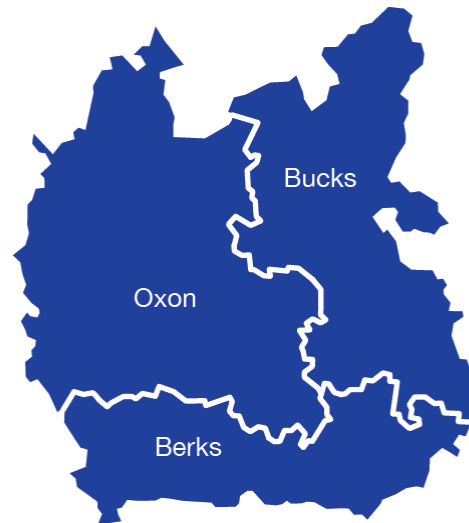


Agenda

Date: Friday 16 May 2014

Time: 11.00 am

Venue: Council Chamber Wycombe District
Council Queen Victoria Road High
Wycombe HP11 1BB



Directions and Parking

The Briefing Meeting for Members will also be held in the Council Chamber at 10am. The Briefing Room next door to the Council Chamber is available for use for the PCC.

Wycombe District Council information

<http://www.wycombe.gov.uk/council-services/council-and-democracy/council-offices/how-to-find-us.aspx>

Parking is in Easton Street, High Wycombe – It is a pay on exit car park with number plate recognition. Postcode HP11 1NP. This is about a five minute walk to the District Council offices. From the car park walk down the slope, turn right, cross the road and turn left. WDC offices are on the left hand side. The Council Chamber is facing the road. Enter through the double doors rather than go to reception.

There is no webcasting facility at Wycombe District Council.

11.00	<ol style="list-style-type: none"> 1. Apologies for Absence 2. Declarations of Interest To disclose any Personal or Disclosable Pecuniary Interests 	
11.05	<ol style="list-style-type: none"> 3. Minutes To agree the minutes of the meeting held on 21 March 2014. 	1 - 10
11.10	<ol style="list-style-type: none"> 4. Confirmation Hearing - PCC Chief Finance Officer Report of the PCC 	11 - 26



11.25	5. Review of the Police and Crime Plan 2013-17 Report of the PCC	27 - 50
12.15	6. Police and Crime Plan - overview of delivery Strategic Objective 1: <ul style="list-style-type: none">• Anti-Social Behaviour• Domestic and other inter-personal abuse, inc. child sexual exploitation• Safeguarding vulnerable adults, children and young people	51 - 68
12.45	7. The Integrity of Crime Data in the Thames Valley Report of the PCC	69 - 72
12.55	8. Proposals for Future Operation of the Police and Crime Panel Report of the Panel	73 - 76
13.15	9. General Issues To consider the responses to questions pre-submitted by Panel Members to the PCC.	77 - 82
13.25	10. Work Programme To consider the 2014 work programme: <ul style="list-style-type: none">• Work programme To consider the proposals for a Task and Finish Group review into ' <i>How the Police and Crime Commissioner can be supported in working in partnership with key stakeholders to deliver the Police and Crime Plan for the Thames Valley</i> ' <ul style="list-style-type: none">• Scoping document	83 - 90
	11. Date and Time of Next Meeting 11 July 2014 – South Oxfordshire District Council (AGM)	

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 Sohal (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 21 March 2014, in Council Chamber, Cherwell District Council, Bodicote House, White Post Road, Bodicote, Banbury OX15 4AA, commencing at 11.00 am and concluding at 1.00 pm.

Members Present

Councillor Bill Bendyshe-Brown (Wycombe District Council), Councillor Noel Brown (Chiltern District Council), 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 Pat Kennedy (Oxford City Council), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor George Reynolds (Cherwell District Council), Mr Rajinder Sohpal (Independent Co-opted Member), Councillor Cec Tallack (Milton Keynes Council) and Councillor Quentin Webb (West Berkshire Council)

Officers Present

Michael Chard, Helen Fincher and Clare Gray

Others Present

David Carroll (Deputy Police and Crime Commissioner), Colin Paine (Local Area Commander Thames Valley Police), Paul Hammond (Chief Executive Office of the Police and Crime Commissioner), Ian Thompson (Acting CFO Office of the Police and Crime Commissioner) and Sara Thornton (Chief Constable Thames Valley Police)

Apologies

Councillor Mark Booty (West Oxfordshire District Council), Councillor Bill Jones (Vale of White Horse District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Pam Pearce (Aylesbury Vale District Council), Councillor Bill Service (South Oxfordshire District Council), Councillor Mohammed Sharif (Slough Borough Council) and Anthony Stansfeld (Thames Valley Police and Crime Commissioner)

1. Declarations of Interest

There were no declarations of interest.

2. Minutes

The Minutes of the Meeting held on 31 January 2014 were agreed as a correct record.

3. Local Issues

Mike Grant gave a presentation on local issues for Cherwell District Council.

During his presentation the following points were noted:-

- Demographics for Cherwell include an area of 228 square miles, 141,000 population, about one third in rural and two thirds spread across main conurbations. There has been an increase in 20% of the population over the past 20 years and an expected increase of 155,000 by 2021. There was a proposal to build 13,000 houses the majority of which would be in Bicester. This information has been taken from the local plan. There is building around the periphery of major towns and regeneration inside towns e.g. ProDrive site to be used as a retail park near M40.
- There is a diverse community in Cherwell. Using figures from the national census 7.8% of the population come from ethnic minority communities; 5000 from the Asian community, mostly living in Banbury and some from the Polish community.
- In terms of ages the 0-15 population has dropped slightly but there is an increase in the ageing population with a 2% increase in the over 65's. Work was concentrated on younger people to undertake preventative work to stop younger people turning towards crime.
- There will always be a fear of crime particularly older people but people under 24 are more likely to be victims as they go out at night.
- The Community Safety Partnership worked very well with a very strong input from Oxfordshire County Council and also Public Health, Drug and Alcohol Team and the Magistrates Bench. One of the current concerns was the changes to probation service.
- There were shared services with other District Councils and this was increasing as budgets decreased and became more streamlined. There was a small Community Safety team compared to other unitaries with 2 nuisance officers, 1 ASB officer and a seconded police constable. There were also 4 street wardens and 1 health and improvement manager.
- A police led initiative funded by Cherwell Crime Partnership had led to a 39% reduction in crime in Bicester, this particularly focused on the retail village, who had been awarded 'excellent in innovation' with their vehicle identification scheme.
- In terms of the Stop hate initiative they funded the third party reporting service. A Night time officer was available and he referred to the Best Bar None project which was similar to the Purple Flag Scheme. It was important to reward licensees who help keep the night time economy safe.
- Anti Social Behaviour – there were 19 acceptable behaviour contracts which deflects them from offending and 2 ASB injunctions. Some of the issues were to do with single parents who had problems with drugs and alcohol. They were the first District to have an alcohol banning order and the second district to have a drugs house closure.
- 1400 requests had been received in relation to nuisance and in terms of scrap metal operations they had seized four unlicensed dealers' vehicles.
- JATAC – Milton Keynes had started this initiative which encouraged partnership working with housing, social services and police intelligence. Police priorities are discussed at JATAC and all partners join in with this.
- Brighter Futures is an initiative to help reduce the number of Not in Education or Employment (NEETS) through a local strategic partnership. Despite these partnerships being abolished this District continued to have the partnership as it has been very successful and plays an important part in community safety
- Recreation and Sport Activators help involve young people in positive activities and involve thousands of young people a year interacting with them so they are not doing harm.
- Police priorities change but ASB is a very important priority for this Council. Priorities also include working against Child Sexual Exploitation and female genital mutilation, rural crime and improving communications. All priorities link into the Policing and CSP plan. There was work being undertaken on Child Sexual Exploitation which had been included in the District delivery plan which follows the golden thread of the Thames Valley Police Plan. Youth activators do alot of work with children and it was crucial to share information and intelligence. He gave an example of a project they were working on in Banbury working with the Sunrise Centre to start a programme with Asian dads aged

between 35-40 who have got an influence in the community to help train them to look for signs of child sexual exploitation.

- Historically crime is going down and has reached the 550 mark. There are one or two murders a year. Figures regarding violence against the person were down and burglaries were well below the median with detection rates high.

During discussion the following questions were asked:-

- Whilst this District had low crime number there would be an impact with the predicted population growth in Banbury and Bicester. What are the problems and challenges and barriers to CSP targets? How could the Panel work with the Police and Crime Commissioner (PCC) to help achieve these targets? The Deputy PCC reported that he had undertaken a lot of work with partners and had been very successful. The Chief Constable referred to two points on population growth. One of the issues was that as the population is growing the Force does their best to keep level with the number of front line officers but this was becoming increasingly difficult. However they would get additional income from the council tax precept as the taxbase is increasing particularly with the more valuable properties in the District. Secondly the Property Services Department were working on pursuing Section 106 funding which could be spent on Neighbourhood officers. They did not want to have large communities with no visible police footprint. The Local Area Commander reported that the extensive growth is significant and the speed of growth is very rapid. There would be challenges as the population is ageing; older people commit less crime but they do worry about it more. With more older people even if they were well behaved would increase the opportunity to have more victims. There were challenges in Bicester with the number of offenders who travel and deal drugs. They had a street based operation to tackle offenders and a number of these have been locked up. Drug dealers have decided that Bicester is too difficult and have moved to other areas. Resources would need to be distributed with growth looking at where neighbourhood officers need to be located. The Deputy PCC reported that Authorities should heighten their dialogue with the police force about Local Plan implications. A Member commented that it would be helpful to have police responses back in good time on any community development issue although he was aware that they had limited staff.
- Are there any specific issues the PCC can help with? Mike Grant reported that the main issue is finance and one of the barriers to partnership working is joint funding with budgets reducing everywhere. There had been no budget changes this year as reserves had been used but next year difficult decisions would have to be made. Crime prevention was key and if issues were dealt with early with younger people it made a difference in the long term. With rural crime it was important to get the same service across the District. The Deputy PCC said he regularly talked to Local Authorities throughout the Thames Valley and would have a dialogue with Mike Grant but generally relationships with authorities were working well. The CSP's across the Thames Valley had proved invaluable in reducing crime and fear of crime and was a small part of the budget but partnerships continue to increase tenfold on results. The police can't have a presence everywhere and Members would hate to see this work diminish for a small % of the PCC budget which goes a long way and is very good value for money. The OPPC is working with CSP's Managers and the Police to look at ways services can be delivered more effectively with tighter funds.
- The Local Member reported that he welcomed the Deputy PCC coming to visit his District and emphasised the importance of good communication. He also welcomed the fact that the police were now pushing the use of Section 106 funding. Developers seem to pay a lot of money for public art but not for police work. With a small number of officers in the District prevention was the main aim especially working with young people and the work of the activators had been very successful. He thanked the Local Area Commander and the Superintendents for their joint working especially now they were joining services with the West. The fear of crime was very difficult to get rid of particularly for older people. Service Managers were now working half and half with South Northants and a different police force, County and CSP and they were now also working with

Stratford District Council. They worked hard to reduce crime figures down but the lower crime numbers the less finance was received. Every Council is suffering financial difficulties.

The Chairman thanked Mike Grant and the Local Area Commander for their informative contribution.

4. Verbal Update on the Complaints Sub-Committee

Terry Burke gave an update to the Panel. During this period the Complaints Sub-Committee have met twice and agreed that in respect of one complaint against the PCC there is no substantive case to answer and another complaint is under consideration at the moment. Since the Panel's inception all complaints are about long running issues against the police force. The Panel can only look at complaints against the PCC and most complaints relate to a lack of communication from the OPCC. The Panel would like to see an emphasis on communications at an early stage which would avoid a complaint going to the Panel. However, Members did understand that these long running complaints were often complex.

A Member referred to the problem with communication and often it was unclear who the complaint was about. The Panel welcomed a response from the PCC on how to tackle this issue. The Deputy PCC commented that they were in a new regime, the PCC and Chief Constable having set up a new independent 'Complaints, Integrity and Ethics Panel' and they would look at their communication process. The Chairman clarified that the Police and Crime Panel only had power to look at complaints against the performance of the PCC and the PCC handled complaints against the performance of the Chief Constable. A complainant had asked to address the Panel but they did not have the remit to undertake an investigative type role. It was up to the Police Force to investigate and for the Panel to monitor the PCC and the PCC to monitor the Chief Constable. Members however welcomed the setting up of the Complaints, Integrity and Ethics Panel.

5. Review of the Police and Crime Plan 2013-17

Members noted that under the Police Reform and Social Responsibility Act 2011 the 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 they took up office. The Police and Crime Plan 2013-2017 was published in March 2013. The PCC, however, 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 change priorities as necessary and appropriate.

The Deputy PCC informed Members of the emerging new issues/risks:-

- 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

During discussion the following points were made:-

The Chairman reported that he would welcome an early briefing paper on the Plan refresh.

Action: OPCC

The Chief Constable reported that the Plan sets a framework for a broader group of partners and this is reflected in their Thames Valley Police Delivery Plan, the 2014/15 version of which would be presented to the PCC on 1 April and this included detail on how TVP will deliver against the PCC's priorities.

Late night drinking

A Member referred to the late night drinking and asked why this was a new issue. Related to this he commented that he was chairing a LGA Task Force around licensing and one thing that was pressing was the issue of public health and whether this should be included as an additional factor in the licensing regime; others included prevention of crime, public safety, child protection and prevention of nuisance. The Chief Constable reported that she was not aware whether the Association of Chief Police Officers (ACPO) had taken this up but she could find out. Whilst late night drinking was not a new issue increasing late night levies had been included in the Delivery Plan to address this issue but it has not been agreed by many Local Authorities therefore they must continue to be active to ensure town and cities are safe. The Member from Milton Keynes reported that his Authority decided that the levy was not the right way to address late night drinking and they were looking at other ways to address this issue but that the late night economy in Milton Keynes was not unsafe given its size.

The Member who raised the initial question responded by saying that the reason late night levies would not work was because the legislation applied to the whole Local Authority area and the Local Government Association had lobbied against this but the Government would not change the legislation. This meant that the levy applied to pubs outside the city or town centre area who did not have any problems with the late night economy. The legislation needed amending and the Member hoped that the PCC was pressing for this change. Reading avoided this issue by having a Business Improvement District with a supplementary levy of 2% on all premises licensed after midnight which meant they could employ extra PCSO's, additional taxi marshals and a raft of late night measures. Pubs and clubs make a contribution. It was unfair to surcharge rural pubs.

The Chief Constable commented that she would look into more detail regarding the legislation as she thought they could differentiate with early morning restriction orders. The Chief Constable reported that they employed more police officers and specials to help with the night time economy and the shift pattern doubled over the weekend to deal with demand. If levies could be used to help resource the night time economy they could obtain better police coverage for all areas.

Female Genital Mutilation

The issue of child sexual exploitation (CSE), female genital mutilation (FGM), child abuse and human trafficking was raised and Members recognised that these issues exist in the Thames Valley and need to be tackled. Areas of influence must be worked upon and reference was made to the 9 Health and Wellbeing Boards in the Thames Valley; most PCC's only have one Board operating in their area. What help could Local Authorities give? The Kingfisher Unit was working very well in Oxfordshire. Would it help if this Panel set up a Task and Finish Group to investigate how it was being dealt with by 18 Local Authorities? There were hot spots where these issues take place but human trafficking could be rural and CSE was everywhere. There had still not been one case of FGM which had gone to court while some were being dealt with in some London Boroughs. There were currently two prosecutions from the CPS in London.

The Chairman stressed the importance of everyone working together. The Chief Constable responded to FGM and the action in the Plan was twofold. Firstly, to raise awareness with staff and the Local Safeguarding Boards. Most reports of FGM came from the health sector and there were a handful in the last 4/5 years all from health. The second area was to ensure that there was a clear process and that it was easy to report incidences. It would be very helpful for the Health and Wellbeing Boards to engage. Referrals has tended to be through mothers who have given birth in hospital where it has been identified that they have been a victim and therefore there will be

concern about any daughters of the family. Also concerns around girls who have been out of school for long periods and reports through child social care.

Child Sexual Exploitation

In terms of CSE the Kingfisher unit was a good initiative and the recent inspection classified them as exemplary. The biggest move forward was agencies working together. The crisis in Oxford meant that urgent steps could be taken to set up the Unit but there were concerns around the other two areas. In Buckinghamshire there was a Project to set up a MASH but there were difficulties with children in social care not having dedicated social workers. If there is a concern about a child officers have to make enquires to lots of different social workers. The Chief Constable was talking to Local Authority Chief Executives to see what could be done to take this initiative forward.

Partnership Working

The Deputy PCC commented on the significant number of partnerships across the Thames Valley such as Health and Wellbeing Boards, that the PCC and himself have to engage with and this was a major challenge. The Deputy PCC stated that the successful relationships between partners and the PCC rely on proactive two way communications and relationships.

The Chairman reported that the issue that had been raised by the Deputy PCC and that the Panel's role was not only to scrutinise but to assist and support the PCC which is embodied in legislation. However, Members recognised that the OPCC resources were stretched and the issue of CSE and FGM could be looked at by the Panel to see how it was being addressed in the Thames Valley, which was a complex area. The Panel only has one Policy Officer and it was important to use resources effectively by looking at information that agencies had already obtained and how these services were being co-ordinated.

Action

The Panel agreed that the Policy Officer should develop a scoping paper for a Task and Finish group to investigate how the PCC can be supported in working in partnership with key stakeholders, such as Health and Wellbeing Board.

Mental Health

A Member expressed concern about how mental health was addressed and that when working in a crisis situation police cells were used and that sometimes getting agreement takes time. People suffering from Mental Health problems were held in police cells as a place of safety and the Plan was to reduce these numbers through the Concordat and in the Police and Crime Plan. He referred to the report at agenda item 10 on an HMI inspection visit to custody suites and that inspectors were concerned to find that mental health services were not well developed and custody was too often used as a place of safety under the Mental Health Act. It was important to act on this issue quickly and to develop a framework for mental health objectives by working with partners and looking at operational levels. The Deputy PCC responded by saying that this was an important issue which would be looked at through the Plan refresh.

The Chief Constable reported that currently 29% of people are retained in custody under Section 136 of the Mental Health Act the best forces are now down to 5%. The Concordat signed by Ministerial Departments are putting forward a target of reducing this figure by 50%. A recent meeting was held by the Deputy PCC where it was agreed that with their framework for monitoring this was a realistic target. The Health Service has had funding since 2006 to pay for beds for people with mental health issues and in the Thames Valley there were not high numbers of beds available but provision was increasing. If there was more provision for places of safety this would make it easier for the Police Force. Some police officers found it easier to take people to police stations as if they go to hospital they can wait 4-5 hours for an assessment to be undertaken. There was also an issue about how they are taken there as it would be better for the person to be dealt with by the ambulance service and work needs to be undertaken with health colleagues to increase this. A police van is not a good place for someone who is ill. Half of Police Forces now have funding to implement a triage system which is being piloted in Oxfordshire where a qualified mental health nurse uses the triage system to divert them to mental health provision as an emergency under Section 136 and currently one third of cases are being diverted to the right area.

Drugs

The PCC referred to the new or emerging issues listed on page 20 of the agenda and commented that prioritising these areas was welcomed. However, he referred to the issue of drugs and the superb work that was taking place with a number of convictions and commented that emphasis should still remain on this area despite it not being a new or emerging issue. The Deputy PCC reported that this would not change. The OPCC Chief Executive reported that the areas identified for the refresh would not be substitutes. Other areas not listed in the report were still ongoing and tackling drugs was already in the Plan and would remain there.

Timeline

A Member asked for clarification on the timeline for the refresh plan and whether Members could just comment on the refreshed areas or the wider scope of the Plan. The OPCC Chief Executive reported that they had a statutory duty to present the refresh plan as a full document and Members would have a chance to comment on the whole of the revised Police and Crime Plan. The report for this meeting highlights to the Panel that they were launching a refresh of the Plan which the Panel would formally consider in May but this was an opportunity to see their new priorities. The Chairman informed the OPCC that Members appreciated the early information. The Deputy PCC reported that he had a meeting last week with officers and there was genuine agreement for the refresh Plan.

A Member asked whether there was feedback from public meetings and local organisations and general feedback which had an influence on the Plan. The Deputy PCC said they had attended a number of public meetings and they had received information from a number of groups which included good working relationships with local authorities.

A Member expressed concern about advertising of public meetings and the need to advertise properly. He referred to a meeting at Wycombe District Council and they had to quickly use social media to ensure better publication of this meeting to engage the wider community. He also referred to the fact that WDC had a Business Improvement District and a Purple Flag Scheme and this together was making a real difference to a safer community. He then mentioned Revolving Doors (page 30) which was a Government initiative and a pilot had been held in WDC and their feedback was part of the overall study. The Deputy PCC responded that the Revolving Doors initiative had now passed onto a charity. Public meetings usually had a poor attendance and at the meeting held at WDC 20 people attended. They would look at ways to get the public involved and would strive to get messages to communities. The Chairman reported that public engagement was an issue that everyone faced.

6. Police and Crime Panel overview of delivery

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

Strategic Objective 6: To ensure policing, community safety and criminal justice services are delivered efficiently and effectively productivity strategy:

- Collaboration
- Commissioning
- Evidence based practice
- Reducing bureaucracy
- Productivity strategy

During discussion Members asked the following questions:-

- Page 33 of the report refers to lead agencies - does this just relate to police partners or all partners such as the local authority? The Deputy PCC reported that this was all partners including local authorities, it was important to work with everyone to deliver efficient and effective services.
- A Member expressed concern about police officers completing paperwork and the dependency on form filling which removes them from their policing duties. What themes and activities are in place to reduce this? The Chief Constable reported that bureaucracy is sometimes necessary and unavoidable. There has been the recent debate around recording crime and HMIC check records very carefully. It was crucial to have proper records when investigating offences and gathering evidence so that lawyers could use this information to prosecute. Whilst officers may complain

about paperwork this was part of being accountable and police officers have a lot of power and need to help victims. There was an initiative called Wasteline where officers can make suggestions and two examples of this was a suggestion for officers to use radios rather than phones. Another example was that every fortnight a plane comes from Poland to pick up people who need to be extradited but police officers have to go to Wandsworth with their prisoner; now private security is used rather than police officers. They have worked hard to reduce paperwork such as the risk assessment for domestic abuse to ensure paperwork is proportionate. Paperwork is inevitable to ensure proper accountability. Mobile data helps police officers record information in the community rather than having to return to the police station.

- New mobile cameras are a good way of reducing bureaucracy and could these cameras be rolled out more? Police officers were very supportive of this technology. 150 cameras were in use but there was an issue about increasing them as there were privacy issues in terms of filming in people's homes but they would be good for recording violent crimes. Capturing evidence was very useful.
- How many forces were trialling technology and had the Association come to any conclusion about using technology. The Chief Constable reported that technology was frustrating but they were committed to mobile data but sometimes blackberries were difficult to read. They had joint working with Hampshire and were now using tough books to take statements and electronic signatures but it was frustrating because it was taking longer than expected. They were changing their crime and intelligence system and much time has been taken on training and testing. They hoped to start using the system on 29 April and have one record management system. Nationally in the previous two years they were looking at a Police IT company but this has not happened and the approach to technology is disparate. They work closely with Hampshire, Surrey and Sussex and share a public service network which gives better service delivery and saves 20% of costs.
- Does the Association of PCC's help with ideas of collaboration around ICT. The Deputy PCC reported that they were working together and looking at initiatives to save taxpayers money.
- A Member referred to public access and front counter services and whether there were any problems with planning. The Deputy PCC reported that there was always planning issues to address but they were making progress and there was a Strategy in place. A dialogue has been developed and local targets agreed. He would come back to the Panel with more detail on this area. The Chairman commented that he liked the idea of a one stop shop and co-located services and other authorities were also very keen on this.

7. Update on the progress of the establishment of the Complaints, Integrity and Ethics Panel

The Police and Crime Commissioner (PCC) has decided, in conjunction with the Chief Constable, 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. The new Panel is intended to satisfy the PCC's 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.

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. The first meeting of the Panel has been arranged for 24 April 2014 and will be chaired by the Deputy PCC.

The Panel had received information on the independent Members. A Member asked how much this new Panel would cost. The Deputy PCC reported that it would be of minimal cost but any cost would be worthwhile to ensure trust and confidence in the Police Force.

The Chairman of the Complaints Sub-Committee referred to long running complaints and how this new Panel would look at this and at what stage they would be involved in the process. The Deputy PCC reported that the

first meeting would be held in April and independent members would look at how they would want to operate, within the context of the Panel's agreed Terms of Reference and a progress report can be brought back to Members. The OPCC Chief Executive clarified that the Panel would have a role in reviewing the handling of long running complaints issues but due statutory process must be undertaken first and then referred to the new Panel to look at what lessons could be learnt.

The Panel welcomed this initiative and looked forward to a progress report.

8. Revised Police and Crime Panel Communications Plan

The Chairman referred to the refreshed Communications Plan to raise awareness of the Police and Crime Panel and reminded Members of their roles in cascading the work of the Panel to a local level.

The Panel agreed the Communications Plan.

9. General Issues

The Panel noted the general issues report.

10. Work Programme

The Panel received the revised Work Programme and a topic scoring criteria on the use of speed cameras.

The Chairman referred to the Topic Scoring Criteria which was used as the selection process for topics for the Work Programme. The Chairman reported that it was up to the Panel to decide whether they wished to look at the use of speed cameras as a topic. A Member commented that CSP's were not undertaking work on this area and there was not much interest in this topic being reviewed. Many authorities supported the use of speed cameras and would like to see more. This was the view of one individual. Another Member commented that some tenants groups wanted to enforce 20mph speed limits but as this could not be done at the moment there was no need to undertake a review. Another Member commented that they were using Mobile Vehicle Activated Signs where speed was an issue but this was not a topic for a review.

The Panel agreed not to proceed with this topic.

The Chairman reported that the Task and Finish Group work with partners would be included in the Work Programme and a scoping paper would be brought back to the next meeting. The OPCC Chief Executive reported that the PCC's draft refresh of his Police and Crime Plan would come forward in May and in July the PCC's Annual Report.

11. Date and Time of Next Meeting

16 May 2014 at Wycombe District Council

CHAIRMAN



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

REPORT TO THE POLICE AND CRIME PANEL FOR THE THAMES VALLEY

**PROPOSED APPOINTMENT OF THE POLICE AND CRIME COMMISSIONER'S
'CHIEF FINANCE OFFICER AND DEPUTY CHIEF EXECUTIVE'**

Executive Summary

The Police Reform and Social Responsibility Act 2011 ('the Act') requires, under Schedule 1, paragraph 6(1)(b), that the Police and Crime Commissioner (PCC) "*must appoint ... a person to be responsible for the proper administration of the commissioner's financial affairs (referred to ... as the commissioner's chief finance officer)*".

The post, and post-holder, of 'Chief Finance Officer and Deputy Chief Executive' within the Office of the PCC will discharge the above statutory duty.

Under Schedule 1, paragraph 9, of the Act, the PCC must notify the Police and Crime Panel ("the Panel") of his proposed appointment to the post of the commissioner's chief finance officer.

The PCC must also notify the Panel of the following information:

- a) The name of the person whom the commissioner is proposing to appoint ("the candidate")
- b) The criteria used to assess the suitability of the candidate for the appointment
- c) Why the candidate satisfies those criteria
- d) The terms and conditions on which the candidate is to be appointed.

Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the PCC on the proposed appointment, including a recommendation to the PCC as to whether or not the candidate should be appointed, within a period of three weeks beginning with the day on which the Panel receives notification from the PCC of the proposed appointment.

The PCC must notify the Panel of the decision whether to accept or reject the recommendation of the Panel.

Proposal

That Mr. Ian John Thompson be appointed to the position of the PCC's 'Chief Finance Officer and Deputy Chief Executive'.

Police and Crime Commissioner

Signature

Date 6th May 2014

PART 1 – NON-CONFIDENTIAL

1. Introduction and background

- 1.1 The Police Reform and Social Responsibility Act 2011 ('the Act') requires, under Schedule 1, paragraph 6(1)(b), that the Police and Crime Commissioner (PCC) "*must appoint ... a person to be responsible for the proper administration of the commissioner's financial affairs (referred to ... as the commissioner's chief finance officer)*".
- 1.2. In accordance with the above duty, I propose to appoint Mr. Ian John Thompson to the post of my 'Chief Finance Officer and Deputy Chief Executive'.
- 1.3. The post of 'Chief Finance Officer and Deputy Chief Executive' is located within the Office of the PCC (OPCC) and, for the avoidance of doubt, is employed by the PCC for Thames Valley and a member of the PCC's own office staff.
- 1.4. Under the Act, the Panel is required to review the proposed appointment and make a report to me on the proposal, including a recommendation as to whether or not the candidate should be appointed. I will consider the report when issued and decide whether to accept or reject the Panel's recommendation on Mr. Thompson's proposed appointment. Until the conclusion of this process, Mr. Thompson remains the proposed candidate for the appointment.

2. Issues for consideration

2.1 Name of the Candidate

The name of the person the PCC is proposing to appoint to the post of 'Chief Finance Officer and Deputy Chief Executive' is Mr. Ian John Thompson.

2.2 Criteria used to assess the suitability of the candidate for the appointment

The criteria I have used to determine my nomination are presented in detail in the Job Description for this post attached at Annex B. These are summarised below.

- a) Finance - skills, knowledge and experience of:
 - Full CCAB accountancy qualification (or equivalent)
 - Strategic integrated financial and service planning
 - Financial policy development
 - Public sector accounting and financial management (including treasury management; maintenance and development of financial accounting and administration systems; budget development, monitoring and control; and value for money considerations)
 - Financial stewardship and reporting (including consultation and transparency considerations)
 - Financial corporate governance (including statutory chief finance officer duties and responsibilities concerning internal management control systems; internal and external audit arrangements and

- respective responsibilities; risk management, and fraud prevention and control).
- b) Service planning - understanding of the policing, community safety and criminal justice services.
 - c) Service delivery - understanding of commissioning and procurement options and processes for, e.g. community safety, victims and restorative justice services.
 - d) Financial performance – experience of monitoring and scrutiny of service financial performance
 - e) Non-financial resources - scrutiny and oversight of TVP strategies relating to estates and asset management, HR, and ICT strategies
 - f) Staff management – significant senior level staff management experience.
 - g) Strategic and operational decision making – experience of influencing ‘board level’ decision-making

The above summarised criteria setting out the requirements of the post-holder are presented in greater detail in the Job Description for this post (attached at Annex B).

2.3 **Why the proposed candidate satisfies those criteria**

Mr Thompson has the following qualifications, skills, knowledge and experience:

- a) Over 35 years experience in public sector finance
- b) Qualified accountant, having become a full member of the Chartered Institute of Public Finance and Accountancy in 1990 and, prior to that, a member of the Association of Accounting Technicians (Pass with Distinction) in 1981.
- c) Appointed as Police Accountant (Buckinghamshire County Council) in 1992.
- d) Transferred from Bucks CC to Thames Valley Police Authority (TVPA) in 1994 as a result of the Police and Magistrates Court Act 1994.
- e) Appointed as:
 - Assistant Treasurer in 2000
 - Deputy Section 151 (chief finance officer) in 2003
 - Acting PCC Chief Finance Officer in November 2012
- f) A member of the respective TVPA / Office of the PCC (OPCC) ‘senior management’ teams since 1994.
- g) TVPA/OPCC lead operational officer for treasury management, financial governance and risk management since 1994
- h) Developed effective working relationships with the TVP Chief Constable’s Management Team (particularly the TVP Director of Finance)
- i) A key member of several joint OPCC/TVP officer working groups, including the following roles:
 - Chair of the Corporate Governance Advisory Group
 - Board member of the Chiltern Transport Consortium
 - Member of the Income Generation Board
 - Member of the TVP Force Scrutiny Panel
- j) National roles and responsibilities include:
 - Chair of the CIPFA Police Statistics Working Group
 - Chair of the Police Objective Analysis (POA) Working Group (NB Data from the above 2 groups is used by HMIC to inform their annual VFM profiles)

- Member of the CIPFA Police Panel
- Member of the Police and Crime Commissioners' Treasurers Society (PACCTS)
- PACCTS sub-group member for discussions with Audit Commission
- PACCTS sub-group member for discussion with CIPFA/Home Office on new accounting arrangements for PCC, Chief Constable & Consolidated Group accounts
- Member of the Police Service Expenditure Forecasting Group since 1993 (including 5 years as national convenor between 1996 and 2001, coordinating the national police service submission to Government spending reviews)

Furthermore, Mr Thompson has been undertaking and successfully discharging the statutory 'chief finance officer' responsibilities of the new role since November 2012, in his current capacity as the PCC's 'Acting Chief Finance Officer'.

I hope the above summary, in terms of the depth and breadth of Mr Thompson's relevant skills and experience, will clearly demonstrate to the Panel his suitability to undertake and successfully discharge the role of Chief Finance Officer and Deputy Chief Executive.

2.4 The terms and conditions on which the candidate is to be appointed

A summary of the draft outline terms and conditions relating to the proposed appointment to the post of Chief Finance Officer and Deputy Chief Executive is attached at Annex A. In brief, this proposal is for a permanent, full-time, appointment at a salary of £76,031 per annum.

3. Financial comments

- 3.1 The salary and employer oncosts of this post are allowed for within the existing approved OPCC annual budget.

4. Legal comments

- 4.1. The power and process by which the PCC must appoint a chief finance officer is provided by The Police Reform and Social Responsibility Act 2011 (Schedule 1, paragraphs 6 and 9, respectively).
- 4.2. Under the provisions of the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990, this post is 'politically restricted' and post-holders are prohibited from being members of local authorities and taking an active part in politics.

5. Equality comments

- 5.1 Any appointment to the post of the 'Chief Finance Officer and Deputy Chief Executive' is subject to Section 7 of the Local Government and Housing Act 1989, i.e. that all staff appointments should be made on merit.
- 5.2 Subject to the recommendations of the Panel, this appointment will be made in accordance with the relevant TVP 'People Directorate' policies and

practices, i.e. the proposed candidate is entitled to be slotted in to this vacant post as:

- (a) His current substantive post is due to be deleted following the conclusion and implementation of the new OPCC staffing structure, which would otherwise place him 'at risk of redundancy' if not slotted-in to an equivalent new post, and
- (b) There is sufficient overlap between his current substantive role and responsibilities and those of the new post to demonstrate that this new post represents an equivalent post that the candidate is entitled to be slotted in to in accordance with the TVP 'Managing Organisational Change for Police Staff' policy.
- (c) The proposed candidate has been undertaking and successfully discharging the statutory chief finance officer responsibilities of the role since November 2012, in his current appointment as 'Acting Chief Finance Officer'.

5.3 Accordingly, there is no requirement for an open recruitment process that would normally apply when recruiting staff to the PCC's office.


6. Background papers

The Police Reform and Social Responsibility Act 2011

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

Name & Role	Officer
<p>Head of Unit I have reviewed this document and am satisfied that it has been produced in accordance with published guidance</p>	PCC Chief Executive
<p>Legal Advice The proposals in this document are in accordance with the relevant legislative requirements</p>	PCC Chief Executive
<p>Financial Advice This appointment can be accommodated within existing budgetary provisions</p>	PCC Chief Executive
<p>Equalities & Diversity No specific implications arising</p>	PCC Chief Executive

PCC CHIEF OFFICER APPROVAL

<p>I can confirm that financial and legal advice has been taken into account in the preparation of this report.</p> <p>I am satisfied that this proposal represents an appropriate decision to be taken by the Police and Crime Commissioner for submission to the Police and Crime Panel for consideration.</p> <p></p> <p>Paul Hammond Chief Executive</p> <p style="text-align: right;">Date 6th May 2014</p>

CHIEF FINANCE OFFICER AND DEPUTY CHIEF EXECUTIVE

Summary of Terms and Conditions of Appointment

Under Schedule 1, paragraph 6(1)(b), of the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (PCC) must appoint a person to be responsible for the proper administration of the PCC's financial affairs. This person is referred to as the PCC's chief finance officer and is a member of the PCC's staff. The post, and post-holder, of 'Chief Finance Officer and Deputy Chief Executive' will discharge this statutory duty.

The Chief Finance Officer and Deputy Chief Executive is employed by the PCC and will be subject to a contract of employment. This post is a "politically restricted" post within the terms of the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990.

The main terms and conditions of appointment are:-

1. Job Title – 'Chief Finance Officer and Deputy Chief Executive'.
2. Responsibilities – the purpose and role of the Chief Finance Officer and Deputy Chief Executive is to act as the PCC's statutory chief finance officer (per the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraph 6); be lead advisor to the PCC/Deputy PCC on strategic financial planning, management, policy matters and all financial aspects of corporate governance, and to be the person responsible for the proper administration of the PCC's financial affairs. The post-holder is a member of the PCC's Strategic Management Group and is also the designated Deputy Chief Executive.

(A copy of the Job Description for this post is provided at Annex B)

3. Eligibility - the Chief Finance Officer and Deputy Chief Executive will be required as a condition of employment to hold a full CCAB accountancy qualification (or equivalent).
4. Date of Commencement of Employment and Length of contract - this is a permanent, full-time, post. The commencement date of the appointment will be subject to the Police and Crime Panel confirmation hearing process (details to be agreed with the PCC subject to his receipt of the report and recommendations of the Police and Crime Panel).
5. Hours of Work and Salary – the Chief Finance Officer and Deputy Chief Executive contractual hours and normal working week are 37 hours per week (i.e. 1.0 full-time equivalent post). The nature of the post and role will require that these hours of working by the Chief Finance Officer and Deputy Chief Executive will be flexible, with provision for attendance on

days and at times reasonably required by the PCC which will involve work outside of normal office hours.

6. Remuneration – the Chief Finance Officer and Deputy Chief Executive will be paid at the ‘SMG’ salary band rate, and will be at a rate of £76,031 per annum, effective from the date of appointment. The salary rate will be reviewed annually.
7. Allowances – travelling and subsistence allowance will be paid at the rates applicable to the PCC’s staff.
8. Holiday entitlement – All holiday leave is calculated in hours. The Chief Finance Officer and Deputy Chief Executive will be entitled to 222 hours per annum (30 days per annum equivalent) annual leave.
9. Pension – the post-holder is entitled to join the Local Government Pension Scheme (LGPS).
10. Termination of Contract of Employment by Employer – the appointment as Chief Finance Officer and Deputy Chief Executive may be terminated at any time by the PCC. The post-holder is entitled to a minimum period of 12 weeks’ notice of termination of your contract of employment. These notice rights do not affect the PCC’s right to terminate employment summarily without pay in lieu of notice in cases of gross misconduct.
11. Termination of Contract of Employment by Employee – the post-holder may terminate their employment by giving the PCC 12 weeks’ notice.
12. Performance Review and Appraisal – the Chief Executive will conduct the performance review and appraisal of the Chief Finance Officer and Deputy Chief Executive (in a form and frequency as appropriate to be determined by the PCC).
13. Vetting – appointment to the post of Chief Finance Officer and Deputy Chief Executive will be subject to formal police vetting procedures and requirements.

JOB DESCRIPTION

CHIEF FINANCE OFFICER AND DEPUTY CHIEF EXECUTIVE

THAMES VALLEY POLICE STAFF ROLE SPECIFICATION QUESTIONNAIRE

GENERAL INFORMATION:

- Terms of employment required, i.e. temporary, permanent and the headcount requirement, i.e. full headcount or half headcount, etc

Number of permanent full or part-time staff reporting directly to role holder:

- Permanent statutory post - PCC is required to appoint a chief finance officer per Schedule 1 of the Police Reform and Social Responsibility Act 2011
- 2nd tier post in OPCC structure
- Post-holder is the professional lead officer to the PCC on all strategic financial matters and the person responsible (under Schedule 1 of the Police Reform and Social Responsibility Act 2011) for the proper administration of the PCC's financial affairs
- Number of permanent full or part-time staff reporting directly to role holder: 1 (but see later comments regarding the Principal Internal Auditor post)

- What are the circumstances surrounding this role

Circumstances: Restructure of the former Thames Valley Police Authority staffing structure following the abolition of the Authority and its replacement by the new, directly elected, Police and Crime Commissioner (PCC) in November 2012.

The proposed structure of the new Office of the PCC (OPCC) for Thames Valley is designed to provide appropriate capacity and capability to enable the Office to support the PCC (and Deputy PCC) to effectively discharge his/their current and anticipated statutory duties and functional responsibilities

JOB DESCRIPTION

Job Title: Chief Finance Officer and Deputy Chief Executive.	Location: HQ South
Job Family: Business Support	Role Profile Title: tbc
Reports To: Chief Executive	Band level: SMG
Staff Responsibilities (direct line management of): 1 direct although the post-holder will have joint managerial responsibility for the Internal Audit Unit and will be the determining officer for Principal Auditor	

a. OVERALL PURPOSE OF THE ROLE:

The overall purpose of the role is to: act as the PCC's Statutory Section 151 (LGA Act 1972) chief finance officer and lead advisor to the PCC/Deputy PCC on strategic financial planning, management, policy matters and all financial aspects of corporate governance, and to be the person responsible (under Schedule 1 of the Police Reform and Social Responsibility Act 2011) for the proper administration of the PCC's financial affairs.

The post-holder is a member of the PCC's Strategic Management Group.

b. KEY ACCOUNTABILITY AREAS:

The key result areas in the role are as follows:

1. Provide in depth expertise and strategic advice to the PCC on financial planning, management, policy and all financial aspects of corporate governance. To develop and maintain appropriate financial management and administration systems and controls that support the service commissioning intentions of the PCC and help ensure regularity, propriety and value for money (VFM) in the use of public funds and in the delivery of the Police and Crime Plan.
2. Work closely with the Chief Executive to develop and implement the PCC's integrated service and financial strategy, to resource and deliver the PCC's strategic objectives, and to provide a clear sense of purpose to the office of the PCC. Act as the Chief Executive in his absence (*excluding* the statutory 'Monitoring Officer' role and responsibilities).
3. Develop, jointly with the Force Director of Finance, a robust and realistic financial strategy that will ensure that requisite funding is available from the Government, council tax precept and other contributions and recharges to support the PCC's effective discharge of their statutory responsibility for the police fund.
4. Ensure that accurate, complete and timely financial management information is provided to the PCC. Scrutinise and oversee the Chief Constable's draft budget proposals. Arrange for the determination, issue and transfer of the (council tax) precept. Report to the PCC, Chief Constable and External Auditor any unlawful or potentially unlawful expenditure by or on behalf of the PCC.
5. Ensure the effective delivery of internal and external audit services to the PCC. In particular:
 - Ensure, jointly with the Force Finance Director, the delivery of an effective internal audit function which provides assurance upon the internal control and governance arrangements

<p>within the Force and the Office of the PCC;</p> <ul style="list-style-type: none"> • Advise and support the Joint Independent Audit Committee to deliver its agreed terms of reference, including production of the annual assurance report; • Liaise with the External Auditor to facilitate an effective external audit of the PCC and Chief Constable's financial affairs; • Maintain an effective fraud prevention strategy and operational practices; • Work closely with the Director of Finance to procure adequate and appropriate insurance cover for both the Force and PCC; , • Develop, implement and maintain an effective Risk Management Action Plan and Business Continuity Plan for the OPCC.
<p>6. Ensure the PCC is provided with appropriate financial support and advice to enable them to discharge their local, regional and national functions and duties, e.g.</p> <ul style="list-style-type: none"> • The preparation and production of the PCC's 'Police and Crime Plan' and 'Annual Report'; • Oversight and scrutiny of TVP and partners' financial performance; • Monitoring and reporting of OPCC financial performance; • Identifying and analysing the financial and service implications of new government legislation and policy initiatives; • Bilateral, regional and national collaboration Boards, attendance at national Home Office and APCCS boards and working groups, etc.
<p>7. Lead responsibility on behalf of the PCC for oversight and scrutiny of the TVP resources-related plans (e.g. estates and asset management strategy and plan; HR Strategy; ICT Strategy, etc.)</p>
<p>8. Formulate an effective treasury policy and strategy and to monitor treasury management performance so as to minimise external interest costs, maximise investment returns and guard against financial loss</p>

c. DIMENSIONS:

<p>Further Comments:</p>
<p>The key roles and responsibilities for this post are prescribed in the Home Office Financial Management Code of Practice for Police Forces in England and Wales and the CIPFA Statement on the Role of the Chief Finance Officer of the PCC and the Chief Finance Officer of the Chief Constable. This includes a fiduciary duty to the local council taxpayer to secure the effective stewardship of public funds</p>
<p>Financial: Strategic advisor to the PCC concerning the use and oversight of £394m annual revenue budget (2013/14 net) and Capital Programme planned spend of £56m (over the 2013-2017 planning period). Direct managerial responsibility for treasury management, involving average investments of £90m and annual investment interest income of £1.4m per annum. Responsible for the PCC directly controlled budgets of expenditure in 2013/14 of £5.2m</p>
<p>Staff: Direct reports: 1 post, but joint managerial responsibility with the TVP Director of Finance for the Internal Audit function (NB 4 posts when deputising for the Chief Executive), indirect line management for Principal Auditor who is managed by the external contractor.</p>

Statutory advisor to PCC: Awareness and anticipation of potential stakeholder/political response to PCC's decisions and actions is a critical element of the post-holder's judgement in discharging the responsibilities of this post

In discharging the above key result areas the post-holder will be required to:

(1) Attend events and meetings with the PCC / Deputy PCC as necessary in an advisory capacity, including attendance at meetings and events held outside of normal office hours, including at weekends

(2) Engage with and represent the PCC and/or national professional associations in decision-making forums involving representatives of bodies such as:

- TVP Chief Constable's Management Team (CCMT)
- Association of Police & Crime Commissioners (APCC)
- TV Police and Crime Panel
- TV local authorities and other partners (statutory or otherwise)
- Regional PCC/Force Collaboration Boards
- Home Office (and other Government agencies, inc Her Majesty's Inspectorate of Constabulary (HMIC) and the Audit Commission)
- Association of Chief Police Officers (ACPO)
- Chartered Institute of Public Finance & Accountancy (CIPFA)
- PCC Treasurer's Society (PACCTS)

Member of:

- the OPCC Senior Officer Group (SOG), with responsibility for the direction, performance and development of OPCC staff, and
- the PCC's Strategic Management Group (SMG), advising the PCC /Deputy PCC

d. CHARACTERISTICS OF THE ROLE

Expertise:

<i>The knowledge or skills required in the role are as follows:</i>	<i>E/D</i>
1. CCAB accountancy qualification (or equivalent).	E
2. Relevant and proven knowledge of public sector accounting and financial management practices and legislative requirements.	E
3. Proven experience of working at senior manager level with direct practical experience of staff management and making the best use of resources.	E
4. Proven experience of advising board-level decision-making.	E
5. Proven experience of communicating complex technical and financial information to a non-technical audience.	E
6. Practical knowledge and experience of legislation and best practice concerning public sector governance and accountability requirements.	E
7. Proven experience of being the public face of an organisation.	E

8. Must have capability to travel to different locations across the Force and undertake all assignments in a timely manner. Due to the requirement to work flexibly, unsocial hours and personal safety for lone working; public transport may not be available or suitable at these times. For this reason a full UK driving licence is considered essential *.	E
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Additional comments: At interview, candidates will be asked to:
 * confirm their willingness to undertake this Basic Driving Assessment, which in turn will enable the use of a police authorised vehicle.

Problem Solving:

The problems that have to be dealt with in carrying out this role include:

1. Strategic resource management:
 The PCC is responsible for setting the policing, community safety and crime priorities for the Force area and allocating resources to priorities accordingly. The PCC is faced with taking such decisions against significant future reductions in funding; the post-holder has the task on advising the PCC how to optimise the use of a reduced level of resources and maximise service delivery against his/her priorities.

This will require a creative but experienced approach to strategic resource planning and management advice and guidance in order to manage carefully the significant inherent uncertainties and risks.

2. The role of a 'Police and Crime Commissioner' (PCC) was introduced in November 2012. The role is therefore new and working practices, at a local, regional and national level, are still evolving and may change every 4 years when PCC elections are held.

The post-holder will therefore have to be flexible and innovative in responding to the unique (and therefore unfamiliar) priorities, requirements and expectations of both current and future PCCs when guiding them through inevitably 'novel' decision-making processes.

Planning:

The role involves the following planning activities:

1. The PCC has specific statutory responsibilities that involve careful planning and timetables, e.g.
 Five Yearly: Police and Crime Plan
 Annual: Budget and council tax precept; annual statements of accounts; annual reports; allocation of funding to local authorities for community safety services; commissioning arrangements for victims and witnesses; statutory returns
 Quarterly: Budget and performance monitoring
 Weekly/daily: Treasury management activity

2. Develop, implement and maintain an appropriate 'needs based' funding formula to ensure the effective use and application of the PCC's Community Safety Fund

Freedom to Act:

The degree to which the role provides freedom to act is as follows:

1. This is a statutory post with personal responsibilities to both the PCC and local taxpayers.
2. The post-holder will be expected to exercise a high degree of independent, unsupervised, decision-making and will provide high level strategic advice to the PCC, Chief Executive and, at times, the Chief Constable.

Interpersonal skills:

The role involves exercising interpersonal skills as follows:

1. Leadership.
2. Influence over decision-making.
3. Leadership and development of technical and professional knowledge and capability of staff.

Communicating:

The role involves communicating to people as follows:

1. Communication of technical information.
2. Acting as an advocate of complex proposals and arguments for decision-making purposes.
3. Written, oral and presentation skills to senior TVP, partners and Government personnel.



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

16th MAY 2014

REVIEW OF THE POLICE AND CRIME PLAN 2013-17

1. Under the Police Reform and Social Responsibility Act 2011, police and crime commissioners (PCCs) are 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. I published my Police and Crime Plan 2013-2017 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 informed the Panel at its meeting held on 21st March of my intention to published a refreshed Police and Crime Plan that incorporates emerging new, additional, prioritised issues/risks.
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 line with the timeline presented at the March meeting it was highlighted that a draft copy of the refreshed Plan will be presented to this Panel meeting for consideration.

6. The attached document is the first draft of the refreshed Plan. Commentary and initiatives addressing new additional priority areas highlighted in my report to the previous Panel meeting have been included in this draft.
7. The most notable change to the Plan relates to the revised presentation of the strategic objectives (section 4 of the Plan). These objectives have been reworked to make them clearer and easier for both the public and partners to understand. Overarching priorities have also been identified to highlight the areas where I and partners all have a shared interest or responsibility.
8. Outcome success measures for each of the strategic objectives are currently being developed in consultation with partners and will be added to sections 4 and 5 of the Plan prior to publication.
9. The draft refresh of the Plan was presented to my recent 'Policy, Planning and Performance' meeting held on 30th April and started the formal consultation process with the Chief Constable. The wider consultation process with all relevant partners will include discussions on the outcome success measures as mentioned above.
10. I am working towards a publication date of June 2014 for the final version of the refreshed Police and Crime Plan.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



Police and Crime Plan for the Thames Valley 2013 – 2017

**FOREWORD BY ANTHONY STANSFELD,
POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY**

One of the first jobs I had to undertake as Police and Crime Commissioner was to set out a 5 Year Police and Crime Plan. This I did after extensive consultation with statutory bodies such as Councils and MPs, the public, and with a wide range of criminal justice partner bodies and voluntary organisations.

From this 5 Year Police and Crime Plan the Chief Constable produces an Annual Delivery Plan which lays out in detail the operational requirements set for the police. I hold the Chief Constable to account for achieving what is laid out in the Plan. I am pleased to say that the priorities I set have been tackled successfully. Overall crime is down 5%, household burglary by 20%, and rural crime down by 21%. An extra 25 police officers have been put into countering Child Sexual Exploitation (CSE), and we are in the process of setting up Multi-Agency Safeguarding Hubs (MASHs) in each County and Milton Keynes.

There is no statutory requirement to update the Plan. However, police budgets are reliant on central government funding, which continues to be cut, and on changing circumstances. I therefore believe it prudent to update the Police and Crime Plan. I have not changed the main priorities, but there are a number of areas which should be addressed in this updated plan.

Cyber crime and fraud by far accounts for the largest financial theft within TVP. It usually crosses many police force boundaries, and is often foreign based. This makes it difficult to counter at a local level. However, those cases referred to us by the national Fraud Agency that have a TVP interest will be vigorously pursued, and TVP should make every effort to alert the public to the dangers that are inherent in using the internet without caution, and the dangers of identity theft and bank withdrawal scams.

Female genital mutilation is now receiving the police action it requires. However, nationally there have been no successful prosecutions for this crime. Through the Health and Well Being Boards, the NHS, and schools, which are the agencies that should be reporting this crime, I expect the TVP to take whatever action is required to stamp out this practice in the small ethnic communities in which it is perpetrated.

I am concerned by the problems encountered between the Police and the Crown Prosecution Service (CPS) in the presentation of cases to court. It is the responsibility of the Police to provide the CPS with files that allow the CPS to successfully prosecute cases. It is the responsibility of the CPS to review these files in a timely fashion. It is unacceptable to turn down cases at the last moment before a case enters court because the file is inadequate. It is damaging to the victims, to the witnesses and to police morale. I am reluctant to set a specific target on this, but I would expect all files to be reviewed by the CPS within 3

weeks of receiving them, and, if the files are inadequate, the police should correct them and return them to the CPS within a week.

I have received numerous complaints about the length of time it takes to clear major trunk routes following a road traffic accident. The damage to the economy is considerable, and it causes great public upset. Once casualties are removed from the scene of an accident the police priority, in conjunction with the Highways agency, must be to open up a major trunk route with as little delay as possible. The investigation of the accident has to be completed with this in mind.

Late night drinking still accounts for a large proportion of the incidence of violence within the Thames Valley. Though a Late Night Levy (LNL) may not be necessary in all Council areas I encourage its use in those areas with large night time economies and which have resultant levels of violence. I have informed Councils that all proceeds received from a LNL would go direct to their Community Safety Partnership.

The protection of vulnerable people is still an issue that requires considerable police effort. The setting up of MASHs across the Thames Valley will greatly assist in countering child sexual abuse. Human Trafficking and the exploitation of vulnerable adults takes place not only in our major towns, but also in the countryside where it is coupled with rural crime. I expect all police officers to be aware of these issues and, where it is suspected, to use all reasonable means available to bring this crime to justice.

Later this year I take responsibility for commissioning victims' and restorative justice services. Both of these new responsibilities will require considerable work. Preparatory work is already underway, and I am confident that the Office of the PCC will have the expertise and staff to take on this extra work and deliver an excellent service.

There has been considerable national public disquiet about a number of high profile cases across the country in which the police have been seen not to have acted as they should. These cases have not happened within TVP but, nevertheless, I believe it was necessary to set up an independent local 'Complaints, Integrity and Ethics Panel'. This initiative has been publicised, and 49 people put forward their names to sit on this Panel. An open selection process took place and 9 people have been appointed. The Panel met for the first time in April. It will report to both me and the Chief Constable, and its findings and recommendations will help inform me in discharging my duty to hold the Chief Constable to account for the way she deals with complaints made against police officers and staff employed by Thames Valley Police.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

1. INTRODUCTION

This Police and Crime Plan sets out the Police and Crime Commissioner's (PCC's) strategic priorities and objectives for the Thames Valley for the period 2013-2017. The document provides the strategic direction for crime and policing services across the Thames Valley, including the response to regional and national threats.

Cutting crime and making our community safer is a priority for all of us. It is for this reason that this Plan draws upon a wide range of information from the police; community safety and criminal justice partners, the public and victims of crime. This ensures the Plan reflects the breadth and depth of policing and crime issues affecting the Thames Valley.

From this Plan, the Chief Constable of Thames Valley Police and other partners will develop their own annual service delivery plans which will encompass the PCC's priorities and objectives.

The PCC will meet regularly with the Chief Constable and other key partners to ensure they are doing everything in their power to achieve the agreed objectives set out in this Plan. However, the PCC is ultimately responsible for the successful delivery of the Plan and he will be held to account by the public through the electoral ballot box every four years.

In addition, the decisions, actions and performance of the PCC will be subject to regular review and scrutiny by the independent Thames Valley Police and Crime Panel between elections.

2. THE THAMES VALLEY POLICING AREA

Thames Valley Police is the largest non-metropolitan force in England and Wales, covering the counties of Berkshire, Buckinghamshire and Oxfordshire. It covers a population of 2.3 million people from diverse social, economic, cultural and religious backgrounds across both urban and rural geographical areas, as well as 6 million annual visitors to the area.

The Thames Valley Police Force is divided into 13 Local Policing Areas (LPAs). The LPAs are responsible for delivering local policing services across 108 neighbourhoods that address local priorities. Specialist departments deliver the full range of other policing functions. An organisational chart setting out chief officers' responsibilities and departmental functions is provided at **Annex ?**.

The Thames Valley Police staff establishment for 2014/15 comprises 4,212 police officers, 507 PCSOs and 700 special constables to carry out policing activity with the support of 2,712 police staff. The workforce is supplemented by more than 600 volunteers.

The Thames Valley comprises of two County Councils – Buckinghamshire and Oxfordshire - and seven Unitary Authorities, being Bracknell Forest, Milton Keynes, Reading, Slough, West Berkshire, Windsor and Maidenhead and Wokingham. Each of these local authorities has a Community Safety Partnership, Youth Offending Team, Health and Wellbeing Board and Adult and Children Safeguarding Boards. The eight district authorities within Buckinghamshire and Oxfordshire also have their own Community Safety Partnerships who report to the County Partnerships.

The PCC will work closely with his statutory partners in the community safety and criminal justice service sectors to meet the policing and crime reduction needs of the communities who make up the Thames Valley area and to achieve the strategic priorities and objectives set out in this Plan.

3. ROLES AND RESPONSIBILITIES

PCCs have a statutory duty and electoral mandate to:

- Hold the Chief Constable to account for policing, ensuring an efficient and effective police force
- Publish a Police and Crime Plan
- Commission services and award grants
- Scrutinise, support and challenge performance
- Engage with communities

The Chief Constable has 'direction and control' over the Force's officers and staff to deliver policing and maintain the Queen's peace. The Chief Constable must have regard to this Plan when making decisions on operational resources and requirements.

The Police and Crime Panel provides a 'check and balance' against the actions and decisions of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of his statutory functions. While the Panel is there to challenge the PCC, it must also exercise its own functions with a view to supporting the effective exercise of the PCC's functions.

To find out more information on the distinct roles of PCCs, chief constables, police and crime panels and the Home Secretary, you can view the full policing protocol (issued by the Home Secretary) online at [www.https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf)

Strategic Policing Requirement (SPR)

Policing in Thames Valley responds to locally identified needs. Nevertheless, Thames Valley Police must also play its part in responding to national and regional criminal activity and threats. Five national threats are set out by the Home Secretary in the Strategic Policing Requirement (2012). These are:

- public order;
- counter terrorism;
- civil contingencies;
- serious and organised crime, and
- cyber incidents.

The strategic priorities for policing in Thames Valley therefore include the Force's response to these threats.

Collaboration

The Thames Valley Police area borders with nine other police forces. Chief Constables and PCCs have a duty to keep under consideration the ways in which functions could be exercised in collaboration with other forces and public and private sector bodies to improve the efficiency or effectiveness of their police force and of other police forces.

With Hampshire Constabulary the Force is actively participating in a Bi-lateral Collaboration Programme with a current focus on the three areas of Information and Communication Technology; Operations (including dogs, firearms and roads policing) and Information Management.

At a South-East regional level, Thames Valley Police is responsible for managing the South East Counter Terrorism Unit (SECTU) and the South East Regional Organised Crime Unit (SEROUCU) under the 'Host Force Model'. This creates a more co-ordinated regional counter terrorist and serious organised crime response, providing specialist support to police forces in Thames Valley, Hampshire, Surrey, Sussex and Kent. The Counter-Terrorism Unit falls under the direction and control of the Chief Constable of Thames Valley Police but its work, along with other regional units, is co-ordinated nationally.

Outside of the South-East region, Thames Valley Police shares road vehicle and fleet management costs with other forces, being Bedfordshire, Hertfordshire and the Civil Nuclear Police Authority, as part of the Chiltern Transport Consortium.

At a national police service level, the National Police Air Service (NPAS) was launched in October 2012 to co-ordinate provision of air support to all forces, including Thames Valley Police.

Complaints, Integrity and Ethics

The PCC has set up a Complaints, Integrity and Ethics Panel to provide a transparent forum that monitors and encourages constructive challenge over the way complaints, integrity and ethics issues are handled by Thames Valley Police and overseen by the PCC. The Panel, made up of independent volunteers, will meet regularly to ensure that integrity and ethical issues are prioritised in order to maintain public confidence in policing.

Partnership Working

The unique role of the PCC extends beyond policing to include working with community safety and criminal justice partners to achieve the shared objectives of tackling crime, the causes of crime and supporting victims and offenders.

The PCC works with, and currently provides grants to, local authority Community Safety Partnerships (CSPs). The funding received by the CSPs (including Youth Offending Teams) is ring-fenced for community safety purposes to help the partnerships deliver the objectives and target outcomes set out in this Plan. This allows CSPs to invest in activities that tackle issues in their local area, which may include Integrated Offender Management, support for victims of domestic abuse or early intervention activities to prevent young people entering the criminal justice system. The Thames Valley is a large area and the PCC recognises the importance of supporting partnerships in achieving their local priorities.

The Thames Valley Local Criminal Justice Board (LCJB) provides a crucial role in bringing together the police and criminal justice agencies to improve coordination and performance across the criminal justice system. The PCC will work with the LCJB to reduce re-offending and improve the experience of victims and witnesses, including overseeing the implementation of the Victims Code.

The PCC will continue to seek engagement with the Health and Wellbeing Boards and Local Children and Adult Safeguarding Boards on shared priorities. These include fulfilling the commitments set out in the Mental Health Concordat to improve the treatment of those in mental health crisis, reducing the impact of drugs and alcohol and safeguarding our most vulnerable adults and children by working hard together on high risk, sensitive issues such as human exploitation and Female Genital Mutilation (FGM).

4. STRATEGIC OBJECTIVES

(NB: Outcome success measures for each objective are currently being developed)

1. Cut crimes of most concern to the public and reduce re-offending

This will be achieved by:

- Effective investigation and enforcement
- Working in partnership to tackle priority crimes
- Maintaining the focus on domestic burglary, rural crime and violence
- Decisively dealing with antisocial behaviour
- Further embedding Integrated Offender Management
- Reduce the impact of drugs and alcohol to tackle crime and reduce reoffending

The PCC will measure success in delivering this objective based on:-

2. Protecting vulnerable people

This will be achieved by:

- Agencies working together to tackle effectively all forms of human exploitation including Child Sexual Exploitation
- Working together to safeguard the most vulnerable people and communities including people with mental health difficulties.
- Protecting vulnerable women and girls from domestic abuse, sexual violence and Female Genital Mutilation.

The PCC will measure success in delivering this objective based on:-

3. Work with partner agencies to put victims and witnesses at the heart of the Criminal Justice System

This will be achieved by:

- Ensuring victims and witnesses receive the support they need to cope and recover
- Ensuring victims and witnesses are not further harmed by the Criminal Justice process
- Agencies providing victims and witnesses with the information they require
- Providing victims with an opportunity to access Restorative Justice and community remedies.

The PCC will measure success in delivering this objective based on:-

4. Ensure police and partners are visible, act with integrity and foster the trust and confidence of communities

This will be achieved by:

- Further promoting the ethos of neighbourhood policing
- Establishing a process to monitor and encourage constructive challenge over the way complaints, integrity and ethics issues are handled
- Delivering services that meet the needs of diverse communities across Thames Valley
- Improving confidence in the Criminal Justice process

The PCC will measure success in delivering this objective based on:-

5. Communicate with the public to learn of their concerns, help to prevent crime and reduce their fear of crime.

This will be achieved by:

- Obtaining the views of communities and 'hard to reach' groups on policing and crime
- Promoting crime reduction and prevention activities
- Maximising the use of new technology to make it quicker, easier and more convenient for us to have a two-way communication with our communities
- Engage with voluntary and community groups and listen to their concerns

The PCC will measure success in delivering this objective based on:-

6. Protect the public from serious organised crime, terrorism and internet based crime

This will be achieved by:

- Working with partners and national agencies to reduce harm caused to communities by serious organised crime
- Counter the threat posed by terrorism
- Promote awareness of internet based crime and improve online safety

The PCC will measure success in delivering this objective based on:-

Overarching priorities

In addition to the strategic objectives, the PCC is committed to the following overarching priorities:

- Increasing efficiency and effectiveness of policing and other services
- Improved partnership working and make effective use of collaboration opportunities
- Adopting evidence based services/approaches
- Improved transparency

5. PERFORMANCE

Police and Crime Plan – objectives, performance measures and targets

The table below summaries the key outcomes and performance measures for each of the strategic objectives. These outcome measures will be used to hold the Chief Constable to account and to monitor how successfully the Police and Crime Plan is being delivered.

[INSERT TABLE WITH OUTCOME MEASURES]

The delivery and achievement of the strategic objectives and overarching priorities will be supported by a range of jointly agreed corresponding actions, measures of success and delivery ‘milestones’. These will be incorporated in the relevant agencies’ own annual service delivery plans, as appropriate.

Holding the Chief Constable to account

The PCC meets regularly with the Chief Constable through a combination of formal public and private meetings. At these meetings the Chief Constable is held to account for both the operational performance of the Force in meeting the targets set out in the Force’s Annual Delivery Plan and the exercise of her functions in support of the delivery of this Police and Crime Plan.

This combination of meetings increases transparency and public accountability of the decision-making and governance process. This allows the public to understand how policing is being delivered in the Thames Valley area and inform them on the progress being made against the key outcomes.

The papers of all public meetings are available on the PCC’s website – www.thamesvalley-pcc.gov.uk

Holding other partners to account

Performance monitoring is built in to all grant agreements between the PCC and the recipients of grant funding to enable the PCC to effectively monitor the use of his funding. This in turn allows the PCC to be accountable to the public on how the money is spent and its impact on crime and disorder.

The performance monitoring of the PCC’s Community Safety Fund is outcome focussed and uses both quantitative and qualitative approaches. This is due, in part, to the difficulty in attributing a causal link from data measurements to the range of activities employed by partnerships seeking to improve community safety in their specific area.

Thames Valley Police and Crime Panel – scrutiny of the PCC

The Thames Valley Police and Crime Panel will review and scrutinise the decisions and actions of the PCC in connection with the discharge of his statutory functions and his performance in delivering the Police and Crime Plan. Specific areas of scrutiny will include the review of the PCC's Police and Crime Plan, annual council tax precept proposals and annual report.

In addition, the Police and Crime Panel must undertake its role with a view to supporting the effective exercise of the functions of the PCC.

6. RESOURCES

Thames Valley Police and Crime Funding

The Police and Crime Plan covers the four year period 2013/14 – 2016/17. It is essential therefore that the PCC takes a longer-term view of the spending and funding pressures facing policing and crime services in setting and approving the annual budget and council tax for the ensuing financial year. Given the potential funding issues which we are likely to face in future years this forward planning process is more important than ever.

Set out below is a high level summary of the medium term financial plan, covering the remaining three years of the Police and Crime Plan (i.e. 2014/15 to 2016/17), as approved in January 2014.

Annual Revenue Budget	2014/15 £m	2015/16 £m	2016/17 £m
Brought forward opening balance	394.798	389.483	385.982
Inflation	4.667	4.683	6.481
Productivity savings	- 12.151	- 10.858	- 9.140
Committed expenditure	2.819	2.419	2.581
Current services	0.446	0.901	- 0.650
Improved service	1.270	- 1.429	- 0.238
Budget Requirement	391.489	385.199	385.016
Appropriations from reserves	- 2.365	0.783	0.816
Net Budget Requirement	389.483	385.982	385.832
External funding	389.483	385.982	382.116
Estimated funding shortfall	0.000	0.000	3.716

[Further details of the budget are provided in the separate publication 'Annual Revenue Budget and Capital Programme 2014/15']

The PCC's medium-term financial plan is currently balanced in both 2014/15 and 2015/16 although there is a budget shortfall of over £3.7m still be addressed in 2016/17 through the identification of further productivity strategy savings. However, it must be stressed that there are a number of risks and uncertainties surrounding the financial forecast, particularly in 2016/17, which mean the actual budget shortfall could be significantly higher than the £3.7m currently shown. The main risks relating to 2016/17 are summarised below.

- There is no indication of the level of grant that PCC's may expect to receive in 2016/17. Therefore a cut in government grants has been assumed at 3.5%, the average for the last 3 years. A 1% variance on this is equivalent to £2.43m.

- There is an on-going review in the way that government grants are allocated to PCC's through the national police funding formula. At this stage it is unknown what the outcome of this review may look like and, again, this could affect the level of grant received by Thames Valley.
- The introduction of a change in National Insurance contributions is due to be implemented in April 2016. Initial calculations indicate that this could cost the force an additional £5m per annum. This additional cost has not been included in the Medium Term Financial Plan.
[Note: on 3rd February 2014 the Policing Minister confirmed that all public sector employers would have to absorb this additional burden].
- Changes to the police officer pension scheme are due to take place from April 2015, which should reduce the employers contributions made.
[Note: since the MTPF was produced in January the Home Office has advised that this saving will be retained by Government rather than being passed on to local forces]
- Current government policy is to cap council tax increases at 2%, unless the PCC holds and wins a local referendum to go beyond this. As there will be a new Government in place for 2016/17, it is uncertain whether this policy will still be in place or not thereafter.
- It is also unclear whether any new government would seek to extend the current pay capping at 1% per annum. Any extension to this would reduce the inflationary pressures in future years, but may also reduce the level of grants to be awarded.

The medium term financial plan will be updated during the autumn to reflect new information and updated spending requirements. The next iteration of the plan will cover the four year period 2015/16 through to 2018/19 in order to better understand and exemplify the level of financial savings required in coming years to balance the budget, given that government grants are expected to continue to decline, in real terms, until at least 2020.

2014/15 Revenue Budget

Annex C provides a high level summary of the 2014/15 revenue budget. The annual Cost of Services, to be funded by government grant and council tax income, is £389.483m. Within this sum, £383.384m has been allocated to the Chief Constable to fund day-to-day operational policing activities.

The PCC has increased the police element of the council tax precept by 1.99% in line with his budget strategy. The Police and Crime Panel formally endorsed this proposed level of council tax increase on 7th February 2014.

Band D council tax in 2014/15 is £160.51, an annual increase of £3.13, or 6 pence per week, over the 2013/14 level. It remains below the national average for police council tax levels in England.

Thames Valley Police ‘Productivity Strategy’

The PCC and Force have a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing; a strategy that has been widely scrutinised and praised by HMIC during various inspections and reports. In the three years since 2011/12 £46m of cash savings have already been delivered which, with the £12m identified for 2014/15, will bring the total cash savings over the current [Government’s] Comprehensive Spending Review period (i.e. 2011/12 to 2014/15) to £58m.

Further cash savings of at least £24m are required in 2015/16 and 2016/17 simply to balance the budget, which means that over the six year period 2011/12 to 2016/17 total cash savings of at least £82m will be required. This equates to 21% of the annual net revenue budget in 2014/15.

The £12m of savings in 2014/15 will be delivered through:

- £1.8m - Collaboration with Hampshire Constabulary
- £1.9m - Structure and Process Review of functions and services
- £4.3m - Value for Money reviews of functions and services
- £4.1m - Review of Remuneration and Conditions, implementing the recommendations of the national police service ‘Winsor’ review of police officer terms and conditions and the ‘Hutton’ review of staff and police pension schemes.

Three- year Capital Programme 2014/15 to 2016/17

In addition to revenue spending on day-to-day operational activities, the PCC incurs capital expenditure on buildings, information and communications technology, other operational assets such as vehicles, and other major items of plant and equipment that have a longer-term life.

The three-year capital programme for the period 2014/15 to 2016/17 amounts to £53.098m, with a further £10.505m on specific projects falling into later years. Although the annual capital programme in 2014/15 has been approved some of the individual capital schemes in 2015/16 and later years still require further scrutiny by the PCC. This will happen before the next iteration of the draft capital programme (i.e. covering the period 2015/16 to 2018/19) is produced in the autumn.

TVP Capital Programme	2014/15	2015/16	2016/17	Total	Later Years
	£m	£m	£m	£m	£m
Property	5.529	8.055	12.255	25.839	10.505
ICT	10.369	2.463	2.060	14.892	
Vehicles	2.890	2.976	3.066	8.932	
SECTU	0.939	0.875	0	1.814	
Equipment	1.006	0.346	0.271	1.622	
Total	20.732	14.715	17.652	53.098	10.505

Commissioning and Grant Funding

a) Community Safety Fund (CSF)

Following extensive consultation with individual local authorities and the Thames Valley Police and Crime Panel, the PCC adopted the following principles to determine the allocation of CSF grant funding to local authorities over the period 2014/15 to 2016/17:

1. The overall sum of money available for distribution via the CSF allocation model (which now includes funding for 'Youth Offending Teams' previously distributed by Thames Valley Police) will be reduced over a three-year transitional period 2014/15 to 2016/17 in line with the reduction in the Home Office general grants to PCCs.
2. The overall CSF pot will be reduced to fund centrally provided services across the Thames Valley (such as the Custody Intervention Programme) before the allocations to local authorities are calculated.
3. Resources will be allocated to individual local authorities based on a needs-based formula that adequately reflects the community safety requirements of local council areas.
4. The PCC then applies his personal and professional judgement to the raw figures after listening to the specific concerns of local authorities.

The CSF allocations for 2014/15 are set out below:

	2014/15 £
Bracknell	154,800
Buckinghamshire CC	501,717
Milton Keynes	297,669
Oxfordshire CC	789,316
Reading	520,749
Slough	365,862
West Berkshire	177,290
Windsor & Maidenhead	169,394
Wokingham	118,530
TVP – Custody Intervention Programme	657,000
Total	3,752,326

Further information, including the history of the CSF can be found on the PCC's website.

b) **Victims' services**

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.

From October 2014 the PCC will be responsible for commissioning local specialist victim services. In order to better understand local need and to determine commissioning priorities, the South East PCCs (Hampshire, Kent, Surrey, Sussex and Thames Valley) have jointly commissioned a victims' needs assessment. The PCCs are due to receive the final report in May 2014.

From April 2015 the PCC 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. The PCC will commission a referral mechanism and onward support for victims in collaboration with PCC colleagues in Surrey and Sussex.

In taking on this important area of work, the PCC will adopt the following principles:

- As much funding as possible will be directed into frontline services.
- During the transition year / 18 months (April 2014 – October 2015), any grant funding allocated will be on a one-off basis i.e. 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.
- The PCC must comply with the EU Directive on Victims.

The PCC will receive the following grant allocations from the MoJ to fund this activity:

Year	Amount £	Notes
2013/14	844,092	Provided to increase the capacity and capability of the VCSE sector and for the PCC to prepare for local commissioning. Unspent monies carried forward to 2014/15
2014/15	793,365	MoJ will fund Victim support until April 2015. This grant allocation is to commission local specialist victim services, including restorative justice. Funding must be spent by 31 st March 2015.

2015/16	2,467,000	Full commissioning of both specialist and non-specialist services for victims and witnesses
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c) Police Property Act Fund

The Police Property Act Fund is created from the proceeds of sale of goods recovered by the police that cannot be returned to their original owner. In accordance with the Police Property Act Fund Regulations (1997), all awards from the fund must be for a charitable purpose.

Applications for funding are invited from local voluntary and community groups which are working to improve the lives of people living in the Thames Valley Police area and can demonstrate that their activity or project contributes to meeting the PCC's objectives as set out in this Police and Crime Plan.

With effect from 2014/15 there are two public application bidding rounds each financial year. These will be advertised on the PCC's website as well as in the local media.

Bids will be considered jointly by the PCC and Chief Constable who will determine which bids are successful and how much funding, if any, will be allocated to each applicant.

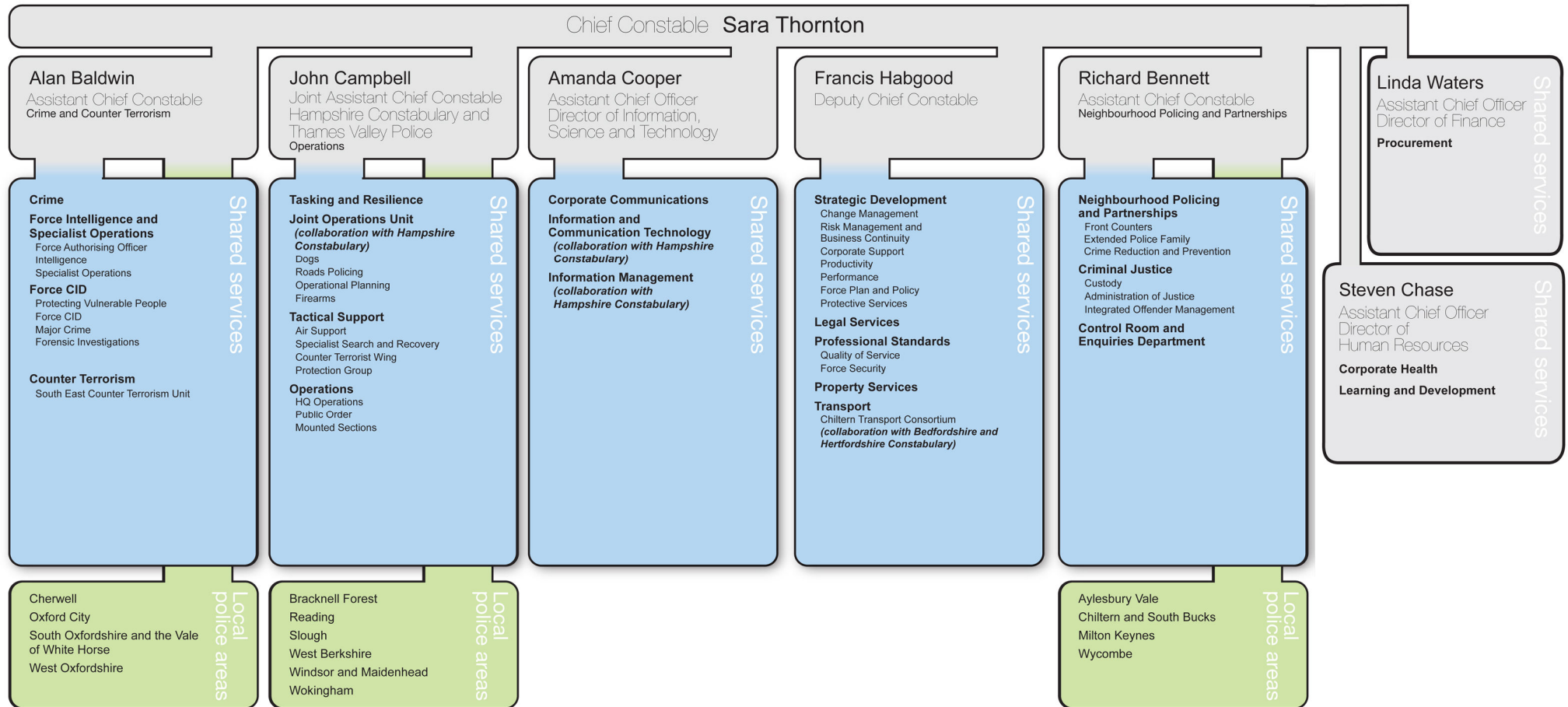
Details of successful bids will be posted on the PCC's website.

ANNEX C

SUMMARY PCC ANNUAL REVENUE BUDGET 2014/15

2013/14 Revenue Budget	PCC Revenue Budget Allocation		2014/15 Revenue Budget
£m		£m	£m
	PCC Controlled Expenditure		
0.187	Democratic representation	0.188	
1.154	Office of the PCC	0.889	
0.323	Other PCC costs	0.342	
1.664	PCC direct operating costs		1.419
	Commissioned Services budget:		
3.483	- Grants awarded for community safety	3.750	
0	- Victims and witnesses	0.740	
3.483			4.490
5.147	Total PCC Controlled Expenditure		5.909
	Policing Services to be provided by Thames Valley Police		
328.782	Employees	328.015	
21.891	Premises	20.807	
11.681	Transport	11.695	
44.029	Supplies & Services	43.237	
5.671	3 rd Party Payments	6.223	
- 25.753	Less: Force Income	- 26.593	
386.301	Net TVP Service Costs		383.384
	Capital Financing		
3.921	Capital financing costs	3.769	
-1.000	Less: Interest income on balances	- 0.825	
2.921	Net Capital Financing Charges		3.944
- 0.388	Appropriations from Revenue Balances		- 2.753
393.981	Total Cost of Services Budget		389.483
	Funded by:		
-155.869	Home Office Police Grant	- 151.291	
- 80.450	Formula Grant	- 76.705	
- 28.797	Specific Grants	- 26.767	
- 1.300	Surplus on Collection Funds	- 2.045	
-127.565	Council Tax	- 132.675	
- 393.981	Total Funding		- 389.483

Thames Valley Police Organisational Chart



GLOSSARY

CJS	Criminal Justice System
CPS	Crown Prosecution Service
CSP	Community Safety Partnership
DAAT	Drug and Alcohol Team
DIP	Drug Intervention Programme
HMIC	Her Majesty's Inspectorate of Constabulary
IDVA	Independent Domestic Violence Advocate
IOM	Integrated Offender Management
IPCC	Independent Police Complaints Commission
ISVA	Independent Sexual Violence Advocate
LA	Local Authority
LCJB	Local Criminal Justice Board
LPA	Local Policing Area
NAG	Neighbourhood Action Group
PCC	Police and Crime Commissioner
PCP	Police and Crime Panel
PCSO	Police Community Support Officer
PR&SR	Police Reform and Social Responsibility Act 2011
SARC	Sexual Assault Referral Centre
SECTU	South East Counter Terrorism Unit
TVP	Thames Valley Police
VfM	Value for Money
YOS	Youth Offending Service
YOT	Youth Offending Team



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

16th MAY 2014

Strategic Objective 1:

**TO CUT CRIMES THAT ARE OF MOST CONCERN TO THE PUBLIC AND
TO PROTECT THE MOST VULNERABLE MEMBERS OF OUR COMMUNITIES**

Theme: ANTI-SOCIAL BEHAVIOUR

Lead Agency: Police and CSPs

2013/14 Performance

1. The Police and Crime Plan set a target of tackling 50 cases of persistent and resistant anti-social behaviour problems affecting our neighbourhoods and communities. Through the Force Delivery Plan each Local Police Area was expected to focus on a minimum of five cases over the 2013/14 year.
2. The following instructions and guidance was provided to the LPAs:
 - Criteria for identification, management and sign-off as one of the 'persistent and resistant' ASB cases should be agreed between LPA & Community Safety Partners.
 - There will be a mix of Victim / Location / Offender as the central issue.
 - Links with other local work / initiatives (e.g. troubled families, rural crime, licensing, gangs) should be considered
 - A lead officer should be nominated to oversee the management of each case – recognising that action owners are not necessarily TVP.
 - A simple tasking document had to be used for the purposes of signing-off cases as closed by the LPA Commander
 - NHP Inspectors should provide management overview of the ASB case management.
3. Quality checks of individual 'persistent and resistant' ASB cases were undertaken by the Force Neighbourhood Policing and Partnerships Department in August. Good practice and areas for improvement were identified and fed back to the LPAs during the Autumn visits by senior officers from the Department.
4. At the end of 2013/14, 118 cases had been identified, of which 78 were closed and 40 remained open.

5. A number of associated sub-actions were also pursued by the Force in support of this theme as follows:

Managing the introduction of the new ASB Legislation

6. The Anti-Social Behaviour, Crime and Policing Act 2014 received Royal Assent on 13th March 2014. The new legislation is expected to be implemented in October 2014. The attached aide-memoire sets out the key features of the Act which relate to Anti-Social Behaviour.

7. The reforms contained in Parts 1 – 6 of the Act are designed to ensure that professionals have effective powers that are quick, practical and easy to use; provide better protection for victims and communities, and act as deterrents to perpetrators – thus replacing 19 of the complex existing powers with 6 simpler and more flexible new ones.

8. The [Home Office draft guidance](#) is being updated with the various changes, and we are advised by the Home Office that the statutory guidance will be made available in June.

9. The Force Neighbourhood Policing and Partnership Department is working with community safety and criminal justice service partners on Parts 1 – 6 of the Act. This work is divided into 3 main work strands – ‘Powers’ (parts 1-4), ‘Community Trigger’ and ‘Community Remedy’ (both Part 6). Stakeholder engagement (via a number of focus groups) is the key to developing processes and making best use of the legislative tools available.

10. Recommendations for application of a Community Trigger across TVP are being drafted and will be considered by the Force in June. This work was informed by a recent focus group with CSP representatives, a representative from housing / registered social landlords, and the Office of the PCC (OPCC).

11. Community Resolutions guidance has been reviewed in readiness for Community Remedy and will also be the subject of review by the Force and consultation with the PCC in June. Discussions have taken place with the OPCC regarding the requirement for the PCC to consult on the Community Remedy.

12. Training will be developed by the Force Learning and Development Department and include opportunities for joint agency training.

13. The various work strands in connection with the implications of this new Act will continue over the next few months and feature in the Force 2014-15 delivery plan.

Reviewing ASB processes to reduce bureaucracy and improve quality of service to victims

14. This work has focused on the following:
 - Initial call handling
 - Attendance
 - Accuracy of recording
 - Management of Risk

15. The Force has introduced simplified definitions of Personal, Community and Environmental ASB to better inform decision making at first point of call.

16. The classifications are as follows:
 - 'Personal' - ASB incidents that are deliberately targeted at a particular individual or specific group or are aimed at having an impact on a particular individual or specific group rather than the community at large.
 - 'Community' (or 'Nuisance') – ASB incidents where an individual or group causes trouble, annoyance, inconvenience, offence or suffering to people in the local community in general rather than being deliberately targeted at specific individuals or groups
 - 'Environmental' – ASB incidents and actions which have an impact on the surroundings including the natural, built and social environments. Incidents that should be recorded as ASB Environmental will include unlawfully abandoned vehicles, unlawfully exposing vehicles for sale on a road, light pollution and noise from private and licensed premises.

17. A revised process has been introduced:
 - Officers are required to attend and risk assess all incidents of Personal ASB (as this is more likely to lead to vulnerability), and only carry out a risk assessment for those Environmental and Community incidents that involve vulnerability
 - There is no change to the definition of 'repeat' victims, i.e. *"An individual or household who has suffered 3 cases of anti-social behaviour or a signal offence within a 3 month period"*. This is on the basis of the victim's account, whether or not these offences have been formally recorded on police systems.
 - Timely notification of 'by arrangement' ASB calls to neighbourhood teams via workflow.

18. The new classifications and process went live on 18 November 2013. Briefings were delivered to all Control Room and Enquiry Room staff, and LPA briefings delivered to neighbourhood and patrol teams via trained officers who also briefed CSP partners on the new process as required.

19. Communications have been placed on the Force intranet and the national police training website NCALT.

Evaluating a force-wide pilot of Dfuse:

20. Dfuse is a small charity set up in 2007 that provides training in defusing social conflict and responding to crime and ASB. Dfuse trains people to respond safely to challenging and antisocial behaviour wherever it is encountered, in public places, at work or in their community.

21. Following three pilot training events in Bracknell, Maidenhead and Slough LPAs, it was agreed that the Force would provide a series of further training sessions, to tackle at least one of the ASB issues in each LPA. The key elements were as follows:

- In each LPA, Dfuse provided a one day 'Defusing Conflict and ASB' training course for the community, for up to 20 people.
- The training was to be targeted at members of the public (not practitioners)
- The emphasis was on communication and conflict resolution skills, and individuals knowing where to draw the line / report to police

In total, 91 people attended the training.

22. The evaluation will include:

- A pre and post-assessment of individual's confidence to manage conflict and respond to antisocial behaviour
- Feedback from individuals from LPAs administered immediately after the training, and six to eight weeks following the training

23. The draft report has been received and its findings are currently being considered by the Force.

Setting up a pilot for Penalty Notice for Disorder (PND) with an education option in cases of alcohol-related ASB.

24. The Force decided not to pursue the pilot scheme as the costs outweighed the benefits.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

Overview of Anti-social Behaviour, Crime and Policing Act (Parts 1 – 6 only)

Implementation date October 2014 – to be confirmed

Parts 1 – 6 Anti-social behaviour

The reforms contained in Parts 1 – 6 are designed to ensure that professionals have effective powers that are quick, practical and easy to use; provide better protection for victims and communities, and act as deterrents to perpetrators – replacing 19 of the complex existing powers with 6 simpler and more flexible new ones.

Part 1: Injunctions to prevent nuisance and annoyance (note that the name may change)

Part 1 makes provision for a civil injunction to prevent nuisance and annoyance.

Following House of Lords amendments in January 2014, the threshold has now changed:

- a) Conduct that has caused or is likely to cause harassment, alarm or distress to any person;
- b) Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises; or
- c) Conduct capable of causing housing related nuisance or annoyance to any person.

In light of these changes, the name of the injunctions is likely to change.

This is a civil injunction, available in the county court for adults and the youth court for 10 to 17 year olds. It will allow a wide range of agencies, including the police, local councils and social landlords, to deal quickly with anti-social individuals before the impact of anti-social behaviour escalates.

Part 2: Criminal behaviour orders

Part 2 makes provision for an order on conviction to prevent behaviour which causes harassment, alarm or distress.

Orders will include prohibitions to stop the anti-social behaviour and may also include positive requirements to get the offender to address the underlying cause of their behaviour.

Part 3: Dispersal powers

Part 3 contains a power for the police to disperse people causing harassment, alarm or distress. This will enable officers to require a person who has committed, or is likely to commit, ASB to leave a specified area and not return for up to 48 hours. This is a simplification of the dispersal orders in section 30 of the Anti-Social Behaviour Act 2003 and section 27 of the Violent Crime Reduction Act 2006.

Part 4: Community protection

Part 4 covers the new powers to deal with community protection and makes provision for a community protection notice, a public spaces protection order and provisions to close premises associated with nuisance and annoyance. These new powers will be faster, more effective and available to more agencies to use to tackle a whole range of place-specific anti-social and criminal behaviour.

Part 4 - Chapter 1: Community protection notices

The community protection notice is intended to stop a person, business or organisation committing anti-social behaviour which spoils the community's quality of life.

This notice will replace current measures such as litter clearing notices, defacement removal notices and street litter control notices. It is not meant to replace the statutory nuisance regime.

Part 4 - Chapter 2: Public spaces protection orders

Public space protection orders are designed to stop individuals or groups committing anti-social behaviour in a public place, and will replace designated public place orders, gating orders and dog control orders.

Councils will issue PSPOs after consultation with the police, PCC and other relevant bodies.

Examples of where a new order could be used include prohibiting the consumption of alcohol in public parks or ensuring dogs are kept on a leash in children's play areas.

Part 4 - Chapter 3: Closure of premises associated with disorder

The closure of premises associated with nuisance or disorder has two stages – the ‘closure notice’ and the ‘closure order’. It would consolidate various existing closure powers relating to licensed and non-licensed premises which are causing, or are likely to cause, anti-social behaviour.

The two-part test for issuing a notice will be that the police or local authority reasonably believes that:

- (i) there is, or is likely soon to be, a public nuisance or there is, or is likely soon to be, disorder in the vicinity of, and related to the premises; and
- (ii) the notice is necessary in the interest of preventing the continuation or occurrence or reoccurrence of such disorder or behaviour.

For example, closing a nightclub where police have intelligence to suggest that disorder is likely in the immediate vicinity on a specific night or over a specific period.

Part 5: Recovery of possession of dwelling houses: anti-social behaviour grounds

Part 5 makes provision for the possession of houses on anti-social behaviour grounds. Provisions in the Act introduce a new ground for possession to speed up the process in the most serious cases of anti-social behaviour, bringing faster relief to victims and communities.

Part 6: Local involvement and accountability

Part 6 contains provisions on establishing a community remedy document and dealing with responses to complaints of anti-social behaviour.

The new **Community Remedy** will give victims of low-level crime and anti-social behaviour a say in the punishment of the offender out of court.

The Act places a duty on the PCC to consult with members of the public and community representatives on what punitive, restorative or rehabilitative actions they would consider appropriate to be on the Community Remedy document.

The community remedy can only be used where a police officer (or other person listed) thinks that the evidence is enough for court proceedings including an injunction to prevent nuisance and annoyance, or impose a caution, but considers that a community resolution would be more appropriate.

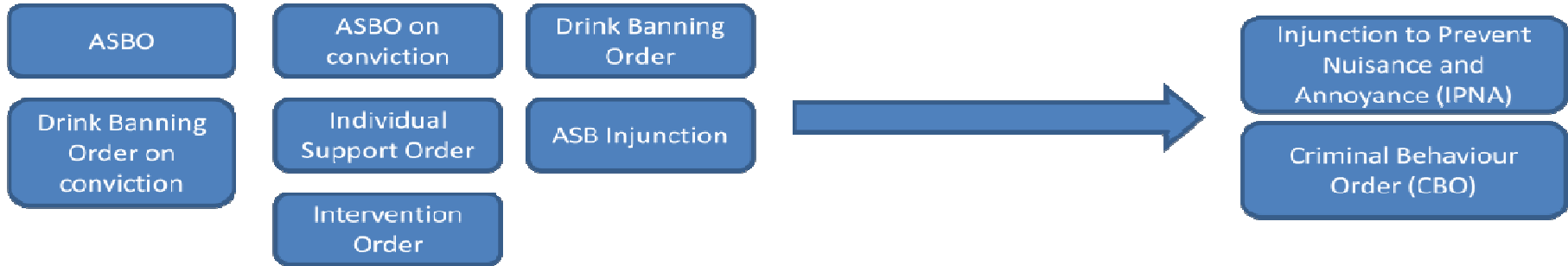
The **Community Trigger** gives victims and communities the right to request a review of their case and bring agencies together to take a problem solving approach to find a solution.

When a request to use the Community Trigger is received, agencies must decide whether the threshold has been met and communicate this to the victim.

If the threshold has been met, a case review will be undertaken by the partner agencies. The victim is informed of the outcome of the review and, where further actions are necessary, an action plan will be discussed with the victim.

Rationalisation of ASB tools

People



Places



Police powers





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

16th MAY 2014

Strategic Objective 1:

TO CUT CRIMES THAT ARE OF MOST CONCERN TO THE PUBLIC AND TO PROTECT THE MOST VULNERABLE MEMBERS OF OUR COMMUNITIES

**Theme: Domestic and other inter-personal abuse including child sexual exploitation
Lead Agency: Police and CSP**

1. This theme in the Police and Crime Plan has been addressed through a 2013/14 Force Delivery Plan objective focussed on continuing to identify those at risk of child sexual exploitation (CSE) and those who seek to exploit them, and seeking to prevent such exploitation by supporting and safeguarding the vulnerable and bringing to justice the perpetrators.

2. The Delivery Plan objective was supported by a number of linked objectives, many of which were drawn around the learning from Operation Bullfinch. The Panel received a detailed briefing in connection with issues arising from Operation Bullfinch at its meeting held on 31st January 2014 and given the comprehensive nature of that report, which illustrated the breadth of the activities being pursued by the Force, it is reproduced below:

“ Ongoing Investigations

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

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

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

Child Exploitation Strategy

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

7. The Force approach to the protection and investigation of children at risk from sexual exploitation is captured in a specific Child Exploitation Strategy in support of our unequivocal strategic objective to “Protect our communities from the most serious harm”. The Strategy is given effect through a detailed Action Plan which is monitored closely by the Chief Constable’s Management Team and the PCC. Progress is also being reviewed by Her Majesty’s Inspectorate of Constabulary (HMIC) as part of a wider inspection programme. The Thames Valley Police Plan contains 31 specific actions and initiatives under 7 broad themes. A brief commentary relating to some of the initiatives under each heading follows.

- Public Confidence and Awareness
 - A range of multi-agency briefing material has been produced. The drama “Chelsea’s choice”, commissioned by the Force and the PCC, has already been rolled out to schools across Oxfordshire, Slough and West Berks. Buckinghamshire is due to be covered in May 2014.
 - Hotels training material has been produced to increase awareness among hotel staff and Schools Officers have been designated as points of contact in respect of Children’s homes
- Protecting, Supporting, Safeguarding Victims and Managing Risk
 - Best practice arising from the Oxfordshire Kingfisher initiative is being extended to other Local Safeguarding Children Boards.
 - Officers are being trained to a minimum standard on safeguarding to enable them to better identify children at risk of exploitation through a mixture of e-learning packages, including videos.
 - All victims of allegations of suspected child exploitation are referred to Children and Social Care Departments
- Effective Investigations and Bringing Offenders to Justice
 - A range of tactical tools have been developed to identify “hotspots” and disrupt offender activity. This has included liaison with specialist Crown Prosecution Service (CPS) lawyers to make the best use of existing legislation and the development of further covert investigation techniques to target suspects.
- Partnerships
 - All Local Safeguarding Children Boards (LSCBs) in the Thames Valley now have CSE policies
 - Locations have now been agreed for Multi-Agency Safeguarding Hubs (MASHs) in

Oxfordshire, Milton Keynes and Buckinghamshire, with Thames Valley Police hosting two of them. The relevant councils have allocated Project Managers. Negotiations are ongoing to agree the number and locations of MASHs in Berkshire.

- Police representatives on LSCBs have ensured that CSE is a standing agenda item.

- Information Flows and Performance Monitoring

- Structures are in place within the Force to process-map information flows, including the agreement of information-sharing protocols between all agencies who have a responsibility to safeguard the welfare of children.

- Work has been undertaken to maximise the potential of existing Force IT systems in supporting CSE work and ensure requirements are built into new systems

- Profiles are completed in relation to missing children to identify those at risk of sexual exploitation

- Leadership

- The Force has established clear structures for oversight and accountability and launched a specific strategy "Operation Safeguard" which draws together the various measures taken to tackle CSE and the support available within the organisation to assist officers in identifying signs of CSE. This includes the multi-agencies structures in place to deal with related issues, sources of guidance and internal structures

- A specific Force "Gold" Group was established to develop and deliver the CSE Action Plan which supports the Force CSE Strategy.

- Learning and Development

- A process has been put in place to ensure that the learning from the Serious Case Review and a Force Internal Management Review is being fed into training, prevention and enforcement initiatives.

- Specific Training courses have been run in relation to Missing Persons and a package of e-learning material is available

- Internal CSE Conferences to exchange best practice and communicate lessons took place on 23rd October 2013 and 7th January 2014. An external Bullfinch learning conference is planned for the Autumn 2014.

- A training video featuring input from victims in the Operation Bullfinch case has been produced for internal use. This is a very powerful briefing tool which took great courage on behalf of those who participated in telling their stories

Serious Case Review

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

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**

16th MAY 2014

Strategic Objective 1:

**TO CUT CRIMES THAT ARE OF MOST CONCERN TO THE PUBLIC AND TO PROTECT
THE MOST VULNERABLE MEMBERS OF OUR COMMUNITIES**

Theme: Safeguarding vulnerable adults, children and young people

Lead Agency: Police and Local Authorities

1. The Force contribution to this theme was captured in two distinct objectives in the Police and Crime Plan as follows:

Improve the protection of vulnerable people by working with our partners to ensure that the most at risk are identified and the risk is reduced

2. This specific objective had six distinct actions which the Force has pursued over the past 12 months. One of the most significant was the continued work with key partners across the Thames Valley to establish Multi-Agency Safeguarding Hubs (MASHs). Given the number of partners involved in the area this has involved extensive discussions regarding premises, resourcing and processes.

3. The Buckinghamshire MASH is expected to go live in September and the Oxford and Milton Keynes MASH hubs are due to go live later in the autumn. Each MASH implementation has a clearly defined project in place with multi agency governance and oversight. Once implemented the MASH hubs will quickly collate and share information held by the various partners and provide a multi-agency risk assessment based on 'actual or likely harm'. With regards to Berkshire, the MASH model has yet to be agreed; discussions continue between partners to define the scope, number and location of the hubs.

4. Other actions and initiatives included:

- A review of Adult Protection has been instigated in the light of a provision for Adult Safeguarding Boards within the draft Care and Support Bill which has been out for consultation since last July. The draft Bill creates new statutory principles designed to embed the promotion of individual well-being as the driving force behind care and

support. The first clause of the draft Bill sets the context for all the provisions which follow: that the well-being of the individual is paramount and that local authorities must promote the individual's well-being in decisions made with and about them. Regular review meetings are being held with Heads of Adult Social Care as the implications of this Bill are identified.

- During the year “National Dementia Awareness Week” was used to publicise the Neighbourhood Return Scheme where local people assist in the location and safe return of those with memory problems who have gone missing. Following a national pilot which involved Thames Valley Police, 3000 volunteer leaflets, 500 carer leaflets and 700 posters have been distributed to front counters and LPAs across the Force to market the scheme to TVP staff and the visiting public. All existing Police Support Volunteers have been made aware of the scheme and future recruits will be informed upon joining. A database has been created which allows neighbourhood Sergeants and Inspectors to view areas which have been searched by volunteers. There are currently around 80 vulnerable adults identified and over 2000 volunteers signed up across Thames Valley. This scheme has the potential to save police resources whilst ensuring a quick response from volunteers who are often more familiar with a specific search area.
- The Thames Valley Police Economic Crime Unit (ECU) worked with the “Think Jessica” campaign which is a national charity that aims to safeguard elderly and vulnerable people at risk of mail scams. This led to a presentation at the Oxfordshire County Council (OCC) Conference on the 19th November 2013 to Adult Care Services, OCC Trading Standards, third and private sectors. Subsequent workshops have identified actions for all agencies.
- The new Association of Chief Police Officers (ACPO) definition for Missing Persons has now been implemented to ensure a consistent and appropriate response to reports of missing persons.
- A new Domestic Abuse, Stalking and Harassment and Honour Based Violence Risk Identification and Assessment Checklist (DASH) has been launched and the relevant training delivered.

Tackling ‘criminal on criminal’ offending and those criminals who prey on the most vulnerable or isolated individuals and communities

5. The Force has recognised the impact of offenders who can be classed as “Crime Magnets”. For an offence to be considered a “Crime Magnet” offence the following elements must be present:

- The victim must not be engaging with the police – if the victim is engaging with the police a conventional investigation takes over.
- The offence must be of a sufficiently serious level to warrant a “Crime Magnet” response. While there is no specific list of offences, it is not intended that such a response will be utilised for trivial offending.
- Is the person a victim because they lead a criminal lifestyle? This judgement is one of common sense, utilising intelligence and other information surrounding the incident and persons involved.

6. If these criteria are met then the offence may be considered a “Crime Magnet” incident and the reasons for the person not engaging with the police are identified – this may be a fear of reprisal, low trust in the police, a “code of silence” or a combination of these factors.
7. A tactical menu has been developed to increase the likelihood of the individual supporting police action or ensuring a robust response to an individual who is attracting criminality to the area or is otherwise criminally involved.
8. Two processes have been mapped to illustrate how crimes identified as “Crime Magnet incidents” would be managed. For crimes being managed locally, the owner of the response would be the Local Police Area Commander. For offences being managed at Force Crime level, an escalation policy would be followed.
9. The Crime Magnet approach is regularly reviewed by the Crime Strategy Unit. All LPAs have an Organised Crime Group and Priority Crime Group tasking process in place, which considers nomination of groups who prey on the most vulnerable and isolated communities. The Force tasking process is also used to promote the use of resources in supporting these areas and disruptions are reviewed with particular emphasis on identifying those from isolated communities. A more forceful intervention in the short term may displace a problem and lead to a reduction in calls for service in the longer-term in addition to increasing protection for local communities.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley



Briefing note to the Thames Valley Police and Crime Panel

16th May 2014

Thames Valley Police Crime Data Integrity

Introduction

Members of the Panel will doubtless have seen press coverage of the recent Interim Report by Her Majesty's Chief Inspector of Constabulary (HMIC) regarding crime recording by the police service at a national level. A copy of the full report can be found through the following link:

<http://www.hmic.gov.uk/publication/crime-recording-a-matter-of-fact-interim-report/>

The purpose of this note is to provide a brief summary of the background to that report and to seek to reassure Members that the processes and systems applied by Thames Valley Police in relation to the integrity of crime data are both robust and ethical.

The HMIC Report

As part of its 2013/14 Inspection Programme approved by the Home Secretary, HMIC committed to inspecting the way the 43 Police Forces in England and Wales record crime data. The stated purpose of the inspection is "to determine the extent to which police-recorded crime can be trusted". An interim report of that inspection was published on 1st May 2014.

The interim report drew on the HMIC findings from visits to 13 police forces, which did not include Thames Valley Police. As the visits included a number of larger Forces such as the Metropolitan Police Service, HMIC was able to state that the interim inspection represented 60% of the total review size. The subsequent report has published emerging themes from the sample of Forces inspected. The remaining Forces, including Thames Valley Police, will be inspected in the coming months with publication of the final report scheduled for October 2014.

The crime data recorded by the police and submitted to the Home Office under section 44 of the Police Act 1996 must comply with the Home Office Counting Rules for Crime (HOCR). This is known as notifiable crime. This data is published by the Office for National Statistics with other independent data from the Crime Survey of England and Wales to provide as clear as possible a picture of the levels of crime. The public obviously need to have confidence in the accuracy of this data.

The Interim Report sets out a number of principles which underpinned the Inspection process as follows:

“Good quality crime-recording is materially reliant upon sound management. Our experience shows that the proper management of crime-recording critically depends on three interlocking factors: leadership and governance, systems and processes, and the knowledge and skills of the people involved.”

Through the ongoing Inspection HMIC is seeking to examine how each force applies the standards and rules for crime-recording laid down by the Home Office; how police culture and behaviours affect recording; how victims of crime are being served by police crime-recording practices; and how the police use out-of-court disposals when dealing with offenders, such as cautions, cannabis warnings, penalty notices for disorder and community resolutions.

The interim report explains in detail the rules and standards that govern crime-recording practice; why the National Crime Recording Standard (NCRS) was introduced in 2002, and what this standard aims to achieve. It describes the principles behind the issue of the police duty to record crime, including whether or not to record an incident as a crime and when to reclassify a recorded crime as a no-crime. These are summarised below together with an explanation of the processes and systems adopted by Thames Valley Police.

Whilst the interim inspection report has identified serious concerns regarding the crime recording process in those Forces visited to date, the subsequent information in this paper is intended to reassure Members of the Panel that both the Police and Crime Commissioner and Chief Constable are acutely aware of the importance of the need for confidence in the integrity of the Force’s crime recording processes and systems.

Crime Recording Principles

The NCRS states that each force must appoint a force crime registrar (FCR) who is responsible for ensuring compliance with the crime-recording process. As the final arbiter the FCR is ultimately responsible for all decisions to record a crime or to make a no-crime decision. The FCR’s responsibilities include training staff in the crime-recording process and carrying out audits to check that the force is complying with the rules

All forces must designate a police officer of chief officer rank who has responsibility for overseeing the force approach to crime-recording. The relationship between these two central roles is clear. The NCRS states that the FCR must be answerable to the chief officer with overall responsibility for the accuracy and integrity of crime-recording processes.

The first principle the police must follow is that all reports of incidents, whether from victims, witnesses or third parties and whether crime-related or not, must result in the

registration of an incident report by the police. It is important to note that an incident report can take any form as long as it is auditable and accessible.

To determine whether an incident is a crime, the Home Office Counting Rules (HOCR) state that:

“An incident will be recorded as a crime (notifiable to the Home Secretary) for offences against an identified victim if, on the balance of probability:

A. The circumstances as reported amount to a crime defined by law (the police will determine this, based on their knowledge of the law and counting rules), and

B. There is no credible evidence to the contrary.”

This is followed by rule 2:

“For offences against the state the points to prove to evidence the offence must clearly be made out, before a crime is recorded.”

Crime Recording in Thames Valley Police

Leadership and governance

The Force Crime Registrar in Thames Valley is a high profile senior police staff manager who reports directly to the Deputy Chief Constable (DCC). The DCC is the nominated chief officer with overall responsibility for the accuracy and integrity of crime-recording processes.

The FCR is directly supported by the Force Data Standards team which comprises of the data standards manager and 15 data standards scrutineers. This team undertake regular reviews of crime recording, including reports of rape and serious sexual offences and those made to child protection teams. The team also act as the designated decision maker (DDM) for cannabis warnings and no-crime applications. Any no-crime application for recorded rape offences can only be authorised by the FCR or his deputy.

Crime data integrity issues for high risk offences such as rape, sexual and physical violence and burglary are regularly addressed as part of the Local Police Area performance review meetings which are chaired by the DCC. Crime data integrity also features in the Force Performance Group meetings which are chaired by the Chief Constable.

Systems and processes

Initial crime recording is dealt with in two ways. Where the initial report can be dealt with by way of telephone resolution the crime is directly recorded onto the Force crime recording database by the Police Enquiry Centre (PEC) operator. Where the initial report necessitates police attendance the attending officer provides an update to the PEC to either create a crime report or document the reason why a crime wasn't recorded.

Following the introduction of the Niche RMS crime recording database on the 29th April 2014 a detailed data quality programme to oversee the crime recording process was developed by the FCR. This quality assurance programme builds on the systems and processes which were used to monitor the process prior to the change to Niche RMS.

Knowledge and skills of the people involved

At present there is no national training for those involved in the crime recording process. However, the Force is working with the national policing lead and the College of Policing to develop training and accreditation for FCRs and others involved in the process.

Currently the PEC operators receive in-house training in relation to the NCRS and HOCC and are available to provide advice and guidance to operational staff in relation to their application at the point of initial crime recording. For more complex cases technical advice and guidance is also available from the FCR and the data standards team who are trained by the FCR and his deputy.

Given the current centralised crime recording arrangements it has not been necessary for operational staff to receive detailed training in relation to the HOCC. However, all staff receive guidance in relation to the NCRS.

Conclusion

When the Force's crime recording arrangements were last inspected by HMIC in 2011 no issues were identified. The Force was judged 100% with HOCC in relation to no-crime decisions. Whilst the Force has yet to be visited as part of this current Inspection Programme, it is monitoring the emerging issues to identify any additional training needs or changes to our systems and processes which may be deemed necessary.

I am satisfied that the Force continues to fully recognise its responsibilities with regards to the integrity of crime data and that it can evidence a robust and ethical approach.

Anthony Stansfeld

**Police & Crime Commissioner
for Thames Valley**

Sara Thornton

**Chief Constable
Thames Valley Police**

Report to the Police and Crime Commissioner for the Thames Valley

Proposal for Future Meetings



**Author: Trevor Egleton, Chairman,
Thames Valley Police and Crime
Panel**

Date: 16 May 2014

Background

The Panel has operated in its current form since July 2012. The core agenda items over this period have been:

- Local issues
- Police and Crime Plan- objective overviews
- General issues
- Work programme

Other agenda items that appear on the Panel's regular cycle include the statutory requirements:

- Police and Crime Commissioner Annual Report
- Scrutiny of the Police and Crime Commissioner's precept and budget

Recommendations

In light of the research work undertaken by the Panel's Policy Officer on the agendas of other Police and Crime Panels nationally and informal discussions with Panel members I suggest that we discuss the following changes to the structure of future agendas.

When considering the points below it is important to consider the Centre for Public Scrutiny's (CfPS) four principles of good scrutiny and accountability:

1. constructive 'critical friend' challenge
2. amplifies the voices and concerns of the public
3. led by independent people who take responsibility for their role
4. drives improvement in public services.

- i) **Ensure that agenda items are outcome focused and targeted in order to scrutinise the Police and Crime Commissioner in the delivery of his actions, with particular reference to the delivery of the Police and Crime Plan.** At present a number of items are for information only, in future the Panel should predominantly focus on items where they challenge the Commissioner and have the potential to make a recommendation for action.
- ii) **Request more detailed performance information from the Police and Crime Commissioner's Office relating to the Police and Crime Plan.** In particular the delivery against each key theme by lead agencies such as Community Safety Partnerships. At present the Panel receives no assurance that the Commissioner is holding lead agencies to account for delivery against their agreed actions and targets. This is an area that requires more robust challenge. The Commissioner stated at the January meeting of the Panel that he receives 6 monthly returns from lead agencies on how they are delivering against their targets.
- iii) **Police and Crime Panel members lead on local issues.** At present local Community Safety Partnership (CSP) managers present items to the Panel and members ask questions of that individual. Often the Police and Crime Commissioner is not directly engaged in the item.

I propose that the lead member of the Panel for the local area leads on the item by:

- Outlining key community safety issues in the area and any good practice that has taken place to reduce crime in the area.
- Asking the Police and Crime Commissioner questions relating to their local area, including raising issues relating to poor performance.

The attendance of the CSP manager would be decided by the lead member for the local area being discussed at that given meeting. Local issues would be scheduled in on the Panel's work programme to ensure full coverage of the Thames Valley over the course of a year.

- iv) **Themed meetings-** As outlined at the beginning of this paper Panel meetings currently have a fairly consistent format. I propose that the Panel holds at least two themed meetings per year to cover specific topics relating to the Police and Crime Plan, for example youth engagement. This would allow the Panel to:
 - Increase public and media interest in meetings
 - Engage with key stakeholders- through calls for evidence, social media or providing verbal evidence at meetings in a similar style to Government select committee meetings.

- v) Hold meetings in one or two venues with webcasting facilities to reduce travel time for all Panel members over the course of the year.** One of the key drivers for establishing Panels was to ensure that there was transparency and accountability of decision making relating to policing issues. At present meetings have been webcast on an ad hoc basis. To increase the profile of the board and to allow a larger number of people to access meetings of the Panel, I propose that we should webcast all meetings of the Panel where non-confidential items are being discussed.

I feel that it is important to note that one of the main drivers behind rotating Panel meetings around the Thames Valley was to allow as many public, Councillors and press to attend meetings as possible. Unfortunately attendance from such individuals has been very low.

For example, if meetings were held in Aylesbury AA Route planner shows that journey times from all member Council offices to Aylesbury would take no more than 1 hour 25 minutes. For a venue such as South Oxfordshire District Council the travel time would also be of a similar length.

- vi) Introduce public questions.** The Panel should introduce public questions in order to increase public participation and engagement in meetings. A recent BBC news story found that 8 out of 37 panels (of which Thames Valley is one) do not accept questions from the public.¹

Public questions would be managed through a set of criteria to ensure that very specific issues to local areas would not be considered, while areas that relate to one or more area in the Thames Valley would be heard if they relate to the remit of the Police and Crime Commissioner.

Requests to speak would be submitted prior to the meeting by members of the public and stakeholders (this could also include community groups, CSP leads or other interested parties).

¹ [Police commissioner scrutiny figures prompt 'real concern', BBC, 21 February 2014](#)

Report to the Thames Valley Police & Crime Panel

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

Date: 16 May 2014

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



Police and Crime Commissioners: progress to date- Home Affairs Select Committee

The Home Affairs Committee of has published its report, Police and Crime Commissioners: progress to date. The Committee concludes that it is still too early to determine whether the introduction of Police and Crime Commissioners (PCCs) has been a success, and that given the low turn-out for their election, the concept of police and crime commissioners is still on probation.

Recommendations

Strengthening the role of police and crime panels

- The Committee finds that to date panels have struggled to understand their powers and define their role.
- The role of panels should be strengthened and extended in scrutinising the removal, resignation or retirement of a chief constable, where this has been instigated by the PCC;
- Panels should have the power of veto over the appointment of a deputy commissioner, where they have not stood for election alongside the commissioner;

Training for new commissioners before taking office

- Many of the difficulties that commissioners have faced could have been avoided given greater opportunity to find their feet before starting the job;
- New Commissioners should have a transition period of one month between election and taking office.

An electoral mandate for deputy commissioners

- The Committee believes that the appointment of deputies must be transparent and instil public confidence. As such, it recommends that at the 2016 elections commissioners should be allowed to name their intended deputy so they are elected on the same ticket.

Target setting by commissioners

- The Committee raises concern that almost half of commissioners were using targets to hold their chief constable to account, despite strong evidence that target-setting has resulted in the manipulation of police-recorded crime statistics. The Report recommends that all such commissioners should review urgently the auditing arrangements they have in place to ensure such targets operate as intended.

The removal of chief constables

- The law must be changed to state clearly the grounds on which a chief constable may be suspended or removed;
- Establishing a clear system of safeguards where a chief constable is suspended, similar to those already in place when they face suspension on a conduct matter;
- The development of a third party mediation process for instances where the relationship between a commissioner and chief constable breaks down, compulsory training on which should be included during the induction period for commissioners.

The State of Policing- The Annual Assessment of Policing in England and Wales 2012/13- Her Majesty's Inspectorate of Constabulary (HMIC)

The assessment covers the full breadth of policing work inspected by HMIC throughout 2012/13, and an overview of police forces in England and Wales.

During 2012-13, in discharging their responsibilities with reduced resources, forces overall performed well at what was the half-way point in the current spending review period. Most forces had credible plans to balance their books by March 2015, and had already made the greater part of the necessary workforce reductions. Forces had also taken substantial steps to protect their front lines, and whilst the numbers of officers on the front line decreased, the proportion of officers deployed in these roles was planned to increase from 89 per cent to 93 per cent.

However, as budgets continue to be constrained, it is inevitable that opportunities for further savings and efficiencies will be fewer, and achieving them will be more difficult.

Key points within the assessment included:

- The internet and associated technology have created conditions in which criminals have greater opportunities to operate in an environment which they believe to be safer, where opportunities to offend are more readily or easily available, where victims are more vulnerable and more numerous, and where offending of new kinds is possible. The Police must intensify their efforts to understand and exploit the capabilities of modern technology to disrupt and prevent criminal activity, and find, pursue and apprehend those who engage in it.
- The police service should accelerate its acquisition and use of common digital devices and systems which enable it to acquire, analyse and disseminate information which is necessary for the protection of the public and the apprehension and prosecution of offenders, and provide the public with better access to policing services. The state of information and communications technology in too many police forces remains quite inadequate and, in some cases, primitive.
- Crime prevention is enormously cheaper than its investigation and the imposition of sanctions. Virtually all of the costs in the criminal justice system, and in dealing with the consequences of crime, are incurred downstream of the offence. It is essential that every effort is made to get upstream and stop crime wherever and whenever that can be achieved. The police must always remember that its first obligation is to prevent crime and keep the peace.
- PCCs have been in existence for only 16 months, and this new model of accountability needs much more time before Parliament and the electorate can make full assessments of their records. They have immense capacity for material improvements in the quality and extent of the operation of the criminal justice system, and in very many cases a very good start has been made.

HMIC is committed to a policy of facilitating continuous improvement of policing through constructive criticism and the provision of advice and assistance to police forces which enable them to have a greater insight into the relative performance and efficiency of the service they

provide. In doing so, it will co-operate closely with police and crime commissioners, the College of Policing and the Home Office in providing police forces with opportunities and encouragement to learn from where there is better practice, and provides examples of good performance to forces which are performing less well. HMIC's focus is on the public, including of course victims of crime, and the service they receive from the police. It speaks to the public in terms which everyone can understand, and which inform ordinary people what they are getting from the police, and what they are entitled to expect.

Crime recording: A matter of fact- An interim report of the inspection of crime data integrity in police forces in England and Wales- Her Majesty's Inspectorate of Constabulary (HMIC)

As part of its inspection programme HMIC is committed to carry out an inspection into the way the 43 police forces in England and Wales record crime data. This inspection, carried out between February and August 2014, is the most extensive of its kind that HMIC has ever undertaken into crime data integrity.

This is an interim report of that inspection. It explains the purposes and methods of the inspection and the criteria that govern crime-recording practice in the police. So far inspections of 13 forces have been completed. As two of the largest metropolitan forces (the Metropolitan Police and Greater Manchester Police) have been inspected, the inspection has already covered approximately 60 percent of the reviews to be done. Whilst the inspection has yet to be completed in the remaining 30 forces, a number of emerging themes can be reported.

The purpose of the current inspection is to provide the answer to the question:
"To what extent can police-recorded crime information be trusted?"

To achieve this, the integrity of crime data in each force is being examined and assessed in terms of leadership and governance, systems and processes, and the people and skills involved. The scope of the inspection is necessarily broad. HMIC is examining how each force applies the standards and rules for crime-recording laid down by the Home Office; how police culture and behaviours affect recording; how victims of crime are being served by police crime-recording practices; and how the police use out-of-court disposals when dealing with offenders, such as cautions, cannabis warnings, community resolutions and penalty notices for disorder.

The emerging themes include one of weak or absent management and supervision of crime-recording, significant under-recording of crime, and serious sexual offences not being recorded (14 rapes). Some offenders have been issued with out-of-court disposals when their offending history could not justify it, and in some cases they should have been prosecuted.

If the findings for the first set of forces are representative across all forces and all crime types, this implies that 20 percent of crimes may be going unrecorded. Some forces have of course performed better than others.

Caught red-handed: Why we can't count on Police Recorded Crime Statistics- House of Commons Public Administration Select Committee (PASC)

The House of Commons Public Administration Select Committee (PASC) has published a report on police recorded crime statistics. Key findings included:

- There is strong evidence that the police under-record crime, particularly sexual crimes such as rape in many police areas.
- This is due to "lax compliance with the agreed national standard of victim-focused crime recording."
- As a result of PASC's inquiry, the UK Statistics Authority has already stripped Police Recorded Crime data of the quality kite mark, "National Statistics".
- The Home Office, the Office of National Statistics and the UK Statistics Authority have all been "far too passive".
- Numerical targets drive perverse incentives to mis-record crime.

- Associated “attitudes and behaviour... have become ingrained, including within senior police leadership” raising “broader concerns about policing values”.
- This presents officers with “a conflict between achievement of targets and core policing values.”
- PASC “deprecate the use of targets in the strongest possible terms” and accuses the police of adopting a “flawed leadership model, contrary to the policing Code of Ethics.”

The report recommended that:

- The Home Office should do more to discourage use of targets.
- The Home Office must take responsibility and accept accountability for the quality of Police Recorded Crime Statistics.
- Senior police leaders must emphasise data integrity and accuracy, not targets.
- They should place new emphasis on values and ethics, especially in the Metropolitan Police.
- The Home Office should “clarify the route open to police whistleblowers” and Her Majesty’s Inspectorate of the Constabulary (HMIC) should investigate the treatment of key PASC witness police whistleblower PC James Patrick.
- PASC recommends that “the Committee on Standards in Public Life conducts a wide-ranging inquiry into the police’s compliance with the new Code of Ethics; in particular the role of leadership in promoting and sustaining these values”.

Some Police and Crime Commissioners consider the perverse incentives created by targets to be so serious that they have dropped all targets and the Committee says this should be extended to all forces.

Police Reform- A Developing Picture- Grant Thornton

The Police Reform and Social Responsibility Act 2011 has presented the police sector with a wide range of challenges and opportunities. This report looks at how the police sector is responding, set against the backdrop of budget reductions of 30% and increasing public scrutiny of standards of police conduct.

The report draws on insights from work with police bodies around the country, a survey of senior people from within the police sector and a review of published documents, websites and social media, it focuses on three areas where the sector has opportunities to develop: governance and accountability; partnerships, collaboration and commissioning; and public communication and transparency.

This review focuses on three areas where the sector has opportunities to develop:

1. **Governance and accountability:** getting the most from the structures established through the new arrangements. Setting a tone from the top that views proper corporate governance as central to the successful delivery of local police and crime reduction priorities
2. **Partnerships, collaboration and commissioning:** implementing robust and proportionate governance arrangements for collaboration and commissioning, which retain accountability without stifling innovation
3. **Public communication and transparency:** engaging with the public and wider stakeholders to inform and assure them about service performance, financial performance and governance arrangements

THE REVOLVING DOORS CHECKLIST- How police and crime commissioners can improve responses to offenders with multiple and complex needs- Revolving Doors Agency

This briefing focuses on how Police and Crime Commissioners (PCCs) can help to improve responses to a particular group of ‘revolving door’ offenders – those facing multiple and complex needs, including poor mental health, who come into repeated contact with the police and criminal justice system.

The ‘Revolving Doors Checklist’ was published to inform PCCs thinking as they continue to review their police and crime plans and develop their strategic approach to reducing crime and reoffending. This suggests how PCCs can:

1. Reduce demand on frontline police through effective diversion and crime prevention strategies
2. Help to tackle ‘revolving door’ offending

3. Involve people with direct experience of the problem
4. Adopt a 'whole system' partnership approach to tackling multiple and complex needs locally.

<p><u>Improving Responses to Young Adults-A Checklist for Police and Crime Commissioners- Transition to Adulthood Alliance/Revolving Doors Agency</u></p>

Young adults aged 18-24 are the most likely age group to come into contact with the police and criminal justice system, both as suspects and offenders and as the victims of crime. They are only 10% percent of the population, but account for roughly a third of police time and probation caseloads. Yet, criminal justice interventions aimed at adults often fail to prevent further offending by this group: three-quarters of young adults leaving prison are reconvicted within two years and they have the highest breach rates of those serving community sentences.

What can PCCs do?

Four out of 42 police and crime plans specifically mention young adults, although many more (38) make reference to young people more broadly without specifying whether this included those above 18. PCCs are in a unique position within the criminal justice system in being able to encourage and facilitate a local approach that bridges the divide between youth and adulthood.

To do this, there are four areas for PCCs to consider as they renew their strategic approach:

- 1) Include young adults in their local diversion and crime prevention strategies
- 2) Work with partners to reduce young adult reoffending
- 3) Championing improved policing of young adults
- 4) Engaging with young adults

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		
16/5/14	<u>Police & Crime Plan Strategic Objective 1: To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</u>	Anti-Social Behaviour	<ul style="list-style-type: none"> • Asset Management Plan • Scrutiny of updated Police and Crime Plan • Task and Finish Group scoping document- PCC and partnership working 			
		Troubled Families				
		Domestic and other inter-personal abuse, inc. child sexual exploitation				
		Safeguarding vulnerable adults, children and young people				
11/7/14	<u>Police & Crime Plan Strategic Objective 1: To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</u>	Violent crime	<ul style="list-style-type: none"> • Bullfinch update • Scrutiny of PCC Annual report 			
		Acquisitive Crime (esp. dwelling burglaries, rural crime and 'cyber' crime)				
		Local priority crime				
		Rural crime				
19/9/14	<u>Police & Crime Plan Strategic Objective 3: To protect the public</u>	Serious organised crime				

Date	Meeting Theme and Sub-Themes <small>(based on Police & Crime Plan Strategic Objectives and key themes)</small>		Other agenda items	Attending
	<i>from harm arising from serious organised crime and terrorism</i>	Terrorism including PREVENT		
21/11/14	<p><u>Police & Crime Plan Strategic Objective 2: To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities</u></p> <p><u>Police & Crime Plan Strategic Objective 4: To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our communities</u></p>	Patrol and deployment of uniformed officers and staff		
ASB Teams ¹				
Community Wardens				
Two-way communication with partners				
Promote crime reduction and prevention activities				
Obtain the views of communities and 'seldom heard' groups on policing and crime issues				
Publish info about accessing, delivery and				

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



Date	Meeting Theme and Sub-Themes <small>(based on Police & Crime Plan Strategic Objectives and key themes)</small>	Other agenda items	Attending
		outcomes of policing and crime services	

Proposal/Scoping Template

Proposal subject	How the Police and Crime Commissioner can be supported in working in partnership with key stakeholders to deliver the Police and Crime Plan for the Thames Valley
Committee chairman	TBC
Officer contact	Mike Chard, Policy Officer, Thames Valley Police and Crime Panel, 01296 387728
Background to the item	<p>The Police and Crime Commissioner (PCC) has a statutory duty to ‘act in co-operation’ with responsible authorities (local authorities, health, police, probation trusts and the fire and rescue service) to reduce crime and disorder. The reciprocal arrangement is broadly defined by the Home Office to allow for local arrangements, e.g. varying partnership structures. The Commissioner must also work with the criminal justice system to ensure they provide an efficient and effective service.</p> <p>The PCC and his deputy have a large number of partnerships to engage with to ensure that this statutory duty can be met. These statutory partnerships in the Thames Valley Police area comprise:</p> <ul style="list-style-type: none"> • 15 Community Safety Partnerships; • 1 Local Criminal Justice Board; • 1 Probation Trust; • 9 Local Safeguarding Children Boards • 7 Local Safeguarding Adults Boards • 9 Health and Wellbeing Boards <p>The PCC and his Deputy have a large number of partners and partnerships that they must engage with to successfully deliver the outcomes set out in the Police and Crime Plan. To support the PCC in his role the Task and Finish Group will scrutinise how the PCC and the partners and partnerships currently work and communicate with each other and highlight the barriers to co-operative working in delivering the Police and Crime Plan.</p>
Key areas to address	<ul style="list-style-type: none"> • How the PCC currently engages with statutory partners and partnerships • How statutory partners and partnerships currently engage with the

	<p>PCC</p> <ul style="list-style-type: none"> • What the barriers are to efficient and effective engagement • What does good partnership working between PCCs and statutory partners/partnerships look like
Anticipated outcomes	<p>Recommendations to suggest ways to improve communication, co-operation and partnership working between the Police and Crime Commissioner and statutory partners and partnerships across the Thames Valley. Improved partnership working should lead to better outcomes for communities and ensure that local resources are used efficiently and effectively.</p>
Methodology	<ul style="list-style-type: none"> • Desk based research, including identifying good practice from other parts of the England and Wales • Meeting with the PCC and Deputy PCC • Questionnaire to all statutory partners and partnerships • Meetings with a number of statutory partners and/or partnership leads based upon questionnaire responses
Public Engagement & Press	<ul style="list-style-type: none"> • Press releases at start and on completion of task and finish group review • Twitter- regular updates on progress of the review, e.g. start of review, key meetings, timetable for completion, etc...
Key background papers	<ul style="list-style-type: none"> • <i>Police Reform and Social Responsibility Act 2011</i> • <i>Thames Valley Police and Crime Plan 2013-17</i> (current and updated) • <i>Thames Valley Police and Crime Commissioner Annual Report 2012-13</i> • <i>Thames Valley Police and Crime Commissioner Annual Report 2013-14</i> (once published) • <i>Thames Valley Police and Crime Commissioner Events and Meeting Calendar</i> (PCC website) • <i>Have you got what it takes? Working in partnership</i>, Home Office
Out of scope	<p>Collaborative working between Police Forces and other blue light services.</p>
Resources required	<ul style="list-style-type: none"> • Policy Officer support • 5 Police and Crime Panel members

Outline timetable	<p>Draft timescales (to be agreed by Police and Crime Panel)-</p> <ul style="list-style-type: none"> • Draft Scope agreed - 16 May 2014 • Task and Finish Group meet and refine scope- May/June 2014 • Meet with PCC/DPCC- June 2014 • Questionnaire drafted and circulated- June 2014 • Meetings with statutory partners/partnership leads- September 2014 • Draft report to PCP- November 2014
Reporting mechanism	The Task and Finish group will report back to the Thames Valley Police and Crime Panel once the report is at final draft stage.

