any unnecessary adverse publicity from the MOD Police. We are confident that we have enough MOD Officers interested in this scheme, all of whom have approached us that we would not need to advertise this programme.

Recommendation:

It is respectfully recommended that CCMT approve the trial of the aforementioned programme for one intake initially of between 10-20 to start as soon as possible.

The plan would be to report back to CCMT how effective this was before making a decision whether to continue with the programme.



Insp Andy Fiddler

Police Officer Recruitment Lead

Workforce Planning

TVP CCMT Paper & Impact Assessment

CCMT PAPER DETAILS

Title of CCMT Paper	Recruit Assessment Day
Date	20 th June 2023
Chief Officer	ACO Christine Kirby
Strategic Plan Objective/ TVP 2025	Building Trust, Fighting Crime, Valuing our people, serving victims

WHAT IS THE IMPACT ON ENABLING DEPARTMENTS?

Department	Resource Required (Y/N)	Resource Impact
<i>People Directorate</i>	Y	Will be managed within current recruitment team. PST will need to hold additional fitness test for recruits
<i>ICT</i>	N	
<i>Procurement</i>	N	
<i>Change Delivery</i>	N	
<i>Service Improvement (Data)</i>	N	
<i>Corporate Communications</i>	N	
<i>JIMU</i>	N	
<i>Estates</i>	Yes	Will need full access to Hodgson House each Tuesday for Assessment Day including the classroom.

OVERVIEW

Please consider:

- Finance & savings, demand and resourcing impacts and governance arrangements.
- Please outline the risks and benefits of your proposal.
- What decision are you requesting?
- Proposed implementation date & key milestones.

Context:

I have previously submitted a paper to CCMT in relation to the Recruit Assessment Centre and the issues we are facing as a result of what the College of Policing (CoP) does not test for on the Online Assessment Centre (OAC). As

a result CC Hogg has written to the CoP in relation to this. At the same time, CC Hogg gave permission for me to look at designing our own assessment centre to test recruits.

I have been scoping what this would look like, but feel that to get something designed, approved, implemented, tested and up and running could take up to a year, this time frame seems too long and I believe TVP would continue to be at risk in relation to the quality of new recruits entering the force if we do not put something in place.

To that end, I have a proposal which I seek permission from CCMT to implement. This would be a TVP Assessment Day, in addition to the national CoP OAC.

Assessment Day Content:

This would take place on our fitness test days, these are normally on Tuesdays and Thursdays, but for this process we will now use only Tuesdays for Police Officers. The Day would consist of two sessions with 10 candidates on each, it will follow the below plan;

- 0800 – 0815 Arrival and registration
- 0815 – 0900 Fitness test and BMI check
- 0900 – 1030 Back at Hodgson House, documentation so fingerprints, DNA etc.
- During the above process candidates would also undertake the current Interview we perform but with updated questions which can be found at [Annex A](#). Each question targets three criteria, one of the CVF, one of the Force Values and one of the Force objectives. As well as the interview, they will conduct a reading test where they will read a paragraph to test communication, English as an additional language (EAL), and Neurodiversity issues.
- 1030-1100 Candidates will undertake a dictation test, similar to the one we currently use for Special Constables. Again the idea is to highlight any communicative, EAL, Neurodiversity issues.
- 1100-1200 Candidates will undertake a briefing exercise. This will consist of being given a scenario and an initial question. They can make notes and will then go to one of the rooms within Hodgson house where a member of my team will ask a series of questions on that scenario. This will allow us to test our candidates on their decision making, and I believe will highlight any warning signs in relation to their beliefs and values etc. [Annex B](#) shows an example of the sort of scenario we will use.

We will then break for lunch for my team and start again with the second group of 10 candidates at 1300 but using the same timetable as above.

Other Considerations:

I have considered just doing full interviews, however as reported in the previous CCMT paper this would be both resource intensive, costly and difficult to maintain due to operational commitments. Also, I believe that whilst people can prepare for interviews, it's difficult to prepare for scenarios and the types of questions we will ask which I believe will expose those who should not be joining the Police or those who simply need further assistance before joining TVP. An interview alone is not sufficient to ascertain if a candidate is the right fit for Thames Valley or to flag any warning signs.

I have liaised with the Federation and they are supportive of this paper and the new Assessment Day and Interview proposed.

Requirements:

At present it is not anticipated that it would require any additional resources to implement the Assessment Day. However, there may be a requirement in the future if the Specials Recruitment programme really takes off but this will have to be assessed at the time as we do not know how resource intensive this will actually be until we trial it.

We would also require the whole of Hodgson House every Tuesday including the classroom and all offices. This would mean the classroom would not be available to L&D on a Tuesday and those that hot desk would have to vacate on a Tuesday. I have already liaised with L&D and this would not impact on them as they rarely use the classroom and could move dates to accommodate.

We would also require the PT staff to undertake two fitness tests on a Tuesday rather than the one they currently facilitate. I have liaised with Danny Mothersole in relation to this and he is happy his team can accommodate this and is supportive of what we are trying to achieve.

Training for my team from Mark Taylor in relation to assessing so we can evidence consistency and competence in assessment if we were ever challenged. Mark is about to go on leave so we plan to meet on his return to discuss what this training would look like, it would likely be a variation on the Recruitment and Assessment Course already in place.

Assessing the Dictation / Reading Test:

My team would conduct the assessment on these tests and then, if we have candidates who have narrowly failed, where we feel with further training they could make both a good candidate and officer, the team will then signpost them to additional training/learning to assist them to be able to re-sit the assessment.

The actual wording for the dictation test and reading test is being developed. As stated previously, until we develop a new dictation test we can use the one we currently use for Special Constable applicants. I have been liaising with Lorraine Cameron and T/Chief Insp Pete Scott to help design our new dictation test, this work is ongoing and we will use the skills of companies that L&D are already working with helping current Student Officers and potentially we will reach out to BNU for assistance if required.

Risks:

Increased attrition, also candidates may be put off by the extra step TVP would have in the recruitment process. We will therefore need to communicate and market this with that in mind to try and mitigate this risk. The attrition is mitigated to some extent through the additional engagement this will give us with candidates through their recruitment journey, ensuring they feel part of the TVP family from an early stage, supported through communication post assessment centre up to joining on an intake.

Advantages:

Identify People who should not have started in the Police sooner and can manage that. Numerous face to face touch points in the process. Robust process attracting the best possible candidate's therefore increasing productivity, morale within the workforce and confidence in TVP by the public.

Recommendation:

It is respectfully recommended that CCMT approve that TVP adopt this new Assessment day to start ASAP. This would give assurance we are attracting the correct candidates, give face to face contact at vital parts of the recruitment process and increase public confidence. We would use the current Dictation test in place, and work to develop a new one along with the reading element. The reason I am asking for consent to start prior to us designing the new dictation test is that it will take time to set this up and we want to get this started ASAP, we are happy in the short interim our current test will suffice but it means once the new one is developed it would just need to be sighted by CCMT for approval and the process would be underway avoiding unnecessary delays.



Insp Andy Fiddler

Police Officer Recruitment Lead

Workforce Planning

Recruit Interview

	Question	TVP Values	TVP Strategic Plan	Competencies
1	How do your friends and family feel about you joining the Police?	Treat everyone with fairness and respect	Building Trust	Public Service Emotional Awareness Integrity
2	You will be dealing with the society's best and society's worst, how do you think you will ensure you treat them fairly?	Treat everyone with fairness and respect	Building Trust Serving Victims	Public Service Emotional Awareness Impartiality
3	What would you do if you witnessed a colleague make an inappropriate comment?	We are courageous and do the right thing	Fighting Crime	Integrity Emotional Awareness Taking Ownership
4	We use Continuous Professional Development to learn and develop through our careers, what have you done to prepare for the role of a Police Officer and joining TVP?	We strive to improve every day	Serving Victims	Taking Ownership Emotional Awareness Innovative & Open Minded Analyse Critically
5	How do you feel about being part of a team, working shifts, wearing a uniform and following rules?	We are proud to be Thames Valley Police	Valuing our People	Taking Ownership Public Service Deliver, Support & Inspire Collaborative

Scenario Example

It's a Saturday night, you are single crewed. You are dispatched to the town centre to reports of an assault. A female states that she has been attacked by her drunk partner. He is still in a nearby pub. The pub is busy; rowdy and you are aware of a hostile attitude towards the Police.

What are your thoughts? Considerations? Actions?

We would then ask probing / additional questions such as:

You become aware from the female that the suspect in the assault is a friend of yours.

What further considerations/thoughts do you have?

Do your actions differ?

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TVP CCMT Paper & Impact Assessment

CCMT PAPER DETAILS

Title of CCMT Paper	Retention Team
Date	21 st June 2023
Chief Officer	ACO Christine Kirby
Strategic Plan Objective/ TVP 2025	Valuing Our People , Serving Victims, Fighting Crime

WHAT IS THE IMPACT ON ENABLING DEPARTMENTS?

Department	Resource Required (Y/N)	Resource Impact
<i>People Directorate</i>	YES	Pilot requires uplift in Police Staff post from band 3 to band 4, as well as uplift of MI post to an Analyst 3G to 3H
<i>ICT</i>	No	
<i>Procurement</i>	No	
<i>Change Delivery</i>	No	
<i>Service Improvement (Data)</i>	Yes	Data from GS&I around exit interviews, but will look to migrate this into the pilot Retention Team
<i>Corporate Communications</i>	Yes	Should be able to use business as usual resource from the Recruitment Marketing and Retention Comms team.
<i>JIMU</i>	No	
<i>Estates</i>	No	

OVERVIEW

Please consider:

- Finance & savings, demand and resourcing impacts and governance arrangements.
- Please outline the risks and benefits of your proposal.
- What decision are you requesting?
- Proposed implementation date & key milestones.

Context:

CCMT are well sighted on the issues TVP are facing round retention of officers and staff within TVP. The recruitment labour market remains challenging and we are struggling to attract sufficient numbers and to

retain these people, their skills and experience within the organisation. A lot of hard work has taken place over the last two to three years to achieve the Police Uplift Programme, the toll on the enabling departments should not be underestimated.

The officer recruitment pipeline has slowed, compounded by our neighbouring forces now offering an IPLDP entry route, saturation of the market having heavily recruited for a number of years, and cost of living increases, as well as associated bad press around policing generally. Our pipeline is 10% down on last year, and the number of candidates failing at vetting especially due to the revised APP following the high profile cases in the MET, this is resulting in our courses only running at 83% capacity, compared to 90-100% last year.

Whilst the Home Office touchpoint for the uplift grant for the additional 87 officers we recruited for PUP should be achieved, the second touch point in the year is at risk with the current levels of attrition and on-boarding. We are still advertising heavily and looking at innovative ways to attract candidates to TVP, such as the military veterans work and the MOD to Protection Group pathway. These alone will not rebalance the situation we have in terms on high turnover resulting in high levels of recruitment.

On average last year we lost 35 officers per month, 25 of which were resignations or transfers out, we would deem this avoidable attrition/turnover.

Based on the latest data coming out of PUP, looking at PC turnover, TVP was 41 out of 43 forces for resignations alone. Overall PC turnover including retirements/dismissals puts us at 38 out of 43 forces. There is less we can do to influence retirements, although we do signpost retiring officers to staff roles and TVP plus scheme, but the resignations (and to some extent transfers out) is something we can try and influence.

Whilst this turnover creates a need for increased levels of recruitment, the qualitative impact of this is a decrease in experienced officers within TVP to help us achieve our strategic aims, and indicates that we are potentially not an employer of choice.

ACC Murray and ACO Kirby met with GMP recently who are seen as leaders in the area of retention, this is partly due to the investment in a Retention Team solely focusing on retention of police officers, not police staff, at a cost of £331k. This was an "invest to save" team implementation given each new recruit costs around £100k to recruit and train. Over an 8 month period they had 298 requests for stay interviews/advice and claim a retention rate of 72% saving £13.3 million from retaining those who were actively leaving. The learning from this project was that the retention team needs officers for credibility when looking at officer retention, and vice versa for staff.

Objective:

We need to reduce our officer (and staff) attrition if we are going to be able to maintain our target establishment. Over the past couple of years we have streamlined the recruitment process, reducing the timeframes from application to appointment, taken appropriate risks and as a result achieved the uplift target. This isn't without consequences, one of which is the depletion of some of our staff roles, such as PCSO's over 100 of which have become PC's over the duration of uplift. In addition to this we have saturated the market and are now seeing a downturn in applications, even though attraction activity is still high. The only variable left is to reduce the number of leavers, which will reduce the number we need to recruit and to retain the skills and experience within force.

Proposal:

Whilst the GMP model is costly, we have looked at what resource we already have in place within PD and would propose a pilot with minimal additional costs as a proof of concept. If successful we would consider an APP bid for a wider team so that we could roll out further. The pilot will focus on ICR officers and Student officers, across the 3 counties and Sulhamstead. This is where we have identified the greatest attrition to date.

- A total of 150 leavers between April and July 2023 – 83 from LPAs.
- Of the 150 leavers, 55 are probationers (36.7%). Main reason for probationers leaving is Resignation (90.9%).
- Main reason for LPA leavers is Resignation (69.9%), followed by Transfer Out (12.0%) and Normal Retirement (8.4%).

- Majority of LPA leavers are from ICR (73.5%), followed by Neighbourhood (13.3%). Of the 61 ICR leavers, 36 were in their probationary period (59.0%).

To achieve meaningful outreach across these areas, to gain useful feedback and propose solutions the ask is for an Inspector and three PC's for 18 months to December 2024 (in line with Force Review as the impact of that change on retention is not yet known)

We would seek to act up my band 3 Recruitment Advisor to a band 4I, releasing Insp Fiddler to focus on the retention work. Cost of this would be £6721 per annum pro rata. In addition to this we would look to review the Job Description for our MI post to attract an Analyst who would be able to analyse and interpret the data gathered and provide useful performance reports to Workforce Planning around Retention and Recruitment, this would cost £10674 per annum pro rata.

As well as the financial ask we require 4 PC's on a secondment basis, to align one to each county and one for student officer integration. These should be officers with recent experience on the front line who are passionate about making a difference to retention and have the credibility to speak to their peers in an open and honest way to gain as much qualitative feedback as possible, as well as manage expectations of the officers whom they interact with. These four PC's will therefore be an abstraction from local policing but not come at an extra cost to budget as the abstraction will be carried in LP, albeit that we anticipate the retention of officers will offset the abstraction.

Governance:

Retention aligns most closely with the Workforce Planning portfolio within the People Directorate, as such that is where the governance will sit, under the Superintendent Head of Workforce Planning. It is however important to acknowledge that achieving an improvement in retention will take a concerted effort from may stakeholders both from within the People Directorate and the wider business, such as GS&I, L&D, HR Services, operational commands, and the Behaviour Science Unit whom are supportive of what we are aiming to achieve and are willing to collaborate and provide their expertise where relevant.

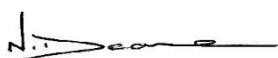
There is already work underway in the organisation which focuses indirectly or directly on retention but there is no mechanism or governance for pulling this together so that we can make informed decisions and interventions. We would like to establish a clear governance remit for retention, through the creation of a Retention Board chaired by Supt Head of Workforce Planning, this Board would bring together the work undertaken around Exit Interviews, Stay Interviews, Front line Voice, Front End Demand, Wellbeing etc. It is possible that the Wellbeing Board and Retention Board could be combined and then co-chaired by Head of Workforce Planning and Head of HR Services. The Retention Board would escalate and report to Strategic Workforce Board chaired by ACO Director of People and thus feed into CCMT.

Recommendation:

It is respectfully recommended that CCMT approve the trial of the aforementioned pilot, with a view to submitting an APP bid if results are positive, in conjunction with reviewing current demand and resources within the People Directorate.

The main ask from a resource perspective is for the four PC secondments from LP to be released ASAP to focus on ICR across the three counties and student officers. Financial ask is total of £17395 pro rata for the uplift in staff posts (to lead on Officer Recruitment and to provide analytical/data support)

This proposal is submitted on an invest to save basis, an officer within probation costs the force around £120k in recruitment/on boarding/training/tutoring costs, retaining just five officers and this initiative has more than paid for itself, with the qualitative impact of retention of skills, improvement of morale and anticipated reduction in recruitment demand over time.



Nick Deane
Workforce Planning Business Partner
People Directorate

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Tactical Plan – To be reviewed every 6 Months

Updated 21/08/23

Activity 1.01 Targeted community engagement

- (a) Intensive engagement
- (b) Community engagement
 - 1)KPI 2 community engagements per calendar month, constituting regular contact

Activity 1.02 Young person's engagement / attraction

- (a) Discovery Days - 2 day event for 16-18 year olds every quarter alternating between different sites
 - 1)KPI >75% selecting 'agree' or 'strongly agree' to question "Would you recommend a career in policing" following completion of the 2 days
 - 2)KPI Positively affect opinions, review answers to question "Have your views of the police changes over the last two days, explain why?"
 - 3)KPI >60 students per year through the programme
- (b) Young Person Potential Programme; 5 sessions delivered at diverse schools with 10-15 students selected by the schools themselves. Sessions cover online safety, roles of policing, and end with a VAWG pledge. Initially piloted in Wycombe Q3 2023 with a view to expand into each county
 - 1)KPI >50 students per year force wide
 - 2)KPI >75% of students have changed their perceptions toward policing on completing session 5
- (c) Regular and ongoing contact with schools officer's and engagement within higher education and careers fairs. Increase participation with universities cross border. Identifying the most diverse colleges and schools developing a directory of contacts and assisting in (a) and (b)

Activity 1.03 Candidate Journey Support

- (a) In-person workshop with various exercises held 7-10 days prior to the Assessment Centre
 - 1)KPI >65% candidates passing OAC first time
- (b) A crammer workshop held online following the in-person workshop. This consolidates learning and offers a chance for final Q and A before assessment
 - 1)KPI Online survey as to usefulness of crammer
- (c) Meet the family, held periodically for new starters and their family members

TVP's VISION – To be an excellent police force, trusted by all our communities

TVP's MISSION – To protect our communities

Activity 1.04 Retention

- (a) Regular drop in session to Foundation Training, frequency depends on number of courses
- (b) PAET input during student officer training, informing students of positive action support
- (c) Student mentoring programme, PAET train and maintain database of ethnic minority mentors offering pastoral care
- (d) Support on-boarding of new officers to LPA
- (e) Work in conjunction with Retention Team in supporting officers on a 121 basis where necessary

Activity 1.05 Progression

- (a) Planned workshops prior to DC/specialist recruitment and promotion processes
- (b) Regular meetings with LPA Commander/SMT to support diverse officers/discuss and explore any areas of concerns, development or implement initiatives
- (c) Support LPAs with knowledge and experience of lived experience

Activity 1.06 Internal and External Comms

- (a) Quarterly neighbourhood newsletter highlight teams work
- (b) Update and maintain intranet
- (c) Maintain and grow Twitter following, keeping current and engaging with posts
- (d) Applicant newsletter input, informing applicants of support available
- (e) Knowledge Hub set up and maintained

Activity 1.07 Transferee and Military resettlement Scoping

- (a) Conduct intensive engagement style events in areas that are reasonably commutable to TVP
- (b) Support transferees with interview and application preparation
- (c) Attend transferee induction courses when at Foundation Training

N.B - This is not an exhaustive list. Activities may be added or removed accordingly.

TVP's VISION – To be an excellent police force, trusted by all our communities

TVP's MISSION – To protect our communities




KEY TO RAG COLUMN						
>20% BELOW TARGET	0-20% BELOW TARGET	ON TARGET	COMPLETE	DETERIORATED SINCE LAST QUARTER	REMAINED THE SAME SINCE LAST QUARTER	IMPROVED SINCE LAST QUARTER
R	A	G	C	↓	↔	↑

PAET STRATEGIC PLAN STATUS UPDATE 01/08/2023 Mid Q3						
#	INITIATIVE	OWNER	KEY OBJECTIVES	UPDATES/COMMENTS		RAG
TARGETED COMMUNITY ENGAGEMENT						
1.01	Community Engagement	MA/SK (Bucks) YZ (Berks) PBG/SMG (Oxf)	Map demographics and identify seldom heard communities. Build trust through regular contact and transparency.	<p>Work is ongoing – Team tasked with reviewing the latest census and targeting seldom heard communities. 2 x locations attended in rolling 4 week period within each county.</p> <p>Locations chosen with rationale representing a move away from commercialised premises and more residential/community based</p> <p>Religious establishment in Banbury and elsewhere have provided feedback they welcome the regular contact.</p> <p>COMPLETED this has now been embedded and will reduce slightly due to new team focus of retention</p>		C
1.01 (2)	CADO communication/community feedback	MA/SK (Bucks) YZ (Berks) PBG/SMG (Oxf)	Map demographics and identify seldom heard communities. Build trust through regular contact and transparency.	<p>Team conduct regular meetings with CADO and NHPT.</p> <p>COMPLETED Regular CADO contact is maintained and as a result this is now embedded</p>		C

YOUNG PERSONS ENGAGEMENT / ATTRACTION

1.02 (a,3)	Discovery Day	TEAM	Utilise educational institutions, focussing on young people as the future of communities. Attract and support underrepresented people in joining the organisation.	Pilot in February Successful delivery in May Planning for delivery (BAMEHUB) Oct Deliver every quarter – on target Positively affect opinion – achieved 50% of May cohort expressed interest in applying	G ↑
1.02 (a,2,4)	Discovery Day	TEAM	Utilise educational institutions, focussing on young people as the future of communities. Attract and support underrepresented people in joining the organisation.	>75% agree or strongly agree to recommend a career in policing. >80 Students per year through the programme. Action- Qualitative survey's need updating to capture the right questions Forecast to be 60+ students as opposed to target of 80	A ↑
1.02 (b)	Young Person Potential Programme	MA	Utilise educational institutions, focussing on young people as the future of communities. Change and influence perceptions around contentious subjects pertaining to the organisation	Pilot was scheduled for a school in Wycombe at the end of Q1 however the school have stopped engaging Action- Re-engage the school identifying a new one if needed. Date to be set, will chase school in September	A ↑
1.02 (b, 1)	Young Person Potential Programme	MA	Utilise educational institutions, focussing on young people as the future of communities. Change and influence perceptions around contentious subjects pertaining to the organisation	>50 students per year	R ↔
1.02 (b, 2)	Young Person Potential Programme	MA/Catherine Bennett NHPT	Utilise educational institutions, focussing on young people as the future of communities. Change and influence perceptions	>70% of students have a positive view of policing on completion of session 5. Action – formulate survey for session 1 and session 5	R ↔

			around contentious subjects pertaining to the organisation		
1.02 (c)	School Career Fairs / Engagement	TEAM	Utilise educational institutions, focussing on young people as the future of communities. Change and influence perceptions around contentious subjects pertaining to the organisation Attract and support underrepresented people in joining the organisation	Multiple career fairs and bespoke school talks. These have taken place across activate learning colleges as well as other schools and college groups. They have been conducted across Bucks, Berkshire, Oxfordshire, Hampshire and Surrey. A number of contacts have been built up and the PAET are now being invited to more schools than before	C
CANDIDATE JOURNEY					
1.03 (a, 1)	In-Person Workshop (Masterclasses)	PBG	Best equip candidates through their journey from application to job offer and finally start date. Be a point of contact for questions and queries signposting to other departments where necessary.	Monthly workshop 173 people in the last six months >72.1% candidates who attend pass first time currently 68% (22/05/24)	G ↑
1.03 (b,1)	Online Workshop (Consolidation)	PBG	Best equip candidates through their journey from application to job offer and finally start date. Be a point of contact for questions and queries signposting to other departments where necessary.	Delivered following attendance to the in-person workshop. Attendee's feedback regarding overall usefulness in preparation. Useful consolidation	G ↔
1.03 (c)	Q & A sessions	TEAM	Best equip candidates through their journey from application to job offer and finally start date. Be a point of contact for questions and queries signposting to other	Q & A sessions were held through a Facebook group session. The uptake was low and candidates favoured asking these questions at the end of the in-person / online crammer. Consequently this was concluded after Q1	C

			departments where necessary.	Activity will be removed from strategic plan following review and update	
1.03 (d)	Family Event (Mett the Family)	SK	Attract and support underrepresented people in joining the organisation. Provide wrap around support with family visitation and events where relevant. Support a culture of diversity and true inclusivity.	Held quarterly, last one was the end of Q1 and the next is the end of Q2. Dates booked into calendar and venues notified. Positive feedback including feedback mentioned in PSD Newsletter Action- streamline the presentations and change guest speakers to make them more relevant for student officers. Create booklet for Staff support Associaitons COMPLETED	G 
STUDENT OFFICER SUPPORT/RETENTION					
1.04 (a)	Drop-in Sessions FT	TEAM	Support a culture of diversity and true inclusivity. Be a visible presence in and around police stations, enhancing team credibility and networking with individuals/departments. Promoting the benefits of diversity, the need for change. Supporting retention of student officers.	New for Q2 a timetable of all new police officer courses from Q2-Q4 placed into a spreadsheet. Resources allocated to attend on specific days, both HQN and Sulhamstead, to cover as many courses as possible with the fewest visits. Action – Request PAET are given a 5 minute presentation slot with each course	G 
1.04 (b)	Student Mentoring Programme	SMG	Support a culture of diversity and true inclusivity. Be a visible presence in and around police stations, enhancing team credibility and networking with individuals/departments. Promoting the benefits of	PowerPoint has been created in conjunction with L&D Recruitment team have been briefed and a system of mentor allocation has been created. Course code obtained for training of mentors. Corp Comms briefed and internal comms prepared for roll out. Roll out to be commenced start of Q4	G 

			diversity, the need for change. Supporting retention of student officers.		
1.04 (d)	On-boarding	MA	Supporting retention of student officers	<p>On-boarding best practice shared between county pairs within PAET. Regular meetings with their respective SMTs as well as contacting new officers once they reach their LPAs</p> <p>Positive reports from student officers albeit anecdotally.</p> <p>Action - Once Student Mentoring Programme has begun the list of new officers will be disseminated for team by SMG</p>	G ↔
RETENTION AND LATERAL PROGRESSION					
1.05 (a)	DC Recruitment and Promotion Workshops	TEAM	Support a culture of diversity and true inclusivity. Be a visible presence in and around police stations, enhancing team credibility and networking with individuals/departments. Promoting the benefits of diversity, the need for change. Support retention of staff.	<p>Virtual workshops in the run up to promotion and DC recruitment opening.</p> <p>Action – identify the promotion process timeline and prepare workshops/internal comm strategy targeted toward underrepresented groups</p> <p>No update 01/08/23 due to changes to team focus and creation of new retention team</p>	R ↔
1.05 (b)	Discussion groups internal Exit interviews	RA	Support a culture of diversity and true inclusivity. Be a visible presence in and around police stations, enhancing team credibility and networking with individuals/departments. Promoting the benefits of diversity, the need for	<p>Collaborative work has begun in conjunction with the new Retention Officer within workforce planning. We plan to have rotating discussion groups around the force area on a monthly basis. This will function as feedback to SMTs regarding any issues</p> <p>Action-Review of exit interviews with a view of visiting people 3 months after they have left the organisation. Awaiting data.</p>	A ↔

			change. Support retention of staff.	No update 01/08/23 as this is yet to be handed over to PAET SGT	
1.05 (c)	Contact Black, Asian and other minority group officers following assault	RA	Be a visible presence in and around police stations, enhancing team credibility and networking with individuals/departments. Support underrepresented people in the organisation	Contact has been made with service improvement regarding the Team being notified and or having access through niche Gaining authorisation for this is proving challenging no change since Q1 This has been removed from the strategic plan as of 01/08/23. Resistance from Service Improvement and the function is fulfilled by the Fed and SSA	R ↔
1.05 (d)	Meetings with SMT	TEAM	Support a culture of diversity and true inclusivity. Be a visible presence in and around police stations. Support retention of staff.	Regular meetings with respective LPAs currently ongoing and have become BAU in most LPAs	C
COMMS / SOCIAL MEDIA					
1.06 (a)	Quarterly Newsletter	MA	Create and contribute to effective internal messaging employing various mediums	Deciding content, showcasing discovery day from Q1. Collaborating with Community Engagement Comms Team re Neighbourhood newsletter Action – MA creating the first page of newsletter COMPLETED now embedded	C
1.06 (b)	Update Intranet	RA	Create and contribute to effective internal messaging employing various mediums. Change and influence perceptions around contentious subjects	Intranet main home page has been revamped and updated. Action – Find a time when all team are in and Claire photographer is working. Initial attempts have failed either team not in or photographer working limited hours. Continue work on news page and train team on updating COMPLETED as of July 23	C

			pertaining to the organisation		
1.06 (c)	Explore weekly 'ask an officer' on Social Media	YZ	Attract and support underrepresented people in joining the organisation.	This has been conducted on FB with little uptake. Candidates felt they could ask questions during workshops. This may need to change in the future and open to internal officers to ask questions and advice with the officer on mailbox duties monitoring the channel.	C
1.06 (d)	Regular attendance to briefings	TEAM	Support a culture of diversity and true inclusivity.	Completed in Q1 and Q2.	C
TRANSFEEE AND MILITARY RECRUITMENT					
1.07 (a)	Conduct events in areas that are reasonably commutable to force area	RA/YZ/AF	Target diverse transferees with cross border activity in areas that are easily accessible to TVP and work collaboratively with the armed forces on resettlement programmes.	Collaborative work with the Hampshire has been explored in Q2. Capacity has limited the progress of this initiative This work is being progressed by Insp Fiddler with MOD Police	G ↑
1.07 (b)	Support transferees through application process/interview	MA	Target diverse transferees with cross border activity in areas that are easily accessible to TVP.	Powerpoint created and support delivered. Transferee admin now in contact with PAET and transferee details added to tracker. COMPELTED	C
1.07 (c)	Attend Courses at Sulhamstead	TEAM	Support a culture of diversity and true inclusivity.	As part of the FT drop in sessions 1.04 (a)	C

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Thames Valley Police Call Handling Overview

Thames Valley Police | Hampshire & Isle of Wight Constabulary



OUR VISION

*“A modern, innovative and professional Contact Management department, that is **accessible and able to effectively respond** to those who need policing services.”*



A STRATEGY TO IMPROVE PUBLIC SERVICE

Page 67




IMPROVE
ACCESSIBILITY



FOCUSED ON
PUBLIC SERVICE

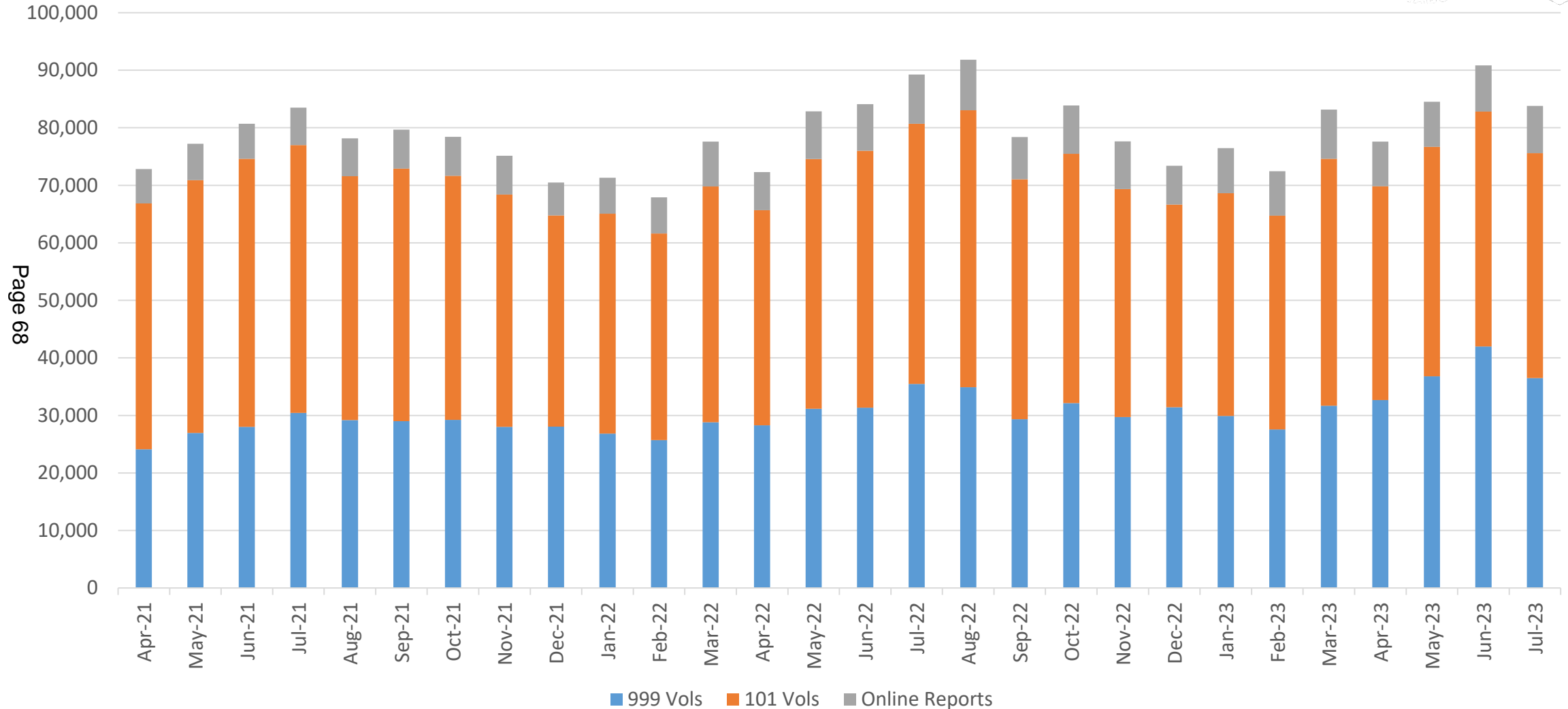
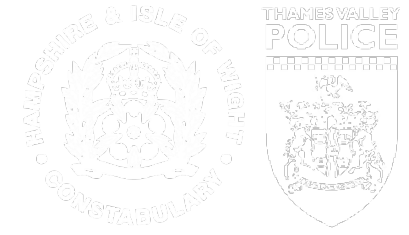


DRIVE
EFFICIENCY



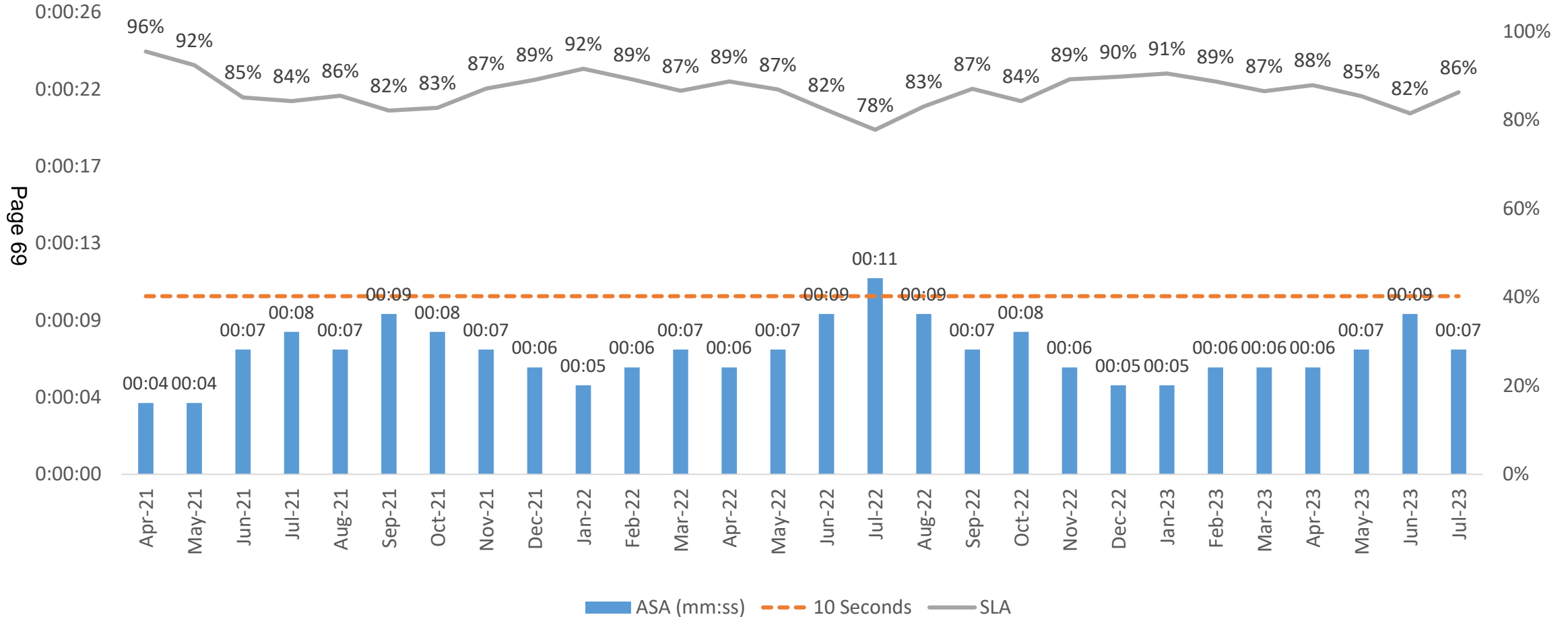
LOOK AFTER
OUR PEOPLE

Contact Management - Demand



999 Performance

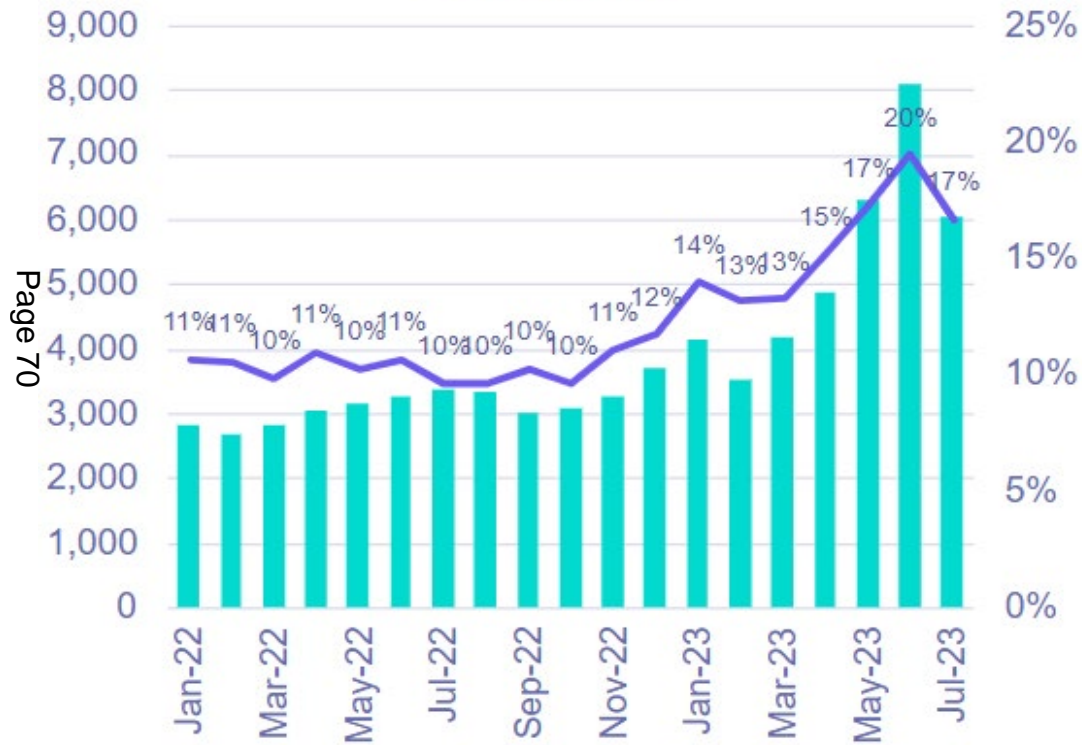
Average Speed to Answer



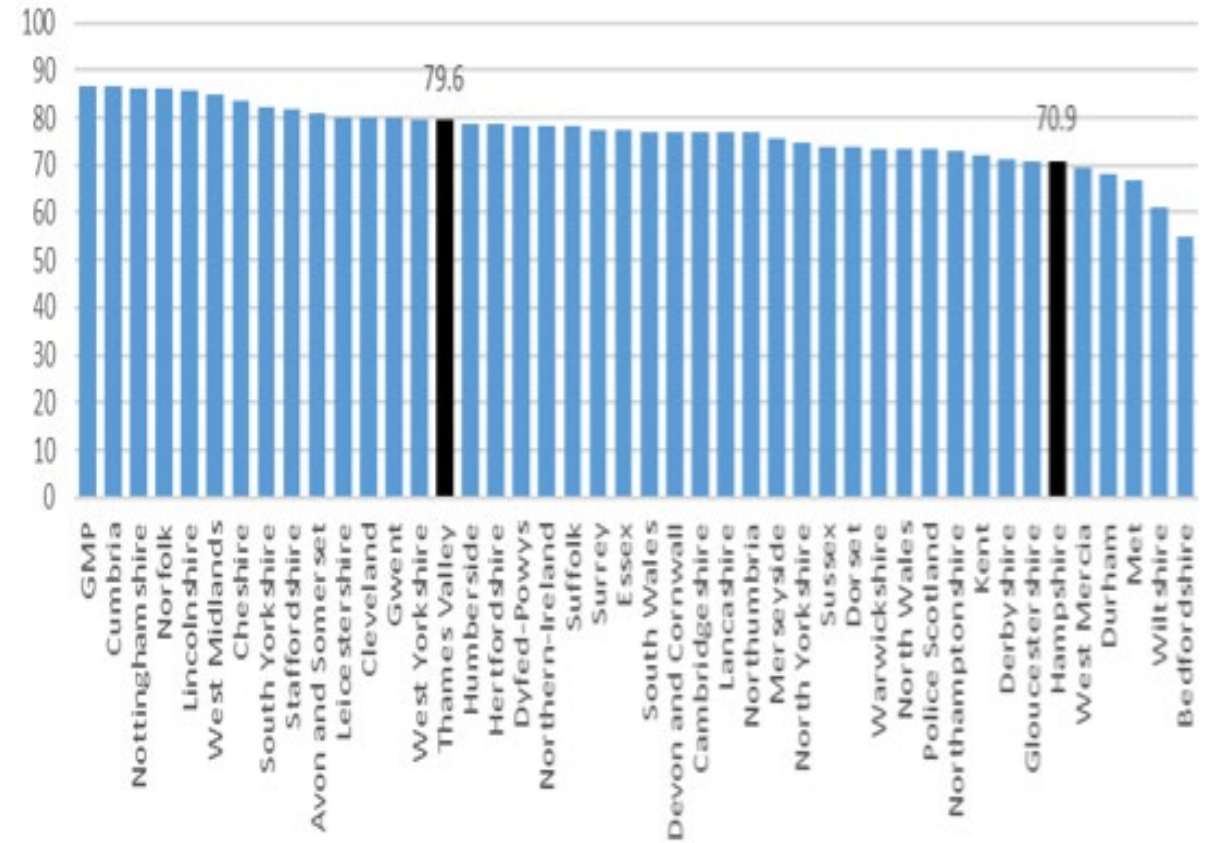
999 Performance (Cont.)



TVP: % of 999 Calls Classified as 'Calls In Error'

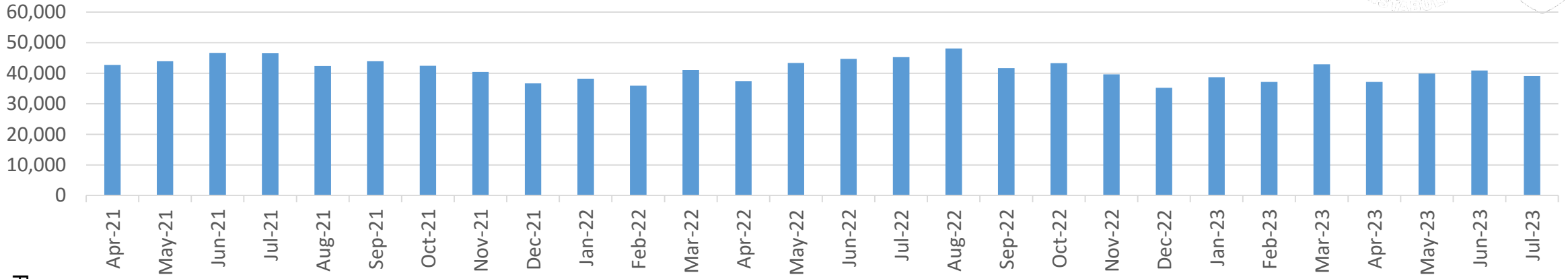


% Calls Answered in under 10 Seconds 2023 - 2024

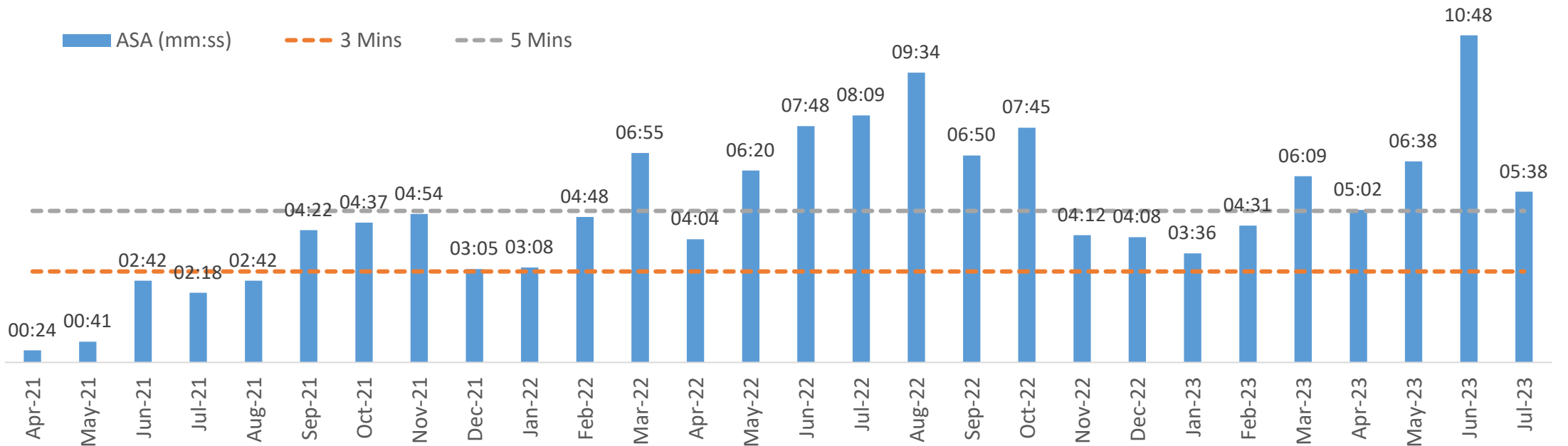


101 Performance

101: Volumes



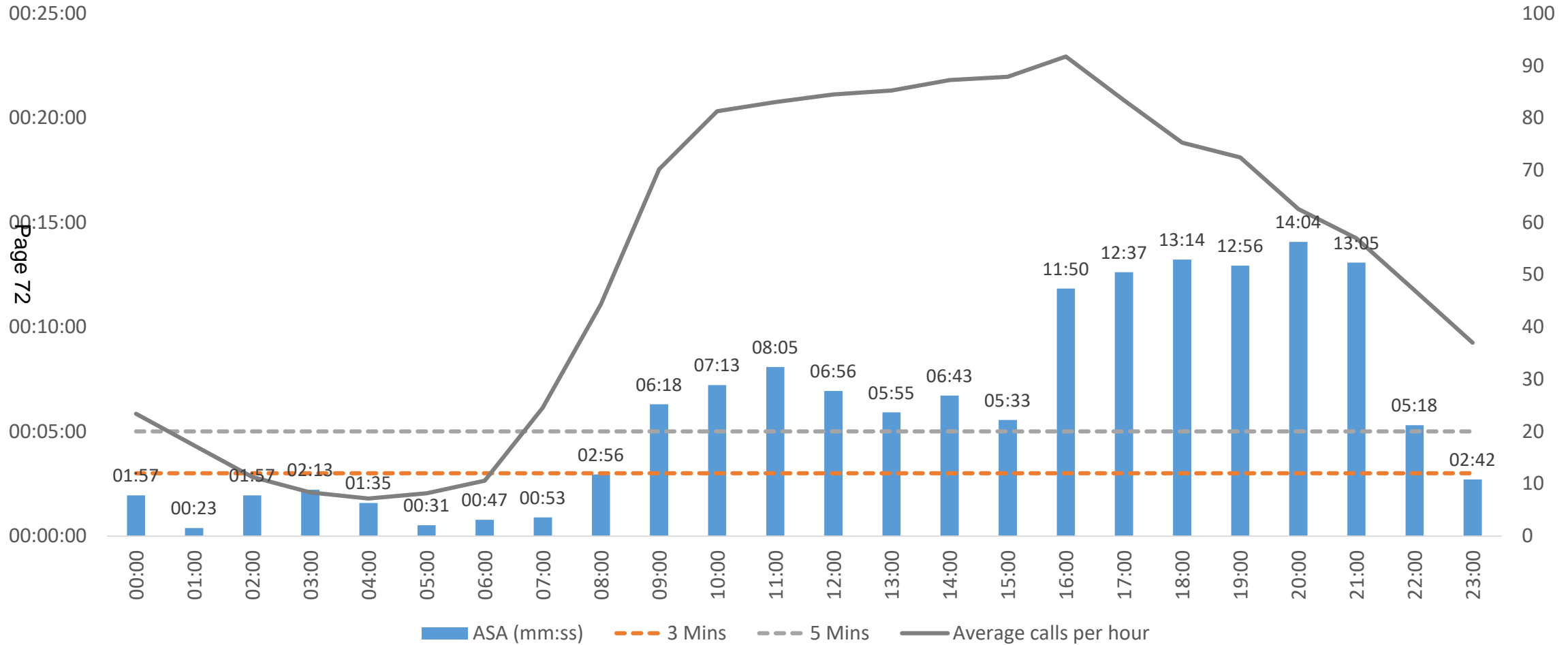
101: Average Speed to Answer



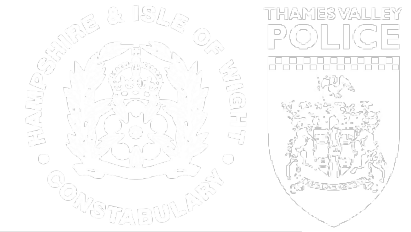
101 Performance (Cont.)



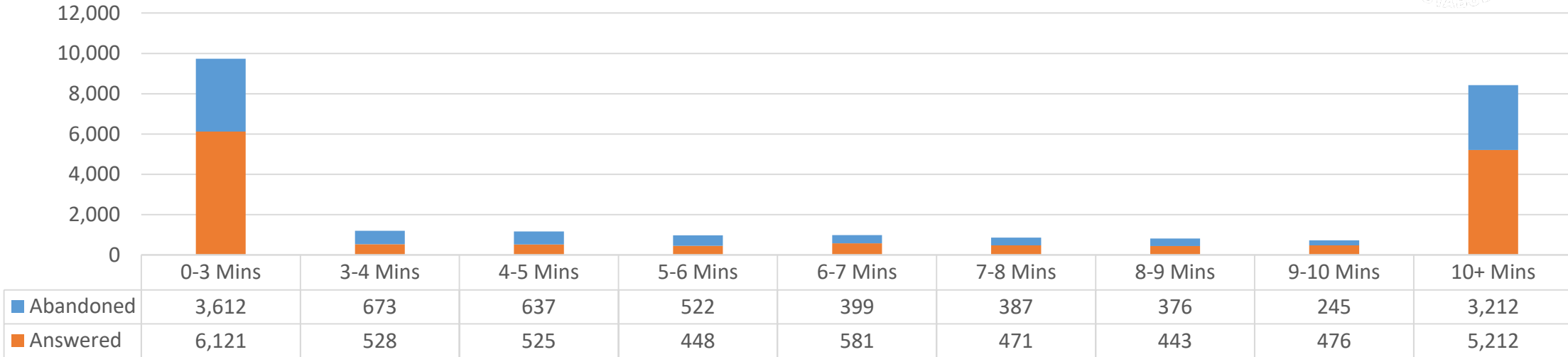
101: Average Speed to Answer by hour



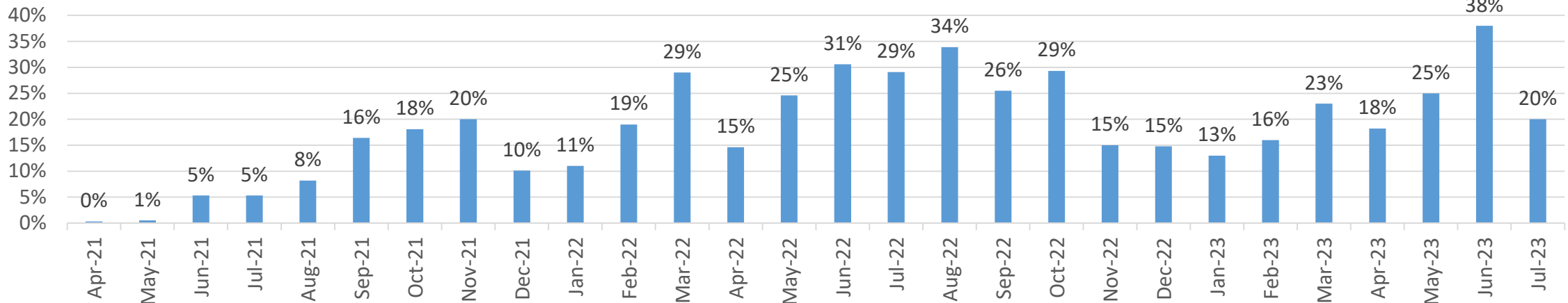
101 Performance (Cont.)



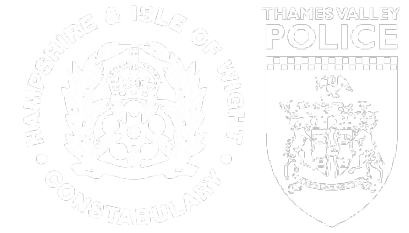
101: Call Delay July 2023



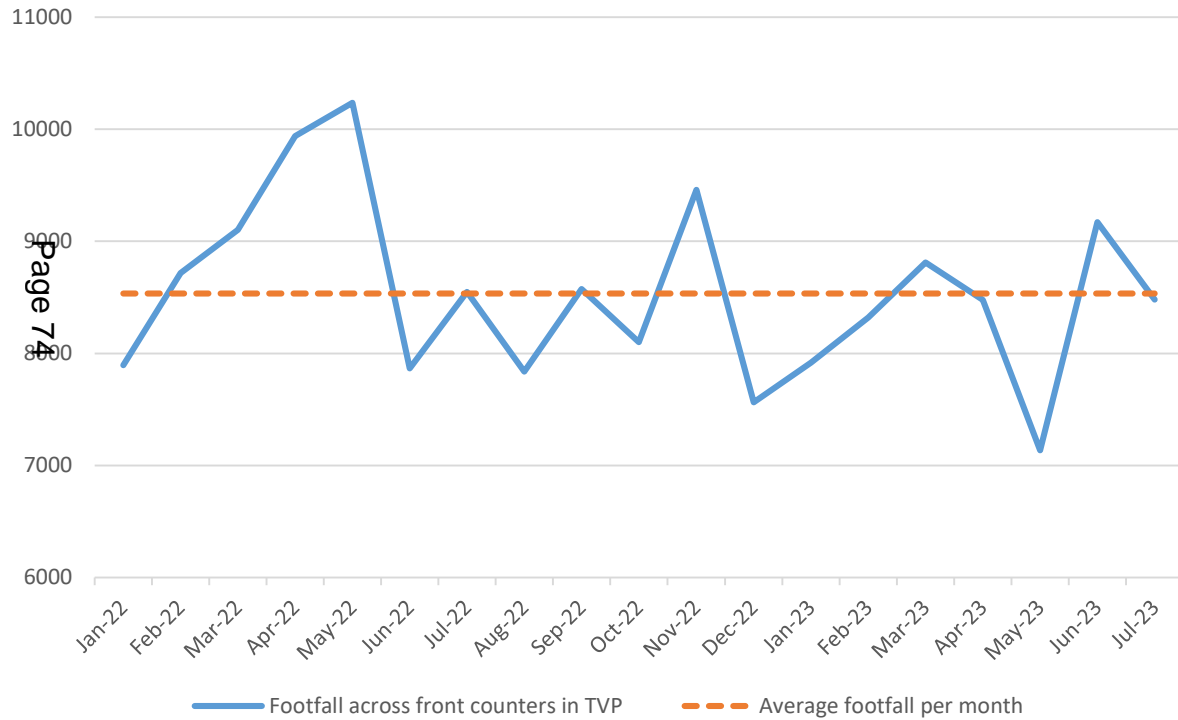
101: % of Calls Answered over 10 Mins



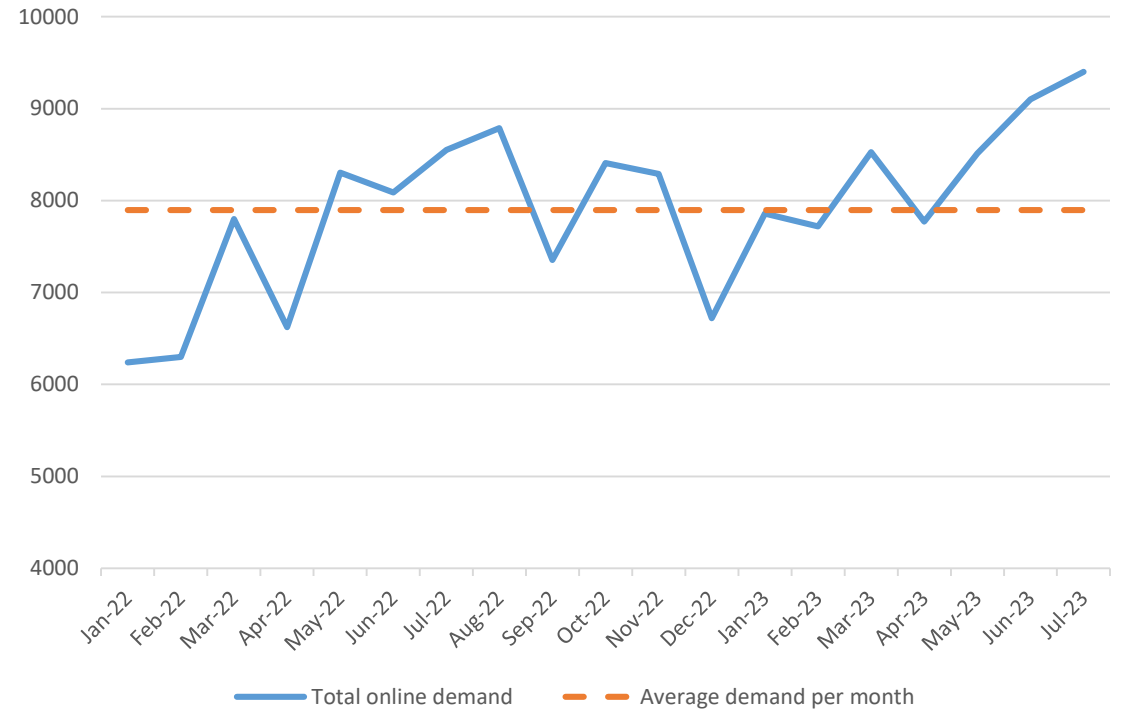
Front Counters & Online



Footfall across Front Counters in TVP



Online demand into CM - TVP



Improvement Strategy



- People
- Systems Stability
- Demand Management

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Report of the Police and Crime Panel

Report title: Op Deter – progress

Date: 15 September 2023

Author and contact: ACC Christian Bunt

Purpose of the report: As requested by the Panel

Recommendations: For information only

Executive Summary

Operation Deter (Op Deter) combines two approaches; a more robust criminal justice approach to adults found in possession of an offensive weapon, and for young people, earlier and intensive intervention through the Youth Offending Team Act Now programme aims to divert them from the criminal justice system and prevent further offending.

THE APPROACH AND HOW IT WAS IMPLEMENTED

OVER 18's

Under this zero-tolerance approach, those over 18 found in possession of an offensive weapon are brought to justice more efficiently with the time much reduced between an individual committing an offence, being charged and appearing in court.

Any eligible offences are proactively charged by TVP while the suspect is still in custody, severing these, if required, from other more complex offences to allow for a more timely investigation and outcome. Following charge, the Custody Sergeant will then take a more robust approach to bail.

Since its inception in Milton Keynes, the Op Deter pathway for those over 18 has been rolled out across the force area to all six custody suites and all 11 Local Policing Areas.

Distinctively, the Op Deter approach for those over 18 has been delivered through operational policing and has therefore been implemented without a need for additional funding.

For adults in Milton Keynes, in the two 6 month periods before and after the launch of Op Deter, there was a 35% increase in the number of arrests for knife possession that resulted in charges.

IN THE SIX MONTHS FOLLOWING THE LAUNCH THERE WERE:

- 70 arrests, of which 29 were charged and remanded resulting in 6 custodial sentences at court, 11 suspended sentences, 11 other outcomes, 5 awaiting trial
- 10 straight to prison



Report of the Police and Crime Panel

- 90% of knife possession cases with a positive outcome

Across the whole of Thames Valley Police 1st July 2022 – 31st May 2023:

- 694 arrests
- 248 charged and remanded
- 93 straight to prison
- 36 court outcomes

Evaluation/Early outcomes:

A full independent evaluation of Op Deter is currently being commissioned by the OPCC, funded by the PCC and the Thames Valley Violence Reduction Unit, but early data indicate a successful implementation of the approach with positive outputs. OVER 18's For adults in Milton Keynes, in the two six-month periods before and after the launch of Op Deter, there was a 35% increase in the number of arrests for knife possession that resulted in charges.

UNDER 18's

For young people under 18, there is an alternative approach which consists of an earlier intensive intervention by the YOT through the Act Now programme. This begins while the young person is still in custody to look at the root causes of offending, determine if they are being exploited and encourage them to engage to break the cycle of offending.

When a young person is arrested, a YOT caseworker attends custody within 90 minutes to meet with that young person to commence the intervention process. This takes place while criminal justice options are still being pursued.

Within 48 hours of leaving custody a further meeting will take place with the young person's parents/ carers. Prior to Act Now, this process could take weeks or even months.

The programme gives young people every opportunity to engage. However, if they fail to engage or their offending is particularly dangerous, the criminal justice route remains the proper course of action.

Act Now pilots were launched in Milton Keynes in January 2023 followed by Slough in March.

Since its launch in January 2023, ACT Now MK has responded to:

- 67 arrests of 53 young people
- 3.77% The current re-offending rate for ACT-NOW is 3.77%



Report of the Police and Crime Panel

In Slough, from March-June 2023, ACT NOW has received 13 referrals with seven young people currently engaging within the ACT NOW Pathway.

Key challenges / Lessons learnt

Within TVP there have been instances where there has been a lack of confidence in utilising police charging decisions, and work has taken place to **educate custody sergeants on when they can use police charging powers as opposed to referring the case** to the CPS. Further education has also taken place in ensuring the correct bladed article offence is used.

Within the Act Now pathway, the teams found that they were receiving referrals for young people who are not residents in Slough or Milton Keynes but had committed a knife-enabled offence there. While they will still attend Custody following the initial referral, the team will then make a safeguarding referral to the relevant Multi-Agency Safeguarding Hub sharing as much information as necessary to allow the home local authority to follow up.

Within Act NOW Slough, practitioners have needed to **introduce processes to ensure they are being informed of all young people in custody who are eligible** for the pathway. They now co-locate within Maidenhead custody once a week and have a monthly meeting with all relevant professionals to discuss cases and ensure that all young people have been referred into the pathway.

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Report to the Thames Valley Police & Crime Panel

Title: Formation of Task and Finish Groups - Strategy for Violence against Women and Girls and on Road Safety

Date: 15 September 2023

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



BACKGROUND

The Chair of the Panel has suggested that consideration be given to the formation of two Task and Finish Groups to enable the PCP to scrutinise how the PCC holds the Chief Constable account in two areas:- Strategy for Violence against Women and Children and on Road Safety.

RECOMMENDATION

- 1. That approval be given to the setting up of two Task and Finish Groups - Strategy for Violence against Women and Children and on Road Safety.**
- 2. That the Panel be asked to comment on and approve the draft terms of reference attached and agree the timescales for the Task and Finish Groups to undertake their reviews and report back to the Panel.**
- 3. That the membership of the two Task and Finish be agreed. (Five Members on each).**

RULES OF PROCEDURE

The rules on the setting up Task and Finish Groups are detailed in the Panel's Terms of Reference:

"10 Task Groups

10.1 The role of Task Groups is to undertake time-limited investigations into particular issues, such as a scrutiny topic review. They are informal working groups, and as such have no decision-making power. Task Groups will report back upon the completion of their work with a report and recommendations to the Panel.

10.2 The work to be undertaken by a Task Group will be agreed by the Panel. In commissioning the work the Panel will agree as part of the scoping document the following:

- terms of reference;

- purpose/objectives;
- approach to gathering evidence;
- resources to support the review;
- timescales for completing the work and reporting back; and
- membership.

10.3 Task Groups can only make reports or recommendations to the Panel. The Panel will consider reports it receives, and if agreed, such reports may be adopted as the Panel's report.

10.4 The Panel will appoint Task Groups. The Chairman of the Panel may make a recommendation to the Panel on the membership.

10.5 The maximum size of a Task Group shall be agreed by the Panel at the point that the review is commissioned. The minimum size is three members.

10.6 The Panel shall appoint a Chairman of the Task Group from within the membership of the Panel. The Chairman of the Panel may make a recommendation on whom to appoint.

10.7 The composition of a Task Group will be determined by the role it is to perform. Whilst issues of political and geographical balance may be taken into account, to help the effectiveness of the group consideration may also be given to:

- skills and expertise
- availability of members to undertake the work
- interest and commitment

10.8 The Panel may choose to co-opt non-Panel members onto a Task Group if it is considered that they possess skills, expertise, or a perspective which will assist the Group in its work. Co-opted members on a Task Group are non-voting members of the Group.

10.9 The following eligibility rules will apply to non-voting co-opted members of Task Groups:

must live and/or work in the Thames Valley Police Force area; and

must be able to provide expertise/layperson's perspective to assist the group in carrying out its scrutiny function. "

DRAFT

The PCC Strategy for Violence against Women and Girls Task and Finish Group

Objectives and Terms of Reference:

The Task Group will scrutinise the Police and Crime Commissioner's Police and Criminal Justice Plan to assess his strategy on the measures Thames Valley Police are putting in place to prevent Violence against Women and Girls (VAWG).

It should be noted that the Home Secretary had recently revised the national strategic policing requirement asking that PCCs should have due regard to including VAWG in their Police and Crime Plans because of the national threat of VAWG.

What do we mean by VAWG?

Violence against women and girls, as set out by the United Nations, is any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.

It is clear that women and girls are disproportionately affected by these offences, so a specific Strategy is needed to address them

The Task and Finish Group's terms of reference will be:-

1. To obtain evidence on different forms and experiences of VAWG – for example rape, sexual harassment and abuse, domestic abuse, coercive control, street and online harassment, stalking, forced marriage, female genital mutilation and other forms of violence and abuse – and the differences between addressing VAWG in the public and private spheres;
2. How VAWG has changed and the impact modern technology / social media etc has had on VAWG
3. How VAWG affects young women and girls and particular groups such as migrant women, sex workers
4. The support organisations and the PCC's Victims First support service provide, that women and girls turn to for support and help engage with issues relating to VAWG and their role in tackling and preventing it.
5. The work which is being carried out on the prevention of VAWG to assess whether there is sufficient and appropriate support available for victims;
6. To assess how the PCC raises awareness and understanding of domestic violence and abuse and VAWG amongst the general public with the aim of reducing its tolerance of violence towards women and girls and to educate and inform young people, to enable them to construct and maintain relationships built on trust and respect.
7. What the role of organisations and institutions is in the prevention of VAWG (including the police and criminal justice system, schools, colleges and education institutions, employers and trade unions, social media companies, local community and specialist services);
8. To look at the measures detailed in the Police and Criminal Justice which look to counter VAWG and whether further consideration should be given by the PCC to make VAWG one of his main strategic objectives in his Plan.

NB. On 1 March 2023, the Home Secretary included violence against women and girls in the Strategic Policing Requirement (SPR).

Witnesses invited to give evidence

PCC, Victims First, Domestic Violence, TVP, voluntary organisations, etc.

Resources

From within PCP budget

Membership

To be agreed by the Police and Crime Panel (up to 5 Members)

Timescale

To report back to PCP in January 2024

DRAFT

Road Safety Task and Finish Group

Objectives and Terms of Reference:

The Task Group will scrutinise the Police and Crime Commissioner on how he is holding the Chief Constable of TVP to account in relation to road safety issues.

Areas to be covered will be progress on TVP Road Safety Strategy, Community Speedwatch, Car Cruising and TVP enforcement.

The National Police Chiefs' Council National Roads Policing Strategy for 2022-2025 developed a strategy which all stakeholders who have a role within roads safety or roads policing could align to, that will make roads safer for everyone and can help reduce death and serious injury on our roads.

This strategy is built around four key pillars of activity:

- Preventing harm and saving lives
- Tackling crime
- Driving technology and innovation
- Changing minds.

The Task and Finish Group's terms of reference will be:-

1. To look at the work of the Roads Policing Unit which is joint force between Thames Valley Police and Hampshire Constabulary.
2. To receive information on the progress made in developing TVP Road Safety Strategy.
3. To understand the role that TVP, local authority highways teams, local authorities, schools etc have in relation to road safety
4. To look at how the PCC is holding the Chief Constable to account to align to the National Policing Strategy of preventing harm and saving lives, tackling crime, driving technology and innovation and Changing minds.
5. To review the PCC's Community Speedwatch (CSW) schemes which operate throughout Thames Valley and to understand what makes a successful CSW scheme.
6. To understand the current challenges and barriers which prevent the successful delivery of CSW schemes with positive outcomes
7. To understand the partnership work and communication which takes place between CSW volunteers and TVP to prevent speeding and improve safety
8. To look at what improvements need to be made to the CSW scheme to improve outcomes.
9. To receive information on the strategy to deal with the problem of "car cruising" which take place throughout Thames Valley.

Witnesses invited to give evidence

PCC and officers, CSW co-ordinators and volunteers, relevant TVP officers from Roads Policing Unit, officers from Neighbourhood Policing Teams, local parish councillors etc.

Resources

From within PCP budget

Membership

To be agreed by the Police and Crime Panel (up to 5 Members)

Timescale

Findings reported back to PCP March 2024

Report to the Thames Valley Police & Crime Panel

Title: Topical Issues

Date: 15 September 2023

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



BACKGROUND

The Panel is provided with policing and crime news which the Scrutiny Officer of the Panel has horizon scanned to provide Panel Members with up-to-date information on topical issues.

Members of the Panel can ask questions of the Police and Crime Commissioner based on the information contained in these media articles.

Staff retention a challenge for Thames Valley Police - senior officer

<https://www.bbc.co.uk/news/uk-england-66288531>

Retaining personnel is among the biggest challenges for police forces, a senior Thames Valley Police officer has said. Supt Gavin Wong has been involved in the force's "action plan" to reflect the ethnic make-up of the population it serves.

A study released last year found black, Asian and ethnic minority groups had been underrepresented in the force.

Supt Wong currently heads the joint firearms unit for Thames Valley Police and Hampshire Constabulary.

Speaking on BBC Radio Berkshire, he admitted the police service could be a "lonely place" for someone joining from a black or ethnic minority background, adding: "I think its improved over the last 30 years.

"It's really important we have people that are representative of the community - you've got to increase trust and confidence.

"One way of doing that is seeing that visibly diverse workforce - that's reassuring for communities and helps us understand communities better."

He said policing faced challenges affecting the wider workforce: "The world is different now - 30 years ago, you had a defined career with the police.

"There is a danger for policing - people have more short term aspirations and want to move around in their careers.

"For us, we want to keep people here to get their experience and help develop other people."

The force, which serves Berkshire, Buckinghamshire and Oxfordshire, last year said it was developing an action plan to "enhance the experiences of all ethnically diverse colleagues".

The Thames Valley force serves about 2.4m people, of which 15.4% is made up of black, Asian and ethnic minority groups.

However, 6.5% of its officers are from such backgrounds and they have been consistently underrepresented.

Mandatory anti-racism training has been introduced to tackle racism, discrimination and bias following criticism of police forces across the country.

[Record number of police officers resigning in Thames Valley new figures show](#)

A record number of police officers voluntarily resigned from Thames Valley Police last year, new figures show.

Home Office figures show 212 full-time police officers voluntarily left Thames Valley Police in the year to March. It is up from 159 the year before and the highest number since records began in 2006. And, including officers who retired or were fired, a total of 308 left the force last year.

It meant Thames Valley Police had a leavers rate of nearly seven per cent, excluding transfers to other forces.

Across England and Wales, a record high 4,575 full-time officers voluntarily resigned from policing last year. It was a 33 per cent increase from 2021-22.

Overall, the leavers rate also reached its highest level at 6.6 per cent.

While the turnover rate was at its highest, it was met by a joiners rate of 11 per cent. It meant the headcount for all forces increased from 140,200 officers in March 2022 to 147,400 in March this year.

The Thames Valley force grew from 4,534 officers in 2022 to 4,957 in 2023.

A Home Office spokeswoman said a record number of officers across England and Wales had been delivered, and it had made its expectation that numbers are maintained, with robust plans in place, clear to forces.

She added: "Policing is a career like no other and our latest survey of new recruits showed 82 per cent respondents were satisfied with the job and 77 per cent plan to stay in policing for the rest of their careers."

Thames Valley: Taxpayers paying more than ever for policing

<https://www.bracknellnews.co.uk/news/23688199.thames-valley-taxpayers-paying-ever-policing/>

The Police Federation of England and Wales said police cannot reach 'proactive and consensual' standards without the Government ensuring sufficient resources are provided.

Home Office figures show £245 million in funding for Thames Valley Police will come from council tax bills in 2023-24 – a real-terms rise of £12.99 million (5 per cent) from the £232 million paid in 2022-23, and the highest figure since local, comparable records began in 2015-16.

In total, Thames Valley will receive £536 million next year – up from £527 million the year before. The Government will supply the additional £291 million.

Across England and Wales, total funding has risen in real terms from £15 billion last year to a record £15.4 billion in 2023-24. Of this, £10.1 billion will come from central government, while £5.3 billion will be provided through council tax.

The National Police Chiefs' Council said the recent increase in investment has enabled them to recruit an extra 20,000 police officers and tackle 'the most pressing concerns for our communities, such as burglary and serious violence'.

However, a spokesperson warned 'policing faces significant inflationary pressure due to the impact of increased costs of supplies and services'.

They added: "Continued investment will be needed to ensure that the core services that the public expect are maintained."

The Home Office said it is 'dedicated to giving the police the resources they need to tackle crime'.

Councils failing to tackle anti-social behaviour, watchdog says

<https://www.bbc.co.uk/news/uk-politics-66512729>

Councils are frequently failing to use their powers to tackle anti-social behaviour, a watchdog has found.

The Local Government and Social Care Ombudsman cited cases including a victim being told a neighbour's 13-hour long party did not warrant action. The watchdog said it upheld three-quarters of the cases it had investigated in the past year and found fault in how the council had acted.

Councils said they took a "balanced and proportionate" approach to complaints.

A report published by the ombudsman highlighted issues including long delays responding to complaints, referring people to the police instead of taking action and failing to liaise properly with other agencies.

It said out of the 63 cases it had investigated in the last year - ranging from low-level issues such as dog-fouling and inconsiderate parking to more serious harassment and intimidation - 51 were upheld.

In one case a resident complained to the council about a neighbour's party with loud music which lasted more than 13 hours. Despite another party a few weeks later, he was told by the council that its policy would only consider taking action if he recorded six incidents within 25 days.

The ombudsman said the council's policy was too inflexible and recommended it was reviewed.

John, not his real name, told the BBC he had been experiencing escalating problems with his neighbours since last November, which he had repeatedly reported to his council in south-east London.

He said it started with relatively minor issues like smoking, drug-taking and loud music in the building, but had grown in severity to him and his wife witnessing violence and racist abuse.

On one occasion he said he was personally threatened by the neighbours for reporting them.

Despite providing evidence including footage, John said he felt like the issues had not been taken seriously enough by the council and he was frustrated by how slow they had been to take action.

After giving written warnings to the tenants, John said he was told the council had applied for a court order to repossess the property but he was then told this had not happened yet.

John said he also felt the council had tried to pass him on to the police, but they had said there was not enough evidence to convict.

He said he and his wife now felt so uncomfortable in their own home they stayed with family at weekends when they could.

Councils have a range of powers to tackle anti-social behaviour, including community protection notices for issues like noise and litter. Failure to comply with a notice to stop the behaviour is a criminal offence.

They can also apply to the courts for an injunction to stop individuals engaging in certain behaviour - and if they fail to do so the council can apply to issue a warrant for their arrest.

However, the ombudsman found councils were either not using these powers or did not fully understand them.

The Local Government Association, which represents councils, said anti-social behaviour could have "a devastating impact" and councils were committed to working with partners and communities to protect residents from offenders.

Prime Minister Rishi Sunak has pledged to crack down on anti-social behaviour, setting out an action plan earlier this year. It included increasing the use of hotspot policing, forcing people who vandalise public spaces to repair the damage they cause and extending powers to disperse groups to councils.

Anti-social behaviour hotspot in Thame transformed after council makeover

<https://www.bucksherald.co.uk/news/crime/anti-social-behaviour-hotspot-in-thame-transformed-after-council-makeover-4258600>

More than 150 face long waits for justice in Thames Valley

<https://www.bracknellnews.co.uk/news/23642384.150-face-long-waits-justice-thames-valley/>

A legal charity has condemned the delays in criminal justice as "unacceptable".

Criminal courts have faced mounting pressures in the wake of the coronavirus pandemic, which saw trials put on hold during lockdowns. Figures from the Ministry of Justice show 172 criminal cases had been unresolved for two years or more in Thames Valley as of March 2023.

For comparison, 106 cases had been outstanding for two years or longer at the same point in 2022, while 11 had done so as of March 2019.

The most common type of offence involving a long wait was for violence against the person, which was responsible for 34 cases.

In Thames Valley, the median waiting time across unresolved cases was 178 days.

Nationally, 6,073 cases were facing two-year delays – a significant rise from 3,949 the year before, and nearly ten times the 626 as of March 2019.

In June, the House of Commons' Public Accounts Committee warned key court reforms – aimed at speeding up the time cases can be processed – had been delayed significantly.

It warned these setbacks were undermining public confidence in the justice system.

Thames and Chiltern lead prosecutor welcomes new national approach to prosecuting adult rape cases

<https://www.cps.gov.uk/thames-and-chiltern/news/thames-and-chiltern-lead-prosecutor-welcomes-new-national-approach>

A new national approach to prosecuting adult rape cases has been welcomed by the Crown Prosecution Service's lead prosecutor for Thames Valley, Bedfordshire and Hertfordshire.

The Crown Prosecution Service's new operating model aims to drive up the number of rape cases taken to court and improve victim experiences by setting an improved and standardised approach to how adult rape cases are handled by CPS lawyers.

Among its commitments, the new model will see CPS prosecutors providing early advice to the police in rape and sexual assault cases within 21 days. This is to help build stronger cases by focusing investigations towards the behaviour of the suspect, their conduct and actions; to make decisions on third party material at the outset so that requests for personal data are limited; and to consider and overcome any assumptions or misconceptions about rape and how victims or perpetrators behave that may be present in a case.

The CPS locally has also been improving its support to victims of rape.

The CPS operating model will build on the work of the nine CPS Areas which have been working as part of Operation Soteria (a police and CPS programme to develop new operating models for the investigation and prosecution of rape in England and Wales), and the CPS and police's Joint National Action Plan initiated in January 2021.

2,000 police in England and Wales may face sack in vetting revamp

<https://www.theguardian.com/uk-news/2023/jul/05/2000-police-in-england-and-wales-may-face-sack-in-vetting-revamp>

At least 2,000 police officers in England and Wales face losing their jobs under government plans to overhaul the misconduct system, Home Office sources have confirmed.

Ministers will make dismissing failing or disgraced officers easier after police chiefs including the Met commissioner, Sir Mark Rowley, said the present system was "bizarre and over-regulated".

At present, officers who fail to maintain their vetting status can continue to work, but under the proposals they will face automatic dismissal. The proposals could lead to misconduct panels being chaired by chief constables rather than independent legally qualified chairmen and women, whom police chiefs have accused of being too lenient. The system can lead to officers being sacked for serious misconduct only to be reinstated on appeal.

Power could be transferred to chief constables, enabling them to root out officers whose standards fall short or bring shame on the organisation, under changes the Home Office is expected to announce.

The home secretary, Suella Braverman, and the crime and policing minister, Chris Philp, are said to be working on the overhaul, which the Home Office is expected to announce in the coming weeks.

Police forces are trying to regain public trust after scandals including the murder of Sarah Everard by Wayne Couzens, a Metropolitan police officer, and the case of David Carrick, a firearms officer jailed this year for more than 80 sexual offences.

They are two cases among many to have cast doubt on the effectiveness of the misconduct system and exposed weakness in the vetting process.

In January, the Home Office ordered a review into the effectiveness of removing officers deemed unfit to serve after the “atrocious behaviour” of Carrick. He was jailed for a minimum of 30 years after admitting more than 80 sexual offences, including 48 rapes, during his two decades in the force.

Rowley, who took charge of the Met last September, has called for an overhaul of the disciplinary system and said Braverman had been “really helpful” after he identified weaknesses in police regulations.

Police to stop attending mental health incidents unless there is significant safety risk or crime

<https://www.communitycare.co.uk/2023/07/26/police-to-stop-attending-mental-health-incidents-unless-there-is-significant-safety-risk-or-crime/>

Police forces across England will, in future, stop attending mental health-related incidents unless there is a significant risk to safety or a crime being committed, and refer cases to health or social care services instead.

The plan, announced by the government, police leaders and NHS England, constitutes the start of a national rollout of a model – known as right care right person (RCRP) – pioneered by Humberside Constabulary in 2021.

Best practice body the College of Policing has said that RCRP led to a large reduction in the deployment of police resources to mental health or welfare incidents from January 2019 to October 2022 in that area.

The approach would involve police only attending mental health-related incidents:

- to investigate a crime that has occurred or is occurring; or
- to protect people, when there is a real and immediate risk to the life of a person, or of a person being subject to or at risk of serious harm.

The policy will be backed by a toolkit guiding police call handlers in being able to appropriately triage divert mental health calls to the correct service.

There is no set timeframe for its rollout, with the plan stating that police forces should determine this following engagement with health, social care and other relevant partners.

The RCRP threshold will apply to police attendance at all mental health-related incidents.

After having attended, officers would continue to fulfil their statutory power under section 136 of the Mental Health Act 1983 (MHA) to remove a person – generally from a public place – to a place of safety, for a mental health assessment, if they appear to have a mental disorder, are in “immediate need of care or control” and detention appears necessary to protect them or others.

Local arrangements governing police attendance at cases under section 135 of the MHA will continue to apply, said the RCRP plan.

Section 135 empowers a magistrate to issue a warrant, on the application of an approved mental health professional (AMHP), enabling a police officer to remove a person with a mental disorder to a place of safety for assessment. The AMHP's application must show that there is reasonable cause to suspect that the person has been, or is being, ill-treated, neglected or kept "otherwise than under proper control", or is unable to care for themselves, in the premises in question.

However, while the two powers would continue to apply, the RCRP plan sets a target for officers to be able to hand over people removed to health services within one hour.

The Metropolitan Police has estimated that its officers spend, on average, 14.2 hours in A&E and 8.5 hours in health-based places of safety, waiting for people to be assessed after they have been detained under sections 135 or 136 of the Mental Health Act 1983 (MHA).

Unveiling the plan today, the National Police Chiefs' Council estimated that the implementation of RCRP would save one million police officer hours a year.

However, the news has sparked concern among health and social care leaders, echoing warnings issued last month by the AMHP Leads Network when the Met announced its implementation of the policy.

The Local Government Association said RCRP was being rolled out too quickly. "Councils recognise that the police may not always be the most appropriate service to respond to a mental health crisis and so it is good that this is being clarified through this national agreement," said LGA community wellbeing board chair David Fothergill.

"However, we are concerned that this is being rolled out too quickly, with inadequate local engagement and partnership working meaning that other agencies risk being unable to pick up any increases in demand for their services."

He also raised concerns about social care's capacity to respond to mental health calls diverted by the police, adding: "Mental health services are funded via councils social care budgets which are already under considerable pressure. To deliver the best care possible for those experiencing a mental health crisis, alternative community services need to be fully funded across the country."

After the Met's announcement last month, the AMHP Leads Network said it was "concerned at the speed at which the Met is unilaterally intending to act" and that the experience from the areas that had rolled out RCRP was that there was a "risk of misinterpretation of the policy" due to "poor knowledge by call agents of the nuances of the law, agreements and duties".

Co-op warns rising crime could create 'no-go' areas for shops

<https://www.bbc.co.uk/news/business-66323140>

The Co-op has warned some communities could become "no-go" areas for shops due to soaring levels of retail crime. The convenience store operator said crime in its outlets had hit record levels, increasing by more than one third over the past year.

There were about 1,000 cases of crime, shoplifting and anti-social behaviour in its shops every day in the six months to June, the chain said. But it cited figures indicating police did not attend most retail crimes.

The Co-op said a Freedom of Information request had shown many police forces did not prioritise retail crime, with, on average, 71% of serious retail crime not responded to by police.

The National Police Chiefs' Council (NPCC) said forces were doing "everything possible to tackle offenders and support retailers in reducing shoplifting and attacks on retail staff".

But the Co-op called for an "urgent change" from the police and "for all forces to target repeat and prolific offenders to reverse the existing environment in many cities where criminal gangs operate, exempt from consequences".

The Co-op figures show 175,000 instances of retail crime in the first six months of this year - a rise of 35% on the same time last year.

Earlier this year, data analysed by the BBC showed shoplifting offences had returned to pre-pandemic levels as the cost of living rose.

The figures showed that police forces in England, Wales and Northern Ireland recorded nearly 33,000 incidents of shoplifting in March - 30.9% more than March 2022.

In an effort to clamp down on such theft, some stores have been limiting the number of items on shelves, others fit the likes of steaks and cheese with security tags and replace coffee with dummy jars. The Co-op said it believed dummy packaging would only become a more "prevalent and familiar sight" in retailing.

The chain also uses interactive and remote monitored CCTV in store, issues body-worn cameras and communication headsets for store staff, and employs covert and non-covert guards.

There were stores in many big cities where "the viability of the stores is being put at risk because of the activities of criminal gangs".

The bill for security and the toll taken on staff who were afraid to come to work drove up the amount it cost to "operate safely" in those stores meaning they were not making any money.

Thames Valley Police records thousands of online fraud cases involving items advertised on social media

<https://www.miltonkeynes.co.uk/news/crime/thames-valley-police-records-thousands-of-online-fraud-cases-involving-items-advertised-on-social-media-4266988>

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Thames Valley Police & Crime Panel Work Programme 2023/24

23 June 2023	<p>Police and Crime Commissioner’s Annual Report – Monitoring of Priorities of Police and Criminal Justice Plan:</p> <ol style="list-style-type: none"> 1 Strong local policing 2. Fighting serious organised crime 3. Fighting cyber-crime and fraud 4. Improving the criminal justice system 5. Tackling illegal encampments 	<ul style="list-style-type: none"> • Public questions • PCP Annual Report • Annual Review of Panel’s Terms of Reference, Panel Arrangements, Appointment to Sub-Committees and Task and Finish Groups • Complaints Sub-Committee • TVP Vetting - Update • Chairman/PCC Updates and Topical Issues Report • Work Programme
15 September 2023	TVP Force Review - Neighbourhood Policing Update	<ul style="list-style-type: none"> • Contact Management – Update on performance of “101” Calls and on-line reporting • Operation Deter – a zero tolerance approach to knife crime – Update on successes. • Update report on police recruitment and retention in TVP along with ethnicity representation/positive action initiatives • Formation of a Task and Finish Groups – Violence against Women and Girls and Road Safety Issues • Chairman/PCC Update • Topical Issues Report • Work Programme

13 November 2023 (Date to be re-arranged)	Fighting serious organised crime – County Lines and the protection of the vulnerable	<ul style="list-style-type: none"> • Annual Assurance Report – Joint Independent Audit Committee • Race Action Plan and the work of the Independent Scrutiny Oversight Board (ISOB) / Race and BAME representation in TVP • Violence against Women and Girls, partnership working, education programme • Update on CCTV across Thames Valley • Progress on draft budget • Chairman/PCC Updates /Topical Issues • Work Programme
26 January 2024	PCC Draft Budget – To review and make recommendations on the proposed precept for 2024/25 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> • Scrutiny of the Proposed Police Precept – Questions to the Police and Crime Commissioner • Domestic Abuse • Progress on Contact Management • Road Safety Strategy – to be provided with an update • Chairman/PCC Updates /Topical Issues • Work Programme
15 March 2024	Victims First – The services which the PCC commissions to support victims of crime across the Thames Valley.	<ul style="list-style-type: none"> • Update on RESTART • Update on Community Safety funding from the PCC • Chairman/PCC Updates /Topical Issues • Work Programme • Professional & Ethical Standards Panel Annual Assurance Report 2022 •

At the last meeting of the Panel, the PCC asked that a future meeting of the Panel be convened at a TVP establishment such as the Training college (November or January).

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