

# Agenda

**Date:** Friday 31 January 2014

**Time:** 11.00 am

**Venue:** The Centre Conference Venue, Farnham Road, Slough SL1 4UT



## Map and Directions

1 - 2

The Briefing Meeting for Members will be held at 10am in Sapphire 5 with the main meeting in the Flexi Hall. Directions are attached to the agenda. Please allow an extra 15 minutes as the traffic can be bad along the Farnham Road. There is an overflow car-park behind the main car-park for the Centre: access to the both car parks is via Whitby Road.

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|----------------|---|---------------|
| <i>11.00am</i> | <b>1. Apologies for Absence</b>   |               |
| <i>11.02am</i> | <b>2. Declarations of Interest</b><br>To disclose any Personal or Disclosable Pecuniary Interests |               |
| <i>11.05am</i> | <b>3. Minutes</b><br>To agree the minutes of the meeting held on 22 November 2013                 | <b>3 - 10</b> |



11.10am	<b>4.</b>	<b>Local Issues</b> To receive the reports of the Community Safety Managers for: <ul style="list-style-type: none"><li>• Slough – Louise Asby</li><li>• Reading – Anthony Brain</li></ul>	<b>11 - 36</b>
11.40am	<b>5.</b>	<b>Police and Crime Plan</b> Strategic Objective 2: <ul style="list-style-type: none"><li>• Anti-social behaviour teams</li><li>• Community Wardens</li></ul> Strategic Objective 4: <ul style="list-style-type: none"><li>• Publish information about accessing, delivery and outcomes of policing and crime services</li></ul> Strategic Objective 5: <ul style="list-style-type: none"><li>• Integrated Offender Management</li><li>• Youth Crime Services</li><li>• Support for victims and witnesses</li><li>• Tackling drugs and alcohol</li></ul>	<b>37 - 48</b>
12.05pm	<b>6.</b>	<b>Report of the Budget Task and Finish Group</b> Chairman – Trevor Egleton	<b>49 - 52</b>
12.15pm	<b>7.</b>	<b>Scrutiny of the Proposed Council Tax Precept: Questioning of the Police and Crime Commissioner</b> Please find attached the link to the Thames Valley Police and Crime Commissioner Policy, Planning and Performance Meeting. <a href="http://www.thamesvalley-pcc.gov.uk/Document-Library/Full-agenda-220114.pdf">http://www.thamesvalley-pcc.gov.uk/Document-Library/Full-agenda-220114.pdf</a>  Appendices to the budget can be accessed through the following link:- <a href="http://democracy.buckscc.gov.uk/ieListDocuments.aspx?Cid=751&amp;Mid=6086&amp;Ver=4">http://democracy.buckscc.gov.uk/ieListDocuments.aspx?Cid=751&amp;Mid=6086&amp;Ver=4</a>	<b>53 - 74</b>
13.05pm	<b>8.</b>	<b>Bullfinch Update</b>	<b>75 - 78</b>
13.30pm	<b>9.</b>	<b>Complaints, Integrity and Ethics Panel</b>	<b>79 - 88</b>
13.45pm	<b>10.</b>	<b>Update on progress - Rapporteur Reports</b>	
13.50pm	<b>11.</b>	<b>General Issues</b> To consider the responses to questions pre-submitted by Panel Members to the PCC	
13.55pm	<b>12.</b>	<b>Work Programme</b> To consider the 2014 work programme	<b>89 - 92</b>
	<b>13.</b>	<b>Date and Time of Next Meeting</b> 21 March 2014 – 11am Cherwell District Council	

## **Committee Members**

Councillor Bill Bendyshe-Brown (Wycombe District Council), Councillor Mark Booty (West Oxfordshire District Council), Councillor Noel Brown (Chiltern District Council), Mr Terry Burke (Independent Co-opted Member), Councillor Anita Cranmer (South Buckinghamshire District Council), Councillor Trevor Egleton (Buckinghamshire County Council), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Bill Jones (Vale of White Horse District Council), Councillor Pat Kennedy (Oxford City Council), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Pam Pearce (Aylesbury Vale District Council), Councillor George Reynolds (Cherwell District Council), Councillor Bill Service (South Oxfordshire District Council), Councillor Mohammed Sharif (Slough Borough Council), Mr Rajinder Sohpal (Independent Co-opted Member), Councillor Cec Tallack (Milton Keynes Council) and Councillor Quentin Webb (West Berkshire Council)



## Directions to The Centre

**The Centre Conference Venue, Farnham Road, Slough, SL1 4UT**

### From M4 Westbound (to Reading, Bristol):

Exit junction 6, take first exit signposted A355 Slough. Go straight on at the roundabout. At the crossroads proceed straight ahead. Proceed for 1/2 of a mile; turn right after the railway bridge into Whitby Road. The entrance to the car park is on the left approximately after 50 yards.

### From M4 Eastbound:

Exit junction 6, take third exit signposted A355 Slough. At the crossroads proceed straight ahead. Proceed for 1/2 of a mile; turn right after the railway bridge into Whitby Road. The entrance to our car park is on the left approximately after 50 yards.

### From M40:

Exit M40 at junction 2 signposted A355. Proceed to a large roundabout at the top of Farnham Road and take the second exit. Continue straight ahead for 3/4 mile at which point you will pass the Centre on your left hand side. Turn left at the traffic lights into Whitby Road and the entrance to our car park is on the left approximately after 50 yards.

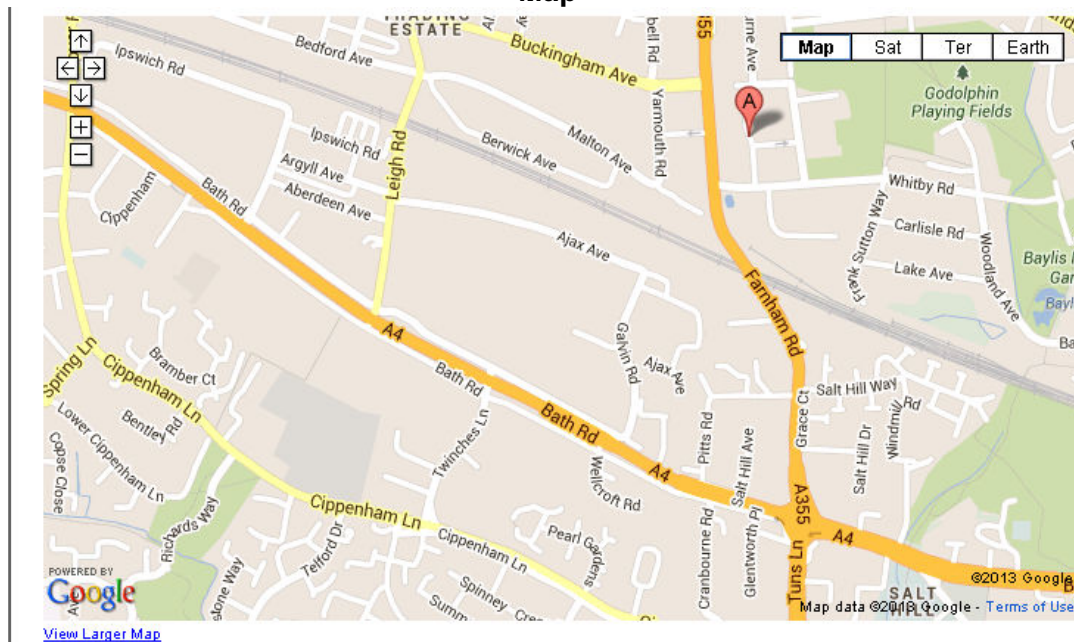
### From M25:

Exit M25 at junction 4b onto M4 Westbound. Follow the directions above from M4.

### SAT NAV Reference:

SL1 4UT

### Map



**Note: The Centre is marked at 'A'**



## Minutes

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**Minutes of the Thames Valley Police and Crime Panel held on Friday 22 November 2013, in Council Chamber Wokingham Borough Council Civic Offices Shute End Wokingham Berkshire RG40 1BN, commencing at 11.00 am and concluding at 1.00 pm.**

### Members Present

Councillor Bill Bendyshe-Brown (Wycombe District Council), Councillor Noel Brown (Chiltern District Council), Councillor Anita Cranmer (South Buckinghamshire District Council), Councillor Trevor Egleton (Buckinghamshire County Council), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor George Reynolds (Cherwell District Council), Councillor Bill Service (South Oxfordshire District Council), Councillor Mohammed Sharif (Slough Borough Council), Mr Rajinder Sohpal (Independent Co-opted Member), Councillor Cec Tallack (Milton Keynes Council) and Councillor Quentin Webb (West Berkshire Council)

### Officers Present

Reece Bowman and Clare Gray

### Others Present

David Carroll (Deputy Police and Crime Commissioner), Paul Hammond (Chief Executive Office of the Police and Crime Commissioner), Brian Martin (Royal Borough of Windsor and Maidenhead), Susan Powell (West Berkshire Council), Mark Redfearn (Wokingham Council), Anthony Stansfeld (Thames Valley Police and Crime Commissioner) and Ian Thompson (Acting CFO Office of the Police and Crime Commissioner)

### Apologies

At the start of the meeting Cllr McCracken introduced Gregory Makarchuk, a member of the Bracknell Forest Youth Council who was shadowing Cllr McCracken for the day.

#### 1. Declarations of Interest

There were no declarations of interest.

#### 2. Minutes

The Minutes of the Meeting held on 20 September 2013 were agreed as a correct record.

#### 3. Notes of the Community Safety Fund informal meeting

The Chairman reported that they had a long debate at an informal meeting about the Community Safety Fund allocation. He thanked the PCC for prolonging the consultation process and responding to concerns raised by individual authorities. Members had supported the allocation presented at the meeting on 22 November 2013.

#### **4. Rapporteur reports**

Iain McCracken, Rapporteur for Domestic Abuse gave a presentation on work that was being carried out in Bracknell Forest Council. He welcomed Members' feedback on how their Authority approached Domestic Abuse to see if there was a commonality of approach and to identify areas of good practice.

He informed Members that there were three targets to reduce the harm caused by domestic abuse which included:-

- Reducing the number of repeat incidents
- Reducing the number of children on Child Protection Plans
- Achieving and improving on the detection rate target for domestic abuse assaults with injury.

He referred to the Domestic Abuse Service Co-ordination Project which provided enhanced support to medium risk victims of Domestic Abuse and their children as well as increased supervision/management of perpetrators by co-ordinating all agency intervention in the family and referring where gaps are identified. This Project was being monitored by Cambridge University. £100,000 had been invested into this Project and there had been a reduction in reported violence. Each victim was given a letter and a telephone numbers to contact such as the Berkshire Women's Aid. Medium risk cases were targeted before they escalated to high risk. There were strong links from this project to the Drug and Alcohol Team. Domestic abuse was not just physical and could include controlling behaviour.

There was also a Domestic Abuse Perpetrator Service. Not all perpetrators were suitable and there were close links to the above project. For children there was a positive intervention programme for 8 and 11 years who have been affected by Domestic Abuse.

To conclude he reported that there were a variety of other Projects ongoing which included Domestic Abuse awareness training for front line staff and closer links with minority communities; there was a large Nepalese community in Bracknell Forest. The Council was working closely with schools and young people to promote the benefits of positive relationships.

He concluded by asking Members to email him about how each of the Local Authority areas approached Domestic Abuse so he could put forward good practice initiatives across the Thames Valley area.

#### **5. Local issues**

Mark Redfearn presented the local issues report for Bracknell Forest, Windsor and Maidenhead, West Berkshire and Wokingham. Reading and Slough local issues report would be presented at the next meeting. There were representatives from each of the Councils to answer questions; Brian Martin, Susan Powell, Iain McCracken and Mark Redfearn.

During his presentation he made the following points:-

- They were all low crime areas.
- Their priorities were similar such as Domestic Abuse, Serious acquisitive crime, young people, drug and alcohol issues and rural crime.
- Differences between the areas included urban and rural, tourism particularly for Windsor and Maidenhead, night time economy for more urban areas, the impact of increasing the amount of new housing, CCTV and surveillance.



- There has been a shift to preventative approaches and they learn from the experience of more urban areas such as Oxford in terms of tackling hidden crimes and other issues such as Domestic Abuse, Hate Crime and crime associated with vulnerable members of their communities.
- There was also concern about how offenders travel to other areas.
- There were formal and informal networks to address the issue of crime.
- This was National Domestic Abuse week and early education was key to these areas of concern.
- The issue of child sexual exploitation was an area of concern nationally. There were preventative measures such as Troubled Families and projects to stop systematic behaviour.
- Each Council shared good practice and looked at preventative approaches and the link between community development and community safety. Research and analysis was a growing area of work into how criminals behaved and how this impacted on victims. Reference was made to issues such as illegal encampment, dealing with residents who had mental health problems and the night time economy.

Panel Members asked the following questions:-

#### Domestic Abuse

- A Member referred to a Project in Chesham related to Domestic Abuse. He expressed concern that about half of domestic abuse was hidden, and particularly started when women were first pregnant. In response the officer reported that with issues such as domestic abuse it was important to build confidence to allow people to come forward and make a report. There were no stereotypical families that experienced domestic abuse; it often could be middle class families. There was a concern that domestic abuse was rarely reported to GPs. In Wokingham there was a particular project to identify domestic abuse at an early stage and to target GP surgeries, to then signpost victims to areas for support.
- A Member from Slough reported that they had two Community Managers who provided crucial work. He commented that these were difficult economic times which had an impact on residents and issues such as financial difficulties could exacerbate domestic violence; there were also cultural relationships where women found it difficult to report domestic abuse and also alcohol related abuse.
- There was a particular concern about domestic abuse against males as this group was under represented and men were particularly embarrassed about reporting this. 80% of domestic abuse was against women but this figure could be higher for men if reporting was increased. Members noted that Slough Borough Council had an independent domestic abuse advisor specifically for the male population, who signposted to services and a male refuge.
- Older vulnerable residents should be a priority. Some women were abused and terrorised by their sons, particularly if they had joined gangs and learnt abusive behaviour.
- Young people should be shown what a healthy relationship looks like to show that there should be no elements of controlling behaviour.
- A cautious approach was necessary to build up the confidence of victims to report abuse. Coffee mornings were being held where information and advice was given. e.g if women were looking up information on their computer they were shown how to delete reference to the sites they had been viewing and they were given tools to enable them to contact practitioners quickly when help was required. This Scheme was being championed through schools and voluntary organisations.
- The officer from West Berkshire reported that there had been a Thames Valley wide campaign encouraging third party reporting that a number of local authorities had supported.

#### Night time economy

- A Member referred to the purple flag project undertaken by Wycombe District Council which helped with the night time economy. Other areas such as West Berkshire are also considering this project and further information should be provided on this.

- In terms of the night time economy Windsor and Maidenhead were the third largest economy in the Thames Valley and had the 5<sup>th</sup> highest crime numbers. There had been a number of initiatives to reduce violent crime and criminal damage such as the 'Street Angels' which had a huge impact on crime numbers.
- 30% of crime in Windsor and Maidenhead was committed after 2am. Initiatives were being undertaken with planning and licensing and nightclubs to address this.

#### Data analysis

- The officer from Windsor and Maidenhead expressed concern about the need to exchange information on all types of crimes and the issue with data protection which meant staff could not disclose key information. This was a continuing challenge. A Member from Bracknell Forest also expressed concern about data analysis, hidden crimes and the lack of information coming from areas such as the NHS Accident and Emergency Departments. Data sharing was a security issue. There were different Strategies across organisations and this meant different data sets and streams. Chairman and Chief Executives should be encouraged to write a letter to the NHS outlining concerns about the lack of information from Accident and Emergency Departments. Thames Valley Police are currently in communication with Chief Executives of NHS Trusts about improving data sharing.
- The Member from West Berkshire made reference to their partnership work and the data report which showed the successful impact on crime. They referred to Street Rangers and Neighbourhood Wardens which will be continued for the next financial year because of excellent results. They were also working with the police on a number of areas including data sharing with schools about domestic abuse incidents.
- A Member commented that there were deeper concerns than data being provided. Many women were afraid to report abuse because they were afraid that their children would be taken away from them and child protection would become involved. He referred to the Chesham Programme and commented that a number of different organisations were dealing with the same families and that there should be one overarching body dealing with all their issues. The Chairman emphasised the need for multi-agency working to address this. The Police and Crime Commissioner referred to the Climbie report and the need not to hide behind data.

#### Serious organised crime

- There was increasing concern about organised crime groups who moved from one area to another and had good access to Berkshire via M4. There was also a concern that the issues around travelling communities had not been addressed as well as it could. The Police and Crime Commissioner referred to serious organised crime which included areas such as slavery, drugs, waste disposal and metal theft and the Police Force was dealing with this in a robust and effective manner. The officer from West Berkshire reported that there was focus on rural crime through partnership tasking with a dedicated Rural PCSO and acknowledged that this was a difficult area to address.
- Child sexual exploitation was a serious issue which was being addressed across the Thames Valley. Joined up working was particularly crucial for this area.

#### Rural Crime

An officer from Windsor and Maidenhead referred to the large amount of rural land and the impact of rural crime. There was excellent communication with rural communities about rural crime and the community fed back to the Police Force on a daily basis. They held a conference on this issue which had been attended by 80 people and this was a great start to a continuing dialogue with the rural community. He referred to the 100 days of action in relation to rural crime.

#### Communities

- It was particularly important to engage new communities, particularly in new housing developments as poorer areas could be a target for cheap labour which could lead to hidden crime and hate crime.

- An officer from Wokingham reported that each area in Berkshire mutually supported one other and worked together on community events and held annual celebration activities. At these events difficult issues were raised such as forced marriages, domestic abuse to try and provide confidence to communities.

Members and officers were thanked for their report.

## 6. Police and Crime Plan

The Police and Crime Commissioner updated Members on the following objectives:-

- Patrol and deployment of uniformed officers and staff
- Two-way communication with partners
- Promote crime reduction and prevention activities
- Obtain the views of communities and 'seldom heard' groups on policing and crime issues

During discussion the following points were noted:-

- 25% of Community Safety Fund grant was allocated via the Drug Intervention Programme in 2014/15 there is a section within the formula for opiate and crack users (OCU). There was a concern that this doesn't adequately reflect the needs of problematic drug users and it was suggested that this part of the formula should be reviewed when considering next year's funding allocation.
- 6-7% of central CSF funding was being put towards Custody Intervention Programmes.
- A Member referred to Special Constables and how the Thames Valley compared to other Forces. The Police and Crime Commissioner reported that there were no figures to currently compare. There has been a fall in numbers which was mainly due to the number of Specials successfully recruited as regular police officers. Special Constables provide crucial support to the regular force and help with big events such as the Olympics and the night time economy. The Force is committed to increasing the number of Special Constabulary Officers. They particularly provide excellent support in knowing the local areas and networks.
- A Member asked if Specials were treated differently from the rest of the Force. The PCC replied that they were treated very well. There were concerns about a high turnover particularly as training was very expensive but it was being monitored carefully.
- A Member asked the Police and Crime Commissioner about his intentions around engagement with Health and Wellbeing Boards? The PCC had written to the Boards and had received two replies. He commented that it was still early days for the setting up of these Boards but he intended to engage with them; the difficulty was that there were nine Health and Wellbeing Boards in the Thames Valley, usually PCC's only had to engage with one Board.
- Reference was made to the principles of evidence based policing and the Chief Inspector responded that this meant use of more rigorous analysis and use of professional judgement. Evidence based policing was particularly good for repeat burglaries and targeting patrols. In terms of academic work the PCC referred to the need to address cyber fraud which had a huge impact on victims; some small companies could go bankrupt as a result of cyber fraud.
- In terms of the PCC's role in relation to the Local Criminal Justice Board the PCC expressed concern about the number of magistrates courts closing down which meant victims and witnesses had further to travel, the number of cases that were failing because of lack of evidence and the length of time some trials took which meant additional stress on victims and witnesses. He does his best to influence a positive outcome.
- The PCC has a duty to seek the views of victims, in particular as a means of ensuring that victims receive the services they require to help them to cope and recover from the impact of crime. The PCC is conducting a victim needs assessment in advance of victim's services funding coming to PCC's from

October 2014. A small % of the Community Safety Fund allocation was given to victim support. There would be considerable pressure on his staff to complete the Needs Assessment by the end of January 2014. The Chief Executive reported that having reviewed the staff structure of the Office of the PCC recently he was happy that they would be operating at the right level of capacity and capability when the new structure is in place. Each PCC Office in the South East would work together on this issue of commissioning victims services to make best use of resources. The Ministry of Justice would be allocating money to PCC's but this would be a one off grant and therefore it was important to build up capacity.

- Reference was made to changes in probation and there were a number of concerns about these changes. The PCC reported that GPS tagging would make it easier to track down people who reoffend.

## 7. General Issues

This item gives Members the opportunity to question the PCC on general issues.

### **Could the PCC explain the rationale behind the expectation on local authorities to increase their financial contribution to CCTV when the single beneficiary is not the Authority themselves but the police force?**

Currently there was not an equal distribution of resources across the Thames Valley and therefore this area was being reviewed by the Police Force.

The Acting Chief Financial Officer made the following points:-

- CCTV across the force is currently monitored from ten suites, some in police buildings, some by TVP staff and others (mainly in Berkshire) run entirely by Unitary Authorities with little or no police financial support.
- In 2012/2013 TVP spent around £670k on CCTV and directly employed around 35 staff.
- CCMT and the Police Authority approved a Neighbourhood Policing & Partnerships paper in Autumn 2012 that recommended TVP be a financial contributor to CCTV, but not own the equipment (and associated capital and revenue costs) or an employer of staff.
- The paper set out a proposal that would see the funding reduce over a three year period, to £370k, taking £300k out of the CCTV budget by 2018.
- The funding would also be spread equitable across the Local Authorities – this would see those in Berkshire receive funding for the first time, whilst those in Bucks and Oxon receiving less in terms of an overall spend and less in terms of a share. The Resource Allocation Formulae is the current proposed method of allocating funding.
- All LA Chief Executives, LPA Commanders and Heads of Departments have been briefed, and TVP has spent the last nine months working with Local Authority CCTV providers and Community Safety Managers in working up financial and technical proposals. With still eighteen months until the funding starts to reduce, and then by £100k in the first year, the Force still have a fair amount of negotiating and planning to do. The funding will be reduced as follows: 2015/16 £100k, 2016/17 £200k, 2017/18 £300k. Over the life of the three project, TVP will save £600k and then £300k every year after.
- By making better use of digital technology, savings for both the police and local authorities will come from collaboration of suites (i.e. reducing from ten to perhaps three; one per county), reducing operating hours (moving from seven days a week, twenty four hours a day to higher risk periods) and making better use of wireless digital technology and therefore spending less on fibre optic line rental
- Working with HR and Staff Associations, briefings are being prepared for staff.
- CCTV is an effective tool in deterring and investigating crime, but TVP has also invested in Body Worn Video and ANPR technology.
- The PCC reported that the Police Force was not the single beneficiary of CCTV and that this was an area of joint working on community safety. Berkshire for example completely funded their own CCTV requirements.

**What are the PCC's assumptions on staff turnover across the uniformed and non-uniformed establishment and the costs associated with this?**

The PCC did not have detailed figures on staff turnover but natural wastage was about 7%. One of the costs to the Police Force was experienced officers leaving to join the Metropolitan Police Service. Specific posts had been made redundant and the budget was being monitored carefully. Several Police Forces were cutting frontline staff and Thames Valley was one of the few Forces increasing the frontline. The Acting Finance Officer reported that staff turnover was an operational issue for the Chief Constable and it was for the PCC to scrutinise the Chief Constable. Current turnover within the Force was as follows:-

Police Officers – 4.1%

Police and Civilians – 7.1%

PCSO – 11.6%

The budget for 2014/15 was £1.8million with £0.5 million for in-house police staff. A Member asked for further information on how these costs will reduce over the next four years and the Strategy for 2015/16.

**8. Work Programme**

A resident raised an issue with their Local MP regarding the operation of Thames Valley Road Camera Safety Scheme, requesting that it be reviewed by the Panel. Previously, the same resident had raised a complaint about the Police and Crime Commissioner's oversight of the scheme. The complaint was not referred to the Panel by the Chief Executive of the OPCC. Members referred to the Panel's topic selection and referral protocol and requested further information from the OPCC before a decision as to whether to review the topic could be made.

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

31 January 2014 – Slough Borough Council

**CHAIRMAN**



**Thames Valley Police and Crime Panel  
Safer Slough Partnership  
Local community safety issues**

**Introduction**

This report gives an overview of the crime and disorder issues in Slough and the work of the local Community Safety Partnership in tackling those issues. More detailed information can be found in the borough's strategic assessment.

Slough is a unitary local government area with a highly diverse population. The 2011 initial census results set Slough's population at 140,200, a rise of 16.3% since 2001 (10<sup>th</sup> highest increase across England) with a black and minority ethnic (BME) population of 37%, one third of the population born outside of the UK and over 140 different languages spoken in the town.

Slough plays an important role in the life of residents across the Thames Valley. The town provides high performing schools, medical care and employment and it acts as a cultural centre: many people come to Slough to celebrate significant stages in their lives in the town's churches, temples, mosques and secular venues.

Because of its location bordering the west of London, its proximity to Heathrow and its diverse population, Slough is vital to the current and future community cohesion in the Thames Valley area. The town guides and supports new arrivals in the country, providing them with the tools necessary to adapt and contribute to their new communities. Despite the wide variety of cultural backgrounds in the town there is a strong sense of family and community, which was highly visible in August 2011 when Slough did not suffer the level of rioting that other areas with similar demographics did.

**Community Safety in Slough – challenges**

Continued investment and focus on crime reduction in Slough has reduced crime of real concern to our communities significantly. This has been achieved despite the on-going challenges faced in Slough, which include:

- A local transient population, which makes it difficult for partners to bring about long term changes in crime and ASB. It also makes it difficult to detect crime or to identify regular offenders.
- There are high levels of new arrivals and asylum seekers in Slough, many of whom are at risk of exploitation
- Population density and houses of multiple occupation (HMOs): Slough has one of the highest levels of population density and over-crowded housing in England and Wales, coupled with one of the largest population increases and widening diversity; this can act as an aggravating factor with regards to crime, including burglary and violence as well as anti-social behaviour. Slough contains 5.8% of the Thames Valley population, 5.2% of Thames Valley households and yet suffers from 9.7% of crime.
- Population age: Slough has a younger population when compared to other areas. As the surge of young people approaching secondary school age draws near, there is a potential for increasing demand made upon policing and community safety.

- Slough is the most deprived local authority area in the Thames Valley, and has one area that is within the 10% most deprived in the country according to the Index of Multiple Deprivation.
- Slough's residents suffer disproportionately from poor health and low income.
- With cultural diversity comes complexity when seeking to reduce crime; transient and diverse communities present significant challenges when compared to stable communities, including poor crime intelligence and higher costs; evidence highlights that a significant proportion of violent crime cannot be tackled because of costs of interpretation and translation.

### **The Safer Slough Partnership (SSP)**

The SSP is Slough's Community Safety Partnership.

The SSP is a Priority Delivery Group which reports to the Slough Wellbeing Board and its work feeds into the Slough Joint Wellbeing Strategy. Meetings take place quarterly and members include Slough Borough Council (including an elected member), Thames Valley Police, Royal Berkshire Fire and Rescue, East Berkshire Clinical Commissioning Group and Thames Valley Probation. The Police and Crime Commissioner is due to attend a meeting this year and is represented by a member of his office at all meetings. The following members are co-operating bodies who support delivery: Slough Business Community Partnership, Slough Council for Voluntary Services, and Registered Social Landlords. There is also a representative of the Berkshire Bench (magistrates) who is invited to support the work of members.

The SSP's aim is to "reduce crime, anti-social behaviour and the fear of crime. It seeks to reduce the harm that drugs and alcohol cause to individuals, families and the wider community and create a safer environment for all those who live, work and visit in Slough."

### **Funding**

Funding was received from the Police and Crime Commissioner for 2012/13 as follows:

• Community Safety Partnership:	£107,827
• Drugs Intervention Project:	£215,165
• <u>Youth Offending Team:</u>	<u>£48,627</u>
Total:	£371,619

### **SSP Priorities**

The SSP completed a strategic assessment for 2012/13 and agreed its priorities as follows:

1. Reduce violent crime with particular effort made to reduce youth gang-related violence and domestic abuse
2. Reduce acquisitive crime with particular effort made to reduce burglary and robbery
3. Reduce anti-social behaviour with particular effort made to reduce street prostitution and repeat victimisation



### **Crime statistics – an overview**

All crime has reduced by 18% when comparing April-December 2011 and April-December 2013. This is part of a long-term trend: crime has fallen in Slough by 38% between April 2003 and March 2013. For a number of years (2003 – 2010) Slough had the highest levels of crime in the Thames Valley. Recent initiatives from the SSP have altered this and now Oxford and Reading have higher levels.

The SSP have worked hard to achieve these results, focussing on prevention and intelligence-led work to create an environment of sustainable crime reduction, and working with colleagues in neighbouring boroughs to tackle cross border crime. Key initiatives are in place to reduce violent crime and this includes the provision of new services around domestic abuse and targeted work against gangs. Implementation of a new CCTV system and an anti-burglary campaign is currently reducing acquisitive crime. The continuation of the initiatives put in place to address street prostitution and repeat victimisation and intensive work with the most troubled families in the town are reducing levels of anti-social behaviour. The Drugs and Alcohol Action Team (DAAT) services have also recently been re-commissioned, helping to engage with substance misusers who contribute to levels of crime across the borough to fund their addiction.

### **Crime prevention and support activity in Slough**

Community Safety funding is carefully targeted and enables prevention, support and engagement work to take place in order to maintain the reduction in crime that Slough has experienced over recent years. Without such funding, much of this work would not have taken place, resulting in rising crime levels not just in Slough, but across neighbouring localities.

### **Information Sharing Policy**

The SSP has an information sharing policy. The policy sets out the framework for information sharing to take place between partners and gives an explanation of the legal basis for information sharing. Partners who have signed the protocol include:

- Thames Valley Police
- Thames Valley Probation
- Slough Borough Council
- Slough Council for Voluntary Services

As a result of this the SSP has been able to share appropriate information and deliver effective multi-agency initiatives. Some of these initiatives are detailed below.

### **Domestic Abuse**

Between April 2012 and March 2013 Thames Valley Police recorded 3422 incidents of domestic abuse in the Slough area (1,156 recordable and 2266 non recordable). This represented a 2.6% reduction from the previous year.

There are a number of domestic abuse services in Slough which are delivered primarily by two providers: the council's commissioned service, Slough Domestic Abuse Services (part of Home Group), and voluntary provider; Berkshire East and South Bucks Women's Aid.

Between October 2012 (when the services were commissioned) and September 2013, Slough Domestic Abuse Service provided the following:

- Independent Domestic Violence Advisor (IDVA) service, supporting a total of 90 women in Slough at high risk of domestic abuse. The IDVA supports high risk clients for up to 12 weeks (or longer if risks increase within this time) – when risks are reduced, the clients are offered continued support from the outreach service.
- An outreach service, supporting 111 clients at medium risk of domestic abuse. An outreach worker can support a client for up to 9 months.
- Refuge accommodation

Other services available in Slough include support for children and young people affected by domestic abuse, delivery of training for practitioners, and support groups for women affected by domestic abuse.

October 2012 saw the launch of the Domestic Abuse Perpetrator Programme which is delivered by London based agency Domestic Violence Intervention Project (DVIP). Within the first 12 months, 22 perpetrators accessed the 26 week programme; 8 completed over 30 hrs of the programme. In addition, the DVIP Women's Support Officer has provided support to 32 victims who either are in a current or previous relationship with the perpetrator on the programme.

### **Youth Violence**

The Grey Bandana Gang (GBG) is a Slough-based gang with a core of between 11 and 15 criminally active members and up to 40 associated members. There has been a violent rivalry between the GBG and a group in High Wycombe.

In response to the concerns regarding the GBG, the SSP established the Youth Violence Management Panel to ensure a multi-agency response to tackling youth violence. Since implementation of the panel the following is of note:

- Gang injunctions were obtained on four young people who have been identified as being central to coordinating gang related activity in Slough.
- Arrangements have been made to share intelligence and information locally such as prison release dates, sentences, and Risk of Offending data held by the Youth Offending Team (YOT).
- A monthly partnership case review takes place to look at each individual involved or on the periphery and an action plan for each is being implemented. This includes home visits and diversionary activities, and enforcement action. The Breakaway project has been set up as a mentoring scheme for those at risk of gang involvement.

### **Youth Offending**

Slough Youth Offending Team (YOT) delivers youth justice services in order to prevent offending and protect the public. Prevention work includes the Youth Inclusion Support Programme (YISP) offered from 8 years of age. This involves working with the young person and their family in a restorative manner. Interventions include offending behaviour, victim awareness, substance misuse, mental health and positive activities.

### **The CCTV Service**

The CCTV service works closely with Thames Valley Police and other agencies, including the Neighbourhood Enforcement Team, to tackle crime and antisocial behaviour in Slough.

The Slough Borough Council CCTV system underwent a major refurbishment and upgrade programme which was completed in December 2012. The centre has a state of the art digital video monitoring and recording system capable of producing high quality video evidence for the identification of suspects and the prosecution of offenders. Over a rolling 12 month period staff have been involved in 1788 proactively monitored incidents which have led to 881 arrests being made.

Core activities undertaken by the control room include monitoring 82 fixed CCTV cameras located across the borough, 6 re-deployable cameras located at crime hot spots, and 5 fixed site ANPR cameras located at key arterial routes into the town.

In addition, the control room also provides an emergency out of hours call handling service, manages the council's 24/7 ASB Hotline, handles fire, intruder and panic alarm system monitoring for many council buildings, also emergency plan and external liaison (including Heathrow), key holding and issuing for Housing Service properties, the staff lone worker monitoring service and monitoring and surveillance services for Thames Valley Police and Slough Town Against Crime.

### **Tackling ASB**

The SSP have invested in campaigns to encourage reporting of crime and ASB and have maintained a 24-hour ASB hotline to take calls at any time of day or night. ASB surveys are conducted regularly with residents.

### Casework

Slough has ASB service standards, which set out the service that residents can expect, including timescales for contact.

Risk assessments are carried out for each case and multiagency case conferences are held where required. At these meetings, the case is carefully considered along with the recorded evidence and an action plan is put together. This may include home visits by a housing officer, police officer and/or ASB officer and will be followed up with ongoing support along with the offer of mediation. Acceptable Behaviour Contracts (ABCs), Antisocial Behaviour Orders (ASBOs) and Gang Injunctions may be considered. Slough holds monthly ASB Case Review meetings to review all ongoing cases and manage new ones.

### Location based crime and ASB - Alleygating

The purpose of gating schemes is to reduce crime and ASB and fear of crime, and to reassure local communities who have been suffering from crime and ASB in their neighbourhoods.

The community project officers have been carrying out gating projects since 2008. Areas for gating have been identified by residents, councillors and resident forums including the Neighbourhood Action Groups.

60 gating schemes were completed between April 2008 and March 2013, incorporating over 100 gates and offering enhanced security to nearly 1000 properties. Residents have reported feeling safer in their homes and neighbourhoods once the gates have been installed.

A further 92 locations have been considered so far in 2013/14 and 36 schemes have been completed since April 2013.

### **Neighbourhood Enforcement Team**

The Neighbourhood Enforcement Team is responsible for enforcing the law in relation to nuisance, pests and enviro-crime including fly tipping, littering, graffiti and dog fouling. The team also gathers and reports intelligence regarding crime and Anti-social behaviour. The Service is provided by Environmental Health, Enforcement Officers and Community Wardens and has a very significant role to play in reducing crime and fear of crime in partnership with the police and the community safety team.

### **Street Prostitution (Street Sex Working)**

Reducing street prostitution is an SSP priority. Due to changes in legislation to treat prostitutes as victims rather than perpetrators, Eastern European street prostitutes began coming to Slough and now there are two distinct groups: firstly, British-born street workers who tended to be drug-users and now, the Eastern European street workers who are not usually drug-users and work here to send money to their families.

There is a monthly street prostitution case review meeting to enforce legislation and support the vulnerable. This has led to a range of actions including arrest operations against kerb crawlers, the issuing of removal letters by the United Kingdom Border Agency (UKBA) to Eastern European sex workers, and support offered including access to drug treatment, safe housing, assistance with applying for benefits, and counselling and support for those who are eligible.

There has been a £35k investment by the DAAT in a female outreach worker post to address the needs of drug dependent street sex workers. The project has been very successful and to date 85% of British street workers have engaged with local drug treatment services, addressed their drug related needs, entered employment, training or education and have therefore moved away from street sex working.

### **Troubled Families**

In Slough there are a number of problematic families that account for a disproportionate amount of crime and anti-social behaviour. The SSP introduced a Family Intervention Project that allows cases referred from a range of agencies to be dealt with together. The Troubled Families initiative has since been introduced and funding extended. Cases have been referred by Thames Valley Police, housing providers, schools, drug services and Children's Social Care.

### **Salt Hill Park Violent Crime**

The SSP identified high levels of violent crime in Salt Hill Park as a priority issue in 2009. A multiagency action group was set up to address the ongoing anti-social behaviour (ASB) and criminal activity in the park. The park falls within an alcohol control zone. Problems included groups of Polish and Somali males gathering in the park, consuming alcohol, being intimidating to members of the public, causing criminal damage and other criminal activities. There were also ongoing issues with the tunnel that runs through the park, and the lack of lighting which presented risks for those using it. The tunnel structure is owned by Network Rail, but the council maintains the tunnel and the lighting.

Work that took place included installing CCTV outside and inside the tunnel, improving the lighting inside the tunnel and making design changes including a mural and

moving the fence line, targeted youth support and regular pruning of trees and bushes.

£35K was invested by the SSP in Salt Hill Park to fund this work; within the first week of installation of the CCTV cameras, they assisted the Police with an arrest. Incidents of robberies in that location were eliminated. Salt Hill Park is regularly monitored as part of the Parks Crime and ASB meetings and Police sector tasking.

### **The DAAT**

The Slough Drug and Alcohol Action Team (DAAT) is a partnership combining representatives from the council (including education, social services and health), probation, the prison service and the voluntary sector. Working with partner organisations, the DAAT commissions and monitors locally provided drug and alcohol services, delivers projects and raises awareness about drug and alcohol issues in Slough.

The DAAT priorities are as follows:

- Increase the number of clients leaving treatment successfully (and do not re-present)
- Reduce drug related offending
- Accommodation/housing
- Mental health
- Recovery and reintegration
- Provision for steroid users

The Local Area Single Assessment and Referral Service (LASAR) & Harm Minimisation service provides assessment, create a recovery plan, refers on to appropriate services, provides harm minimisation advice and access to blood borne virus interventions and targeted outreach. There is also structured treatment provision for those working towards recovery which includes a counselling service and peer mentors, and an intensive engagement and social reintegration team

Compared to regional and national averages, there is a high level of drug misuse in Slough. There are currently 1066 opiate and/or crack users in Slough, making it one of the highest levels amongst people aged 15-64 years old in the South East. Opiate and crack use is high in Slough and has remained fairly static and is comparable to regional and national averages. The levels of those using cannabis has remained relatively low as a primary drug choice, however there is evidence (through needle exchange provision) of a high prevalence of use of performance enhancers.

### **Integrated Offender Management**

Slough is served by Thames Valley Probation's East Berkshire Integrated Offender Management (IOM) team which operates in partnership with designated Thames Valley Police colleagues and has close links with a variety of agencies relating to offending needs (including employment, accommodation, mental health and substance misuse)

The team works with prolific serious acquisitive crime offenders who typically display the whole range of offending needs and so require intensive support.

IOM offenders have priority access to Probation interventions relating to issues such as thinking skills, citizenship and restorative justice amongst others, as well as local

drug and alcohol treatment provision. They are given intensive hands-on support to access and maintain contact with accommodation, employment and health services, which they would not engage with otherwise.

In addition to rehabilitative support, IOM offenders are prioritised for speedy enforcement should they re-offend or otherwise fail to co-operate with statutory community order or post-release prison licence requirements. This may include being returned to court for re-sentencing or being recalled straight to prison.

## Briefing for Thames Valley Police and Crime Panel: Reading's community safety issues

31st January 2014

### Local Context:

Reading is a populous town surrounded on all sides by the rural landscape of Berkshire, Hampshire and Oxfordshire. Its population is steadily rising and the town has seen significant growth and prosperity since the Oracle Shopping Centre, along with several blue chip organisations, made Reading their home. Sitting within the M4 corridor, Reading is also popular with commuters who work in London.

The Office of National Statistics (ONS) states in the 2011 census that Reading has a population of 155,698. It is thought that the *actual* figure is much higher but this is not officially recorded.

Reading University is one of the main universities in the UK and attracts students from throughout England, Wales, Scotland and Northern Ireland and from abroad. In 2012 there were 16,724 students from 125 different nationalities and over 4,000 staff members. Additionally, there are several colleges in Reading. The young people from these institutes in particular are considered to be a high risk population and within this group are a high number of victims and potential victims. The term-time population impacts on crime figures in the areas of East Reading around the universities in particular; students are likely to live in Houses of Multiple Occupation (HMO), with often poor security, and a combination of high levels of ownership of expensive portable equipment (laptops, MP3 players etc.) and naïve attitudes towards safeguarding their own property (bicycles are included here) is reflected in figures for burglary and theft of pedal cycle.

Reading is also noted for having a flourishing night time economy (NTE) with its numerous pubs and clubs attracting people from all over Berkshire and further afield. There are over 140 pubs within a 2 mile radius of Reading town centre. As well as having a thriving NTE, Reading is also one of the UK's top ten retail and tourist destinations. It has consistently appeared in the top twenty UK destinations in the Inbound Passenger Survey. In addition to the local population, in 2012 Reading had 5.97 million day visits.

Particular demographic factors which impact on crime and disorder in Reading include the age and ethnic breakdowns of our population. The borough has a high proportion of young adults (20-35 year olds). Nationally, we know that this is an age group which is likely to be overrepresented as both victim and perpetrators of a number of crime types, in particular violent crime and robbery. Reading is already a diverse place, with a 25% black and minority ethnic (BME) population, and data shows it is rapidly becoming increasingly diverse; the latest School Census records a 51% BME

population and live births data shows 43% of babies born in Reading are to mothers born outside the UK. The number of children with English as a second language is over 60% in some schools, and 15% of the total Reading population has a main language that is not English. This includes the migration of significant numbers of workers from the 2004 EU accession states in recent years.

## Key facts about crime and disorder in Reading

Between April 2012 and March 2013, Reading's Community Safety Partnership (CSP) has achieved the following:

- Overall crime reduction of 11% (1,690 fewer crimes)
- Burglary reduction of 34% (431 fewer household were victims)
- Violent Crime reduction of 16% (548 fewer victims)
- Car theft reduced by 15% (16 fewer cars stolen)
- The 2012 Residents Survey shows that the % of residents surveyed who feel the level of crime needs to be improved has reduced from 36% to 29%.

## Partnership working that makes a difference

Much of this reduction has been attributed to the successful management of offenders through Reading's Integrated Offender Management (IOM) process. For those who's offending is being driven by drug addiction, Reading's Drug Intervention Program (DIP) provides key interventions in reducing their offending behaviour. For these offenders support and treatment is key to IOM success, and a pre-requisite to achieving stability, accessing employment and housing.

Reading DAAT retained significantly more people in treatment for quarter 4 of 2012-13, outperforming the national average. Of the 187 adults starting treatment in the previous reportable 12 months, 157 (84%) were retained in effective treatment, whereas the national average is 76%.

Reading's young people's substance misuse service out performed national figures with 84% of those receiving treatment exited the service in a planned way. against 79% nationally. All of those who were known to be involved in offending at the start of their treatment were no-longer involved when they exited treatment.

Reading's Youth Offending Service is working with some of our most challenging young people as measured by the Ministry of Justice. Despite we have outperformed both the Thames Valley and national averages. First time entrants have reduced by 69% over 3 years, this equates to 166 fewer Reading young people entering the criminal justice system.



Serious acquisitive crime has fallen across Reading by 17%, for the period April 2012 - March 2013 compared to the same period the previous year - this equates to nearly 500 fewer crimes. Over the past three years serious acquisitive crime has reduced by 32%. Over the past three years burglary has reduced by 38% and robbery by 51%

Despite significant pressure on local government funding the local authority has strengthen its support for victims of ASB by increasing the number of case officers dealing with ASB. Thames Valley Police have also introduced a risk assessment tool to ensure that those at greatest risk have an appropriate level of response.

The latest resident's survey and police incident data indicates that this is working, with all the measures showing improvement, and reports of ASB to the police reduce from 88 incidents in 2010-11 to 54 incidents in 2011-12.

Measure / Year	2008	2009	2011	2012
Perception of ASB as a problem	<b>27%</b>	21%	18%	<b>18%</b>
Perception of drunk/rowdy behaviour as a problem	<b>41%</b>	29%	31%	<b>28%</b>
Perception of drug use/ dealing as a problem	<b>39%</b>	36%	34%	<b>31%</b>
Perception of parents taking responsibility for their children	<b>25%</b>	32%	44%	<b>51%</b>

The CSP's joint response to issue-based anti-social behaviour, including street drinking and prostitution, has also been further developed. A change in focus of the Sex-worker's Action Group to target both on-street sex workers and Kerb crawlers through an approach with embraces support, education and enforcement is beginning to show results. Qualitative data from the police and voluntary groups reports fewer on-street prostitution. This has also been reflected in the recent NAG survey. For the first time prostitution has not been the top priority for the Oxford Rd NAG area.

## The Priorities for 2013-17

Despite the success in reducing crime and fear of crime in Reading in recent years, we know we still have more to do. More than half of those who responded to the residents' survey identified levels of crime as the most important factor for making somewhere a good place to live and 29% identified it as an area in need of improvement. Analysis of the residents' survey by the University of Reading highlighted crime as a priority area for improvement.

The 2012 census identified that 55 lower level super output areas (LSOAs) were in the worst 20% based on the crime deprivation index. This represents about half of all those living in Reading.

The latest strategic assessment identified seven priority areas for the CSP. These are:

- **Burglary of a dwelling**
- **Shoplifting**
- **Violence Against a Person (with a focus on detections)**
- **Domestic Violence, including the impact on children and safe relationships**
- **Situational Anti-Social Behaviour**
- **Hate Crime**
- **Substance misuse, with a separate focus on alcohol, and young people.**

The CSP has established five strategic groups to deliver on the priorities, as illustrated below. Each group is chaired by a senior manager from one of the partner agencies.

### **Domestic Abuse Delivery Group (DADG)**

#### **Identification of need:**

The Crime Survey for England and Wales (CSEW 2011/12) estimated that around one in four women and one in seven men aged 16-59 have suffered abuse at the hands of an intimate partner since the age of 16.

The past year saw an increase in all reported domestic incidents to the police. This could reflect either an increase in activity or an increase of confidence in the police and other agencies, in responding appropriately leading to an increased likelihood of reporting. Despite the increase in reporting is still likely that the majority of incidents continue to go unreported.

The statistical analysis reported a year on year reduction in repeat victimisation; this is positive as more serious repeat incidents are reducing reflecting appropriate partnership interventions preventing escalation into more serious violence or abuse.

There has also been a year on year reduction in the number of incidents that were recorded as a crime. These are incidents where actual violence took place. When combined with the above this could indicate an improved level of initial response preventing further escalation.

The impact of domestic abuse resonates through the entire family who are involved or subjected to it. The YOS has found a significant correlation between multiple repeat youth offenders and experience of domestic abuse within the household. It well established that one of the major drivers for young people entering the social care system is domestic violence in the household.

There is increasing national concern regarding violence in young people's relationships and the fact that this has not previously been recognised to the same extent as domestic abuse in adult relationships. The NSPCC study also found that post-relationship violence was a major issue for many girls. The findings provided clear evidence that some teenage girls, especially those with a history of family violence or with an older boyfriend are at serious risk of harm due to their partner's violence.

#### **Current Action:**

The CSP has been working to reduce Domestic Abuse and its impact and has a Domestic Violence Strategy and action plan in place. Some of the key achievements of the partnership are:

- Public Health have carried out a review of Reading's Multi-Agency Risk Assessment Conference
- Has maintained funding to ensure a continuum of advice and support for those experiencing domestic abuse and has further commissioned a 'family Choices' programme aimed at reducing repeat incidents and the impact of abusive relationships on children. This is achieving considerable success in engaging perpetrators and reducing repeat incidents of abuse.
- Implemented actions following a Domestic Violence Homicide and review. This has included commissioning a new pilot project in Reading called IRIS (Identification and Referral to Improve Safety). The service aims to improve the identification and referral of victims of domestic violence in primary care, working in partnership with GP surgeries.
- Delivered an Honour based violence conference with West Berkshire CSP
- Reviewed Domestic Abuse Training and implemented a new two level training programme for staff delivered by and to staff across agencies and sectors

#### **Priorities for 2013 - 14:**

The current Reading Domestic Abuse Strategy is a refresh of a previous strategy and runs from 2011 to 2014. A new strategy is required which reflects the current needs of Reading's population. The Delivery Group will build on the work that has already been carried out and develop a new strategy by:

- Reviewing the current strategy, mapping services available for perpetrators, victims and children and identifying gaps, issues and changing needs.
- Implementing the MARAC review
- Carrying out further analysis of needs and performance as identified in the strategic assessment
- Developing a framework for monitoring performance
- Ensuring that the voice of the victim/survivor is heard in both developing and monitoring the strategy.
- Referencing national guidance including the National Institute of Health Care Excellence (NICE) Public Health guidance on Domestic Violence and Abuse Identification and Prevention.

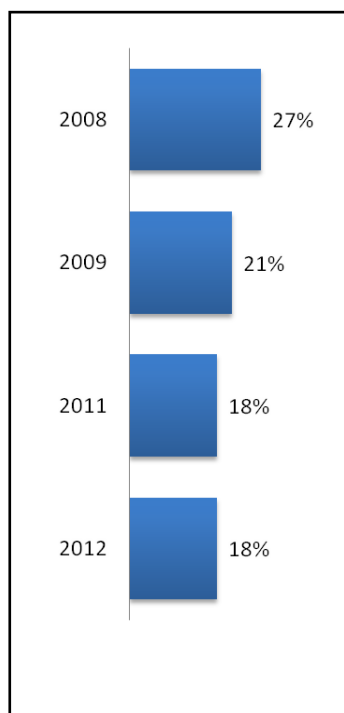
### Community Based Crime Group (CBCG)

#### ANTI-SOCIAL BEHAVIOUR

##### Identification of Need (ASB)

The CSP has made a significant impact in tackling ASB over the period of the last few plans. We have moved from a poorly performing area based on the former National Indicator 17 and improved across all the other indicators. There has also been a reduction in the number of incidents being reported to the police year on year.

##### *Perceptions re ASB*



The residents' survey shows improvements in all measures of ASB:

- % who feel Anti-Social Behaviour (ASB) is a problem in their area reduced from 27% 2008 - 18% 2012.
- Perceptions of drunken and rowdy behaviour reduced from 41% 2008 - 28% in 2012.
- Perceptions of parents taking responsibility for their children improved from 25% in 2008 - 51% in 2012.
- Perceptions that there is a problem with people in the area treating one

another with respect and consideration improved from 36% in 2008 to 27% in 2012.

This is a direct result of the continued and increased investment in our ASB services, and our response to neighbour nuisance or individual ASB has increasingly ensured a joined up approach across services.

However, residents continue to tell us that there are problems within their neighbourhood. Nearly half of all those who responded to the residents survey said they did not feel safe in the neighbourhood after dark. 33% felt rubbish and litter were a problem in their area, almost a 3<sup>rd</sup> said people using or dealing drugs were an issue and 29% said people being drunk or rowdy in a public place was a concern.

Neighbourhood or situational ASB is now the main area of concern. In some areas this is very specific, street drinking or on street prostitution. Whilst in other areas it is more general such as litter or graffiti.

### **Current Action (ASB)**

There are a number of long standing operational groups working on specific situational-based ASB issues. These include the Sex Workers Action Group (SWAG) and the Street Population Group (SPG) (tackling rough sleeping, begging and on street drinking).

These groups have:

- Reduced the number and impact of on street sex working
- Taken targeted action against street begging in the town centre
- Introduced a number of Designated Public Place Orders (DPPO) to restrict the levels of ASB associated with street drinking
- Assisted rough sleepers to access accommodation and support services.

### **Priorities 2013-14 (ASB)**

The Delivery Group will provide strategic leadership and support to focus operational working groups on those areas of priority to the CSP. It will do this by:

- Reviewing the operational plans of the SWAG and SPG and setting clear measures and targets
- Producing Reading's first cross service Anti-Social Behaviour Strategy that will include all forms of ASB.

## **HATE CRIME**

### **Identification of need (Hate Crime)**

The strategic assessment identified that reports of Hate Crime across the CSP area had fallen by 11%. We know that Hate Crime is vastly under reported and therefore this reduction in reported incidents is of concern.

The impact of hate crime on an individual can be substantial and in some cases nationally has led to suicide or homicide. We also know that in some types of hate crime the impact goes much wider than the individual and can affect the wider community.

Period	Race	Faith	Disability	Homophobic	Transphobic	Total
2010-11	182	16	4	13	2	217
2011-12	156	5	5	23	4	193

### ***Hate Crime Report 2010 - 2012 by category***

#### **Current Action (Hate Crime)**

Although there was no strategic group looking at Hate Crime during the previous strategy period collectively the partnership has been working to reduce the impact of Hate Crime across Reading. This has included:

- Holding a Disability Hate Crime conference to establish levels across the CSP area
- Delivering Learning Disability Hate Crime training for partnership organisations
- Introduced a ‘Safe Place Scheme’ in partnership with Reading Business Against Crime (RBAC) in Reading Town Centre
- Introduced police “surgeries” in Local Authority day centres
- Introduced 24/7 Third Party reporting via Stop Hate UK

#### **Priority Areas 2013-14 (Hate Crime)**

The group will coordinate work that is being carried out across the partner agencies and define a clear strategic direction to improve the outcomes for victims of Hate Crime. It will do this by:

- Working with Alliance for Cohesion and Racial Equality (ACRE) in Reading to develop the voice of victims through a Hate Crime forum.
- Review the effectiveness of the Stop Hate UK third party reporting as a means of increasing reporting levels
- Review the national definition of Hate Crime and Hate Crime categories and develop an alternative if necessary
- Develop an action plan linked to the Thames Valley Police Hate Crime strategy and action plan.

## Integrated Offender Management Delivery Group (IOMDG)

### Identification of need

Historically Reading has had substantially high levels of burglary when compared to its Most Similar Group of areas (MSG). The strategic assessment identified that the current high levels of reduction coincides with a change in the management approach of IOM. This ensured that the needs of those offenders who wished to engage were prioritised across agency, with a focus on one or more of the seven pathways out of offending such as drug treatment, employment or housing. Those offenders failing to engage were pro-actively pursued to ensure that any offending behaviour was quickly identified and arrest were made. This coordination has and is delivering results. For April - July 2013 - when compared to the same period last year Reading saw a:

- 40% reduction in burglary
- 23% reduction in robbery
- 33% reduction in theft from motor vehicle

There are number of significant threats to the continuation of this model of offender management. Not least of these is the re-organisation of Probation at a national level which will see the management of offenders committing these crimes move to a Community Rehabilitation Company and the CSP will need to understand the new delivery model and forge new relationships in order to preserve a highly successful collaborative approach. Other threats include the potential for reduced funding for drug intervention and the impact of welfare reform.

### Current Action:

The IOMDG is a well establish and long standing delivery group within the CSP. Their success has already been well documented elsewhere in this plan and is underpinned by:

- Burglary reductions that out-perform our MSG
- Priority access to supported accommodation
- Priority access to accommodation through the Deposit Guarantee Scheme (where threatened with Homelessness and meet reference criteria).
- Review of the Housing/Probation Protocol to ensure a relevant and Single Point of Contact for IOM/Probation and Housing to improve the effectiveness of joint working
- Implementation of a pilot for jointly funded (Housing/Probation) short term emergency accommodation for those who meet criteria for supported accommodation.
- Introduction of voluntary sector resettlement support (1.5 posts), supporting short term prisoners to find and secure appropriate housing with long term re-settlement plans.
- Close partnership working through the Drug Intervention Programme.

- Highly differing nature of youth offending in each of Thames Valley areas - higher levels of serious offending (robbery, dwelling burglary) in Reading
- Reading Youth Offending Service (YOS) achieved a 2% reduction in re-offending rates for Q1 2013-14 compared to an increase in re-offending in Thames Valley (+1.6%), South East (+1.9%) and England (+1.3%).
- Reducing First Time Entrants into the Criminal Justice System (FTE): Reduction of 69% over 3 years (241 - 75), outperforming Thames Valley, SE and England, but
- FTE remains highest per 100,000 10-17 year old population in Thames Valley due to high levels of children and families living in deprivation

### Priority Areas 2013-14

The IOMDG has a clearly defined action plan with a number of ongoing actions that will be directly transferred into the new plan. The additional priority for the first year is to:

- Prepare for the changes to the Probation Service to ensure the smooth transition from the current organisation to the new delivery model.
- Further expansion of the IOM arrangement to manage and accommodate a significant variation in offender cohorts and operational focuses on local areas while maintaining a coherent, systematic and efficient overall TV approach.
- Developing and enhancing the use of peer mentors and volunteers as standard service provision in supporting the offender rehabilitation and offender reintegration in the community.
- Support the development of a data-linkage system in order to establish a performance monitoring tool that could be used by TV-IOM partners and CSPs to regularly measure impact of the scheme on local crime.
- Sustaining and enhancing the multi agency partnership arrangements and contributions made to effective IOM arrangements. That is ensuring that there is a collective ownership of risks and benefits from the scheme.
- Improve the future capability and capacity of IOM - use of offender tagging through GPS.
- Increasing the use of Restorative Justice (RJ) principles into everyday IOM process and supervision practices in order to reduce the fear of crime and re-offending.

### Town Centre Delivery Group (TCDG)

#### SHOPLIFTING

#### Identification of need (Shoplifting):



There has been a 12% increase in shoplifting in the last year. Whilst this increase mirrors a national increase, Reading's position as the premier shopping destination in the South East<sup>1</sup> amplifies the impact especially in the current economic conditions. Reading is the worst performing CSP for shoplifting when compared to our MSG.

### **Current action (Shoplifting)**

This is the first time that Shoplifting has been a priority for the CSP and therefore there has been no overarching strategic plan to tackle it. However, the partnership has an active Business Against Crime partnership (RBAC). Members of RBAC are also members of the Town Safe Radio Scheme. Both schemes actively target known shoplifters in order to prevent offences from being committed.

### **Priority Action 2013-14 (Shoplifting)**

The delivery group has identified that there is a requirement for additional analysis of the shoplifting data. This will be needed in order to understand the key drivers underpinning performance. There is already some data that has highlighted hot spot stores and much of the initial action will be based around this.

- Target main stores with detection driven policies, to change their work practices to prevention.
- Work with the Business Improvement District to challenge the above working practices.
- Patrol plans and local policing strategy to prevent and reduce offences.
- Review provision of effective CCTV within stores.
- Work with the DAAT, to engage offenders in drug rehabilitation.

## **VIOLENT CRIME**

### **Identification of need (Violent Crime):**

Reading has one of the largest night-time economies (NTE) in the Thames Valley. The CSP along with its partners in the business sector has worked hard to ensure that those visiting the Town Centre at night remain safe. We have seen violent offences fall year on year and between November 2012 and March 2013 there were 31% fewer violent offences in the Town Centre than the same period for the previous year. However, more recently we have seen levels of violence against the person increase and detection rates begin to fall.

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<sup>1</sup> Excluding London

### **Current Action:**

The CSP together with its partners in both the business and voluntary sector has introduced a number of key measures to tackle town centre violence. This has included:

- Targeted CCTV coverage linked directly to the Town Safe Radio Scheme
- Introduction of Street Pastors
- Obtaining a package of funding in support of the First Stop Bus to be used in the town centre at night, at weekends and other key times to reduce binge drinking, demands on the local ambulance service and A&E department as well as reducing violence against person's crimes and creating a calmer town centre in Reading.

### **Priority Action (VAP) 2013-14**

The TCDG will work to enhance successful interventions that have been implemented across the town centre over the past decade. It will do this by:

- Working with the local A&E department to develop robust and effective data collection on victims who present at casualty.
- Strengthen Pubwatch & Doorwatch and training packages for door supervisors
- Introduce the "First Stop" bus in the Town Centre
- Make effective use of social media to inform potential victims and perpetrators of violent crime.
- Review the police operation in line with Thames Valley Police force-wide best practice.

### **Drug and alcohol delivery group (DADG)**

#### **Identification of need:**

Reading's Joint Strategic Needs Assessment highlights that:

- Over 11% of school age children consider themselves smokers and 60% had drunk alcohol in the past year.
- An estimated 20% of the population aged over 16 years in Reading are increasing-risk alcohol drinkers.
- Alcohol-attributable hospital admissions in Reading have risen slightly over the past 5 years. They still remain below the national average and average for local authorities with similar levels of deprivation and are very similar to the averages for the South East.
- The rate of crime in Reading that is estimated to be attributable to alcohol is significantly higher than average. The rate has decreased over the past five years to a rate of around 12 crimes per 1,000.

Bringing Reading closer to the national and South East averages and the average for Local Authorities with similar deprivation levels.

- Violent crime estimated to be due to alcohol has seen a fall in Reading and this reduction was at its most dramatic between 2011 and 2012 when it fell to under 8 crimes per every 1,000 people. It has also fallen closer in line with the national and South East Region average as well as the average for the Local Authorities with a similar level of deprivation.
- The estimated number of heroin and/or crack users in England and Wales has fallen since peaking in 2005/6 at 332,090 to 298,752 in 2010/11. In the same period, the estimated number in Reading has risen slightly from 1,271 to 1,363, with the rate per 1,000 population remaining stable (12.36 in 2005/6 and 12.38 in 2010/11).
- Reading has a higher estimated number of heroin and/or crack users than average (12.38 per 1,000 compared to 8.67 per 1,000 in England and 5.98 per 1,000 in the South-East).
- Around 5.5 people in every 1,000 living in Reading were in drug treatment during 2012, a higher rate than the national average, the average for the South East Region and the average of Local Authorities with a similar level of deprivation.

We know that drug misuse is a major driver around both crime and ASB. The Police and Crime Commissioner's Plan states that *"Drug addiction, and the requirement of addicts to fund their habit, lies behind a large proportion of domestic burglary and shop lifting and, in some cases, results in violence causing injury ... we should look to reduce burglary by rehabilitating offenders."*

Drug treatment has been recognised as one of the key pathways to reducing offending behaviour and is essential to the continuing success of Reading's IOM system. Locally there are links between drug treatment and access to other key service such as housing, employment and primary healthcare for physical or mental health needs.

The strategic assessment identified that there needs to be a separate focus in two key areas - on alcohol, and young people, otherwise there is a real risk of these issues being lost.

#### **Current Action:**

- A Needs Assessment for alcohol treatment is currently being undertaken by the DAAT with an expected completion date of March 2014.
- Harm Reduction and in particular blood borne virus and drug related deaths (including near-miss incidents) are receiving a greater focus. Drug related deaths in particular are being investigated and prevention work is being explored through a Berkshire wide multi-agency forum facilitated by the Council and including representatives

from the Police, GPs, Berkshire Coroners, Housing services, Mental Health Services and South Central Ambulance Services.

- Performance and recovery activity continue to receive a high profile within the DADG. ‘Successful Completions’ are the only target given to drug treatment which has an impact on funding. This target is the number of users of (i) opiates and (ii) non-opiates that left drug treatment successfully (free of drug(s) of dependence or as an occasional user if they are users of non-opiates) who do not then re-present to treatment again within six months as a percentage of the total number of opiate users in treatment.’ Reading continues to remain in the bottom quartile of our most similar group in terms of achieving successful completions and as such the partnership are working closely with Public Health England (formerly the National Treatment Agency) on an action plan to address this. Retention in treatment is particularly strong for Reading with a higher than the national average figure for those retained in treatment for 12 weeks or more. Numbers representing following a successful treatment exit currently is at zero which is also better than the national average.
- Recommissioning of all drug and alcohol treatment has commenced with a contract start date of the 1<sup>st</sup> of October 2014. Recommissioning has been agreed by the Council for the following reasons:
  - To improve Reading’s performance in the treatment of drug and alcohol services
  - To become an area of best practice by meeting the needs of all drug and alcohol users in treatment and those that are not in treatment
  - To decrease harm to individuals and the community as a whole
  - To increase the number of people leaving treatment drug and alcohol free and integrating them back into the community
  - There are a lack of formal contracts with a number of providers, due to the change of commissioner from the PCT to RBC.
  - The length of time since a commissioning exercise has been carried out and therefore a need to effectively manage the budget to maximise the return of investment in line with national and local requirements.
  - To recognise the changing needs of service users.
- First Stop bus provision for the night time economy is expected to reduce the impact on police and A&E resources by reducing antisocial behaviour and crime in the town centre during evenings and providing first aid to those who require it. It is hoped that the bus will also be a useful resource for drug and alcohol services during the day when it may be used for educational or outreach purposes.
- Licensing and enforcement continue to be within the remit of the DADG in terms of monitoring the sale and supply of alcohol to those

who are underage and the action taken against those engaged in this activity.

- Accounts of the prevalence and measures to address antisocial behaviour on the streets of Reading such as begging, street drinking and sex working continue to be monitored by the DADG.

It is important to note that there are major crossovers between the outcomes being delivered by the IOMDG and the DADG. This includes:

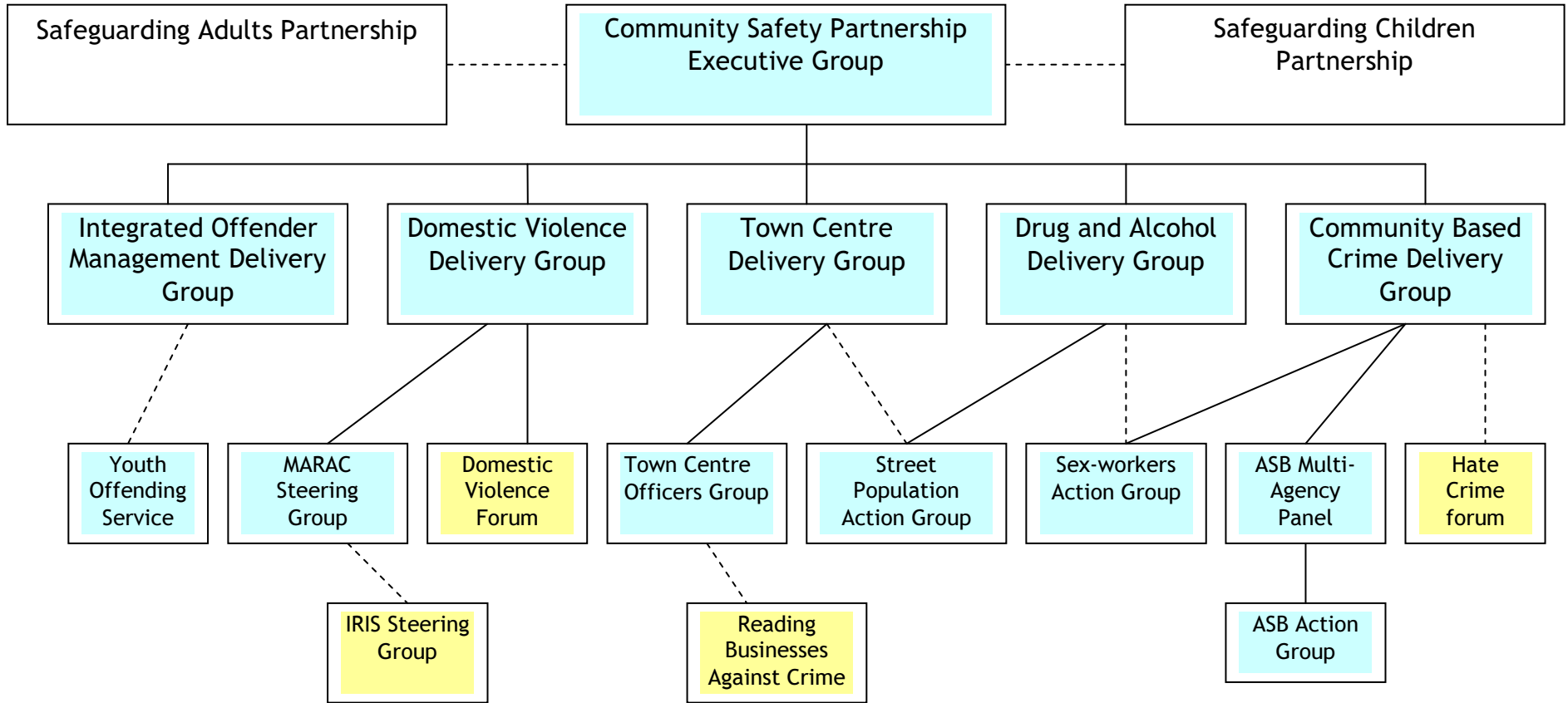
- work to engage offenders in drug treatment - previously referred to as the Drug Intervention Programme (DIP)
- KCA Prescribing Nurse holds a Clinic 2.5 days per week at Probation
- Structured day programme available to all IOM offenders as part of drug intervention delivery
- Alcohol Treatment Requirements (ATR) are commissioned jointly by Probation and the Councils Drug and Alcohol Action Team
- DIP IOM worker, permanently located at Probation
- Drug intervention & referral arrangements in Loddon Valley custody
- Outreach work with women offenders in a specialist project

#### **Priority Action for 2013-14**

- Recommissioning of adult drug and alcohol treatment services will be a priority action for the DADG in 2013/14 and into 2014/15. Within the recommissioning the priorities will be:
  - Ensuring that service users are receiving a consistently good service with the least disruption possible.
  - Keeping the disruption to staff limited, as TUPE will apply in many cases it is hoped that staff will be retained but a degree of disruption will be unavoidable.
  - Reading's recovery community is going from strength to strength with a monthly event taking place such as the opening of the memorial bench and more frequent ongoing activities such as the recovery café and the recovery newsletter. This recovery activity is proving excellent in terms of engagement and retention in treatment and must be seen as a priority and supported throughout the recommissioning and implementation of new services.
  - Retaining performance with the expectation that it will increase once new Provider(s) are in place. This will be crucial to ensure that ongoing funding is retained or increased.
- Strengthening the management and monitoring of harm reduction issues and in particular drug related deaths and near misses will be essential in 2013/14 and onwards to ensure that prevalence can be reduced and lessons learnt can be acted upon quickly and cascaded in the most efficient way.
- A governance pathway for Young Peoples substance misuse must be in place to be referred to on the occasional basis when it is needed.

This has been a gap since the dissolution of the Intervention and Prevention delivery group.

- A priority for the DADG will also be to understand alcohol entrenched drinkers who are not willing or able to access treatment but who put a strain on statutory and non-statutory services and are becoming increasingly more problematic for Reading. It is hoped that the alcohol needs assessment currently being undertaken as well as data from the First Stop bus and greater partnership working will enable the creation of a robust alcohol strategy and action plan which will be able to address this need.
- Maintaining an oversight and strategic lead for street population, sex workers and licensing/enforcement will also remain a priority









**OFFICE OF THE POLICE & CRIME COMMISSIONER  
FOR THAMES VALLEY**

**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY  
TO THE THAMES VALLEY POLICE AND CRIME PANEL**

**31 JANUARY 2014**

**POLICE AND CRIME PLAN  
UPDATE ON STRATEGIC OBJECTIVES 2 AND 4**

<b>Strategic Objective 2</b>	<b>Anti-social behaviour teams (CSP - Lead Agency)</b>
Cherwell	<p>From the result of the most recent customer satisfaction survey within Cherwell satisfaction with the approach taken by the council and the police has risen by 7% to 53%. Although lower than we would wish this follows a year on year trend increased satisfaction for the fourth year in succession.</p> <p>Through the summer TVP officers and the Councils ASB Team delivered Operation Jazz, and enhanced out of hours response to noise and ASB complaints on Fridays and Saturdays between 22:00 and 04:00 hrs. During the period July to September 2013 officers responded to 183 calls. By responding swiftly in real time it is believed that considerable amounts of TVP and Council Officer time was saved repeat calls prevented.</p> <p>The focus of the partnerships activities in the area of criminal and sub criminal ASB focuses on those cases that exhibit the persistent and/or resistant characteristics. Since April 3 cases within this classification have been resolved and 4 cases are now work in progress. A range of sanctions have been deployed in conjunction with partner organisations from drug house closures, the seizure of sound making equipment and the eviction of offenders.</p> <p>At the other end of the case the prevention strand of our activates focus on the use of Acceptable Behaviour Contracts (ABC) to divert offenders away from offending. Some ABCs now include conditions that permit voluntary drug swabbing exercises which goes some way to addressing drug use within premises.</p>
Bracknell	<p>In Bracknell Forest we employ 1 Community Safety Support officer within the community safety team. That person has responsibility for ASB and works closely with the local police ASB officer. The police ASB officer, the Alert coordinator and the Schools officer all are line managed by me as Community Safety Manager. BFC also hosts the partnership ASB data collating system called CADIS (Community Nuisance and Disorder Information System) which collects all reports of ASB from police, local authority, fire service, ambulance service, major housing providers and town &amp; parish councils. The CADIS system produces the reports that inform our joint tasking process.</p>

Chiltern	<p>CDC continues to mainstream ASB through Environmental Health. This means that we have excellent links regarding noise nuisance and neighbour disputes. In partnership with TVP and Paradigm Housing a monthly ASB meeting is held to discuss any ASB cases that require a multi-agency response. It also discusses all medium and high risk ASB victims.</p> <p>Through the Communities Team and Community Safety Team we work with Environmental Health and other partners to identify hotspot areas that require diversionary activities – particularly in the school holidays. This has proved successful at reducing ASB</p> <p>We have also worked closely with Environmental Health with a high-profile dog fouling campaign.</p>
Slough	<p>The ASB officers, housing officers, community project officers and wardens are regularly out in the community, on patrols and door knocking exercises to speak to residents and carry out ASB surveys. As partners we attend Police tasking meetings and share intelligence, and plan joint hotspot and reassurance patrols together (for example over Halloween and bonfire night, and in response to residents' concerns). Recent patrols have been focussed on parks as there had been an increase in ASB and crime in some parks, and a fear of crime by some residents. Crime and ASB have dramatically fallen since patrols and multiagency work have taken place. Patrols have also focussed on the town centre where there has been an increase in street drinking.</p>
West Oxon	<ul style="list-style-type: none"> <li>• 2FTE TVP Antisocial Behaviour officers located in a multi-agency team within council offices</li> <li>• Administered by the Antisocial behaviour Manager the Monthly Youth Management Action Group targets vulnerable young people at the risk of offending and identifies a basket of intervention through a multiagency group.</li> <li>• CSP managed multiagency Night Time Economy Operations</li> </ul>
West Berkshire	<p>Team = Community Safety Partnership Coordinator and Thames Valley Police Officer working with a wide range of officers in number of organisations including West Berkshire Council, Housing Associations, Health, Probation, YOT, Town/Parish Councils, Neighbourhood Wardens and Street Rangers. Anti-social Behaviour Orders and Acceptable Behaviour Contracts utilised where appropriate. Currently 2 ASBOs in place and 1 applied for, 5 ABCs in place. Case Conferences held when required and detailed Action Plans drawn up. CSP Coordinator monitors implementation of Action Plans. A number of private disputes in hand which are very time and resource consuming. Number of ASB incidents reported to TVP within West Berkshire CSP Performance Monitoring and currently -18% reduction for 2013/14. Persistent and Resistant ASB issues identified and address through a multi agency approach. Dispersal Order in Lambourn July 2013 to January 2014. Coordinated multi agency response to street drinkers in Newbury Town Centre. Conviction for fly-tipping. Conviction for harassment of a couple in a village – offender was throwing stones, banging on windows, making rude gestures etc.</p> <p>Potential implications of the introduction of the new ASB Tools and Powers debated at CSP Strategy Group meeting. Halloween Campaign – fliers to residents, egg and flour posters to retailers, Safer Schools Partnership Officers giving talks in schools. Community Safety Questionnaire utilised to identify ASB hotspot</p>

Windsor and Maidenhead	<p>RBWM has a two person team comprising an Anti-social Behaviour Coordinator and an ASB Officer. The Coordinator's role is more strategic in that the post relates more to coordination across the partner agencies and staff management, while the Officer deals with casework and administration. The police have a constable who is the full-time ASB Officer. This person is responsible for ensuring that ASB cases being dealt with by the police are progressed appropriately and this is normally in conjunction with the neighbourhoods. The police ASB Officer will sometimes visit offenders or victims. This can be with a neighbourhood officer, or a borough officer. The ASB Coordinator is also responsible for the borough's Community Wardens. Housing Associations play a key role in tackling ASB in the borough and the major ones all have ASB Officers. The ASB Coordinator ensures coordination of casework on a daily basis, and we also hold monthly multi-agency case conferences.</p>
Aylesbury	<p>Aylesbury Vale CSP has a Public Safety Team (PST) which deals with ASB, this is a co-located team of a dedicated PC and A ASB co-ordinator employed by the District Council. The team oversee and manage all High risk ASB cases, monitor and respond to emerging ASB issues in communities.</p> <p>We are also addressing youth provision in 3 areas of the vale where complaints about young people were higher than other areas of the Vale, putting on diversionary activities in consultation with them.</p>
Wycombe	<p>Wycombe continues to work in a co-located team with the Police providing an effective and co-ordinated response to ASB. Work is focussed around the persistent and resistant ASB cases. The Team work closely with the Town Centre team in dealing with ASB in the Town Centre, particularly around the night time. A re-assessment has just taken place of our Purple Flag status and we are awaiting the results for that, but hopeful that we will again be awarded Purple Flag Status.</p>
Wokingham	<p>Wokingham Borough Council employs an Early Intervention Officer who has responsibility for ASB and works closely with the local police ASB officer.</p> <p>The ASB work is co-ordinated by an ASB Prevention Group which is chaired by the Community Safety Manager and co-chaired by a Neighbourhood Inspector. This group is supported by the Community Safety Analyst who provides comprehensive ASB data and analysis at each meeting.</p> <p>ASB Resistant and Persistent cases are also reviewed at Joint Police Tasking meetings.</p>
South and Vale	<p>We continue to support a partnership approach to reducing anti-social behaviour, particularly where it is criminal or targeted at vulnerable victims.</p> <p>Some residents do not feel comfortable reporting cases of ASB to the police and often contact the district councils' ASB Co-ordinator to ask them for help in resolving problems which range from harassment, parking disputes, noise nuisance and disturbance caused by young people.</p> <p><b>Repeat victims:</b> the definition of a repeat victim is 'an individual or household who has suffered three or more cases of antisocial behaviour within a three month period'.</p>

	<p><b>Customer feedback:</b> Customer feedback is requested from the complainant after the case has been closed, however it can only be requested when the name and address of complainant is known. There is no obligation for the complainant to complete the requested feedback form.</p> <p>Repeat victims are priority cases and as such, they are classed as being medium-high risk and consequently they are reviewed by a wide range of agencies at the monthly Joint Agency Tasking and Co-ordination (JATAC) meetings. This helps to ensure that significant cases are being managed effectively.</p>
Oxford City	Oxford City Council's Anti-social Behaviour Investigation Team and Community Response Team work closely together to deliver our Anti-social Behaviour Service. The service receives, prioritises and investigates a wide range of ASB from environmental crimes through to neighbour disputes and Anti-Social Behaviour Orders. The partnership approach with Thames Valley Police is the cornerstone of effective case management and Community Response Team received the Community Safety Accreditation Scheme powers from the Chief Constable to further this joint approach. The ASB Service works closely with support agencies to ensure that vulnerable people, victims and witnesses receive the support they need. The service is currently working closely with the Chartered Institute of Housing and Home Office on the introduction of new ASB tools and powers under the Anti-Social Behaviour, Crime and Policing Bill to be introduced later this year.
Milton Keynes	No response
South Bucks	No response
Reading	No response
<b>Strategic Objective 2</b>	<b>Community Wardens (Local Authority – Lead Agency)</b>
Cherwell	Cherwell district council employs 4 community wardens who patrol in conjunction with PCSOs the major conurbations of Bicester and Banbury. Their duties include enforcing environmental crime, completing intelligence reports to TVP and joint patrolling. The wardens scheme engages with the police and the community through joint have your say events and is a member of the police retail theft initiatives.
Bracknell	Bracknell Forest does not have any community wardens.
Chiltern	Not applicable for CDC
Slough	As above under ASB reference to Wardens
West Oxon	<ul style="list-style-type: none"> <li>• 7 FTE Community Warden team covers the West Oxfordshire District supported by 2 FTE Environmental enforcement officers.</li> <li>• Role includes Civil parking enforcement in addition to enforcement in the following environmental crimes: littering, graffiti, dog fouling, fly posting, fly tipping, illegal A boards.</li> </ul>

West Berkshire	<p>Neighbourhood Wardens in 3 community areas (Eastern West Berkshire, Thatcham and Newbury) and Street Rangers in Newbury Town Centre.</p> <p>Junior Wardens Schemes established. Reparation opportunities for Young Offenders. Virtually Stolen activities in targeted areas. High level of patrols and interventions within local communities. Community engagement work including participation in Fun Days and Fetes. Coordination of community film club. Intergeneration work including Christmas parties. Coordination of Schools Quiz event. Removal of graffiti, fly tipping, litter and dog fouling. Coordination of youth drop in centre activities. Delivery of 4 day outward bound opportunity in Wales for group of young people – leading to presentation of Youth Achievement Award. Coordination of Safe Haven Scheme in Newbury Town Centre. Enabling young people to attend regional Junior Warden Sport Day. Environmental work including clearing of footpaths and cutting back foliage. Removal of drugs related paraphernalia. Attendance at Neighbourhood Action Group meetings and Town/Parish Council meetings. Attendance at Newbury Business Improvement District meetings.</p>
Windsor and Maidenhead	<p>The borough has 15 Community Wardens and this will be expanding to 18 in the 2014/15 financial year. The wardens patrol across the whole borough and have a very wide range of duties which include such diverse tasks as the issue of fixed penalty notices for littering and carrying out return home interviews for children that have gone missing. They work closely with the police teams on the neighbourhoods and have close links with local stakeholders.</p>
Aylesbury	No Community Wardens
Wycombe	No Community Wardens
Wokingham	Currently employs one community warden.
Oxford City	<p>The Community Response Team is an integral part of Oxford City Council's Anti-social Behaviour Service, providing a visible and timely response to reports of anti-social behaviour. The team case manage all low level cases and are often part of the solution for medium and high risk cases. Providing cover Monday to Saturday, with both local authority and Community Safety Accreditation Scheme powers, the team are at the forefront of keeping Oxford a safe and enjoyable place to live, work and visit.</p>
South Bucks	No response
Reading	No response
Milton Keynes	No response

<b>Strategic Objective 4</b>	<b>Publish information about accessing, delivery and outcomes of policing and crime services (All partners – Lead Agency)</b>
Cherwell	The partnership and the council posts all police and CSP strategies on its web site and signposts users to all other partner sites. The Council also produces a magazine “Cherwell Link” which is delivered to very household three times a year .TVP has a standing invite to post relevant messaging in the magazine. The partnership joint funds the NHW scheme and the community messaging scheme as well as the joint communications officer. The partnership also funds the Cherwell Crime Partnership (police led retail theft initiative). Which produces annual reports and has won awards for its garage petrol theft initiative
Bracknell	BFC works closely with the LPA in the dissemination of news regarding crime, disorder and performance. The BFC communication team often takes the lead on such matters in consultation with the TVP communication team.
Chiltern	<p>We continue to circulate the TVP Neighbourhood Teams’ monthly updates to all Councillors (County/ District and Town/ Parish), Revit Groups, OPAGs and through TVA.</p> <p>We continue to publish a bi-monthly CSI (Community Safety Newsletter) that is circulated to all those mentioned in the point above plus GP surgeries/ libraries (see attached document as an example)</p> <p>We regularly send out TVAs with crime reduction messages and crimes that have occurred. We have a Communications calendar and are always sending out crime reduction type messages/ meeting the public/ HYS events etc.</p>
Slough	Slough Borough Council is currently promoting and publicising how to report ASB, through radio coverage, press releases and posters in community buildings. Residents can report via the local authority 24/7 ASB hotline, via an email address or the website. At the same time we promote the Police 101 and 999 numbers. The Police hold ‘Have your Say’ meetings and Neighbourhood Action Groups (NAGs) which are supported by local authority partners. These meetings allow two-way communication and feedback. TVP alert and Twitter are also used to communicate with residents. Regular door knocking takes place to speak to residents and hear their views which helps to shape crime prevention and reassurance activity.
West Oxon	<ul style="list-style-type: none"> <li>• CSP website Saferwestoxon.co.uk outlines key community safety themes and updates/news and links</li> <li>• West Oxfordshire District Council website community safety pages gives key information and gives links to obtain further information</li> <li>• Electronic Version of the West Oxfordshire Community Safety Strategy is on CSP and Council website</li> </ul>

	<ul style="list-style-type: none"> <li>• Five Neighbourhood Action Groups within West Oxfordshire discuss and minute access, to the delivery and outcomes of police and crime services</li> <li>• Monthly Police neighbourhood updates distributed to Parish council newsletters include Police and Community Safety news</li> </ul>
West Berkshire	TV Alert utilised and widely promoted to communities at a wide range of events including fetes, Town/Parish Council meetings, volunteer events. Twitter utilised and widely promoted to communities at a wide range of events including fetes, Town/Parish Council meetings, volunteer events. Good news stories on crime detection communicated via email, TV Alert, WBC website and local forums. Monthly Press Briefings on key issues and outcomes - well attended by local media .Information Stand at Royal Berkshire County Show, Sulhampstead Open Day and a number of other community events. West Berkshire Council website being updated and community safety related information being revised. Campaign highlighting 3rd Party Reporting of Domestic Abuse. Burglary tweet-a-thon.
Windsor and Maidenhead	Thames Valley Police regularly release press releases on the above topics and quite a lot of useful information is released via Thames Valley Alert. The Royal Borough also publishes details of many of its initiatives in its tri-annual resident newsletter "Around the Royal Borough". RBWM produces press releases on all significant projects and also regularly 'Tweets' about them. In terms of crime reduction services provided by the borough and partners these are publicised via our website and distribution either on request from residents or at specific venues / events. Community Wardens also send bi-monthly newsletters to stakeholders in each of our thirteen patrol areas.
Aylesbury	The CSP do a quarterly newsletter which we circulate on email to a variety of partners and organisations, parish councils Nags, Community messaging sign ups.
Wycombe	We regularly produce a newsletter for Community information and included relevant data and pointers to information. The Partnership uses twitter and Facebook to communicate and also has a Community Safety News section on the WDC website.
Police and Crime Commissioner	<ul style="list-style-type: none"> <li>• Agenda and minutes of Public meetings</li> <li>• PCC Police and Crime Plan</li> <li>• PCC Annual Report</li> <li>• CC Delivery Plan updates</li> <li>• Links via the PCC website to Police.uk</li> <li>• Links via the PCC website to HMIC Crime and Policing Comparators</li> </ul>
Wokingham	Works closely with the LPA in the dissemination of news regarding crime, disorder and performance.

South and Vale	<p>South and Vale Nightsafe is a sub group of the South and Vale CSP, providing a multi-agency programme of communication, education and partnership working to reduce incidents of alcohol related crime in the districts. At monthly meetings, the Nightsafe group reviews intelligence and incident reports to focus on:</p> <p>Priority locations Premises of concern Crime and incident series Subjects Other risk issues, for example Henley Regatta, Abingdon fair.</p> <p>This allows the group to prioritise and resource appropriately. The South and Vale CSP have been working closely with Thames Valley Police over the past few months organising test purchase operations at off licences across the South and Vale. During July 68 premises were tested of which 14 premises failed. Follow up visits are being held to remind staff of their responsibilities to prevent further sales. Off licences are also being given the opportunity to sign up to the Nightsafe scheme. To date 16 have signed up to the scheme to work in partnership.</p> <p>During the summer months the South and Vale CSP launched a beer mat campaign to warn drinkers about the risks of behaving anti-socially. The Summer Socialising, Social Seclusion campaign is a reminder to drinkers that behaving anti-socially could result in them being banned from pubs and town centres.</p> <p><b>Improving community cohesion and reducing tensions</b></p> <p>The South and Vale CSP monitored the public perception of the fear of crime through the residents' survey. The residents' survey consists of 1,100 residents from South Oxfordshire and 1,100 residents from the Vale of White Horse. Residents were asked how safe they feel in the day and how safe they feel in the dark. In South Oxfordshire 99% of respondents felt safe in the day compared to 90% after dark. In Vale of White Horse 99% of respondents felt safe in the day compared to 89% after dark.</p> <p>The South and Vale CSP works with land owners and the rural community to deliver initiatives that tackle rural crime. The CSP employs a Crime Reduction Advisor (CRA) for South and Vale who provides advice on how to prevent and reduce crime. As part of the police 100 days of action to tackle rural crime, the South and Vale ran a week long operation in September 2013 whereby:</p> <ul style="list-style-type: none"> <li>• an organized rural crime reduction day was held at Millets Farm in Abingdon</li> <li>• 400 crime reduction folders were given out to farms and businesses in South and Vale with crime reduction advice</li> <li>• 800 new people signed up to Thames Valley Alert system</li> <li>• Smartwater was launched in the villages of Appleford and Littleworth</li> </ul>



	<p>The CRA also took part in a live tweetathon at Police HQ at the beginning of July with Anthony Stansfeld, PCC, and the Deputy Chief Constable to answer people's queries about home security and burglary.</p> <p>The South and Vale CSP provide practical support to victims of distraction burglary and rogue traders by continuing to fund a small repairs scheme for elderly and vulnerable residents.</p> <p><b>Customer feedback:</b> The Police Community Support Officers conduct a follow up visit with the victim after the work is completed. Customer feedback is requested to find out how satisfied they felt with the service. Four surveys have been returned to the South and Vale CSP whereby three felt very satisfied with the service and one felt quite satisfied. There is no obligation for the complainant to complete the requested feedback form.</p>
Oxford City	Oxford City Council, as a Responsible Authority and chair of the Oxford Community Safety Partnership take a lead role in developing the partnership's Rolling Plan. This document sets out the priorities for the partnership and the actions it will undertake that add value to addressing these concerns. The partnership has a robust Neighbourhood Policing Programme and utilise local Neighbourhood Action Groups to engage with, and disseminate to, local residents. The Rolling Plan is monitored and target measured and reviewed at the partnership's quarterly meetings.
South Bucks	No response
Milton Keynes	No response
Reading	No response





**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY  
TO THE THAMES VALLEY POLICE AND CRIME PANEL**

**31 JANUARY 2014**

**POLICE AND CRIME PLAN  
UPDATE ON STRATEGIC OBJECTIVE 5**

**YOUTH CRIME SERVICES**

**1.7 Tackle youth violence and gang-related criminality by working with our partner agencies to analyse the problem and develop plans for those most at risk**

1. Tackling youth violence and gang related activity together now forms part of a bi monthly intelligence hub review meeting. The gang mapping process is aligned, where possible, with the priority crime group and organised crime group mapping process. We are developing links with police forces that we border with, to share information. We held a criminal gangs meeting with our partners in June. Gang intelligence from the Metropolitan Police is disseminated to Intelligence officers for awareness and consideration of enforcement, intervention and disruption tactics.
2. A Criminal Gangs Steering Group has been established, to identify the most prolific offenders within known gangs and to provide LPAs with tactics for tackling problem groups. Through the steering group 'hub' owners have been identified, to engage with partner agencies. We are developing links with forces who border TVP to better share information. Several community engagement and reassurance events have been delivered, in support of ongoing operations or as a result of local gang-related activity.
3. A quarterly Criminal Gangs meeting is in place with partners and a bi-monthly gang profile is produced, highlighting key individuals and problem areas to be tackled. Slough, Oxford and Wycombe LPA's all meet with their multi agency partners on a monthly basis, which feeds into the criminal gangs meeting. A scoring matrix is also being trialled in Slough which enables the LPA to more accurately assess risk and prioritise activity around targets.
4. A Force strategy is being rolled out in January to tackle youth violence and gang related criminality. This includes a launch on the force internal website, a toolkit with examples of best practise from other forces, contacts for partner agencies and examples of utilising partner agencies to prevent and disrupt youth violence. As part of this LPAs will also have a youth violence representative.

**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY  
TO THE THAMES VALLEY POLICE AND CRIME PANEL**

**31 JANUARY 2014**

**POLICE AND CRIME PLAN  
UPDATE ON STRATEGIC OBJECTIVE 5**

**TACKLING DRUGS AND ALCOHOL**

**1.3 Continue to improve safety in the night time economy by making best use of licensing legislation**

1. Following the decision of Milton Keynes licensing committee to overturn a previous endorsement of the Late Night Levy no further activity to promote the Levy is currently being undertaken within Thames Valley.
2. However, a three tier licensing enforcement model is now in place to facilitate targeted local communications around policing and partnership activity. The Night Time Economy (NTE) tactical plan, Operation Nightsafe, which promotes use of the most effective practise including use of Special Constabulary to undertake early evening patrols, was launched on the LPA's in December
3. A licensing toolkit has been developed and is available on the Force website, presenting officers and staff with a range of options for proactive management of licensed premises.
4. Additionally LPA's have increased use of intelligence submissions to support evidence required to apply licensing legislation, which has improved compliance with legislation generally by Licensees.
5. Historical data is now being supplied by the NHS and Ambulance Trusts. This baseline information will assist with planning of NTE patrol strategies, designed to increase visibility and compliance
6. Opportunities have been sought to invite media representatives to accompany patrols and operations with a target of 1 per quarter. Since April 2013 the media have attended 31 operations including Halloween patrols, Operation Reginald, a pre-trial briefing for a historic murder and rural operations in West Berkshire.

## Report to the Thames Valley Police & Crime Panel

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

**Date:** 31 January 2014

**Author:** Michael Chard, Policy Officer,  
Thames Valley Police & Crime Panel



### Background

1. The Thames Valley Police & Crime Panel has a statutory duty to scrutinise the Police & Crime Commissioner for Thames Valley's proposed precept, a process that will be undertaken at the 31 January 2014 meeting of the Panel. To make the process meaningful, it was considered by Panel members to be important to evaluate the budget that the precept partially funds. This would allow the Panel to make an informed decision on the adequacy of the precept, which would ultimately determine the Panel's decision to support or veto it.
2. For the purposes of consultation, the Office of the Police & Crime Commissioner supplied the Panel with the relevant papers in November 2013, with the caveat that they were subject to modification by the Commissioner in January 2014.
3. The Budget Task and Finish Group met on 8 November 2013 and 17 January 2014 to begin evaluating the budget papers on behalf of the full Panel, ahead of its public meeting on 31 January 2014 to scrutinise the precept. Papers supplied included:
  - a) Reserves, Balances & Provisions
  - b) Three Year Capital Programme 2014/15-2016/17
  - c) Three Year Revenue Forecast 2014/15-2016/17
4. The Task & Finish Group formulated its view on the adequacy of the precept and agreed the recommendation to the Panel at paragraph 5 dependent on assurance being received on the issues listed in Appendix A and any other supplementary questions asked at the Panel meeting on 31 January.

### **5. RECOMMENDATION**

**It is recommended that the Thames Valley Police & Crime Panel endorse the Police & Crime Commissioner for Thames Valley's proposed precept for 2014/15, dependent on assurance being received from the Commissioner on the issues outlined in Appendix A and any supplementary questions asked at the Panel meeting on 31 January.**

## **Appendix A- Task and Finish Group Questions to the Commissioner**

### **Police and Crime Plan**

- How will you ensure that the pledges outlined in the Police and Crime Plan are fully funded within the proposed budget? At present we are unable to track investment against your priorities.
- Why is the revised Police and Crime Plan published after the draft budget has been published? Surely your high level strategic document should shape what is included within the budget for the forthcoming year?

### **Revenue**

- To what extent is successful delivery of the budget contingent upon the successful delivery of the productivity strategy?
- What contingency has been built into the budget to account for the likely reduction in the Council Tax referendum figure from 2% to 1.5%?
- How are you planning to mitigate the likely budget shortfall in 2016/17?
- Council tax collection surplus- in the event that you have underestimated Council Tax collection rates, how would you allocate any surplus?
- The predictions are that the population growth will increase in the Thames Valley how will this increased revenue be allocated in future years?
- Improved service- £370k has been assigned to fund additional temporary burglary resources for Slough and Reading. Do you think this temporary investment will produce improved conviction rates?

### **Staff/Employees**

- The Police Officer and Staff Establishments figures state that there will be a reduction of 17 PCSOs across the Thames Valley in 2014/15. What is the reason for this reduction? How does this impact upon your pledge to maintain the level of frontline Police? (p.139 of budget papers)
- Demographic change- Are you planning to increase the level of frontline Police to meet the officer to population ratio?
- Do you think there will be a bigger issue with the recruitment and retention of officers in the Thames Valley in future years?

### **Capital Budget & Assets**

- Have you considered working with public sector partners to further rationalise property in order to maximise capital receipts from Police owned assets?
- A large proportion of the budget is reliant on capital receipts being realised through the sale of assets within this budget period. What contingency have you built into the budget for if capital receipts are not realised within the life of this budget?

### **Partnership Working**

- Community Safety Partnership Funding- could you provide further clarification and detail about the future funding for Community Safety Partnerships across the Thames Valley, with particular reference to funding for 2015/16 and 2016/17?
- What is the rationale for the regional initiatives such as South East Regional Counter Terrorism Unit (SECTU)? Will they realise savings for all forces involved through efficiencies such as reduced management overheads?
- In 2013 the Chancellor made reference to the potential for future collaboration at a local level between blue light services. Have you and your officers undertaken any initial work into the opportunities that such an amalgamation may provide?
- There is very little reference in the papers to the set-up and running of Multi Agency Service Hubs (MASH) across the Thames Valley apart from the Buckinghamshire MASH. Which budget lines include the funding for the MASH's across the Thames Valley?

### **Innovation Fund**

- How will you be spending the £1.6m received to-date from the Home Office's innovation fund? What further funding have you bid for in respect to this fund? If you are successful with your bids for additional funding, what projects would this funding be assigned to?

### **Risk**

- What mitigating actions are you taking to counter the potential eventuality that Government does not fully fund the change in National Insurance contributions due to be implemented in April 2016?





## Report to the Thames Valley Police & Crime Panel

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**Title:** Consideration of Proposed Precept for 2014/15

**Date:** 31 January 2014

**Author:** Michael Chard, Policy Officer,  
Thames Valley Police & Crime Panel




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### Background

1. The Panel has a statutory duty to review the Police & Crime Commissioner for Thames Valley's proposed precept for 2014/15. It has the right to veto the precept at the agreement of two-thirds of the Panel membership.<sup>1</sup>
2. The Police Reform & Social Responsibility Act 2011 (Schedule 5) describes the process that must be fulfilled before the Commissioner can issue his precept and Regulations<sup>2</sup> apply certain deadlines to it.
3. If the Panel operates the veto then the Commissioner must have regard and respond to the Panel's report by 15 February. The report must be published and include a revised precept that has been raised or lowered in accordance with the Panel's views.
4. The Panel must then meet and report to the Commissioner on the revised precept by 22 February. The Commissioner must then have regard and respond to the Panel's second report, publishing the response, by 1 March. The revised precept may then be issued.
5. If the Panel endorses the precept then it must issue its report and any recommendations to the Commissioner. The Commissioner must then have regard to the Panel's report and any recommendations and then give a response, which must be published. The precept may then be issued.

### Reviewing the Proposed Precept

6. To inform the process of reviewing the precept the Office of the Police & Crime Commissioner (OPCC) has provided the budget papers that were considered and agreed at the Commissioner's

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<sup>1</sup> Equating to 14 members

<sup>2</sup> Part 2 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

Policy, Planning and Performance meeting on 22 January 2014. We have included the report on revenue estimates within the Panel papers as this includes the recommendation from the Commissioner to the panel. The full set of budget papers can be accessed here: <http://www.thamesvalley-pcc.gov.uk/Document-Library/Full-agenda-220114.pdf><sup>3</sup>

7. The information in these papers will allow Panel members to form a view on the proposed precept.

## **RECOMMENDATIONS**

- 1. That the Panel review the Police & Crime Commissioner for Thames Valley's proposed precept, agree any recommendations and decide whether or not to operate the veto**
- 2. That, in order to comply with statutory deadlines, the Panel delegates to the Panel Policy Officer, in consultation with the Panel Chairman, the development and submission of the report to the Commissioner containing the Panel's verdict and any recommendations on the precept.**

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<sup>3</sup> Please note that within the covering report that the first recommendation should read 2014/15 instead of 2013/14.



## Report to the Police and Crime Panel

31<sup>st</sup> January 2014

### Council Tax Precept 2014/15

#### Purpose of Report

1. To notify the Police and Crime Panel of my proposed council tax precept for 2014/15.
2. Full supporting documentation is provided in the attached Revenue Estimates report which was presented to and agreed at my Policy, Planning and Performance meeting with the Chief Constable on 22<sup>nd</sup> January 2014.

#### Decisions Required

3. The Panel is asked to receive my proposed precept for 2014/15 and note:
  - That, subject to final taxbase notifications, the council tax requirement for 2014/15 be set at £132.58m
  - That the police element of the council tax for 2014/15 be set at £160.52 for properties in Band D, with the charge for other bands as set out below. This represents an annual increase of 2%

#### Council tax 2014/15

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	$\frac{6}{9}$	107.01
B	$\frac{7}{9}$	124.85
C	$\frac{8}{9}$	142.68
<b>D</b>	<b><math>\frac{9}{9}</math></b>	<b>160.52</b>
E	$\frac{11}{9}$	196.19
F	$\frac{13}{9}$	231.86
G	$\frac{15}{9}$	267.53
H	$\frac{18}{9}$	321.04

## Conclusions

4. The funding I have received from central government for 2014/15 has been cut by £11.4m or 4.5%. Despite this I have managed to produce a balanced budget in 2014/15, based on a 2% increase in council tax.
5. The 2% increase is in line with the annual financial strategy which I approved at my level 1 Policy, Planning and Performance meeting on 6<sup>th</sup> November 2013. It also accords with pre-election manifesto commitment in which I pledged to increase council tax by 2% per annum in order to protect frontline operational policing.
6. The key headlines from the proposed budget package for 2014/15 are:
  - It supports delivery of my Police and Crime Plan
  - It includes cash savings of £12.15m through the Force's Productivity Strategy
  - There will be no reduction in local visible policing, whilst those areas that support the delivery of key strategic objectives, or are necessary for the effective management of policing risk, receive the greatest protection
  - It supports an appropriate level of capital investment over the next three
  - The medium term financial plan is fully funded in 2015/16 but there is a shortfall of at least £3.7m in 2016/17 still to be addressed. The MTFP is predicated on annual increases in council tax of 2% per annum subject, of course, to this being permissible under the Government's council tax referenda criteria

Anthony Stansfeld  
Police and Crime Commissioner for Thames Valley



**Report for Information to the 'Policy, Planning & Performance' (Level 1) Meeting on 22 January 2014**

**Title: Revenue Estimates 2014/15**

**Executive Summary**

This report provides information on the provisional police funding settlement for 2014/15 and then recommends a revenue budget and council tax for the Police and Crime Commissioner (PCC) to approve.

The recommended net revenue budget for 2014/15 is £389.062m, which represents a year-on-year reduction in the net budget requirement of £4.919m or 1.25%. This is due to the fact that Government grants have been cut by £11.369m or 4.5%. Further significant reductions in government funding are expected in 2015/16 and later years

In order to protect frontline policing and the PCC's commissioned services as far as possible, it is recommended that council tax be increased by 2% in 2014/15 in accordance with the previously approved medium-term financial strategy. For a band D property this equates to annual increase of £3.14 or 6 pence per week.

The medium term financial plan is balanced in both 2014/15 and 2015/16 but there is still a shortfall of at least £3.716m in 2016/17. The Force will advance work on the Productivity Strategy to identify savings which could potentially be brought forward into 2016/17 and further develop the plans to achieve future savings that may be required to balance the medium term financial plan at this stage next year.

**Recommendation:**

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

- That, subject to final taxbase notifications, the council tax requirement for 2014/15 be set at £132,579,568
- The revenue estimates for 2014/15 as set out in Appendix 2
- That the police element of the council tax for 2014/15 be set at £160.52 for properties in Band D, with the charge for other bands as set out in below.

Property Band	Relevant Proportion	PCC element of the Council Tax
A	$\frac{6}{9}$	107.01
B	$\frac{7}{9}$	124.85
C	$\frac{8}{9}$	142.68
D	$\frac{9}{9}$	160.52
E	$\frac{11}{9}$	196.19
F	$\frac{13}{9}$	231.86
G	$\frac{15}{9}$	267.53
H	$\frac{18}{9}$	321.04

**Police and Crime Commissioner**

I hereby approve the recommendation above.

**Signature**

**Date**

**PART 1 – NON-CONFIDENTIAL**

**1 Introduction and background**

- 1.1 The 2014/15 draft budget and proposed precept provides the necessary resources for the PCC to continue to deliver his five year Police and Crime Plan.
- 1.2 Full details regarding the provisional police funding settlement for 2014/15, the draft revenue budget proposals for 2014/15 and the medium term financial plan for the period 2014/15 to 2016/17 are provided in the Annex 1.
- 1.3 The PCC is required to notify the Thames Valley Police and Crime Panel of the council tax precept he is proposing to issue for 2014/15 financial year. The Police and Crime Panel is due to review the proposed precept at its meeting on 31<sup>st</sup> January 2014.

**2 Issues for consideration**

- 2.1 The draft budget is designed to protect frontline and local visible policing and those areas that support the delivery of key strategic objectives, or are necessary for the effective management of policing risk. The 2014/15 budget includes £12.2m of Productivity Strategy savings (3.1%). Over the 6 year period 2011/12 to 2016/17 at least £82m of cash savings will have been identified and removed from the base revenue budget.
- 2.2 The draft budget is predicated on a recommended 2% increase in council tax in 2014/15. However, the Government has yet to confirm the principles it will apply in 2014/15 to determine whether a council tax increase is deemed excessive and therefore a council tax referendum is required. A provisional announcement is expected before the end of January.

**3 Financial comments**

- 3.1 The draft net revenue budget requirement for 2014/15 is £389.062m, which requires an increase in council tax of 2%. The medium term financial plan is currently balanced in both 2014/15 and 2015/16 but there is still a shortfall of at least £3.716m in 2016/17 which will need to be addressed through further Productivity Plan savings.

**4 Legal comments**

- 4.1 The PCC is required to set a net revenue budget that is fully financed by government grants and income from local council taxpayers.

4.2 The PCC has to notify the Police and Crime Panel of his proposed council tax precept for its review as set out in paragraphs 3 to 5 of Annex 1.

**5 Equality comments**

5.1 No specific implications arising from this report

**6 Background papers**

Provisional local authority finance settlement 2013/14

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

<b>Name &amp; Role</b>	<b>Officer</b>
<p><b>Head of Unit</b>            The proposed budget supports the delivery of the Chief Constables strategic objectives as outlined in her annual delivery plan. Financially, this is achieved through the identification of £12.2m of Productivity Strategy savings to mitigate the cuts in government grants.</p>	<p>Director of Finance</p>
<p><b>Legal Advice</b>            Under the Police Reform and Social Responsibility Act 2011 the PCC is required to notify the Thames Valley Police and Crime Panel of his proposed precept for 2014/15 by 1<sup>st</sup> February 2013. The council tax requirement, precept and council tax levels are to be finally determined by the end of February.</p>	<p>Chief Executive</p>
<p><b>Financial Advice</b>            The draft budget requires an increase in council tax of 2%. This is expected to be within the Government's council tax referendum threshold, although exact details have yet to be released by Government. The medium term financial plan is funded in both 2014/15 and 2015/16 although there is still a shortfall of at least £3.716m still to be addressed in 2016/17</p>	<p>PCC Chief Finance Officer</p>
<p><b>Equalities &amp; Diversity</b>            No specific implications arising from this report</p>	<p>Chief Executive</p>

**OFFICER'S APPROVAL**

<p>We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.</p>	
<p>We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.</p>	
<p>PCC Chief Finance Officer</p>	<p>Date: 14 January 2014</p>
<p>Director of Finance</p>	<p>Date: 14 January 2014</p>





22<sup>nd</sup> January 2014**Purpose of this Report**

1. This report provides information on the provisional police funding settlement for 2014/15 and then recommends a draft revenue budget and council tax for the Police and Crime Commissioner (PCC) to approve, subject to final notifications on the council tax base from local authorities.

**Decisions Required**

2. The PCC is asked to notify the Police and Crime Panel:
  - That, subject to final taxbase notifications, the council tax requirement for 2014/15 be set at £132,579,568
  - The revenue estimates for 2014/15 as set out in Appendix 2
  - That the police element of the council tax for 2014/15 be set at £160.52 for properties in Band D, with the charge for other bands as set out in Table 1.

Table 1 – Council tax 2014/15

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	$\frac{6}{9}$	107.01
B	$\frac{7}{9}$	124.85
C	$\frac{8}{9}$	142.68
<b>D</b>	$\frac{9}{9}$	<b>160.52</b>
E	$\frac{11}{9}$	196.19
F	$\frac{13}{9}$	231.86
G	$\frac{15}{9}$	267.53
H	$\frac{18}{9}$	321.04

**Background**

3. The PCC is required to notify the Thames Valley Police and Crime Panel of his proposed council tax precept by 1<sup>st</sup> February 2014.
4. Having considered the PCC's proposals the Panel must make a report to the PCC on the proposed council tax precept. A decision to veto the precept has to be agreed by at least two-thirds of the Panel members, i.e. at least 14 of the 20 members. The PCC has to have regard to the report made by the Panel. Should it be necessary, a second Panel meeting will be held on 14<sup>th</sup> February 2014 to consider the PCC's revised precept proposals for 2014/15
5. Legislation provides that the council tax requirement, precept and council tax levels are to be finally determined by the end of February prior to the start of the relevant financial year.

**PROVISIONAL POLICE FINANCE SETTLEMENT**

6. The provisional police finance settlement for 2014/15 was announced on 18<sup>th</sup> December and a copy of the Ministerial Statement is attached at Appendix 1. The key issues from the Settlement are set out below.
7. Police funding allocations in 2014/15 have been protected from the further public spending reductions announced by the Chancellor in the Autumn Statement on 5<sup>th</sup>

December. The additional reduction on total Home Office budgets is 1.1%, and this cut in national budgets will apply also in 2015/16. Home Office is reviewing its budgets for 2015/16, and will announce indicative allocations in the New Year after careful consideration of all Home Office budgets.

8. Total central Government funding for the Police in 2014/15 will be £8,479m, representing a 3.3% cash reduction on 2013/14.
9. Current damping arrangements will continue in 2014/15. The reduction in core Government funding for Policing (i.e. the amount subject to damping) will be 4.8%
10. In comparison to 2013/14 an additional £82.7m has been top-sliced from police budgets in 2014/15 to fund Home Office initiatives:
  - £50m for the 2014/15 Police Innovation Fund, which will be allocated to PCCs following a competitive bidding process
  - £18m to build up the resource and capability of the IPCC
  - £9.4m for the HMIC to fund a new annual programme of force inspections to assess performance on cutting crime and providing value for money
  - £2.8m for the College of Policing to commence direct entry schemes at Inspector and Superintendent level
  - Around £2.5m to fund a capital city grant for the City of London. This funding for the City has previously come from Counter Terrorism budgets
11. There has been a further rationalisation of central Government grant streams. Money to cover 2011/12 and 2013/14 Council Tax Freeze grants and local Council Tax Support funding will in future come from Home Office rather than CLG. There is no change in the total sums.
12. As announced previously the Community Safety Fund has been rolled into the main Police Grant pool.
13. The Home Secretary created a Police Precursor Innovation Fund in 2013/14 for forces to bid against and has allocated up to £20m to projects commencing in 2013/14. The PCC submitted 9 separate bids for capital and revenue funding, 5 of which have been successful providing an additional £1.3 of capital funding and £0.2m of revenue support in 2013/14. The timing of the bidding process for 2014/15 bids has yet to be announced.
14. No announcements have been made about council tax capping principles for 2014/15. These are under the jurisdiction of the Department for Communities and Local Government (DCLG) Minister and it may late January before final announcements are made. It is assumed, based on earlier statements by ministers, that the general principle will be that an increase in excess of 2.0% will require the PCC to hold and win a referendum in support of such a proposed increase.

### **THAMES VALLEY ALLOCATIONS**

15. As shown in Appendix 1 the PCC will receive the following grants in 2014/15.

Table 2: TVP grant allocations 2014/15

	2013/14 £m	2014/15 £m	Variation £m	Variation %
Home Office Police Grant	155.869	151.291		
Community Safety Grant <sup>1</sup>	3.083	0.000		
Ex DCLG Formula Funding	80.450	76.705		
Legacy council tax grants				
- Council tax support funding	11.869	11.906		

- 2011/12 council tax freeze grant	3.372	3.372		
<b>Total General Grants</b>	<b>254.643</b>	<b>243.274</b>	<b>- 11.369</b>	<b>- 4.46</b>

<sup>1</sup> Rolled into Police Grant in 2014/15

16. In addition to these general grants the PCC will also receive £0.74m from the Ministry of Justice to fund victim and witness services in 2014/15. The provisional grant allocation in 2015/16 is £2.467m.

### **OVERVIEW OF THE MEDIUM TERM FINANCIAL PLAN (MTFP)**

17. The review and development of the revenue budget is an annual exercise with each year's budget and associated council tax precept considered and approved in isolation. However, decisions taken in the course of approving the revenue budget will often have longer term consequences, as will those in approving the capital programme. The three year MTFP brings together these medium term consequences and allows a more comprehensive view to be taken of the PCC's overall financial position. It is imperative that the PCC knows the full extent of the financial consequences he will be committing to in future years when he considers and determines the annual budget.
18. As explained later in this report the revenue budget is balanced for 2014/15 and 2015/16 but there is an identified, minimum shortfall of £3.7m in 2016/17. Unfortunately the exact amount of the shortfall cannot be quantified until the Home Office provides indicative information in respect of future year grants and we receive confirmation from Government on the treatment of the change in National Insurance contributions in April 2016
19. There is also the potential for a significant increase in demand on our service over the next three years, for example: from the forecast population increase, the impact of the economic climate, the expectations of our communities, emerging criminal activities and also legislative changes. The impact of this potential additional spending growth has not been factored into the MTFP as its speculative inclusion at this time would only require further cuts to be made to budgets elsewhere in the service. Rather than include additional growth items, the assumption has been made that changes in the demand for our service will be met from increasing the efficiency of existing resources.
20. Although significant risks and uncertainties remain, the PCC is in a relatively healthy financial position with a robust Force Productivity Strategy designed to reduce the overall cost of the organisation whilst minimising the impact on service delivery. In addition, the level of our general reserves provides the opportunity of a short term answer to bridging any funding gap, whilst we adapt our longer term saving plans to achieve the additional cuts.

### **Budget preparation**

21. Work on preparing the draft budget began shortly after the 2013/14 revenue budget was approved by the PCC in January 2013. This early start was necessary in order to identify issues and funding shortfalls in time to develop and enhance the productivity strategy to meet the challenges ahead.
22. Throughout the budget preparation process the following key principles have been adopted:
- To protect frontline services;
  - To protect our ability to manage risk;

- To maintain our capability in protective services and back office functions through collaboration;
  - To maintain and improve performance in key areas, including the strategic policing requirement;
  - To reduce “discretionary spending”;
  - To streamline business processes and to eliminate unnecessary bureaucracy and waste through increased use of technology;
  - To invest in areas where future savings can be attained from that early investment;
  - All change to be risk assessed.
23. There is a close relationship between preparation of the annual budget, medium term financial plan and the annual service objective setting process. All three support and complement the Police and Crime Plan.
24. The proposals developed for the draft budget ensure that resources are targeted towards priority business areas. There will be no reduction in local visible policing, whilst those areas that support the delivery of key strategic objectives, or are necessary for the effective management of policing risk, receive the greatest protection.

### **Planning assumptions**

25. In developing and refining the budget and the MTFP the following underlying assumptions have been made:
- General inflation will remain at 2.1% for 2014/15 and 2.0% thereafter;
  - Specific inflation rates are based on sector led rates, e.g. Fuel at 7%, Premises at 1.6% and Utilities at 5%;
  - Pay inflation has been capped by Government at 1% for a further year, which now includes the September 2015 annual award. Thereafter, awards have been aligned to inflation at 2.0%;
  - Council tax precept to increase by 2.0% per annum in each of the next three years;
  - Council tax billing base to increase by 1.90% in 2014/15, and 0.8% per annum thereafter;
  - General police grants are forecast to reduce, in cash terms, by 3.6% in 2015/16 and 3.5% in 2016/17, based on the June 2013 spending review announcements.
  - The use of reserves to support specific revenue funded projects will continue throughout the three year planning period.

### **Base Budget**

26. The starting point for the preparation of the 2014/15 estimates is the 2013/14 budget approved by the PCC in January 2013.

### **Inflation**

27. This additional cost does not relate to any increase in service but is required just to maintain the existing base level of service.
28. The major changes to inflation are in relation to the Government’s extension of the average 1% cap on the annual cost of living pay awards in the Public Sector. This has now been extended to the September 2015 award.
29. Inflation for 2014/15 adds £4.66m (average rate of 1.18%) to the annual budget, a further £4.68m in 2015/16 (average rate of 1.20%) and £6.48m in 2016/17 (average

rate of 1.68%). These increases are based on a realistic assessment of the impact of inflationary pressures over the next three years.

### **Committed Growth**

30. This section deals with those items within the budget which the PCC is committed to by means of previous decisions taken, national agreements or statutory payments.
31. The main significant changes that have occurred in this section for 2014/15 include:
- A reduction in loss of grant for the Regional Asset Recovery Team (RART). Due to the reorganisation of the South East Regional Organised Crime Unit (SEROUCU) it is now expected that this grant will continue into the next spending review.
  - The inclusion of an additional £0.23m for the change in the Local Government Pension Scheme, whereby police staff overtime payments become pensionable payments from the 1st April 2014.
  - The inclusion of an additional £0.5m for police staff pay, to allow for reinstatement of performance pay awards, to coincide with reintroducing increment payments for police officers with effect from 1st April 2014 (i.e. post the Winsor review freeze).
  - Due to a further reduction in the DSP Grant (shown under Funding), an equivalent reduction in staffing and expenditure has also been included at £0.3m.
  - Change to Officer and Staff allowances, based on estimates of demand and establishment have been included which reduce the budget by £0.27m.
32. Further details are provided at Appendix 4.

### **Current Service**

33. This element of the budget contains growth for those items which are deemed to be necessary to maintain the current levels of service within Thames Valley. The main significant changes that have occurred in this section for 2014/15 include:
- Debt charges and financing repayments
  - Revenue consequences of capital expenditure, e.g. ICT Maintenance
  - Firearms licensing income increasing due to a potential increase in the fees chargeable
  - A reduction in community safety funding to offset Home Office grant reductions
  - The introduction of the fully Ministry of Justice (MoJ) grant funded expenditure for commissioning victims and witnesses services
34. Further details are provided at Appendix 4.

### **Improved Service**

35. These items of growth are seen to be required in order to improve performance and meet the growing demands on the service by means of legislative changes and adherence to codes of practice or to comply with regulations.
36. This section includes growth for the introduction of Multi Agency Service Hubs (MASH) within Thames Valley, and additional resources within the Protecting Vulnerable People units.

37. The inclusion of revenue funding for the annual payment of a new Microsoft Enterprise licence agreement, which had previously been funded through capital as a one off purchase.
38. The remainder of growth within this section is made up of specific initiatives which are short term one-off initiatives affecting, in the main, property maintenance and enhancements. These initiatives are set out individually in more detail at Appendix 4.

### Appropriation from Reserves

39. The financial strategy includes the utilisation of general reserves and/or the Improvement and Performance Reserve to fund one-off expenditure items to improve performance or achieve future efficiency savings, or to address timing issues where expenditure falls in a different year to the budget provision. Table 3 shows how reserves are being applied in the revenue budget in 2014/15 and the change to those applied in 2013/14.

Table 3

	2013/14 £m	2014/15 £m	Change £m
<i>Appropriations from general balances</i>			
- Property fees	0.149	0.139	-0.010
- Offset under recovery in interest receipts budget	0.000	0.400	0.400
- Smooth reduction in CSF grant allocations	0.000	0.228	0.228
	<b>0.149</b>	<b>0.767</b>	<b>0.618</b>
<i>Appropriations from the Improvement &amp; Performance Reserve</i>			
- MK temporary custody	0.331	0.000	-0.331
- MK ventilation plant work	0.400	0.250	-0.150
- Fire safety works	0.165	0.000	-0.165
- Data centre resilience	0.000	0.250	0.250
- MK electrical distribution	0.025	0.425	0.400
- Data centre air conditioning	0.000	0.100	0.100
- Maidenhead PS heating	0.000	0.300	0.300
- Newbury rewire	0.200	0.000	-0.200
- Ascot station	0.284	0.000	-0.284
- Specific feasibility studies	0.250	0.000	-0.250
- Lodden Valley rationalisation	0.000	0.375	0.375
- Maidenhead basic refurbishment	0.000	0.160	0.160
- Henley station	0.235	0.000	-0.235
- Child exploitation teams	0.300	0.000	-0.300
- Optima - help staff return to work	0.100	0.100	0.000
- Burglary team extension	0.250	0.370	0.120
- In year revenue appropriation to reserve	-2.379	0.000	2.379
	<b>0.161</b>	<b>2.330</b>	<b>2.169</b>
<b>Total</b>	<b>0.310</b>	<b>3.097</b>	<b>2.787</b>

### Productivity Strategy Savings

40. The PCC and Force have a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing; a strategy that has been widely scrutinised and praised by HMIC during various inspections and reports. In the three years since 2011/12 £46m of cash savings have already been delivered which, with the £12m identified for 2014/15, will bring the total of cash savings over the current CSR period to £58m.
41. The overall productivity strategy has been reviewed against the requirements of the MTFP and the strategy has been updated with new and changed initiatives to try and identify the maximum amount of cash savings in the next two to three years to help balance the budget.



42. The savings relating to the first year of the productivity strategy (i.e. 2014/15) are all related to specific initiatives that have been scrutinised by the Force to ensure that the risks of implementation are acceptable and appropriate equality impact assessments are being completed prior to implementation. These savings should all be attained subject to the current demands and profile of policing.
43. Savings linked to the later years of the strategy are also linked to specific initiatives, however a number of these still require further scoping work and assessment of the impacts and risks, which will be carried out over the next financial year. The direction of this work will be partly determined by any further information that may become available in relation to potential cuts and funding levels in years two and three of the current MTFP.
44. A copy of the full Productivity Strategy is attached at Appendix 5.

### **2014/15 Budget Summary**

45. Table 4 provides a summary of the draft 2014/15 revenue budget. Further information is provided in Appendix 2 which shows a high level split of the overall budget between those elements that the PCC is directly responsible for and those under the direction and control of the Chief Constable to manage and operate. All government funding, including all special grants, are shown as external funding, illustrating the full cost and funding of the TVP PCC and Chief Constable.
46. A table showing the impact on police officer and staff numbers is attached as Appendix 6.

Table 4 - Draft revenue estimates for 2014/15

	£m
<b>Base budget 2013/14</b>	<b>393.981</b>
In-year virements	0.817
<b>Adjusted base budget</b>	<b>394.798</b>
Inflation	4.667
Committed expenditure	2.819
Current service	0.446
Improved service	1.270
Productivity Strategy savings	- 12.151
Appropriation from reserves	- 2.787
<b>Draft budget 2014/15</b>	<b>389.062</b>

47. In addition to the above budget requirement, TVP will be hosting the South East Regional Organised Crime Unit (SEROCU) with effect from 1<sup>st</sup> April 2014. This will be funded by specific grant and contributions from the partner forces. The total budget for the unit is expected to be circa £11.5m which will be managed by TVP. TVP currently contribute approximately £2.6m, from the above revenue budgets, to regional SOCUs which will transfer into the new unit. The hosting of the unit will also mean an additional 53 officers and 53 staff transferring to TVP as part of the unit and the direct employment of a further 17 officer and 16 staff.

### **Medium Term Financial Plan (2014/15 – 2016/17)**

48. One of the key requirements of the Prudential Code for Capital Finance is that the PCC takes a longer-term view of the spending pressures facing the organisation, in setting and approving the budget and council tax for the ensuing financial year. Given the potential funding issues which we are likely to face in future years this

forward planning is more important than ever. Table 5 provides a summary of the medium term financial plan; full details are provided in Appendix 3.

Table 5

	2014/15 £m	2015/16 £m	2016/17 £m
B/Fwd Opening Balance	394.798	389.062	385.886
Inflation	4.667	4.683	6.481
Productivity savings	- 12.151	- 10.954	- 9.140
Committed expenditure	2.819	2.419	2.581
Current services	0.446	0.901	- 0.650
Improved service	1.270	- 1.429	- 0.238
<b>Budget Requirement</b>	<b>391.849</b>	<b>384.682</b>	<b>384.920</b>
Movement in Appropriations from reserves	- 2.787	1.204	0.816
<b>Net Budget Requirement</b>	<b>389.062</b>	<b>385.886</b>	<b>385.736</b>
<b>External funding</b>	<b>389.062</b>	<b>385.886</b>	<b>382.020</b>
<b>Estimated funding shortfall</b>	<b>0</b>	<b>0</b>	<b>3.716</b>

49. Although the draft budget is balanced in 2014/15 and 2015/16, there is an estimated shortfall of at least £3.716m in 2016/17 to be addressed through additional productivity strategy savings.

### **Budget Risk & Uncertainties**

#### **2015/16**

50. In his Autumn Statement on 5<sup>th</sup> December 2013 the Chancellor announced additional departmental reductions for the Home Office of 1.1% in both 2014/15 and 2015/16. For 2014/15 the Home Secretary was able to protect the police service from additional cuts. However, decisions on the impact of the Autumn Statement on police funding for 2015/16 will be made at a later date after careful consideration of all Home Office budgets. This decision will take time and the Home Secretary is unlikely to publish indicative allocations for 2015/16 until the summer. A 1% reduction in Home Office police funding equates to £2.43m.
51. Whilst the budget for 2015/16 is shown as balanced, this includes £1.8m of 'Amber' and 'Red' risk-assessed savings which still need to be fully assessed as to their suitability and impacts on operational delivery. This will be carried out early in 2014/15 as part of the next budget setting round.
52. The Home Secretary has established an Innovation Fund and has set aside £20m in 2013/14 and a further £50m in 2014/15 to fund initiatives that will promote collaboration and improve the use of digital working and technology to deliver sustainable improvements and efficiencies in the way forces operate in the future. This funding is allocated via a bidding process and is likely to fund a mixture of capital and revenue projects. Although the PCC has suffered a significant reduction in its police grant for 2014/15 as a result of the national top-slice, we will not know how much money will be allocated to TVP from the Innovation Fund until well after the budget has been finalised



53. Although the Home Secretary has top-sliced £18m in 2014/15 to expand the Independent Police Complaints Commission (IPCC), the amount top-sliced in 2015/16 will increase but, as yet, the amount is unknown. The additional top-slice will inevitably create additional pressure and savings requirements on local budgets as reflected in the productivity plan.
54. The MTFP assumes year on year increases of 2% in council tax income. Assuming that a 2% increase is within the Government's council tax referendum principles the actual decision on these increases is down to the PCC and will be taken in each of the respective budget setting years. A 0.5% variation on the level of council tax precept equates to approximately £0.65m annual income.

#### **2016/17**

55. The final year of the MTFP has some significant risks built into it which could alter the identified shortfall currently contained in the plan either upwards or downwards. These include:
- Currently there is no indication of the level of grant that PCC's may expect to receive in 2016/17. Therefore a cut in government grants has been assumed at 3.5%, the average for the last 3 years. A 1% variance on this is equivalent to £2.43m.
  - There is an on-going review in the way that government grants are allocated to PCC's through the national police funding formula. At this stage it is unknown what the outcome of this review may look like and, again, this could affect the level of grant received by Thames Valley, either positively or negatively.
  - The introduction of a change in National Insurance contributions is due to be implemented in April 2016. Initial calculations indicate that this could cost the force an additional £5m per annum. At this stage these costs have not been factored into the MTFP, as it is felt that the government may offset these costs with any potential savings from changes to the police pension scheme. However, it should be noted this is a different and more optimistic planning assumption to that adopted by most other PCC's.
  - Changes to the police officer pension scheme are due to take place from April 2015, which should reduce the employers contributions made. Again these potential savings have not been factored into the MTFP, as it is believed that these savings may be used by Government to offset the NI increase highlighted above.
  - Current government policy is to cap council tax increases at 2%, unless the PCC holds and wins a local referendum to go beyond this. As there will be a new Government in place for 2016/17, it is uncertain whether this policy will still be in place or not.
  - It is also unclear whether any new government would seek to extend the current pay capping at 1% per annum. Any extension to this would reduce the inflationary pressures in future years, but may also reduce the level of grants to be awarded.
56. As can be seen from the above, there are significant gaps in information available around key factors that could influence the funding and costs to the PCC in 2016/17 and beyond.

57. The Force and PCC will continue to monitor these risks and as further information becomes available, take appropriate action where possible to mitigate the implications for the force.

## **LOCAL GOVERNMENT ACT 2003**

### **Robustness of estimates and adequacy of reserves**

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

### **Reserves and balances**

59. A separate agenda item shows the latest position on reserves, balances and provisions.

### **Reliability / accuracy of budget estimates**

60. The estimates have been put together by qualified finance staff in the Force's Finance Department and reviewed by qualified staff within the Office of the PCC.

### **Scrutiny**

61. The draft budget proposals were presented to and scrutinised by the PCC and Deputy PCC at the Level 1 public meeting on 6<sup>th</sup> November. The Police and Crime Panel has established a 'Budget Task and Finish Group' to review the draft budget proposals. This Group met to consider the draft budget proposals on 8<sup>th</sup> November.

### **Achievability and risks**

62. Attached at Appendix 7 is a budget risk and sensitivity analysis for 2014/15. In producing this analysis the CFO has followed the Force Risk Assessment Model. The first main column explains the risk to the PCC's budget. The level of risk is then assessed in terms of both likelihood and impact (each factor scored out of 5, with 1 being low likelihood / impact) on the PCC's budget. The final column provides a sensitivity analysis, where appropriate.
63. These identified risks are mitigated, to a certain extent, because the PCC:
- maintains an appropriate level of reserves and balances;
  - takes a prudent approach to achievability of income and the recovery of debts due, making appropriate provisions for bad debts; and
  - will proactively manage and monitor all aspects of budget performance during the year.
64. Accordingly, the assessment of budget risks presented at Appendix 7 takes into account the mitigating factors identified above.
65. Similarly, Appendix 7A shows the risks to the medium term financial plan (2015/16 to 2016/17).
66. The main risk to the medium term financial plan is that the PCC has to fund the increase in employers National Insurance contributions with effect from April 2016.

This is currently estimated to cost around £5m. It is understood that at national level it is being treated as a change in taxation which means that the government does not have to fund it under the New Burden's initiative.

67. The Government has yet to publish national spending totals for the police for 2016/17 which means that we are budgeting for these years without any informed knowledge as to what our Government grant allocations might be.
68. The PCC's cash flow requirements are forecast and monitored on a regular basis to ensure stable and predictable treasury management, avoiding unexpected financing requirements.
69. The PCC needs to be satisfied that the revenue commitments in future years are affordable, sustainable and deliverable. Furthermore, the PCC has a responsibility to local people to ensure that the approved budget and detailed spending plans will deliver the aims, priorities and performance targets as set out in his Police and Crime Plan 2012-2017.
70. The risk inherent in the timely delivery of large capital schemes within budget is considered relatively low. The Force uses recognised project management techniques (PRINCE 2) including programme and project boards to manage all major schemes. In addition, the Corporate Development Unit ensures the co-ordination of all major projects as part of the Force Change programme and reports progress to the Chief Constable's Directions Group.
71. All capital schemes are managed by:
  - rigorous monitoring of projects.
  - close liaison with project partners
  - closely monitoring staff vacancies and using contractors where appropriate.

### **Council Tax Capping**

72. The Localism Act 2011 abolished the capping regime in England. However, Schedule 5 of the Act made provision for council tax referendums to be held if an authority increases its council tax by an amount exceeding principles determined by the Secretary of State [for CLG] and agreed by the House of Commons.
73. No firm announcement relating to council tax principles was made at the time of the provisional settlement. In previous years DCLG Ministers have announced full details of the referendum principles for English local government alongside the provisional settlement.
74. However, at the time of the provisional 2014/15 settlement the Local Government Minister, Brandon Lewis, simply reaffirmed the Chancellor's comments made at the time of the 2013 Spending Round that if a local authority seeks to raise their council tax by more than 2% in 2014/15 and 2015/16 a local referendum must be held.
75. When questioned about this at the LGA conference on 8 January 2014 Mr Lewis commented that the referendum threshold will not be published until February when it will be announced alongside the approval of the final settlement. He added that the referendum limit was not expected to be higher than 2% and that Ministers' were not minded to include the *de minimus* option like last year. Under this option PCCs (and shire districts, and fire and rescue authorities) whose 2012/13 council tax was in the lowest quartile of their category of authority would be required to hold a referendum if they increased their relevant basic amount of council tax by more than 2% and there was a cash increase of more than £5 in the relevant basic amount.

76. The Home Office has previously indicated that the Home Secretary is in ongoing discussions with DCLG about allowing greater flexibilities for policing bodies given the introduction of PCCs.

### **Prudential Code for Capital Finance**

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

### **Conclusion**

78. The 2014/15 budget has been prepared in a properly controlled and professionally supported process. It has been subject to due consideration within the Force and by the PCC. The identifiable risks should be capable of management.
79. Assumed grant allocations in later years (i.e. 2015/16 and beyond) are less certain due to the absence of key Government information in this critical area.
80. The PCC is reminded that his responsibility for setting the annual budget and council tax precept for 2014/15 should also take into account whether the budget and service plans are relevant, affordable and sustainable in the longer-term. In doing so, he will need to satisfy himself that services and resource allocation have been appropriately prioritised and that financial risks have been adequately addressed and covered by, for example, reserves, contingencies and risk mitigation plans.

### **IMPLICATIONS FOR COUNCIL TAX**

81. The PCC will receive police grant of £151.3m, ex-DCLG formula grant of £76.7m and legacy council tax grants of £15.3m in 2014/15. These levels of grant income are determined independent of the PCC's planned spending budget for the year.

### **Surplus on Collection Funds**

82. It is currently estimated that the PCC will receive £1.72m in 2014/15 as its share of the net surplus on the billing authorities' Collection Funds, details of which are provided in Appendix 8.

## Funding the 2014/15 revenue budget

83. Table 6 shows how the 2014/15 revenue budget will be financed.

Table 6

	£m	%
Police grant	151.291	39%
Ex-DCLG formula grant	76.705	20%
<b>Total formula grant</b>	<b>227.996</b>	<b>59%</b>
Council tax precept (estimate)	132.579	
Council Tax surplus on collection funds (estimate)	1.720	
<b>Total council tax</b>	<b>134.299</b>	<b>34%</b>
Legacy council tax grants	15.278	4%
Other specific grants	11.489	3%
<b>Total specific grants</b>	<b>26.767</b>	<b>7%</b>
<b>Total Financing</b>	<b>389.062</b>	<b>100%</b>

### Council Taxbase

84. The taxbase is calculated by the billing authorities by converting all properties to band D equivalents and making assumptions about the levels of discounts to be offered and the amount of tax to be collected.
85. In total, the provisional estimate of the 2014/15 taxbase for the PCC is 825,938 Band D equivalent properties, as Appendix 8 illustrates. This represents an annual increase of 15,382 properties or 1.90%.

### Band D Council Tax

86. The band D council tax proposed for 2014/15 is £160.52, an increase of £3.14 or 2% on the comparable figure for 2013/14.
87. As shown in Appendix 9 our current 2013/14 band D council tax of £157.38 is below the national average of £166.44. The appendix also shows that TVP is significantly below average in terms of net expenditure per 1000 population when compared to other forces.

### CONCLUSIONS

88. The revenue budget is fully balanced in 2014/15 with a 2% increase in council tax.
89. The budget protects frontline policing and supports the delivery of the Police and Crime Plan including the Chief Constable's annual delivery plan objectives.
90. The medium term financial plan is also balanced in 2015/16 but there is still a shortfall of at least £3.7m in 2016/17 (but could be as high as £9m if we have to fund additional employers NI contributions referred to in paragraph 55 above). The Force will therefore advance work on the Productivity Strategy to identify savings which could potentially be brought forward to 2016/17 and further develop the plans to achieve future savings, that may be required to balance the medium term financial plan at this stage next year.
91. The current medium term financial plan includes revenue savings of £32.245m over the three year period 2014/15 to 2016/17 with £12.151m next year. This is over and above the £46m of cash savings removed from the base budget from 2011/12 to 2013/14.

92. The impact on police officer and staff numbers next year (2014/15) is a net reduction of 12 police officer posts and a reduction of 32 police staff posts.

## Report to the Thames Valley Police and Crime Panel Meeting 31 January 2014

### Update on issues arising from Operation Bullfinch

The minutes of the Police and Crime Panel dated 12 July 2103 reflect an update given by the Chief Constable regarding issues arising from Operation Bullfinch.

In particular, the update highlighted the following:

- A number of other potential cases were being explored across the Thames Valley
- Training packages were being developed in Force as a result of lessons learnt
- Discussions with local authorities regarding the establishment of Multi Agency Safeguarding Hubs were in hand
- The establishment of a Serious Case Review

#### Ongoing Investigations

There are currently 19 ongoing investigations across most of the Thames Valley area relating to possible child exploitation which are at varying stages of investigation. These include investigations into former children's homes; the production of commercial child abuse videos; allegations against named individuals in respect of grooming and abuse; multiple suspects involved in the abuse of a number of victims; trafficking.

Each case has a significant degree of complexity and represents a significant challenge for the investigating team. Some have already resulted in charges. Further intelligence may lead to new investigations. The work with local authorities combined with a greater awareness among the general public has led to a higher level of reporting, including general fears for welfare

Since the report to the last meeting there has been significant progress across a number of areas and these are detailed in the following paragraphs

#### Child Exploitation Strategy

The Police Service and local authorities both have statutory (and moral) duties in the area of safeguarding children which are reflected in Sections 10 and 11 of the Children Act 2004 (duties to co-operate and to make arrangements to safeguard and promote welfare). The PCC also has a duty under the Police Reform and Social Responsibility Act 2011 to hold the Chief Constable to account for the exercise of those duties in relation to the Children Act 2004.

The Force approach to the protection and investigation of children at risk from sexual exploitation is captured in a specific Child Exploitation Strategy in support of our unequivocal strategic objective to "Protect our communities from the most serious harm". The Strategy is given effect through a detailed Action Plan which is monitored closely by the Chief Constable's Management Team and the Police and Crime Commissioner. Progress is also being reviewed by Her Majesty's Inspectorate of

Constabulary as part of a wider inspection programme. The Thames Valley Police Plan contains 31 specific actions and initiatives under 7 broad themes. A brief commentary relating to some of the initiatives under each heading follows.

- Public Confidence and Awareness
  - A range of multi-agency briefing material has been produced. The drama “Chelsea’s choice” commissioned by the Force and the PCC has already been rolled out to schools across Oxfordshire, Slough and West Berks. Bucks is due to be covered in May 2014.
  - Hotels training material has been produced to increase awareness among hotel staff and Schools Officers have been designated as points of contact in respect of Children’s homes
- Protecting, Supporting, Safeguarding Victims and Managing Risk
  - Best practice arising from the Oxfordshire Kingfisher initiative is being extended to other Local Safeguarding Children Boards.
  - Officers are being trained to a minimum standard on safeguarding to enable them to better identify children at risk of exploitation through a mixture of e-learning packages including videos.
  - All victims of allegations of suspected child exploitation are referred to Children and Social Care Departments
- Effective Investigations and Bringing Offenders to Justice
  - A range of tactical tools have been developed to identify “hotspots” and disrupt offender activity. This has included liaison with specialist CPS lawyers to make the best use of existing legislation and the development of further covert investigation techniques to target suspects.
- Partnerships
  - All Local Safeguarding Children Boards in the Thames Valley now have CSE Policies
  - Locations have now been agreed for Multi Agency Safeguarding Hubs in Oxfordshire, Milton Keynes and Buckinghamshire with Thames Valley Police hosting two of them. The relevant councils have allocated Project Managers. Negotiations are ongoing to agree the number and locations of MASH in Berkshire.
  - Police representatives on LSCBs have ensured that Child Sexual Exploitation is a standing agenda item.
- Information Flows and Performance Monitoring
  - Structures are in place within the Force to process-map information flows including the agreement of information-sharing protocols between all agencies who have a responsibility to safeguard the welfare of children.

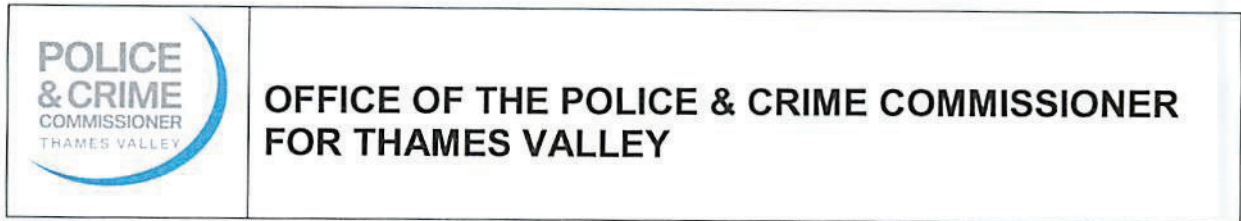


- Work has been undertaken to maximise the potential of existing Force IT systems in supporting CSE work and ensure requirements are built into new systems
- Profiles are completed in relation to missing children to identify those at risk of sexual exploitation
- Leadership
  - The Force has established clear structures for oversight and accountability and launched a specific strategy “Operation Safeguard” which draws together the various measures taken to tackle CSE and the support available within the organisation to assist officers in identifying signs of CSE. This includes the multi-agencies structures in place to deal with related issues, sources of guidance and internal structures
  - A specific Force “Gold” Group was established to develop and deliver the CSE Action Plan which supports the Force CSE Strategy.
- Learning and Development
  - A process has been put in place to ensure that the learning from the Serious Case Review and a Force Internal Management Review is being fed into training, prevention and enforcement initiatives.
  - Specific Training courses have been run in relation to Missing Persons and a package of e-learning material is available
  - Internal CSE Conferences to exchange best practice and communicate lessons took place on 23 October 2013 and 7 January 2014. An external Bullfinch learning conference is planned for the Autumn 2014.
  - A training video featuring input from victims in the Operation Bullfinch case has been produced for internal use. This is a very powerful briefing tool which took great courage on behalf of those who participated in telling their stories

### Serious Case Review

The Serious Case Review for the Oxfordshire Safeguarding Children’s Board being conducted by the Barrister David Spicer, is due to be completed in July/August. Our own Internal Management Review into all aspects of the Bullfinch case will be completed shortly and will form our contribution to the SCR.





**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY  
TO THE THAMES VALLEY POLICE AND CRIME PANEL**

**31 JANUARY 2014**

**COMPLAINTS, INTEGRITY AND ETHICS PANEL**

1. The Police and Crime Commissioner (PCC) is the “appropriate authority” responsible for handling and investigating complaints made against the Chief Constable. The Chief Constable is the “appropriate authority” responsible for handling and investigating complaints made against the Force. The PCC, however, has a duty to hold the Chief Constable to account on behalf of the public, including monitoring how effectively the Chief Constable discharges her responsibility for responding to complaints and misconduct allegations made against the Force.
2. To this end the PCC assigned to his Deputy the responsibility for ensuring appropriate oversight and scrutiny of complaints and professional standards issues relating to, and handled by, the Force. A protocol was developed with the Office of the Police and Crime Commissioner and the Force to ensure appropriate oversight and accountability was undertaken. A copy of the current protocol is attached at Appendix A.
3. The Deputy meets bi-monthly with the Deputy Chief Constable and Head of Professional Standards and reports on their meetings are presented to the Policy, Planning and Performance public meetings.
4. The PCC has now agreed that due to increased national concerns over police integrity there is now an accepted need for the development of a robust, independent and transparent system of oversight of complaints, integrity and ethics issues to be established. The PCC decided, therefore, to set up a Complaints, Integrity and Ethics Panel to ensure that independent oversight of such issues are prioritised in order to maintain public confidence in policing.
5. The purpose of the Panel is to provide a transparent independent forum that monitors and encourages constructive challenges over the way complaints and integrity and ethics issues are handled by the Force and overseen by the PCC. In so doing, this will help ensure that Thames Valley Police maintains clear ethical standards and aspires to, and achieves, the highest levels of integrity and professional standards of service delivery.
6. The PCC is currently seeking to appoint volunteers to sit on the Panel which will meet bi-monthly. The volunteers will receive training and a daily allowance including expenses for travelling to meetings. Appointments will be made for a

four year period from a date to be agreed with the PCC. Reappointments may be made at the end of the PCCs term of office. The closing date for application forms is 31 January 2014. The intention is to hold the first Panel meeting in March.

7. The Terms of Reference for the Panel are attached at Appendix B and the recruitment pack for volunteers is attached at Appendix C.
8. A Press Release was sent out across the Thames Valley and coverage included:
  - The Oxford Mail – this includes the Herald Series (covers Abingdon, Didcot, Wallingford and Wantage), the Witney Gazette, Bicester Advertiser and Banbury Cake – pretty much all the papers in Oxfordshire
  - The Bucks Free Press
  - MK News
  - Milton Keynes Citizen
  - Burnham Advertiser and Maidenhead Advertiser
  - Local Berkshire – this includes Slough and South Bucks Observer, Royal Borough Observer, The Reading Chronicle, Bracknell News and Newbury and Thatcham Chronicle.
  - Mix 96 – interview with the PCC (covers Buckinghamshire)
  - Reading 107
  - Went out via social media
  - The PCC website
  - Details sent out to Local Area Commanders to ascertain whether they may know of local people within their community that might be interested in joining the Panel.

Anthony Stansfeld  
Police and Crime Commissioner for Thames Valley

16 January 2014

**POLICE AND CRIME COMMISSIONER OVERVIEW AND SCRUTINY OF  
COMPLAINTS AND PROFESSIONAL STANDARDS**

**2013**

**Purpose of the report**

1. To ensure that the scrutiny provided by the Police Authority Complaints and Professional Standards Committee is maintained and that the Police and Crime Commissioner (PCC) has methods for dip checking investigations and ensuring the Force are meeting their obligations around integrity and complaint investigations.
  
2. The Police Authority Committee met regularly to review trends and statistics surrounding complaints. They reviewed ethnicity data and geographical data to ensure that the Force were appropriately investigating and monitoring complaints and quality of service issues.

Since November 2012 the PCC has taken on that statutory responsibility. This document is intended to agree a method of engagement between the Head of Professional Standards (PSD) and the Deputy PCC (nominated by the PCC to lead on this matter).

3. The areas for discussion on a bi-monthly basis are :
  - Performance management data to show timeliness of completion of complaints, trends and analysis of types of complaints and or geographical police areas of concern.
  - To dip check a sample of 20 files each quarter on a theme to be determined in advance by the D/PCC.
  - To view a selection of misconduct allegations to reassure of the actions being taken against staff through internal procedures as well as those arising from complaints.
  - To annually review the centrally held gift and hospitalities register.
  - To annually review the use of the Service Confidence Policy.
  - To receive a regular briefing on the progress of the Integrity Sub Group
  - To receive an invitation to the Force Security Committee

**4. The principles behind this meeting and scrutiny should be as follows:**

**It should add value to the complaints procedure**

**It should test processes and procedures**

**Themed dip checking should be based on a risk based approach and each one should be accompanied by a review pro forma.**

**It enables additional scrutiny on those areas that need it**

**Gives oversight to high profile investigations that have been flagged by the community or have particular risk factors.**

**To identify overlapping themes between complaints and civil claims**

**To ensure that organisational learning is maximised.**

**5. When conducting the dip sampling the D/PCC will determine the theme and number of files and the PSD will provide a mixture of substantiated, unsubstantiated, locally resolved, withdrawn and discontinued cases. Live cases may be reviewed if they are of particular interest to the community (as above).**

**6. At present it is agreed that the meeting to discuss the above takes place between the D/PCC the Deputy Chief Constable and the Head of PSD on a bi-monthly basis.**



## COMPLAINTS, INTEGRITY AND ETHICS PANEL

### Purpose:

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

The purpose of the Panel is to provide a transparent forum that monitors and encourages constructive challenge over the way complaints and integrity and ethics issues are handled by the Force and Police and Crime Commissioner (PCC), whilst being respectful of the need for confidentiality when necessary and justified, and in so doing, help ensure that Thames Valley Police has clear ethical standards and aspires to, and achieves, the highest levels of integrity.

### Terms of Reference:

- (1) To regularly review a selection of complaints files to satisfy itself that the Force's procedures, investigations and outcomes have addressed statutory requirements (e.g. in accordance with the statutory guidelines published by the Independent Police Complaints Commission (IPCC))
- (2) To regularly monitor whether the Force and the PCC are using effective systems for recording and monitoring of complaints appropriately
- (3) To use performance data regarding complaints to ensure that the Force has an effective complaints reporting system in place and is identifying and learning from any recurring patterns or themes
- (4) To review the progress of live complaint cases or misconduct investigations, including appeals, that cause or are likely to cause particular community concern
- (5) To monitor the proportionality of decision making around complaints and misconduct allegations, including the potential discriminatory impact on the community and the officers and staff of the Force
- (6) To support the PCC in the annual review of registers and policies maintained by the Force and the Office of the PCC (e.g. Gifts and Hospitality Register, Service Confidence Policy)
- (7) To provide a forum to debate issues concerning professional standards, integrity and ethics, in accordance with the principles and standards set out in the 'Code of Ethics' published by the College of Policing, and to challenge and make recommendations about ethical dilemmas facing the Force (whether brought to the Panel or raised by the Panel) and relevant integrity policies
- (8) To regularly report the detailed findings and recommendations of the Panel to the Professional Standards Department and the Deputy Chief Constable

- (9) To report, on a periodic basis, the summary findings, conclusions and recommendations of the Panel to the Chief Constable and the Police and Crime Commissioner
  
- (10) To consider within one month the allegation of misconduct or proposal for dismissal against the Chief Executive and/or the Chief Finance Officer of the office of the Police and Crime Commissioner, and decide whether it should be further investigated or progressed



## **Complaints, Integrity and Ethics Panel Member**

### **Role Profile**

#### **Purpose**

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

The purpose of the Panel is to provide a transparent forum that monitors and encourages constructive challenge over the way complaints and integrity and ethics issues are handled by the Force and overseen by the Police and Crime Commissioner (PCC), In so doing, this will help ensure that Thames Valley Police has clear ethical standards and aspires to, and achieves, the highest levels of integrity and professional standards of service delivery

#### **Responsibilities**

- To take part in bi-monthly Panel meetings to be held at Police Headquarters, Kidlington, Oxfordshire OX5 2NX
- To read and understand relevant documentation in advance of the meetings
- During the Panel meetings, to follow the procedure determined by the Chairman of the Panel in order to review the facts of the complaints and how they have been handled and investigated
- To work with other members of the Panel to reach a consensus on recommendations to the Chief Constable and Police and Crime Commissioner
- To keep the panel Chairman informed of any problems relating to own ability to meet the requirements of the panel or changes in personal circumstances
- To attend seminars, developmental and training sessions as and when required

#### **Term of Appointment and Remuneration**

Appointments are normally made for a four year period from a date to be agreed with the Police and Crime Commissioner. Reappointments may be made at the end of this term. The Commissioner pays a daily rate of £211.50 and in addition, travelling and subsistence expenses are reimbursable.

**Complaints, Integrity and Ethics Panel  
Person Specification**

The criteria contained within the Person Specification form the basis for shortlisting suitable applicants to become members of the panel.

**Essential criteria** are requirements necessary for effective performance in the role

<b>CRITERION</b>	<b>COMPETENCY</b>
<b>Eligibility</b>	<p>Must be 18 years and over and live or work in the Thames Valley area</p> <p>Must not be a serving police officer or member of staff</p> <p>Must not be a serving Thames Valley Police Independent Custody Visitor or Misconduct Panel Member</p> <p>Must be granted vetting clearance in accordance with National Vetting Policy for the police community</p>
<b>Working with people</b>	<p>Able to demonstrate the ability to work as part of a team</p> <p>The ability to establish and maintain good working relationships with a wide range of people</p> <p>Capacity to treat all people fairly and with respect, to value diversity and respond sensitively and constructively to difference of opinion.</p> <p>Demonstrate the ability to be open to new methods of working</p>
<b>Effective communication skills</b>	<p>The ability to communicate effectively orally and in writing</p>

<p><b>Scrutiny skills</b></p>	<p>Previous experience in a role involving analysing, reviewing or developing services; evaluating performance or inspection data</p> <p>Demonstrate the ability to question; challenge; weigh up issues; make balanced, reasonable and proportionate judgements</p> <p>Demonstrable ability to debate issues concerning professional standards, integrity and ethics and to challenge and make recommendations about ethical dilemmas facing the Force</p>
<p><b>Reporting skills</b></p>	<p>Previous experience of preparing and presenting reports.</p>
<p><b>Motivation</b></p>	<p>Demonstrable relevant expertise or interest in policing issues such as complaints</p>



Thames Valley Police & Crime Panel Work Programme 2014

Date	Meeting Theme and Sub-Themes <small>(based on Police &amp; Crime Plan Strategic Objectives and key themes)</small>		Other agenda items	Attending
31/1/14 <sup>1</sup>	<p><u>Police &amp; Crime Plan Strategic Objective 5: Work with Criminal Justice Partners to reduce crime and support victims and witnesses</u></p>	Integrated Offender Management	<ul style="list-style-type: none"> <li>• Bullfinch update</li> <li>• Budget / Precept T&amp;F Group report</li> <li>• Scrutiny of 2014/15 precept</li> </ul>	
Youth Crime Services				
Support for victims and witnesses				
Tackling drugs and alcohol				
21/3/14	<p><u>Police &amp; Crime Plan Strategic Objective 6: To ensure policing, community safety and criminal justice services are delivered efficiently and effectively</u></p>	Collaboration	<ul style="list-style-type: none"> <li>• Scrutiny of updated Police and Crime Plan</li> </ul>	
Commissioning				
Evidence based practice				
Reducing bureaucracy				
Productivity Strategy				

<sup>1</sup> 14/2/14 to be kept as a reserve meeting date for use if the precept is vetoed

Date	Meeting Theme and Sub-Themes <small>(based on Police &amp; Crime Plan Strategic Objectives and key themes)</small>	Other agenda items	Attending
16/5/14	<p><u>Police &amp; Crime Plan Strategic Objective 1: To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</u></p>	<ul style="list-style-type: none"> <li>Asset Management Plan</li> </ul>	
	Anti-Social Behaviour		
	Troubled Families		
	Domestic and other inter-personal abuse, inc. child sexual exploitation		
	Safeguarding vulnerable adults, children and young people		
11/7/14	<p><u>Police &amp; Crime Plan Strategic Objective 1: To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</u></p>	<ul style="list-style-type: none"> <li>Bullfinch update</li> </ul>	
	Violent crime		
	Acquisitive Crime (esp. dwelling burglaries, rural crime and 'cyber' crime)		
	Local priority crime		
	Rural crime		
19/9/14	<p><u>Police &amp; Crime Plan Strategic Objective 3: To protect the public from harm arising from serious organised crime and terrorism</u></p>		
	Serious organised crime		
	Terrorism including PREVENT		

Date	Meeting Theme and Sub-Themes <small>(based on Police &amp; Crime Plan Strategic Objectives and key themes)</small>	Other agenda items	Attending
21/11/14	<p><u>Police &amp; Crime Plan Strategic Objective 2: To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities</u></p> <p><u>Police &amp; Crime Plan Strategic Objective 4: To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our communities</u></p>	<p>Patrol and deployment of uniformed officers and staff</p> <p>ASB Teams<sup>2</sup></p> <p>Community Wardens</p> <p>Two-way communication with partners</p> <p>Promote crime reduction and prevention activities</p> <p>Obtain the views of communities and 'seldom heard' groups on policing and crime issues</p> <p>Publish info about accessing, delivery and outcomes of policing and crime services</p>	

<sup>2</sup> Linked to ASB sub-theme under strategic objective 1 – therefore may not need to be considered again



Thames Valley  
**Police & Crime Panel**

(01296) 387728

[contact@thamesvalleypcp.org.uk](mailto:contact@thamesvalleypcp.org.uk)

[www.thamesvalleypcp.org.uk](http://www.thamesvalleypcp.org.uk)

@ThamesValleyPCP