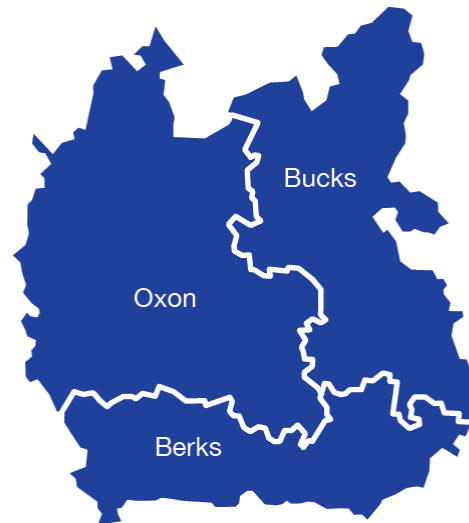


Agenda

Date: Friday 21 March 2014

Time: 11.00 am

Venue: Council Chamber, Cherwell District Council, Bodicote House, White Post Road, Bodicote, Banbury OX15 4AA



Map

http://www.cherwell.gov.uk/media/pdf/5/r/00712_How_to_find_us.pdf

The Briefing Meeting for Members will be held at 10am in River Cherwell Room with the main meeting in the Council Chamber. There should be sufficient space in the car park at the Council offices.

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The webcast can be viewed at <http://www.cherwell.public-i.tv/core/>

11.00

1. Apologies for Absence

2. Declarations of Interest

To disclose any Personal or Disclosable Pecuniary Interests



11.05	3. Minutes		1 - 8
		To agree the minutes of the meeting held on 31 January 2014.	
11.10	4. Local Issues		9 - 28
		Cherwell District Council – Mike Grant	
11.45	5. Verbal Update on the Complaints Sub-Committee		
11.55	6. Review of the Police and Crime Plan 2013-17		29 - 32
12.35	7. Police and Crime Panel overview of delivery		33 - 42
		Strategic Objective 6: To ensure policing, community safety and criminal justice services are delivered efficiently and effectively productivity strategy:	
		<ul style="list-style-type: none">• Collaboration• Commissioning• Evidence based practice• Reducing bureaucracy• Productivity strategy	
13.10	8. Update on the progress of the establishment of the Complaints, Integrity and Ethics Panel		43 - 44
13.25	9. Revised Police and Crime Panel Communications Plan		45 - 48
13.40	10. General Issues		49 - 52
		To consider the responses to questions pre-submitted by Panel Members to the PCC	
13.50	11. Work Programme		53 - 58
		To consider the 2014 work programme	
		<ul style="list-style-type: none">• Use of Speed Cameras Topic Scoring Criteria• Work programme	
	12. Date and Time of Next Meeting		
		16 May – Wycombe District Council	
		11 July – Chiltern District Council	
		19 September – West Berkshire Council	
		21 November – Royal Borough of Windsor and Maidenhead	

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)

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 31 January 2014, in The Centre Conference Venue, Farnham Road, Slough SL1 4UT, commencing at 11.00 am and concluding at 1.25 pm.

Members Present

Councillor Mark Booty (West Oxfordshire 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 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 Sohal (Independent Co-opted Member), Councillor Cec Tallack (Milton Keynes Council) and Councillor Quentin Webb (West Berkshire Council)

Officers Present

Michael Chard (Buckinghamshire County Council) and Clare Gray

Others Present

Louise Asby (Slough Borough Council), Simon Bowden (Thames Valley Police), Anthony Brain (Reading Borough Council), David Carroll (Deputy Police and Crime Commissioner), Paul Hammond (Chief Executive Office of the Police and Crime Commissioner), Anthony Stansfeld (Thames Valley Police and Crime Commissioner), Ian Thompson (Acting CFO Office of the Police and Crime Commissioner), Sara Thornton (Chief Constable Thames Valley Police) and Peter Webster (Slough)

Apologies

Councillor Bill Bendyshe-Brown (Wycombe District Council), Councillor Noel Brown (Chiltern District Council), Mr Terry Burke (Independent Co-opted Member) and Councillor Bill Jones (Vale of White Horse District Council)

1. Declarations of Interest

There were no declarations of interest.

2. General Issues

A Member asked for reassurance about the robustness of crime statistics in the Thames Valley. The PCC reported that they had received a good report from the HMIC on the robustness of the figures. Some other Forces were not so robust. The Chief Constable reported that they had attended the Home Affairs Select Committee on the reliability of statistics and that they had 15 officers who acted as scrutineers in how crimes were recorded.

A Member asked about the PCC's link with Health and Wellbeing Boards. It was noted that in some areas there was only one or two Boards and the PCC was a Member. However in the Thames Valley there was nine Boards. He had written to the Health and Wellbeing Boards. The Deputy PCC suggested that it would be helpful if Panel Members could take up any issues with their own Health and Wellbeing Boards.

3. Minutes

The Minutes of the Meeting of the Meeting held on 22 November 2013 were agreed as a correct record subject to recording the apologies of Councillor Pat Kennedy.

4. Local Issues

Louise Asby, Slough and Anthony Brain, Reading presented the local issues report. Peter Webster also attended from the CCTV Service. During their presentation the following points were noted:-

- When comparing similarities between Reading and Slough they have a similar high crime rate. As they are urban areas they have a significant impact on the statistics for the rest of the Thames Valley which is mainly rural. Crime also travels into surrounding areas.
- Reading has a diverse population as it is a university town. The impact of this is the increase in temporary accommodation, a young population and a vibrant night time economy. Students often have belongings which are of high value such as ipads and laptops, which can make them a target for crime. There is also the Reading Festival in the summer.
- There is also violent crime and domestic abuse. The figures for hidden crime are increasing with more reporting and also issues such as burglary, anti-social behaviour and prostitution.
- Slough has a high Eastern European population and there is an organisation that helps support people who move to England. The population is generally transient and diverse where English is not the first language. There is close working with the UK Border Agency.
- There is also drug intervention work and it is important to intervene early before problems escalate. Reading recognises drug treatment as one of the key pathways to reducing offending behaviour and is essential to the continuing success of Reading's Integrated Offender Management system.
- Slough is close to Heathrow Airport and London Boroughs who have different budgets and policing structure. The population is growing and many residences have multi-occupation.
- Slough is served by the Thames Valley Probation's East Berkshire Integrated Offender Management team which operates in partnership with the police and a variety of agencies.
- Reporting crime and anti-social behaviour is a constant challenge as the public do not often know who to report this too and also have a distrust of statutory authorities.
- There is joint working with delivery Groups such as Parks Crime where information is shared. Regular meetings are held with the police and relevant partners.
- The CCTV Service works closely with the Police and other agencies to tackle crime and anti-social behaviour in Slough. The Centre has a state of the art digital video monitoring and recording system and there are 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. Over a rolling 12 month period staff have been involved in 1788 proactively monitored incidents which have led to 881 arrests being made.
- Work is being undertaken on Domestic Abuse Perpetrators, Stop Hate Crime and there is a 24 hour hotline for Anti-Social Behaviour in Slough. Slough also has an alleygating scheme. 60 gating schemes have been completed offering enhanced security to nearly 1000 properties and residents have reported feeling safer.
- Street prostitution is a priority and there has been a change in legislation treating prostitutes as victims rather than perpetrators.

- There is a Youth Mentoring Scheme to stop young people joining gangs by engaging them in positive activities.

The Chairman thanked officers for their detailed reports. During discussion the following points were noted:-

- A Member asked for further information on the use of 24 hour CCTV in urban areas to reduce crime. It was noted that Reading had 6 million day visitors which made CCTV essential for prevention and detection. CCTV was viewed live during the night time and the police had deployed staff to intervene early and make arrests. Funding for this was essential.
- Peter Webster, Slough reported that SBC underwent a major refurbishment of its CCTV system at the end of 2012. There are a number of activities that the control room provides such as acting as the Careline Co-ordinating Centre which generates income. As funding is decreased in Local Authorities it could make some services financially unsustainable and therefore their Strategy was to help provide additional 24 hour services. CCTV does not prevent crime but it can deter and record crime providing evidence to the courts. They have recently taken on extra work for a charity called Silverline which was to help reduce the isolation of elderly residents. This should take pressure off the NHS and help reduce hospital admissions. They had technical gadgets which could connect to the CCTV centre. On Christmas day staff members would ring up older people who lived on their own to wish them a Happy Christmas. This made them feel part of a community. They also provided advice on CCTV to show people how to protect their homes and also on recent scams. The Police and Crime Commissioner reported that he would be distributing funding more equitably across the Local Authorities which would see those in Berkshire receive more funding, whilst Bucks and Oxon would receive less in terms of an overall spend. West Berkshire had reduced their costs for CCTV by half by combining with Windsor and Maidenhead.
- A Member commented that urban areas across the Thames Valley had similar issues to Reading and Slough such as Milton Keynes and Oxford. There had been a big reduction in burglary in Reading due to concentrated work.
- Reference was made to child sexual exploitation which had not been referred to in the report. A motion had been raised on female genital mutilation at Oxfordshire County Council which was becoming a national problem. This was an illegal act but in the last 28 years there had not been one case that had been submitted to court. In response it was noted that this issue was taken seriously but was not part of the Community Safety Partnership work as it was dealt with by the Local Safeguarding Children's Boards. They liaise closely with the police to tackle these issues. A Conference had been held in Reading which had looked at issues such as Honour Crimes, arranged marriages, genital mutilation and the importance of liaising with GPs and other partners to identify problems at an early stage. In Reading the Community Safety Team was based in the police station which enabled close working and they could signpost police officers in the right direction to obtain good support mechanisms for victims. This was a hidden crime and the level of reporting was low. The Police and Crime Commissioner reported that he was very concerned about female genital mutilation and he had written to all nine Health and Wellbeing Boards before November about this issue to ask them what their policy was in order to help control it. Only two Boards had replied to the Commissioner. In terms of Slough there was a Child Sexual Exploitation Co-ordinator who ran training and awareness sessions and their work was linked into the Joint Strategic Needs Assessment on the public health side.
- A Member asked about residents who moved out of the area who were on Drug Rehabilitation Programmes whether they were encouraged to stay on the Programme. In response it was noted that it was difficult to manage people who wanted to 'disappear' but they were encouraged to keep the lines of communication open and there was a lot of cross border working and information sharing. Whether residents wished to engage was their choice.
- In terms of the biggest community safety challenges the officer from Reading reported that this was the changes in the Probation Service. This area contributed greatly to the reduction in crime with the need to catch and convict and prevent and deter. There needs to be clear leadership about re-offending and

there were risks around this area with the new system. He also referred to the work around drug rehabilitation.

- In relation to the number of people arriving from Eastern Europe with concerns about homelessness and the change in welfare reforms, Members noted that there was support from the Council which include translation in 140 different languages and the Council aimed to engage and integrate new residents in a positive way.
- A Member whether there were any issues where they thought the PCC could provide further support and asked the officers what areas the Panel should be considering on their Work Programme. The officers reported that CCTV was an important issue, rehabilitation of offenders and the relationship between the police and probation.
- In terms of improving the police and community safety infrastructure it was important to have localised services which could respond to the needs of the local community and its diversity. It was important to have a third party reporting system and to have one place to contact about reporting crime. There needed to be cross fertilisation about best practice. The work of Community Safety Partnerships was important and was a different service to that provided by the Police. Working in partnership was crucial.

The Community Safety Managers were thanked for their informative presentations.

5. Police and Crime Plan

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

Strategic Objective 2:

- Anti-social behaviour teams
- Community Wardens

Strategic Objective 4:

- Publish information about accessing, delivery and outcomes of policing and crime services

Strategic Objective 5:

- Integrated Offender Management
- Youth Crime Services
- Support for victims and witnesses
- Tackling drugs and alcohol

During discussion Members asked the following questions:-

- Objective 2- The Police and Crime Plan states that actions and targets will be developed with each Community Safety Partnership for the delivery of the Anti Social Behaviour theme. A Member asked whether the delivery of these actions is adequately reflected within the update report. The PCC reported that he still awaited responses from three Councils and that anti-social behaviour measures were in place. He commented that it was difficult to accommodate everyone's wishes in this area as, for example, a group of young people having fun and being noisy could appear to some older people as anti-social behaviour. A Member suggested that if update information was requested by the PCC's Office from Councils then Members should be copied into this request with clear deadlines included.
- A Member asked whether it would be advantageous to have Thames Valley wide coverage of community wardens. This was a funding issue for each Council and he wondered whether it was beneficial to the Police. The PCC reported that in some areas Community Wardens do an extremely good job making the environment better and sorting out local issues eg flytipping. In other Councils this role is undertaken by other officers.
- Objective 4 – In terms of improving delivery against this theme (see above) the PCC referred to online systems which had been installed to help communication in particular 'Thames Valley Alerts'. The PCC

held 'Have Your Say' Meetings but there was a low turn out from the public. The profile of PCC's tended to be raised when there was a particular issue that had been picked up by the media and often it was a sign of things going well if there was no publicity. The Deputy PCC reported that the Alerts system was an excellent tool with 80,000 customers. The Chairman referred to an excellent public meeting held in South Bucks District Council where they had received a presentation from the PCC and the Local Area Commander.

- Objective 5- The PCC reported that there will be a full report on Objective 6 for the Panel's meeting on 21 March.
- A Member asked whether the Force Strategy aimed at tackling youth violence and gang related criminality contained any targets within it and how these would be monitored. The Chief Constable responded that there was a Force Level Group who looked at gang activity in Slough, Wycombe and Oxford and the LPA's had set up arrangements to work in partnership with Local Authorities. Gang issues were not just criminal and it was important to work in partnership eg GPs helping young people make better choices. The Local Area Commander from Slough reported that they identified gang members and worked closely with the Youth Offending Team. If the Police had intelligence that a new gang was forming they would try and intervene to dismantle the group. He referred to a gang in the Britwell which undertook girl on girl violence and they were working with Neighbourhood Teams. If this violence was not reported it could have repercussions later on in the community. There were particular hot spots identified. The PCC had access to the Police Property Act Fund from which he and the Chief Constable could allocate money to charities, and some of his funding had gone to Slough to help address this problem.
- In terms of improving delivery against tackling drugs and alcohol the PCC reported that this was a difficult area and a national issue. He referred to national legislation and use of the night time levy but that for example Milton Keynes had recently decided not to go down this route. This would be a good area to raise funding which could be used to help improve community safety. A Member referred to the drugs problem in Slough and how this could be tackled. The PCC reported that once a gang was disrupted from selling drugs they would move to a different area and transfer the problem. Work across the borders was difficult and the police needed to stop the transportation of drugs around the Country. There was a network of suppliers across the South of England who linked into local traffickers. If local traffickers were arrested etc they were often replaced quickly. The Chief Constable reported that partnership working was crucial and when people were held in custody they needed to ensure that drug users were engaged with rehabilitation and treatment. A Member commented that dealers often hung around schools and recruited students and it was important for schools to report this to the police.

6. Report of the Budget Task and Finish Group

The Chairman reported that the Budget Task and Finish Group met on 8 November 2013 and 17 January 2014 to evaluate the budget papers on behalf of the full Panel. Papers included Reserves, Balances and Provisions, Three Year Capital Programme 2014/15-2016/17 and the Three Year Revenue Forecast 2014/15-2016/17. The Chairman thanked Ian Thompson and Linda Waters (TVP Director of Finance) for providing assistance to the Panel and to the Members who attended.

The Panel received the recommendation of the Task and Finish Group that the Panel should endorse the proposed precept for 2013/14. The Panel noted the recommendation and then questioned the Police and Crime Commissioner (next agenda item). Following this item the Panel Members discussed the recommendation in the report.

7. Scrutiny of the Proposed Council Tax Precept: Questioning of the Police and Crime Commissioner

The Panel considered the proposed precept for 2014/15.

During discussion the following questions were asked:-

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%? The PCC reported that this area was difficult as the Government had yet to inform PCC's about the Council Tax Referendum criteria and information on grants was given at a late stage which made it difficult to plan. If Councils were capped at 1.5% then some funding would be lost and would be covered through balances in the short term and making cuts over an accumulative period. If 0.5% Council Tax income was lost then this would amount to £650,000 annual income foregone. The PCC reported if they had to face this situation they would avoid making any cuts from frontline policing in 2014/15 but this scale of reduction in annual income would build up financial pressures over future years.

To what extent is successful delivery of the budget contingent upon the successful delivery of the productivity strategy? The PCC commented that he was not worried about delivery this year but two years hence they could run into problems if the Government continued to take money from their budget for the Independent Police Complaints Committee (IPCC) etc. The Chief Constable reported that there were plans in place to deliver the Strategy and that they had an excellent track record in delivering savings. Money could be taken out of balances or reserves and therefore the Productivity Strategy would not be affected.

Demographic change- Are you planning to increase the level of frontline Police to meet the officer to population ratio? The PCC reported that even if they stood still to meet the population requirement they would require an extra 18 officers. However to make up this deficiency there were huge advances in technology, e.g. such as CCTV and DNA which made a huge difference to detection rates which mitigates the loss of officers.

A Member referred to the burglary initiative and the success of this in Reading and asked whether it would be continued the following year. The PCC commented that this funding would be continued as it had been very effective by reducing burglaries by 60%. However there was a concern that this crime would move elsewhere or that other crimes were undertaken e.g. shoplifting. Funding for this initiative was not guaranteed for future years.

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? Some PCC's contribute very little to CSP's and he would continue to fund this area but the budget may be reduced. If this budget is maintained what other areas would you cut? If CSP funding is impacted would this add an extra burden to the police and cost them more for services? The PCC commented that he would see how the CSP's perform but if funding was increased in this area it would have to be removed from other areas such as serious organised crime.

The Chairman referred to the South East regional initiatives, which bring five forces together to achieve efficiencies through reducing overheads and costs. This is funded by all forces contributing to the cost so there is no extra demand on TVP and is cost neutral. The PCC referred to the initiative on serious organised crime which was now run by one Assistant Chief Constable. The Chief Constable reported that it was a much better structure and brought together a number of confidential units which could utilise specialist technology.

The Panel then had a discussion about the recommendation and how this should be addressed bearing in mind the cap on the referendum may be reduced and whether this shortfall should be taken from financial reserves and addressed in future years.

On a vote being taken the following recommendations were agreed unanimously:-

RESOLVED that

- 1 The Thames Valley Police and Crime Panel endorse the Police and Crime Commissioner for Thames Valley's proposed precept for 2014/15 at 1.99%. Should the threshold be lower than expected (1.99%) then the precept being proposed for 2014/15 would drop to that lower level. Any reduction in budget would be funded from additional income from the Council tax base and appropriation from balances.**

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.

8. Bullfinch Update

The Chief Constable reported that there were 19 ongoing investigations in the Force area relating to possible child exploitation. There was an Assistant Chief Constable leading on child sexual exploitation and training had now been given to all full time officers so that they were clear about what to look for and where to look for any issues. There are certain locations in Oxford, particularly concerns around vulnerable people hanging around in parks. Abduction notices were a tool if there was concern about an older person in the company of a young person without their parents consent. If an abduction notice was breached this was not an offence at the moment. 31 abduction notices had been served. Work was also being carried out with Guest Houses and working in partnership with the Fire Service.

A Conference had been held at the Kassam Stadium and 180-200 people had attended which included representation from the QC and Local Authorities. An interview had been held with one of the victim's and their mother to talk about how the process could be improved. A Local MP was pushing a change in legislation around Prevention Orders and this was receiving a 3rd Reading in the House of Lords.

The PCC emphasised the importance of reporting and that all agencies take part in this including schools, Local Authorities and the NHS. The Chief Executive referred to the work being carried out setting up a MASH in Buckinghamshire which was crucial to the sharing of intelligence. There also needed to be a change in attitude regarding prosecutions through the Criminal Justice System. The credibility of evidence needed to be tested not the credibility of victims. Vulnerable people giving evidence needed to be protected as it was a big ordeal. Berkshire Councils had met last week to discuss their MASH and discussed it being virtual. With reference to partners being involved in this important area it was noted that CSP had not been included and they had very important links with the local community. The Chief Constable reported that the key partner in this area was the Local Safeguarding Children's Board.

The Chairman reported that this progress was excellent news.

9. Complaints, Integrity and Ethics Panel

The PCC reported on the new Complaints, Integrity and Ethics Panel which was to provide a more 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 PCC, whilst being respectful of the need for confidentiality when necessary and justified, and in so doing, help ensure that the Police has clear ethical standards and aspires to, and achieves, the highest levels of integrity. The Deputy PCC would chair this Panel and report its findings and recommendations to both the PCC and Chief Constable, and thereby facilitate the ability of the PCC to hold the Chief Constable to account. The Deputy PCC reported that they were advertising for Panel Members and had received 40 applicants. The Panel meetings would not be public but their findings would be.

During discussion the following points were made:-

- A Member asked that the Panel membership reflect and represent the diverse nature of the Thames Valley as far as possible.
- The Deputy Chief Constable, Chief Executive and the Deputy PCC would sit on the selection panel.
- There would be 5-7 Panel Members.
- This Panel will help the PCC to discharge his general duty to hold the Chief Constable to account and his specific duty to monitor how the Chief Constable handles complaints against the Force, by reporting on any detailed findings.
- A Member asked how this linked into the Thames Valley Police and Crime Panel Complaints Sub-Committee. The OPCC Chief Executive reported that this new Complaints, Integrity and Ethics Panel would be monitoring complaints made against the Force, not those made against the PCC, which the Police and Crime Panel is responsible for handling. The role of the Complaints, Integrity and Ethics Panel was to have an overview on how complaints were handled and investigated by the Force. It would not

be investigating individual complaints against the Force itself, in respect of which the existing Force system still stands. There would be sample checks on how complaints were handled. There would be recommendations to the PCC and Chief Constable on where practices could be improved.

10. Update on progress - Rapporteur Reports

Iain McCracken reported that he had contacted West Berkshire, Oxfordshire County Council and Oxford City Council regarding good practices in terms of domestic abuse. He referred to a previous DAAT project in his Local Authority which was being monitored by Cambridge University and was going well. He had written to Local MPs about the difficulties of getting useful data from all the agencies involved in domestic abuse in order to be able to identify the problem at an early stage. He would update the Panel on his progress.

11. Work Programme

The Work Programme was noted.

12. Date and Time of Next Meeting

21 March 2014 – Cherwell District Council






CHAIRMAN



Police and Crime Panel
21 March 2014



Police and Crime Panel

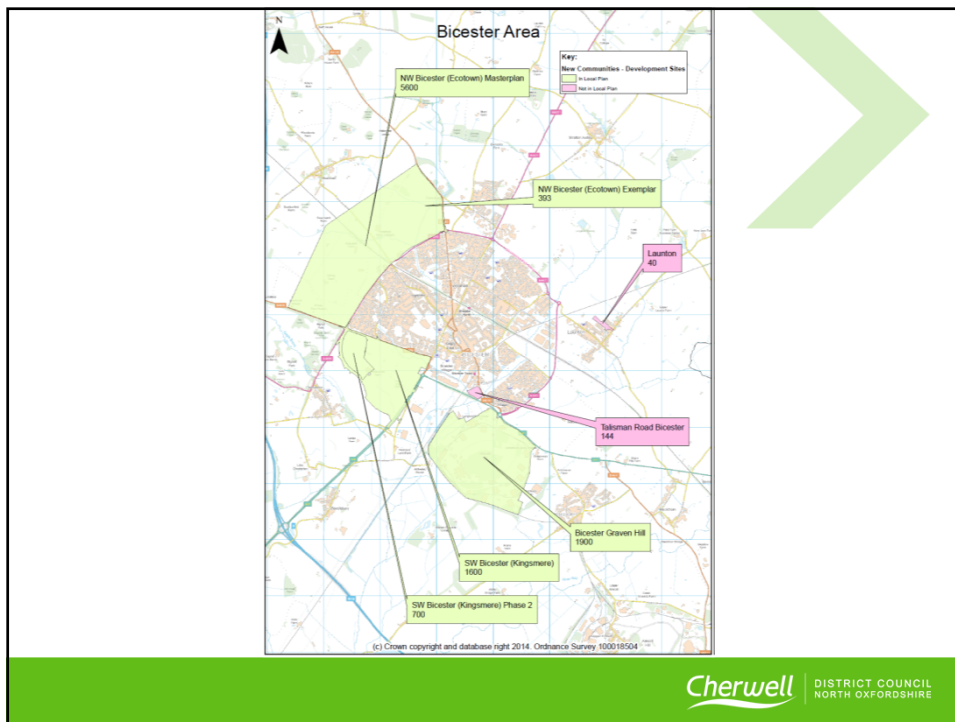
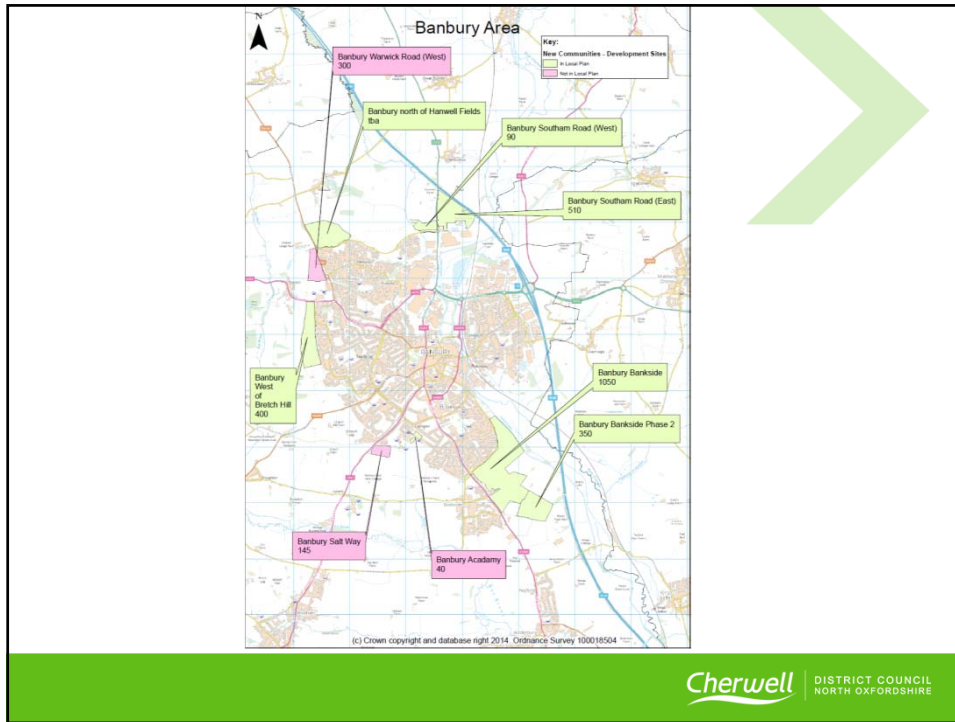


Cherwell District

- Cherwell District covers an area of 590 square kilometres (228 square miles) in north Oxfordshire
- Approximately 141,868 people live in the district with 64 per cent of the population living in the principal centres of Banbury, Bicester and Kidlington; the remainder in more than 70 smaller settlements of between 50 and 3,500 people

Cherwell - Population

- The population of Cherwell increased by almost 12% between 1991 and 2001 and increased again by 7.7% between 2001 and 2011, resulting in an increase of almost 20% over the past 20 years
- The latest growth predictions suggest that the population will continue to increase by a further 5.3% by 2016 and a cumulative 9.7% by 2021 to 155,600
- Bicester development which will see approximately 5,000 houses built over the next 20 years
- Banbury will see a similar increase of about 3,000 houses



Who we are – Our residents and communities

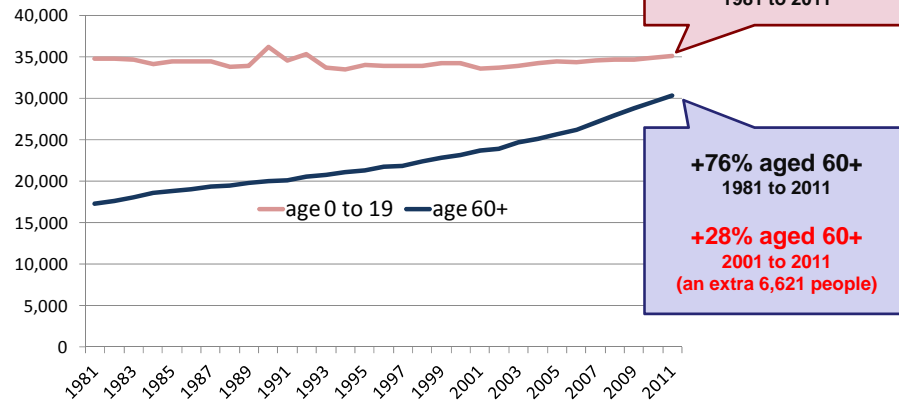
Population Growth	2001	2011	2001 to 2011	
Banbury (6 wards)	41,802	46,853	+5,051	+12.1%
Bicester (5 wards)	28,670	30,854	+2,184	+7.6%
Kidlington (2 wards)	13,719	13,723	+4	0.0%
Other wards (15 wards)	47,592	50,438	+2,846	+6.0%
TOTAL Cherwell	131,783	141,868	+10,085	+7.7%

Cherwell - Population

- The 2011 Census showed that 7.8% of the district's population was of non-white ethnic origin compared to 3.9% in 2001. In 2011 the percentage of the population considering themselves to belong to a group other than white British had increased to 13.7%
- The proportion of 0-15 year olds has fallen slightly from 21% in 2001 to 20%, and is projected to fall to 19.7% by 2021
- The proportion of 65 year olds and over increasing from 13.5% in 2001 to 15.3% in 2011

Who we are – Our residents and communities

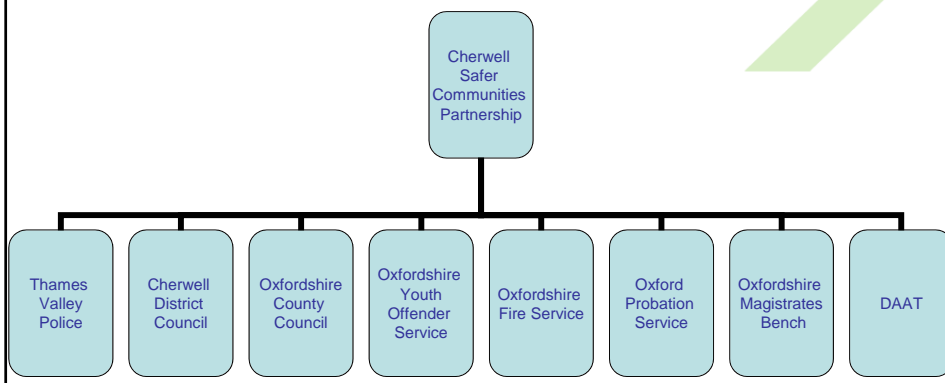
Cherwell – An ageing population

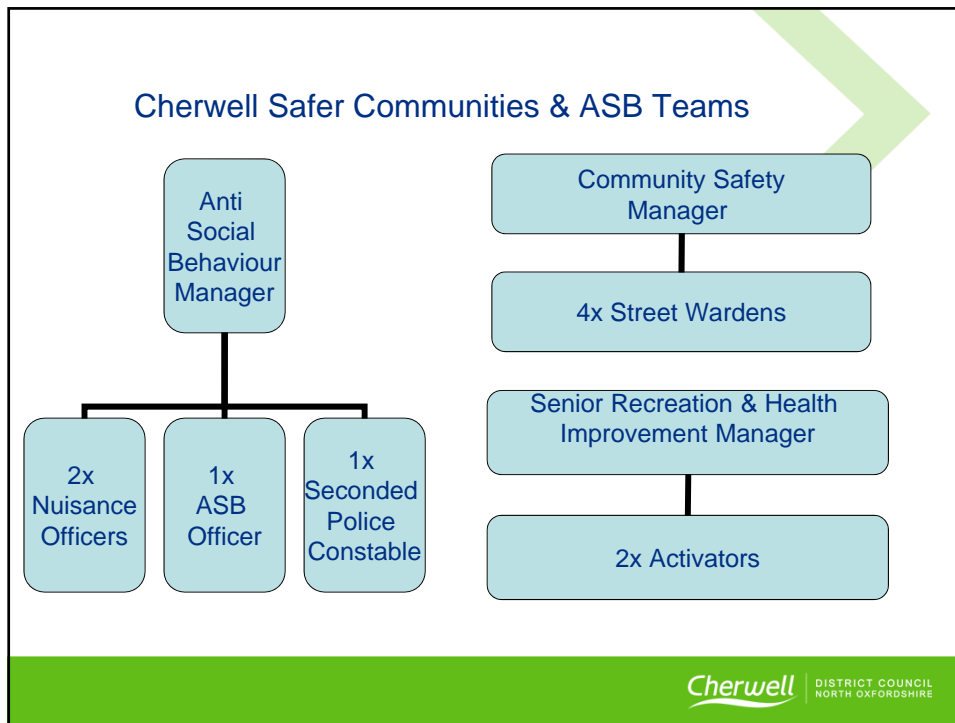


+1% aged 0 to 19
1981 to 2011

+76% aged 60+
1981 to 2011
+28% aged 60+
2001 to 2011
(an extra 6,621 people)

Cherwell Safer Communities Partnership





CSCP Achievements

CCTV

- > Between April 2012 and April 2013 there were 3,665 incidents and 120 arrests by CCTV

Op Jitterbug Combined Licensing Op

- > Banbury has seen a 20.5% reduction in crime for the night time economy during the year, as a direct result of licensees enforcing 'Pubwatch' and working with the police and licensing team.

Op Jazz

- > August 2013 Op Jazz attended in the region of 150 incidents, saving 450 police patrol hours

Cherwell DISTRICT COUNCIL
NORTH OXFORDSHIRE

CSCP Achievements

Cherwell Crime Partnership

- Cherwell Crime Partnership is an accredited scheme, working directly with local and national retailers, businesses, and licensee's, Thames Valley Police, Town and Parish Councils. Achieving 39% reduction in retail crime in Bicester. The scheme achieved further accreditation with distinction in 2012 and attained a partnership excellence innovation award for the Vehicle Identity Protection Scheme

Stop Hate

- CSP has adopted Stop Hate UK as its third party Hate Crime Reporting service

Night Safe and Best Bar None

- These schemes contribute to the reductions in violence in the night time economy

CSCP Achievements

ASB

- Between April 2012 and March 2013 the team secured 19 acceptable behaviour contracts and assisted in securing two ASB injunctions.
- Received 1376 service requests in relation to alleged nuisances, such as noise and accumulations of waste.
- Served 44 abatement notices under the Environmental Protection Act 1990. Three warrants to seize noise making equipment were obtained from the Magistrates Court.

Scrap Metal Operations

- Joint CDC, TVP Scrap Metal operations have taken place with the resultant seizure of four unlicensed dealer's vehicles and loads including prosecution for various road traffic offences.

CSCP Achievements

JATAC

- Working with all partners contributing to the County Council 'Thriving Families' Programme and supporting TCG priorities

Brighter Futures

- Working with our local strategic partnership a full programme of activities to support young people into education, employment or training including specialist support, drop-ins and an apprenticeships scheme, resulting in the reduction of the numbers of NEETS from 219 (April 2012) to 136 (March 2013)

Recreation & Sport Activators

- Working with 8 - 16 Year olds the Recreation & Sport activators deliver free alternative sport sessions across the district to engage young people in positive and diversionary activities and help create a network of activities for young people.
- A success story is one of the young people attending the activator sessions in Kidlington won the Cherwell Active Inspiration award 2012
- On average in a month the Activator initiative delivers 154 free open access sessions across the district working with approximately 2,300 young people

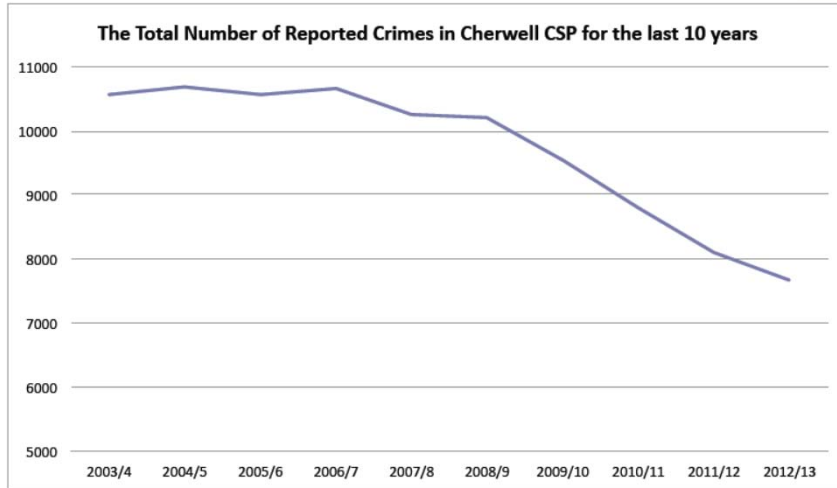
CSCP Priorities

- Work with partners to help ensure the district remains a low crime area, reducing fear of crime and tackling Anti-Social Behaviour
- ASB Increase the level of satisfaction with council's (and Police's) approach to dealing with ASB
- Reduce violence against the person in our towns and city centres by 2% including reducing the level of high risk DA victims
- Reduce domestic burglary by 2%
- Reduce reoffending of those being managed by Integrated offender management

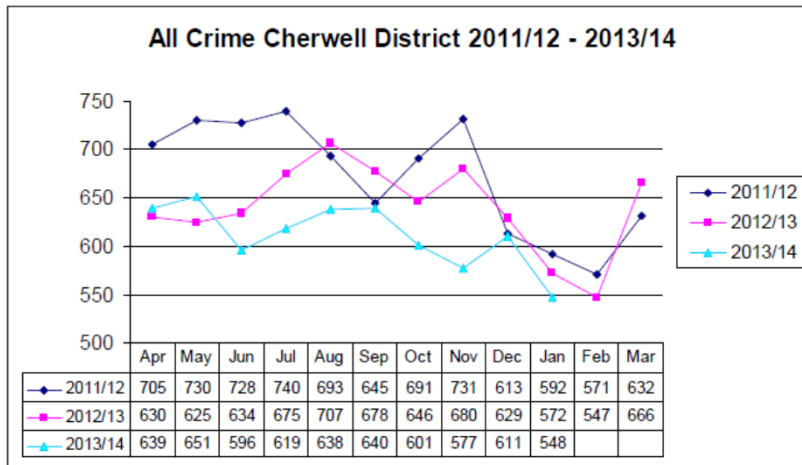
CSCP Priorities

- Reduce number of first time entrants to Youth Justice Services
- Reduce reoffending rate year-on-year
- In addition to the above, the partnership recognises that there are additional priorities that run parallel to these themes these are:
 - Child sexual exploitation
 - Increase hate reporting
 - Reduce rural crime
 - Improve communications

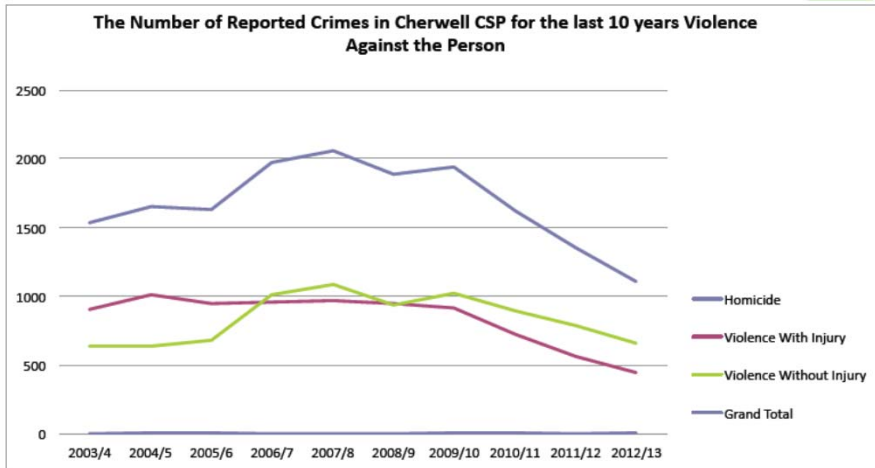
Crime Overview



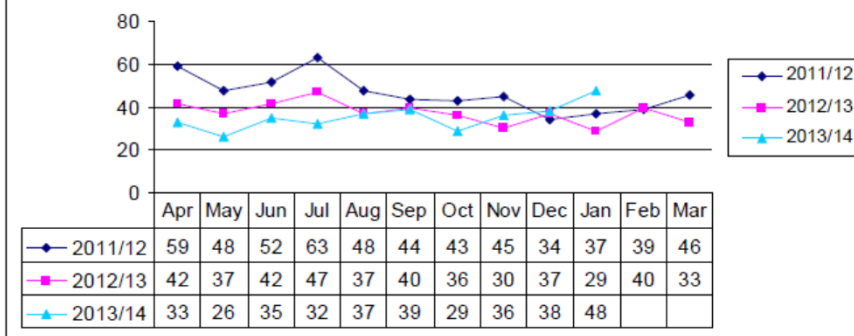
All Crime Cherwell District 2011/12 - 2013/14

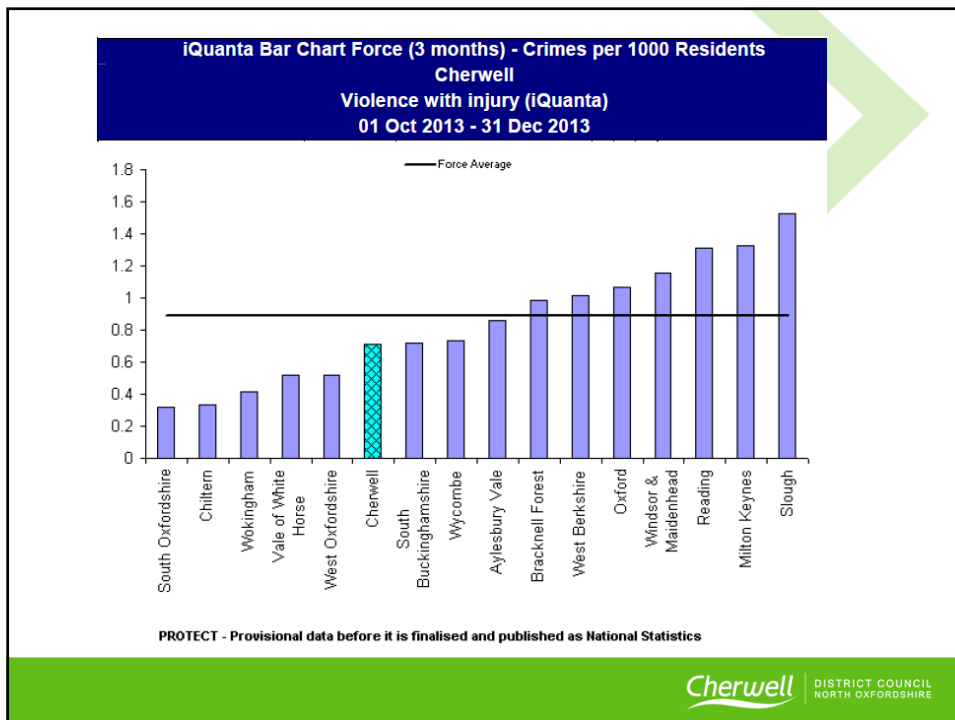
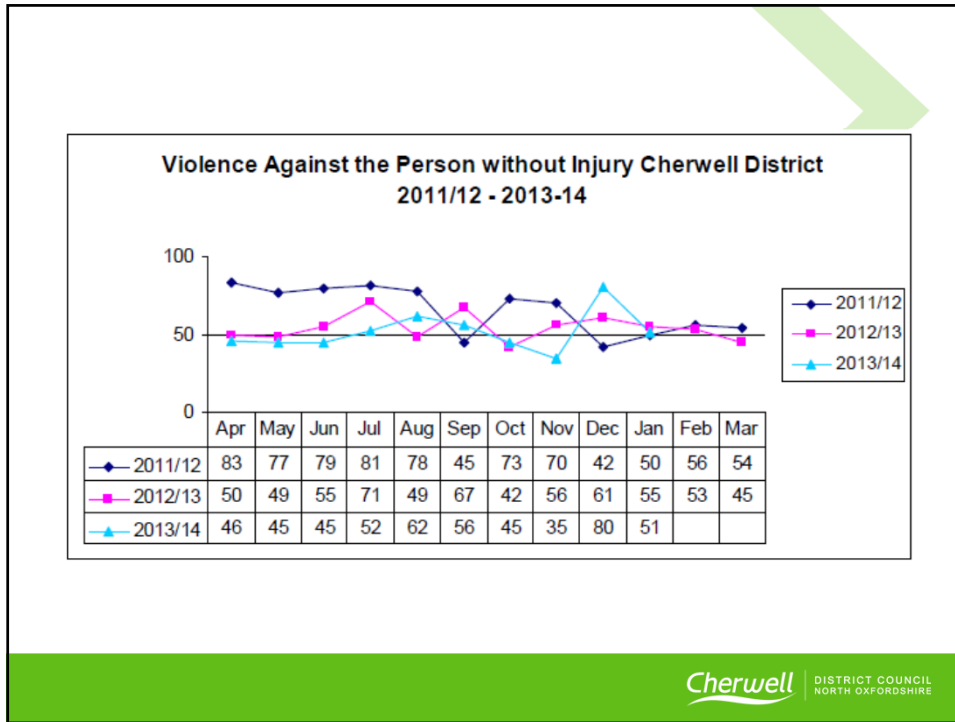


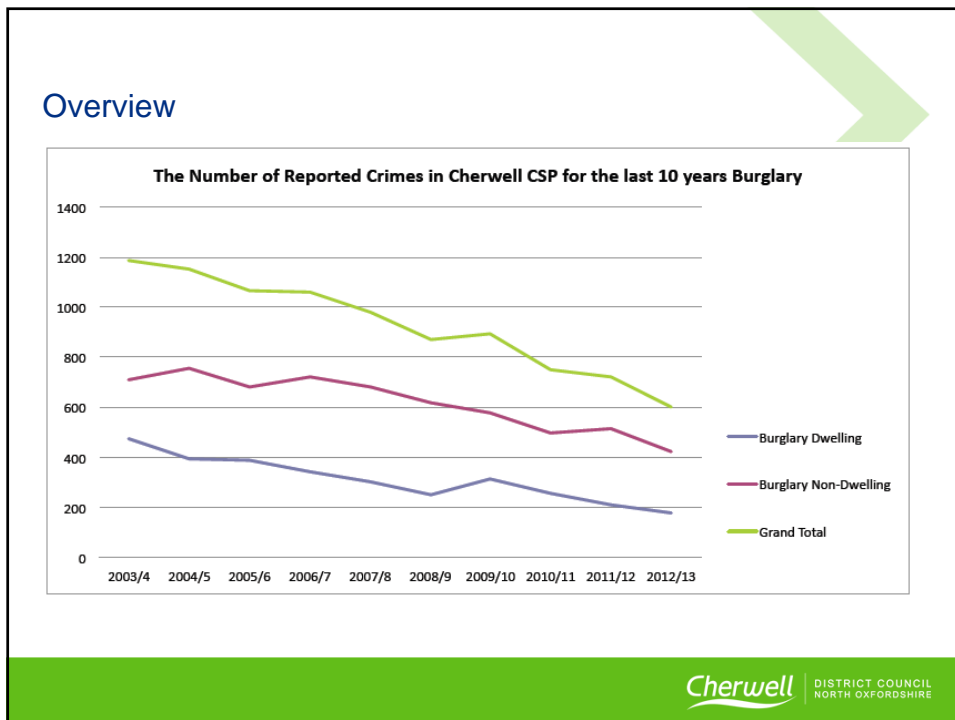
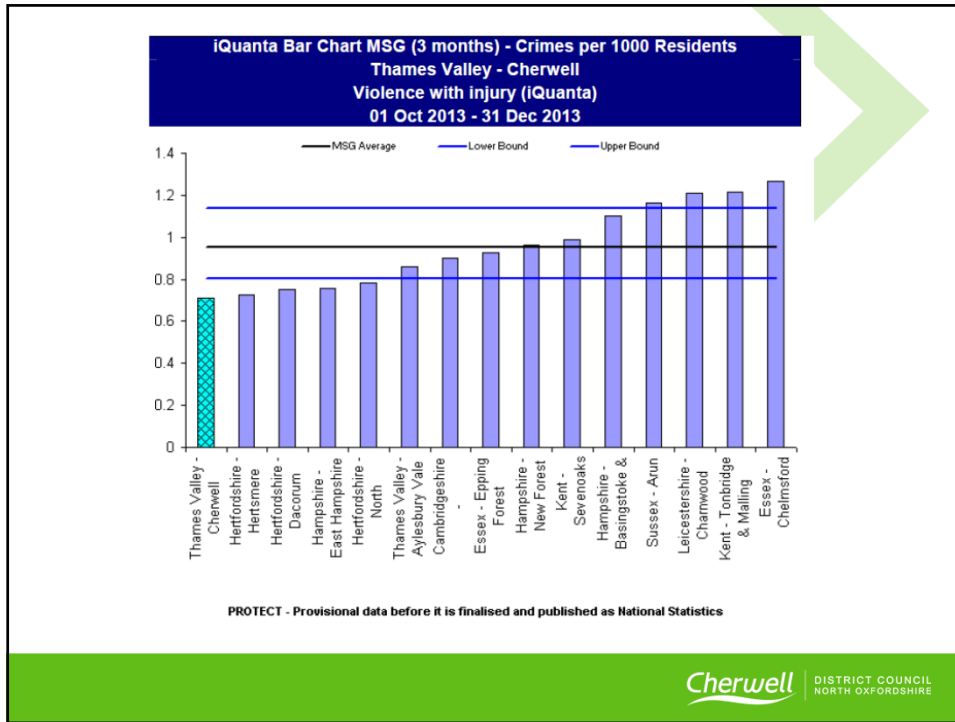
Overview

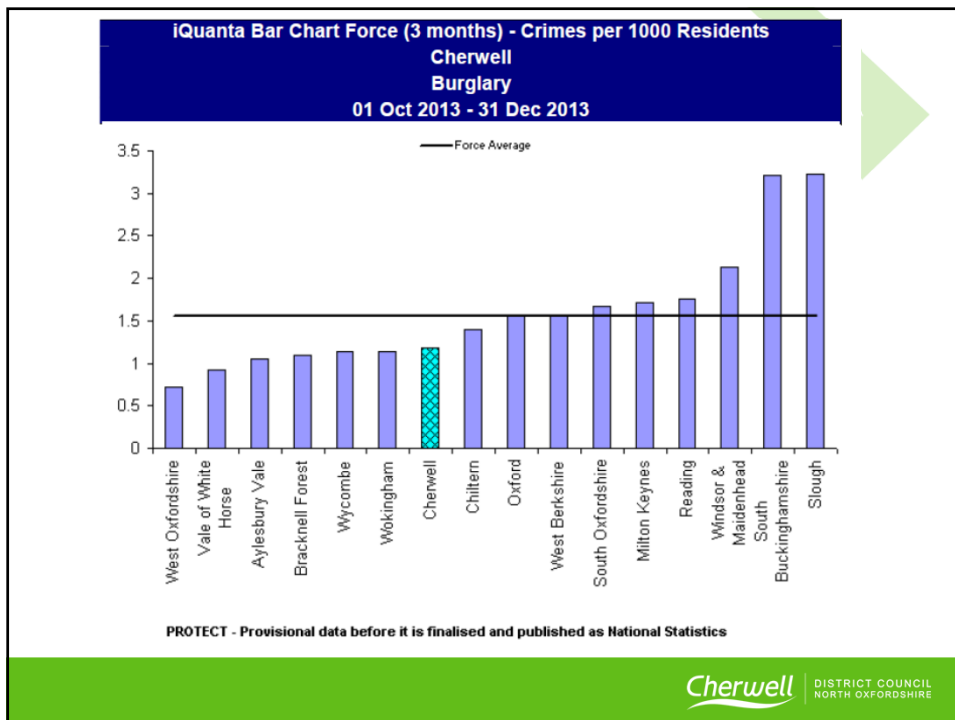
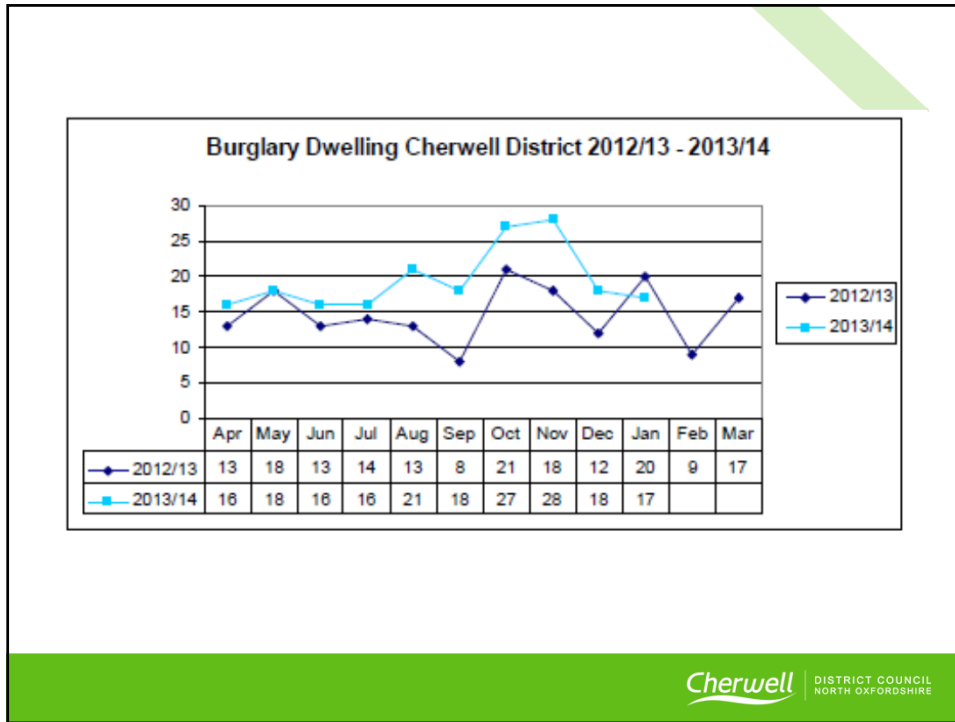


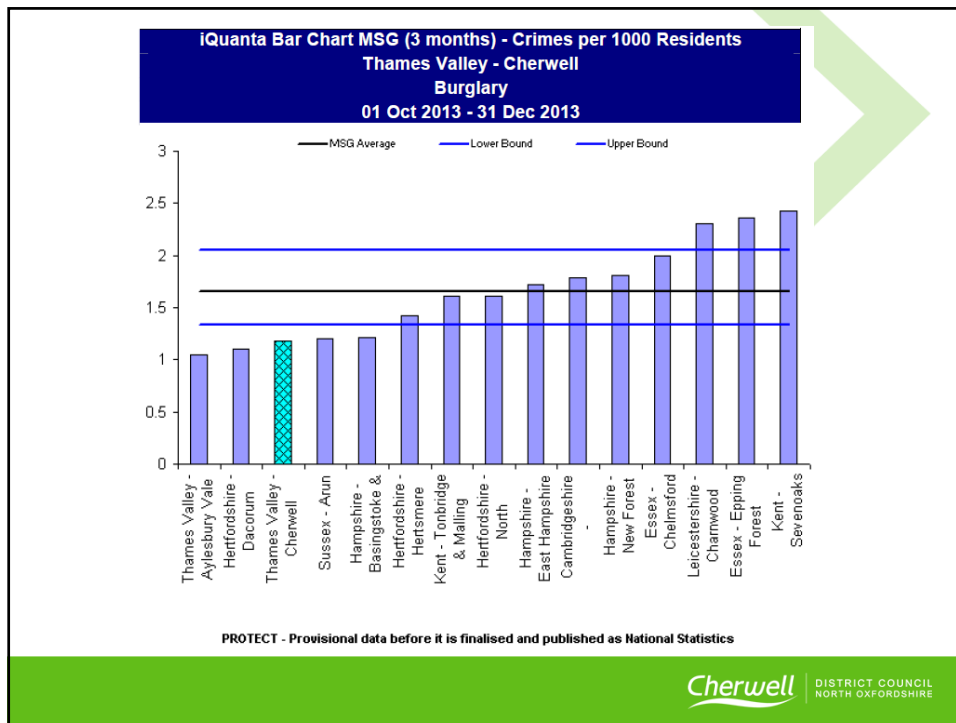
All Violence Against the Person with Injury Cherwell District 2011/12 - 2013/14











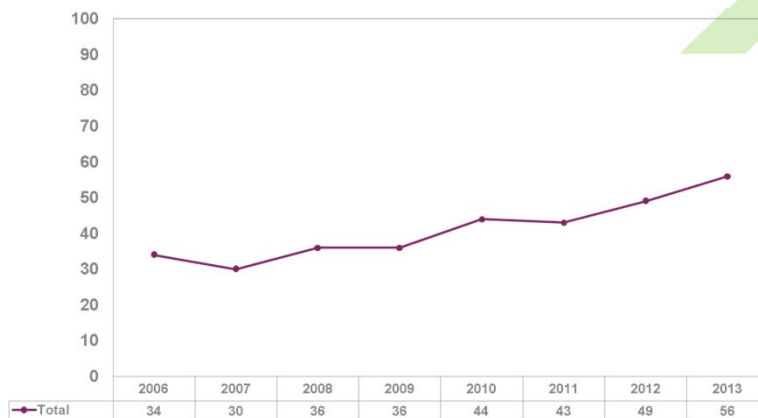
Dealing with Anti-Social Behaviour and Nuisance

- > Dealing with Anti-Social behaviour has been identified as one of the key priorities for residents. In 2013, 56% of residents were satisfied with the Council's approach in this area, a significant improvement on 2012 and 22% higher than the rating achieved in 2006.
- > Dealing with vandalism and graffiti (41% satisfied in 2013, 28% in 2012)
- > Dealing with youths hanging around on the streets (33% satisfied in 2013, 26% in 2012)
- > Overall the proportion of residents experiencing anti-social behaviour first hand in 2013 has decreased. 13% had reported incidents of anti-social behaviour or nuisance in the past twelve months (slightly down on those reporting issues last year). The proportion experiencing issues but not reporting them has decreased significantly (16% in 2013 compared with 22% in 2012).

Fear of Crime

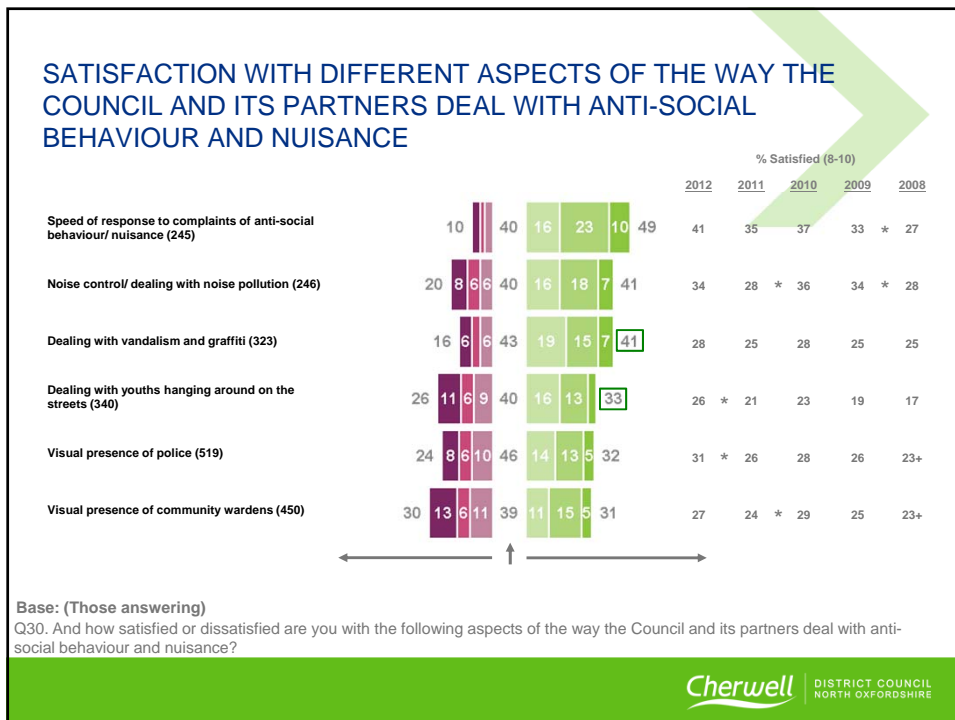
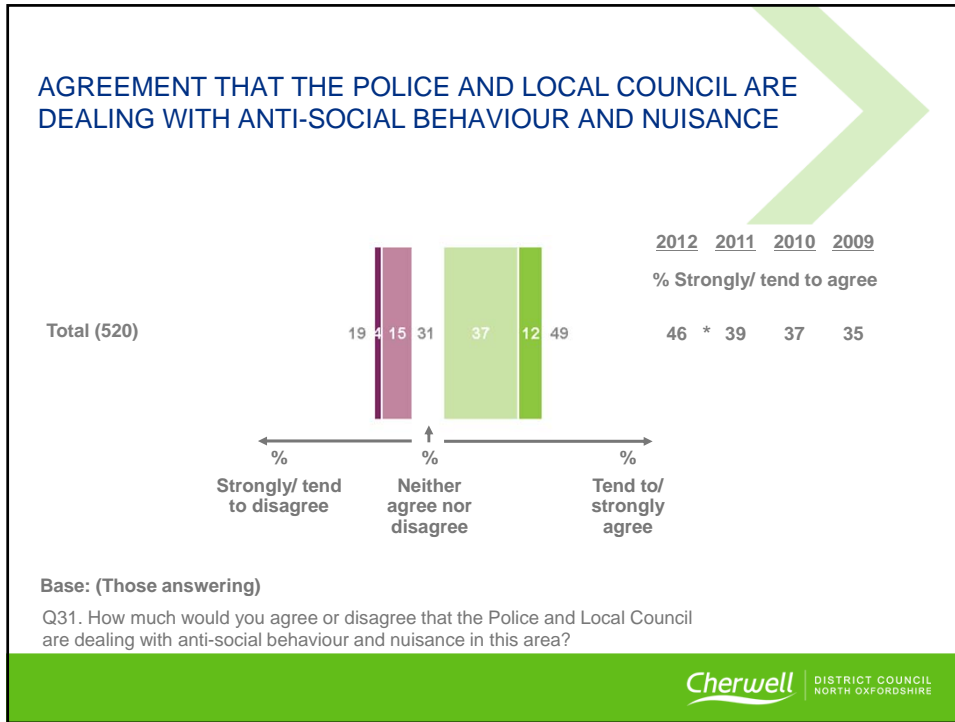
- > The proportion of residents who feel safe at home or out and about in daylight remains very high (for all four of the ratings examined more than 90% feel very/fairly safe, well over half feeling very safe).
- > Despite a strong rating overall there is a significant decrease in feeling safe whilst walking alone in your local community during daylight (falling from 98% in 2012 to 94% in 2013).
- > The highest levels of feeling unsafe relate to walking alone after dark. With a quarter of residents feeling unsafe when alone after dark in their local community and two-fifths in their local town centre

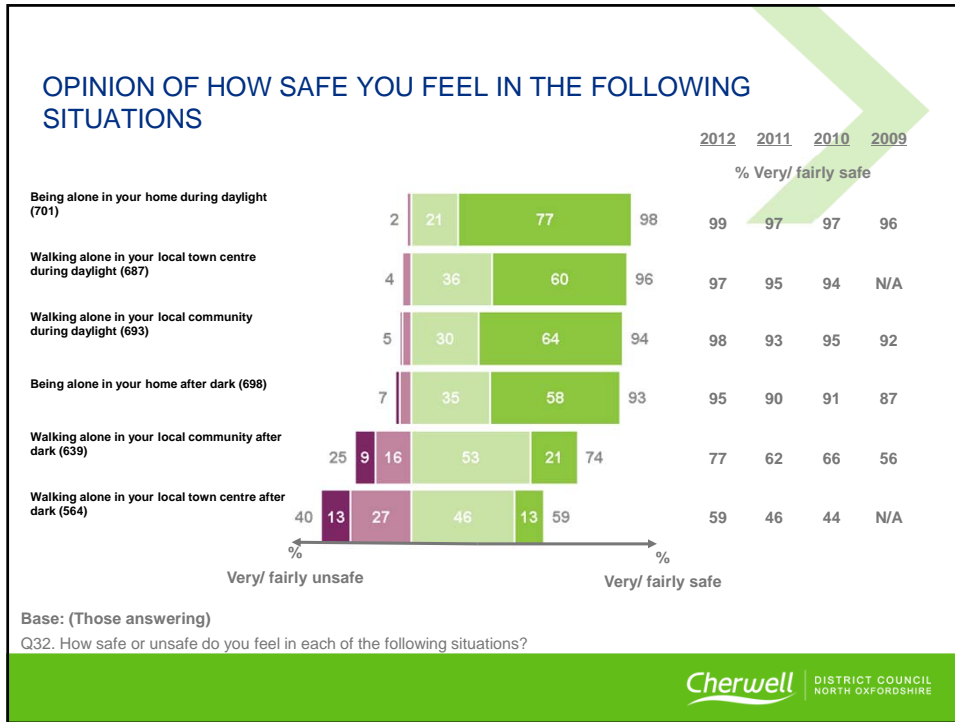
OVERALL SATISFACTION WITH THE COUNCIL'S APPROACH TO DEALING WITH ANTI-SOCIAL BEHAVIOUR AND NUISANCE



Base: (Those answering: 557)

Q28. Overall, how satisfied or dissatisfied are you with the Council's approach to dealing with anti-social behaviour and nuisance?





- ### CSE
- Cherwell CSE action plan prioritises:
- > Attendance of key individuals at a OCC hosted conference in April 2014
 - > Training of key individuals in CSE awareness
 - > Training trainers
 - > Supporting the Sunshine project working with men and women from the BAME community
 - > JATAC tasking is coordinated by the Council. This is attended by Housing Officers, ASB staff, Licensing Officers and Community Safety staff. Information and case details are discussed and action planned across the agencies that also attend
- Cherwell** DISTRICT COUNCIL NORTH OXFORDSHIRE

CSE

- Various checks are carried out upon License applicants to determine whether or not the applicant is suitable for the role. The Licensing Authority works closely with both external and internal partners to ensure that intelligence is shared proactively.
- The youth activator team works with young people aged 9 -19 years, allowing them to gather intelligence in this area of child protection which can be fed back to the correct authorities

Rural

Op Ranger

- Two weekly operations. The first in Sept 23rd-29th, the second in December 9th-15th
- Carried out in conjunction with West Oxon resulting in 7 persons being arrested for drugs offences
- During both weeks crime prevention initiatives were:
 - tack marking and give advice both weeks
 - attendance at country store retailers
 - PA Turney Plant
 - A sheep auction
 - Datatag representative on patrols
 - Caesar marking scheme
- There is also a local Rural Crime Strategy in place, managed by the Neighbourhood Inspectors and the L/CID D/Insp





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

21 MARCH 2014

REVIEW OF THE POLICE AND CRIME PLAN 2013-17

1. Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (PCC) is required to publish a five year Police and Crime Plan for their policing area by the end of the financial year in which he/she is elected. The Police and Crime Plan 2013-2017 was published in March 2013.
2. This Police and Crime Plan covers the whole of my term in office but is a living document that can be reviewed and considered against emerging threats and opportunities within that term of office. I will review the Plan on a yearly basis to ensure that it remains fit for purpose and continues to meet the needs of local communities, capturing changing priorities as necessary and appropriate.
3. Bearing that in mind I am proposing that the following emerging new issues/risks will be highlighted and prioritised in a refresh of the Police and Crime Plan for 2014/15:
 - Victim services – commissioning
 - Restorative Justice services - commissioning
 - Protecting vulnerable members of the community:-
 - Child Sexual Exploitation
 - Child abuse including Female Genital Mutilation
 - Human Trafficking & Exploitation – Modern Slavery Bill
 - Setting up Multi Agency Safeguarding Hubs in Bucks and Berks
 - Mental Health Crisis Care Concordat
 - Crown Prosecution Service Performance – police and CPS file quality – ‘Trial ready for successful prosecution and outcome
 - Serious Organised Crime:
 - Fraud/Cyber Crime
 - Home Office Serious organised Crime Strategy – new duty on PCCs to set up ‘local partnership boards’ to address serious organised crime (still awaiting detail from HO)

- Revolving doors - improve services for people with multiple problems, including poor mental health, who are in contact with the criminal justice system.
 - Roads Policing – motorway and main road closures (reduction in time closed)
 - Late night drinking (night time economy)
 - TVP professional standards, ethics and integrity – improvement in transparency & accountability - setting up of the Complaints, Integrity & Ethics Panel
4. Under Section 5 (6) of the Police and Social Responsibility Act 2011 *“Before issuing or varying a police and crime plan, a police and crime commissioner must:*
- *Consult the relevant Chief Constable in preparing the draft plan or variation*
 - *Send the draft plan or variation to the relevant police and crime panel*
 - *Have regard to any report or recommendations made by the panel in relation to the draft plan or variation*
 - *Give the panel a response to any such report or recommendations*
 - *Publish any such response”*
5. In order to comply with the above requirements set out below is a timetable to consult in preparing the draft variation of the plan:

Timeline

6. As PCC’s are not required to review/refresh their Police and Crime Plan once it has been published, there is no statutory deadline or timetable to publish this refresh. The Force has already started considering its draft delivery plan for 2014/15 and many CSPs are in the midst of refreshing their own partnership plans. With this in mind, and considering the PCC’s duty to *‘have regard to the relevant priorities of each responsible authority’* (PR&SR Act 2011), the following timetable is proposed:

March	Redrafting of text for the main body of the Plan
17 th March	Paper to the Thames Valley Chief Executives Group outlining process and timeline for refresh of the Plan.
19 th March	Discuss the Police and Crime Plan objectives against emerging/existing local CSP priorities with CSP Managers at their Futures Forum (organised by OPCC).
21 st March	Report to the Police and Crime Panel outlining process and timeline for refresh of the Plan.
By 31 st March	Consider the revised delivery and partnership plans from the Force and CSPs to highlight common themes and emerging priorities and to map against the PCC’s existing Strategic Objectives. (N.B. Where revisions are still ongoing, contact will

be made with CSP Managers to discuss what is likely to be included in their plans)

- Early April -Review and refresh strategic objectives as necessary and appropriate to include the PCC's new emerging issues and police and partnership priorities.
-Develop appropriate measures for each strategic objective including associated targets and KPIs.
- Work with Graphic Designer to produce draft document.
- 30th April Present draft Plan at the PCC's Policy, Planning and Performance public meeting as a means to formally consult with the Chief Constable and to allow for any comments to be formally noted.
- Early May Make amendments (if necessary) following formal consultation with Chief Constable.
- 16th May 2014 Present refreshed Plan to Police and Crime Panel for consideration.
- By 30th May Make amendments (if necessary) following feedback from Police and Crime Panel.
- Early June Publish refreshed Police and Crime Plan and distribute to relevant partners (in time for summer engagement events).

7. Set out below is a proposed new structure for the Plan which would still meet all the requirements of the Act but would provide a more streamlined and user friendly/public facing document:

Foreword

New foreword explaining the need to refresh the plan following first year in office and listening to public views over past 12 months. Highlight main additions to the plan and rationale if necessary/appropriate.

Introduction

Outline of the purpose and status of the document, how the plan was formed and how, delivery of the Plan will be monitored (eg at the PCC's Policy, Planning and Performance meetings and the Police and Crime Panel)

The Thames Valley Policing Area

Describe the make up of the TVP area (using info graphic) and the partnership landscape.

Roles and Responsibilities

Distinguish the different roles of the PCC, and Chief Constable and other agencies. Explain role and importance of partnership working, collaboration, including Strategic Policing Requirement (SPR)

Strategic Objectives

Outline the six strategic objectives (including specific mention of the new emerging issues as specified by the PCC). Adopt new layout as follows;

- i. Outline high level objective
- ii. Short explanation of why it is a strategic objective
- iii. What the PCC will do/approach will be to achieve objective
- iv. What responsibilities will be assessed to the Chief Constable, Community Safety and Criminal Justice Agencies to deliver the objectives and how they will be held to account
- v. Measures of success (2-3 maximum)

Performance

Summarise (preferably in table format) the measures of success for each objective including Key Performance Indicators (KPIs) and or targets as appropriate. (N.B. These targets and KPIs will not necessarily be the same as the targets and KPIs in the Force Delivery Plan)

Resources

- i. Revenue budget
- ii. Capital programme
- iii. Commissioning and Grant Funding – Victims services and Restorative Justice, Community Safety Fund and Police Property Act fund
- iv. Productivity strategy

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



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

21 MARCH 2014

Strategic Objective 6:

**ENSURING POLICING, COMMUNITY SAFETY AND CRIMINAL JUSTICE
SERVICES ARE DELIVERED EFFICIENTLY AND EFFECTIVELY**

Theme: Collaboration

Lead Agency: All partners

1. The statutory power for Chief Constables to enter into collaboration agreements, with the approval of their police authorities, was provided for in the 1996 Police Act. Under sections 22A to 22C of the Police Act 1996, as inserted by section 89 of the Police Reform and Social Responsibility Act 2011, Chief Constables and PCCs now have a duty to keep collaboration agreements and opportunities under review and to collaborate where it is in the interests of the efficiency and effectiveness of one or more police forces or policing bodies. Where collaboration is judged to be the best option, they must collaborate even if they do not expect their own force or policing body to benefit directly.
2. The key objectives of creating joint units are to:
 - Reduce the cost of delivering the service to both Forces while minimising the impact on the levels of service delivered
 - Identify and assess the benefits, risks and impact on services of a range of options with the potential to deliver significant savings and improvements
 - Focus on opportunities to do business in different ways, eliminating identifiable waste in the process, rather than creating a climate of across-the-board cost-cutting.
3. The Force has previously showed innovation in developing a successful transport consortium with other police forces which is still in place and an air support consortium which has now been subsumed into a national police air support service. The drive for more formal collaboration arrangements across the police service as envisaged in the legislation has been driven by the need to realise operational efficiency, resilience and cost effectiveness.

4. Thames Valley Police is currently actively participating in a Bi-lateral Collaboration Programme with Hampshire, and both are committed to working together to provide an efficient and effective police service to our respective communities. There are three main business areas that have been the focus of this collaboration:

- Information and Communication Technology
- Operations
- Information Management

5. This work with Hampshire has already resulted in the signing of formal Section 22 Agreements in each of these areas following the consideration of detailed Business Cases by the respective Police Authorities and oversight is provided by a Joint Governance Board. The above three collaborations have delivered £8.5m savings for Thames Valley (15% of the total requirements in the Comprehensive Spending review).

6. In addition to the formal section 22 agreements, work has previously taken place regionally between Surrey, Sussex, Hampshire and Thames Valley Police. In April 2010 regional Witness Protection, Covert and Technical Support units were implemented. Also in September 2010 the South East Serious and Organised Crime Directorate was established comprising the Regional Asset Recovery Team (RART), the Regional Intelligence Unit (RIU) and the Serious Crime Investigation Team (SCIT).

7. Thames Valley Police is also the lead force for the South East Counter Terrorism Unit. Whilst this Unit falls under the direction and control of the Thames Valley Police Chief Constable Sara Thornton, it is funded differently and has force, regional and national responsibilities.

8. Similarly, from the 1 April 2014, police officers and staff from Sussex, Surrey, Hampshire and Kent will transfer to Thames Valley Police as part of the new South East Regional Organised Crime Unit (SEROUCU) which will be going live under the new 'host force arrangements'. The aim of the unit is to create a cohesive regional response to the threat posed by serious organised crime across Thames Valley, Hampshire, Sussex, Surrey and Kent.

9. SEROUCU will bring together the current regional organised crime units under one structure - one which will be aligned to SECTU, under the command of a Regional Assistant Chief Constable, employed by Thames Valley Police.

10. The 2013/14 Force Delivery Plan contains a specific action to identify new opportunities to deliver services through collaboration or partnership. Two specific activities are being progressed in support of that action. Firstly piloting the delivery of public access/front counter services jointly with local partners and, secondly, exploring further opportunities to collaborate with Hampshire Constabulary and harmonising the change processes across both forces to support joint collaborative projects.

11. Under the Asset Management Strategy there is a commitment to reducing the overall cost of the police estate and, in particular, provide more appropriate community-based facilities rather than maintaining expensive old stations. Opportunities to establish shared public access/front counter service with local authorities or other partners are being investigated. In Chipping Norton a shared facility was identified and, following detailed consultation, a pilot was launched in December 2013. Apart from achieving savings for both partners this also provides a “one stop shop” approach in a more central location for the community. This venture may provide a model for similar initiatives across the Force area. Work is also progressing with The Royal Borough of Windsor and Maidenhead regarding co-location of the new police station and local authority offices.

12. Members of the Panel will also be familiar with the ongoing collaborative work between the Force and local authorities regarding the creation of MASH units which has led to the sharing of facilities.

13. All current areas of collaboration with Hampshire Constabulary are meeting financial targets for 2013-14. Exploratory discussions have been taking place in relation to a number of other business areas including Criminal Justice, Call Handling and Learning and Development which might provide the basis for further S.22 agreements. Each business area requires careful analysis by a joint Programme Executive Board to fully scope the nature of the business area and its costs before options in respect of possible collaboration are identified. Reviews of the current collaborative agreements during 2013 have provided a number of learning points for both Forces, in particular around the need to harmonise the change processes in order to better facilitate the necessary changes to deliver a successful collaborative ventures. Steps are now being taken which will benefit the exploratory discussions around other business areas.

Theme: Productivity Strategy

Lead Agency: Police

Actions and Targets:

Deliver the cost reductions identified in the Productivity Strategy 2013/14 (£13.1M)

Reduce non-pay costs by £3.6M in 2013/14

1. The Force has had a formal Productivity Strategy since 2008. It was initially developed in response to the need to identify efficiency and productivity gains to meet Home Office targets. It has subsequently evolved to meet the broader challenges arising from the financial climate and the desire to maximise and protect front-line services. The Strategy has had five main elements which have all been featured in successive plans and budgets as follows:

- A Structural Review of the Force – to consider how we can improve the way we deliver our service to our community.
- Streamlined Process – making us more efficient in how we deliver our service.

- Collaboration – exploring with other Forces the opportunities to share costs with them to make savings together.
- Adopting a Value for Money approach - considering carefully the way in which we spend the money allocated to the force to deliver the service.
- Continuing the Zero-based Budgeting approach to review the way that departments operate and deliver their contributions to the overall service they provide

2. Details of the latest Strategy were presented to this Panel in February 2013 and January 2014 as part of the budget consultation process and the detail of the budget proposals was reviewed on both occasions by a Task and Finish Group.

3. The budget supports both the Force Delivery Plan and my Police and Crime Plan. The Force Delivery Plan has two specific actions relating to aspects of the Force Productivity Strategy. One focuses on ensuring that the cost savings identified across 2013/14 and 2014/15 are delivered or are in a position to be removed from the budgets. The second concerns the development of further opportunities to realise savings in the 2015/16 and 2016/17 budgets.

4. Progress against these actions is monitored through quarterly reports I receive on the Force Delivery Plan and regular Budget Monitoring reports. All the budget savings were removed from the 2013/14 budget which was approved by me in February 2013 and I am pleased to report that we have already delivered the required savings for 2013/14. The plans to reduce non pay costs in this financial year are on track and are likely to exceed the target. Across the year these savings and initiatives under the Strategy has resulted in the redeployment of 34 police posts to critical functions and an increase of 17 in overall police post numbers.

5. The recently agreed budget in respect of 2014/15 continues the plan to deliver as many savings as possible from non staff budgets with a target of £6.8M identified for the coming year, bringing the total non pay savings over the current Comprehensive Spending Review period to £20M, which represents a third of the overall £59M savings target.

6. The strategy continues to be developed and work streams have commenced that look at opportunities to deliver savings for the next comprehensive spending review. Indicative savings targets have been allocated, however there is still considerable uncertainty about the likely funding for 2016 and beyond at this stage. The pressures on Force Finances will be examined by me as part of the annual review of the Medium Term Forecast in July 2014 and will be examined in greater detail in the autumn as part of the annual planning cycle.

Theme: Reducing Bureaucracy

Lead Agency: All partners

1. Reducing bureaucracy in policing has been the subject of many national reports in recent years. The majority have focused on the 'paperwork burden' on officers and staff and the growth in the number of policies and procedures. Policing inevitably requires a level of bureaucracy given the functions that it performs but the focus has been on the removal of 'bad bureaucracy' and encouraging appropriate use of professional judgement.
2. At a national level Authorised Professional Practice (APP), led by CC Sara Thornton, has reduced the number of policies and procedures and provided a more user friendly platform for accessing them electronically. The principles of APP have also been adopted locally and training on the National Decision Model and the use of professional judgement have been rolled out to all operational staff. Work has also been done to streamline processes so that they eliminate waste.
3. The current contribution by Thames Valley Police to this strategic objective is reflected in a specific objective and supporting action within the Force's annual delivery plan for 2013/14. The various initiatives which are being progressed under this objective build on work already carried out over the past few years as part of the 2011-14 Force Productivity Strategy, which had a specific workstream associated with streamlining processes to provide for the more efficient delivery of services.
4. The following specific initiatives are identified in the annual delivery plan:
 - Relaunch "Wasteline" to encourage staff suggestions
 - Review national initiatives for bureaucracy reduction and implement as appropriate
 - Further embed Authorised Professional Practice and streamline force policies, including alignment with Hampshire Constabulary unless impractical to do so
 - Smarter ways of working – providing tools to improve communication from online real-time web conferencing, electronic meetings and briefings and the use of shared workspaces
 - Upgrading the media call monitoring system to widen its usage across the department and introducing business processes to support its effective use.
 - Implement the Firearms Management software to enable better management of Thames Valley Police firearms
 - Review workflow requirements and identify an approach to delivery in the context of Records Management System and Customer Relationship Management programmes
 - Work with Information Management to produce a communications plan in relation to email usage, including: the correct use of email, and an introduction to journaling and archiving and how this impacts on email storage. With a target to reduce the amount of internal email traffic produced.
 - Review and promote relevant information sharing agreements to support the business requirements.
 - Review activities in order to streamline Records and Evidence processes
 - Improve the effectiveness and efficiency of criminal justice through exploiting technology and improving the skills of our staff

5. Notable progress includes the rebranding of the Wasteline initiative as “Smart Solutions” which provides an avenue for staff and officers to submit their ideas regarding ways to reduce levels of bureaucracy, increase efficiency and save money. Internet pages have been set up which document the various suggestions and their outcomes with case studies published in Thames View, the Force newspaper.

6. The Human Resources and Learning and Development review of transactional business within People Services is on track to be delivered by April. The changes will deliver a seamless customer service. A comprehensive review of all processes has identified opportunities for both larger and small savings in administrative requirements – for example 22 hours of administration time saved through changes to the way feedback is provided after promotion boards.

7. The smarter ways of working project has the potential to reduce costs and save officer and staff time, particularly through the use of technology. The Force already uses video-conferencing extensively and the piloting of hand-held devices not only enables officers to have access to key systems remotely but also impacts on the amount of paperwork and printing.

8. A collaboration project to implement a digital evidence capability is underway. A pilot location will be identified and the project is being jointly run across Thames Valley and Hampshire. A replacement system has also been selected to streamline the records and evidence processes across Hampshire Constabulary and Thames Valley Police.

9. The force continues to seek out opportunities to reduce the administrative burden on staff and improve the service that we provide to the public. Whilst many of the initiatives involve technology, there are also business process changes that can make a significant difference.

Theme: Evidence Based Practice

Lead Agency: All partners

1. At a national level the newly established College of Policing has a mandate to set standards in professional development, including codes of practice and regulations, to ensure consistency across the 43 forces in England and Wales. The College has a specific strategic objective which commits them to

"identifying, developing and promoting good practice based on evidence".

2. As a Force, Thames Valley Police has chosen to embrace the broader concepts of evidence based management, rather than focus purely on evidence based policing and consequently has adopted the following definition and principles:

Definition

3. Evidence – based management practice is ‘about making decisions through the conscientious, explicit and judicious use of four sources of information: practitioner expertise and judgement, evidence from the local context, a critical evaluation of the

best available research evidence and the perspectives of those people who might be affected by the decision.'

(Briner, Denyer and Rousseau, 2009)

Five principles of evidence based management

- Face the hard facts and build culture in which people are encouraged to tell the truth, even if it is unpleasant.
- Be committed to "fact based" decision making – which means being committed to getting the best evidence and using it to guide actions.
- Treat your organization as an unfinished prototype – encourage experimentation and learning by doing.
- Look for the risks and drawbacks in what people recommend – even the best medicine has side effects.
- Avoid basing decisions on untested but strongly held beliefs, what you have done in the past, or on uncritical "benchmarking" of what winners do.

(Pfeffer and Sutton, 2006)

4. This approach can potentially be applied across all aspects of the management of the Force and therefore can be used to underpin the actions in support of all of the strategic objectives in the Force Annual Delivery Plan.

Current evidence based activity includes

College of Policing Innovation Capacity Building Fund. The College of Policing has awarded grants totalling £600k to support partnerships between academic institutions and police organisations. Thames Valley Police is involved in 3 of these partnerships. The first with the Open University, 7 police forces, the National Crime Agency and the Chartered Institute of Personnel and Development Police Forum. This consortium is running a number of projects with Thames Valley Police involved in the ones around developing a framework for collaboration and a study of eyewitness identification, 'Mystery Face'. The second with Leicestershire University and 4 police forces. The first meeting of this collaboration takes place on 26 March 2014 where the subject of the research project will be determined. It is expected to involve ways to develop evidence based practice research skills. The third is with Durham University and a number of forces looking at research and evidence based practice on the impact of workforce factors on service delivery. Steven Chase, Director of People, is the Thames Valley Police lead on all 3 initiatives.

Thames Valley Police Initiatives. The first example relates to a project with Barnardo's in Buckinghamshire where we are conducting a 'return interview' on **all** high risk children missing persons. We are comparing the results with Oxfordshire and Berkshire where 'return interviews' are conducted on **some** children MISPERs. The second example relates to testing a patrol tracker developed by our Performance Department. The tracker is used to measure the effectiveness of response to urgent and immediate incidents. The tracker is being used in some Local Police Areas, but not others to provide a comparison for evaluation.

5. In recent years we have supported 2 or 3 officers per year to complete the 2 year Cambridge Police Executive Programme which leads to a Masters Degree in Applied Criminology and Police Management. Thesis topics have included the following:

- Urban to Rural: An Exploratory Analysis of Burglary and Vehicle Crime within a Rural Context
- Procedural Justice and Police Stop and Search Conduct: An Exploratory Analysis
- Solvability factors in dwelling burglaries in the Thames Valley
- Protocol for a Randomised Control Trial of Restorative Justice: Comparing Conventional Justice with Restorative Justice Conducted by Community Volunteers or Police Officers
- An exploratory study of Distraction Burglary in Thames Valley Police 2003-2011

6. Professor Lawrence Sherman – the lead for the Cambridge Programme – gave a presentation on evidence based policing to the Learning and Development Conference at Sulhamstead in December 2012.

Evidence Based Management Group. The Director of People has recently formed an Evidenced Based Management Group designed to capture evidence practice initiatives and to raise the profile of evidence based practice in policy making, learning programmes and performance reviews. The group includes a number of police officers who have undertaken the Cambridge Police Executive Programme and officers and staff with key organisation – wide roles.

7. Whilst the 2013/14 Force Delivery Plan has no specific objective promoting the use of evidence based management the draft delivery plan for 2014/2015 includes the following action under objective 5: 'Strengthen our approach to evidence based management and policing.'

Theme: Commissioning
Lead Agency: All partners

1. Victim's services, including Victim Support services, are currently grant funded nationally by the Ministry of Justice (MOJ). Funding for much of these services will be devolved to PCCs, giving them the ability to develop services that best meet the needs of local people. The Homicide Service, Witness Service, Trafficking Service and Rape Support Service will continue to be commissioned nationally by the MOJ.

2. From October 2014 I will be responsible for commissioning local specialist victim services. In order to best understand local need and to determine commissioning priorities, the South East PCCs have jointly commissioned a victim's needs assessment. The final report will be published in May with interim findings expected by the end of March.

3. There was an early recognition in Thames Valley that in order to prepare for specialist victim's services commissioning, my office needs to ensure that it can access the services it needs and that potential service providers have the capacity and capability to respond to the commissioning process. I have commissioned an organisation, Citadel, to engage at an early stage with potential service providers and work with them to stimulate a confident, innovative and cost-effective marketplace across the public, voluntary and independent sectors.

4. From April 2015 I will be responsible for commissioning non-specialist services for victims in the Thames Valley. Non-specialist support, currently provided by Victim Support, includes a Regional Victim Care Unit ('call centre') and onward support with local volunteers.

5. Thames Valley will commission a 'call centre' function and the onwards non-specialist support for victims with Surrey and Sussex (and possibly Hampshire and Kent also). A Regional Officer Working Group is currently working together to write the specification for this contract.

6. I am currently establishing a series of commissioning reference groups using existing structures (eg. LCJB Victim's & Witnesses Group, the Restorative Justice Steering Group) to advise on and inform the commissioning process. In advance of a fully commissioned set of services, there will be a transitional period when I will grant fund some services. The process for grant funding is still being developed, but it is likely to involve competitive bidding. At the close of the competitive bidding stage, the Spending Plan will be endorsed by the Victim's & Witnesses Group prior to sign off by me.

7. In taking on this important area of work, I will adopt the following principles:

- As much funding as possible will be directed into frontline services.
- During the transition year/18 months, any grant funding allocated will be on a one-off basis (no commitment of repeat funding).
- Grant funding in the transition period is primarily to sustain existing services and should not be for significant service development/new services.
- I must comply with the EU Directive on Victims.



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

21 MARCH 2014

**UPDATE ON PROGRESS ON THE
ESTABLISHMENT OF THE COMPLAINTS, INTEGRITY
AND ETHICS PANEL**

1. Due to the current, national, concerns over police integrity there is an accepted need to for the development of a robust, independent and transparent system of oversight of the way complaints and misconduct allegations made against the police are handled and investigated by the Forces themselves.
2. To this end, the Police and Crime Commissioner (PCC) has decided to establish a 'Complaints, Integrity and Ethics Panel' to provide enhanced, independent, oversight and scrutiny of the Force's handling of police complaints and misconduct investigations, and consideration of broader integrity and ethics issues facing the police service in general and Thames Valley Police in particular.
3. The new Panel is intended to satisfy the statutory requirements around monitoring of police complaints and also ensure that integrity and ethical issues are considered in order to maintain public confidence in policing. It will also have the benefit of extending both the scope and capacity of the current complaints monitoring arrangements.
4. Detailed proposals and implementation plans concerning the new Panel were presented to and approved by the Police and Crime Commissioner and Chief Constable.
5. After a successful recruitment selection for volunteers, where 49 applications were received, 14 candidates were called for interview. As a result 9 people were selected subject to the necessary vetting checks and references.
6. The first meeting of the Panel has been arranged for 24 April 2014.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

Thames Valley Police and Crime Panel

Communications Plan (April 2014 – March 2015)

Objectives:

- Raise awareness of the Police and Crime Panel, its functions, aims and limitations, to all relevant audiences
- Engage the public and key partners to get involved with shaping the work of the Panel and supporting the public involvement strategies of Thames Valley Police and the Police and Crime Commissioner
- Raise the profile regionally and nationally of good practice work by the Panel

Audiences:

- Police and Crime Commissioner
- Thames Valley residents
- Community Safety Partnerships
- Other external partners including Victim Support, Neighbourhood Watch groups, crime forums, community groups/residents associations, probation services
- Panel members and their councils' members and employees
- Thames Valley Police
- Media outlets

Communications Action Plan

Channel/Delivery Method	Audience	Messages	Timescale	Measurement
Enhance digital channels:				
Update and refresh Panel webpages; include enhanced information (resources, links, comment, news and more)	Residents; partners; employees; members	Raise awareness of the Panel and its role in policing scrutiny of the Police and Crime Commissioner Easy access to Panel information online	Refresh complete by July, then ongoing maintenance	Engagement metrics: time spent on webpages and number of pages per visit (against current as benchmark)
Scheduled promotional slots on member council website home pages	Residents; partners; employees; members	Raise the Panel's profile and awareness of its work	Regular slots	Number of click throughs to webpage
Promote the planned webcasting of Panel meetings, where webcasting is available	Residents; partners; employees; members	Everyone can follow decision-making and be a part of local democracy and policing decisions	Ongoing where available	Number of viewers (compare with average in other Panels)
Public information screen promotion, where screens exist	Residents; partners; employees; members	Raise awareness of the Panel and its role in policing scrutiny of the Police and Crime Commissioner	Two weeks prior to each meeting	Compare trends in website data during promotion slots
Social media:				
Schedule regular content on PCP twitter feed, including tweeting from all meetings	Residents; partners; employees; members	Increase reach of Panel both across the region and nationally	Schedule of regular and ad-hoc content with tweeting of updates from meetings	Measure engagement and reach of content

Encourage increased use of twitter by Panel Chairman and Panel members	Residents; partners; employees; members	Raise the profile of Chairman and Panel members as advocates and messengers	Schedule of content	Measure engagement and reach of content
Use partner organisation twitter feeds to inform and engage	Residents; partners; employees; members	Increase reach of Panel both across the region and nationally	Include in relevant content	Measure engagement and reach of content
Use emerging Audioboo platform for short audio clips on topical content	Residents; partners; employees; members	Give colour to messaging through audio soundbytes	At relevant times	Measure reach of content on social media channels
Media/PR:				
Continuation of proactive media campaign:	Media; residents	Publicise outcomes of each meeting Promote good practice work carried out by the Panel	After each meeting and at other relevant times	Monitor media coverage
Use PR to augment proactive Panel work and good practice, comment on national policy, or participation in events	Media; residents	Raise profile of Panel locally and nationally (particularly with specialist media, e.g. Guardian LLN, MJ, LGC)	Ongoing at relevant times	Monitor media coverage
Discrete project-based PR/comms work in partnership with the OPCC	Media; residents	Help raise the profile of both the Panel and the PCC; highlight that part of the Panel's role is to support the PCC's strategic objectives	Ongoing at relevant times	Monitor media coverage
Nominate Panel for local government scrutiny award	Media; partners	Raise the profile of the Panel's work and achievements	December 2014	Award short-listed

Council publications:				
Articles in member council e-magazines and publications	Residents; employees	Everyone can be part of policing scrutiny in the Thames Valley	Schedule of content, particularly around meetings	Readership statistics; feedback from recipients
Public/community engagement:				
Use Panel members as advocates to help cascade the work of the Panel to a local level throughout the Thames Valley	Members; residents	Everyone can be part of policing scrutiny in the Thames Valley	Ongoing, and particularly to promote specific topics	Feedback from members and residents on feeling better informed
Participation of the Panel in relevant events, such as community and county shows, events for members, and events or site visits relating to the work programme	Members; partners; residents	Raise awareness of the Panel and its role in policing scrutiny	Schedule of events	Feedback from residents and Panel member participants
Panel partnership conference	Partners; media; residents	Encourage involvement from partners and public through discussion and sharing of information	July 2014	Take-up on attendance and attendee feedback on the conference
Internal promotion:				
Slots on member council intranet homepages	Employees; members	Raise awareness of the Panel amongst employees	Scheduled content	Number of click throughs to webpage
Articles in employee e-bulletins	Employees; members	Raise awareness of the Panel amongst employees	Scheduled content, particularly around meetings	Readership statistics
Council digital information screen slots, where screens exist	Employees; members	Raise awareness of the Panel amongst employees	Scheduled content	Feedback from employees on feeling better informed

Report to the Thames Valley Police & Crime Panel

Title: General Issues: National Publications Relevant to the Work of the Police and Crime Panel

Date: 21 March 2014

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



Report on an inspection visit to custody suites: Thames Valley- HM Inspectorate of Prisons and HM Inspectorate of Constabulary

The Thames Valley was subject to an inspection from HM Inspectorate of Prisons and HM Inspectorate of Constabulary in September 2013.

Inspectors were pleased to find that:

1. There was a clear strategic focus on custody, including a five-year rationalisation of the estate;
2. Staffing was adequate;
3. Detainees were treated with decency and their diverse needs were mainly met;
4. Most suites were clean with minimal graffiti;
5. There were good structures to manage the risks associated with custody;
6. Use of force was proportionate and lawful and was recorded by each officer involved and used to inform training; and
7. Detainees were told of their right to legal advice and Police and Criminal Evidence Act (PACE) codes of practice were available and offered to detainees at each suite.

However, inspectors were concerned to find that:

1. The design in some cells presented ligature points, and the force was not sighted on this;
2. Detainees spent too long in custody as a result of early court cut-off times and court staff refusing to accept detainees into their custody, and police did not challenge this;
3. There was little governance of forensic medical examiners (FMEs) and the supply, storage, prescribing and administration of medicines was of concern; and
4. Mental health services were not well developed, and custody was too often used as a place of safety under the Mental Act

The report also provides a small number of recommendations to assist the force and the **Police and Crime Commissioner** to improve provision further.

Local Alcohol Action Areas (LAAAs)- Home Office

Slough has been named as one of twenty local alcohol action areas in England and Wales by the Government. The project has been set up to tackle the harmful effects of irresponsible drinking, particularly alcohol-related crime and disorder, and health harms.

These are areas in which local agencies, including licensing authorities, health bodies and the police will come together with businesses and other organisations to address problems being caused by alcohol in their area.

Work in the local alcohol action areas will be focused on the key aims of:

- reducing alcohol-related crime and disorder, and
- reducing the negative health impacts caused by alcohol.

Underpinning both of these will be the goal of promoting diverse and vibrant night-time economies.

More than £16 million to help victims rebuild their lives – Ministry of Justice

Victims of the most serious crimes will get access to vital support thanks to a new £12 million fund, announced by the Victims' Minister Damian Green.

This will sit alongside £4.4 million dedicated to provide 78 female rape support centres across England and Wales with financial support through to 2016 so they can offer specialist services for victims such as counselling, advice and helplines. The Ministry of Justice will also be establishing two new rape support centres in the coming year, on top of the 13 set up since 2010, meeting the Coalition commitment to open 15 new centres.

Police and Crime Commissioners (PCCs) will then be able to bid for a share of £12 million, on top of their budgets for 2014/15, to commission further specialist services for victims of the most serious crimes, such as domestic violence and sexual violence, and support for the most vulnerable victims in our society, based on local need. The fund will open for bids shortly (story published 25 February 2014), with PCCs given the funding as soon as possible.

Regional Rehabilitation- Ministry of Justice

As part of the Government's [Transforming Rehabilitation](#) reforms organisations bidding for new regional rehabilitation work have been invited to begin formal contract talks.

The competition winners will provide targeted support to offenders across England and Wales. They will also help lead a new approach that will see, for the first time, every offender released from prison receive at least 12 months supervision and rehabilitation in the community to help them turn their backs on crime.

An updated operating model for the reforms will also be published shortly explaining how the new system will work on the ground. It will include more detail on how:

- providers will start working with all prisoners on reception into custody to address their needs and set out a clear plan for resettlement into the community
- providers will be expected to work closely with a wide range of partners to crack reoffending, including the police, local authorities, the Youth Justice Board and Youth Offending Teams, and how **Police and Crime Commissioners** in particular will be able to commission services such as Restorative Justice from providers
- the system will be governed, including role of the probation and prisons inspectorates and the Prisons and Probation Ombudsman in driving up standards and holding the system to account; and
- providers will be required to offer targeted support to meet the specific needs of female offenders.

The [Cabinet Office](#) also announced that more than £2m has been allocated to support a number of charities and social enterprises who use social action to reduce reoffending in England.

Female Genital Mutilation- Home Office

Ministers from across government have signed-up to the FGM declaration to stop the practice of Female Genital Mutilation.

As a result of the declaration From April this year NHS hospitals will be required to record:

- if a patient has had FGM
- if there is a family history of FGM
- if an FGM-related procedure has been carried out on a women - (deinfibulation)

By September this year, all acute hospitals must report this data centrally to the [Department of Health](#) on a monthly basis.

In addition, following the Home Office's successful bid for funding from the European Commission, a new £100,000 FGM Community Engagement Initiative launches today. Charities can bid for up to £10,000 to carry out community engagement work aimed at raising awareness of FGM.

Oversight and Confidence Strategy- Independent Police Complaints Commission (IPCC)

The Independent Police Complaints Commission (IPCC) has launched a consultation on its new '***Oversight and Confidence Strategy***'. In short this strategy outlines the steps that the IPCC proposes to take, in cooperation with others – such as **Police and Crime Commissioners**, the Inspectorate of Constabulary, and the College of Policing - to help improve complaints handling and ensure lessons are learnt. The deadline for the consultation responses is 28 March.

Casework and Customer Service pilot projects- Independent Police Complaints Commission (IPCC)

The IPCC has published its findings on a number of Casework and Customer Service pilot projects, these focused on:

- [Direction and control](#)
- [Access to the complaints system](#)
- [Local resolution of complaints](#)
- Quality of investigations
- Learning and recommendations

The IPCC has also produced three more detailed reports as a result of these pilots; these are underlined in the list above.

Mental Health Crisis Care Concordat- Multi-agency

The Guardian reported that the number of times police cells are used as a place of safety for people having a mental health crisis is intended to be halved under an agreement between police, mental health trusts and paramedics.

The mental health crisis care concordat has been signed by 22 national organisations, including the Department of Health, the Home Office and the charity Mind, is aimed at securing dramatic improvements in the treatment of people having a mental health crisis

The concordat's action plan also outlines deadlines for several pieces of work the signatories say will improve crisis care. These include:

- A review of the Mental Health Act Code of Practice will be published by October 2014.
- Local authorities will review their contributions to mental health crisis services by April 2014.
- Social services and local NHS partners will have systems in place to ensure AMHP provision is sufficient by April 2014. Councils experiencing AMHP shortages should consider employing locums to boost capacity and cut assessment delays, the concordat states.
- The Department of Health and Care Quality Commission will decide whether the CQC requires additional powers to regulate AMHP services by April 2014.

The background to the Concordat can be found in the Department of Health's publication (page 22/23) '[Closing the Gap: Priorities for essential change in mental health](#)'.

The Concordat can be accessed here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281242/36353_Mental_Health_Crisis_accessible.pdf

Home Affairs Select Committee

The Home Affairs Committee started its inquiry into **Female Genital Mutilation** with Westminster Hall debate on Monday 10 March and first oral evidence session on Tuesday 11 March 2014. More information, including written evidence, can be accessed by following the link below:

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/news/140306-fgm-ev/>

Other Police and Crime Panel work of interest

[West Midlands' Police and Crime Panel- Mini-Inquiry into PCC's Procurement Strategy](#)

In November 2013 the Panel set aside time in its main meeting for a 'mini-inquiry' to look at the PCC's development of a procurement strategy for police purchasing arrangements. The Panel invited a number of organisations – the Chambers of Commerce, Birmingham City Council and the Home Office - to contribute to the debate.

The Panel's report proposed a number of principles should underpin the PCC's procurement strategy:

- 1: Supporting the Local Economy – A Key Aim
- 2: Outcome Focussed
- 3: Forward Planning for Procurement
- 4: Making Effective Use of IT
- 5: Engage with Partners
- 6: Collaboration across the Public Sector
- 7: A Contract Management Process that Delivers

The Panel also recommended that wider consultation would be key to getting the quality of the strategy right, and therefore the PCC should consult local companies on the development of the strategy, not just as a one off, but keeping business and third sector organisations engaged at all steps.

The Panel also concluded that the region's authorities had a role to support the procurement process, by:

- Holding a joint summit to develop a more unified way to procure and work with local businesses.
- Seeing if there is an opportunity to develop and combine procurement forward plans (or matrix) so local companies can go to one place to find out what contracts are going to be tendered.

Topic Scoring Criteria- Use of Speed Cameras

Topic Scoring Criteria	Yes/No	Evidence/Comment
Is the topic of significance to the region as a whole?	If 'yes' (+1 point)	Yes, speed cameras are present across the Thames Valley. According to the Thames Valley Police website: <i>'There are currently approximately 291 fixed camera installations, 21 red light camera installations, and 242 mobile camera locations the number of which is subject to change.'</i>
Is the topic of relevance to the work of the Police & Crime Commissioner? ¹	If 'yes' (+1 point)	This is not a Strategic Objective or Key theme in the Police and Crime Commissioner for the Thames Valley's Police and Crime Plan. It should be noted that other Police and Crime Commissioners have made decisions about the strategic use and placement of speed cameras in their localities. These include: <ul style="list-style-type: none"> • Somerset and Avon PCC • West Midlands PCC • North Yorkshire PCC
Does the topic fall within the remit of a scrutiny body other than the PCP?	If 'no' (+ 1 point)	The topic is within the remit of area-based overview and scrutiny committees with the responsibility for crime/community safety across the Thames Valley.
Is work already underway on this subject (i.e. will work by the PCP be duplicative)?	If 'no' (+ 1 point)	Having examined all of the overview and scrutiny work programmes across the Thames Valley there does not seem to be any work underway or planned on this topic. The Community Safety Partnerships across the Thames Valley are not undertaking any work in this area.

¹ Policing Protocol Order 2011 highlights that the police and crime commissioner will be responsible for the totality of policing and that their conduct must abide by the seven Nolan principles of good governance in public life

The police and crime commissioner for a police area must—(a) secure the maintenance of the police force for that area, and (b) secure that the police force is efficient and effective.

Is there any political / legislative change underway that may impact this topic?	If 'no' (+ 1 point)	No
Does the statistical evidence available support the need to scrutinise this topic?	If 'yes' (+1 point)	<p>There is a split opinion on whether speed cameras are effective and whether Forces nationally are using them in the most effective manner. Further research will be required.</p> <p>Government, through the Commons library, has set out the legislative basis for Speed Cameras, including statistics to support their effectiveness in reducing collisions: http://www.parliament.uk/briefing-papers/SN00350.pdf.</p> <p>The member of the public who has requested that this topic is examined by the Police and Crime Panel has provided statistical information outlining a case against the current use and placement of speed cameras in the Thames Valley region.</p>
Does the qualitative evidence available support the need to scrutinise this topic?	If 'yes' (+1 point)	Not able to say at this stage without an in-depth review of information.
Can the public be engaged in the PCP's scrutiny of this topic?	If 'yes' (+1 point)	Yes
Are PCP resources available to scrutinise this topic effectively?	If 'yes' (+1 point)	Yes
Can the PCP expect to make a difference by scrutinising this topic?	If 'yes' (+1 point)	Yes
Would it be more appropriate to refer the topic to another body?	If 'no' (+ 1 point)	No- the Panel has a strategic view of the Force area and as such is best placed to carry out such a review. The Panel could refer this topic to local overview and scrutiny committees/panels, however there is no guarantee that these bodies will prioritise the work. Such action would also have resources implications for the PCC and Thames Valley Police as they may be called to attend a number of meetings to provide evidence across the region.
Are there any equality and diversity implications arising from scrutiny of this topic?	To be considered	No

Thames Valley Police & Crime Panel Work Programme 2014

Date	Meeting Theme and Sub-Themes <small>(based on Police & Crime Plan Strategic Objectives and key themes)</small>		Other agenda items	Attending
21/3/14	<p><u>Police & Crime Plan Strategic Objective 6:</u> To ensure policing, community safety and criminal justice services are delivered efficiently and effectively</p>	Collaboration	<ul style="list-style-type: none"> • Scrutiny of updated Police and Crime Plan • PCP Communications plan 	
		Commissioning		
		Evidence based practice		
		Reducing bureaucracy		
		Productivity Strategy		
16/5/14	<p><u>Police & Crime Plan Strategic Objective 1:</u> <i>To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</i></p>	Anti-Social Behaviour	<ul style="list-style-type: none"> • Asset Management Plan 	
		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 & Crime Plan Strategic</u></p>	Violent crime	<ul style="list-style-type: none"> • Bullfinch update 	

Date	Meeting Theme and Sub-Themes <small>(based on Police & Crime Plan Strategic Objectives and key themes)</small>	Other agenda items	Attending
	<p><u>Objective 1:</u> <i>To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</i></p>	<p>Acquisitive Crime (esp. dwelling burglaries, rural crime and 'cyber' crime)</p> <p>Local priority crime</p> <p>Rural crime</p>	
19/9/14	<p><u>Police & Crime Plan Strategic Objective 3:</u> <i>To protect the public from harm arising from serious organised crime and terrorism</i></p>	<p>Serious organised crime</p> <p>Terrorism including PREVENT</p>	
21/11/14	<p><u>Police & Crime Plan Strategic Objective 2:</u> <i>To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities</i></p> <p><u>Police & Crime Plan Strategic Objective 4:</u> <i>To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our</i></p>	<p>Patrol and deployment of uniformed officers and staff</p> <p>ASB Teams¹</p> <p>Community Wardens</p> <p>Two-way communication with partners</p>	

Date	Meeting Theme and Sub-Themes <small>(based on Police & Crime Plan Strategic Objectives and key themes)</small>		Other agenda items	Attending
	<i>communities</i>	Promote crime reduction and prevention activities		
Obtain the views of communities and 'seldom heard' groups on policing and crime issues				
Publish info about accessing, delivery and outcomes of policing and crime services				

¹ Linked to ASB sub-theme under strategic objective 1 – therefore may not need to be considered again

