

## Agenda

**Date:** Friday 19 September 2014

**Time:** 11.00 am

**Venue:** Council Chamber, West Berkshire Council, Market Street, Newbury Berkshire RG14 5LD



### Map and Directions

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The briefing Meeting for Members only will be held in Committee Room 2.

Directions

<http://info.westberks.gov.uk/index.aspx?articleid=28449>

There is parking immediately outside the Market Street Offices which is pay in advance (payment via phone and card). An alternative car park is the Kennet Centre (Multi Storey) which is pay on return.

Please note that there are no webcasting facilities available for this meeting.

11.00	<ol style="list-style-type: none"> <li><b>1. Apologies for Absence</b></li> <li><b>2. Declarations of Interest</b> To disclose any Personal or Disclosable Pecuniary Interests</li> </ol>	
11.05	<ol style="list-style-type: none"> <li><b>3. Minutes</b> To agree the minutes of the meeting held on 11 July 2014</li> </ol>	<b>3 - 18</b>
11.10	<ol style="list-style-type: none"> <li><b>4. Public Question Time</b> Draft public question time scheme</li> </ol>	<b>19 - 20</b>
11.30	<ol style="list-style-type: none"> <li><b>5. Themed Item - Female Genital Mutilation</b> Police and Crime Commissioner for the Thames Valley</li> </ol>	<b>21 - 26</b>
12.15	<ol style="list-style-type: none"> <li><b>6. Police and Crime Commissioner Annual Report</b></li> </ol>	<b>27 - 50</b>



12.45	<b>7.</b>	<b>Property Asset Management Plan Update</b>	<b>51 - 118</b>
13.15	<b>8.</b>	<b>Office of the Police and Crime Commissioner Organisational Structure</b>	<b>119 - 124</b>
13.25	<b>9.</b>	<b>General Issues</b>	<b>125 - 130</b>
13.45	<b>10.</b>	<b>Work Programme</b> Revised PCP Work Programme 2014/15	<b>131 - 134</b>

**Actions:-**

To consider, comment on and agree the revised 2014/15 Work Programme  
To appoint the Task and Finish Group (informal) to examine the Police and Crime Commissioner's Proposed Council Tax Precept for 2015/16

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

21 November 2014

**Date of Next Meetings:-**

30 January  
20 March  
5 June  
17 July  
25 September  
27 November

**Committee Members**

Councillor Bill Bendyshe-Brown (Wycombe District Council), Councillor Mark Booty (West Oxfordshire District Council), Noel Brown (Chiltern District Council), Councillor Margaret Burke (Milton Keynes 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 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), Councillor Dee Sinclair (Oxford City Council) and Councillor Quentin Webb (West Berkshire Council)

## Minutes

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**Minutes of the Thames Valley Police and Crime Panel held on Friday 11 July 2014, in Council Chamber South Oxfordshire District Council, Benson Lane, Crowmarsh Gifford, Wallingford OX10 8ED, commencing at 11.00 am and concluding at 1.30 pm.**

### Members Present

Councillor Bill Bendyshe-Brown (Wycombe District Council), Mr Terry Burke (Independent Co-opted Member), Councillor Anita Cranmer (South Buckinghamshire District Council), Councillor Trevor Egleton (Buckinghamshire County Council), Councillor Bill Jones (Vale of White Horse District Council), Councillor Kieron Mallon (Oxfordshire County Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Pam Pearce (Aylesbury Vale District Council), Councillor George Reynolds (Cherwell District Council), Councillor Mohammed Sharif (Slough Borough Council), Councillor Dee Sinclair (Oxford City Council) and Councillor Quentin Webb (West Berkshire Council)

### Officers Present

Michael Chard (Buckinghamshire County Council), Helen Fincher and Clare Gray

### Others Present

David Carroll (Deputy Police and Crime Commissioner), Paul Hammond (Chief Executive - Office of the Police and Crime Commissioner), Anthony Stansfeld (Thames Valley Police and Crime Commissioner) and Ian Thompson (CFO and Deputy Chief Executive - Office of the Police and Crime Commissioner)

### Apologies

Councillor Mark Booty (West Oxfordshire District Council), Noel Brown (Chiltern District Council), Councillor Jesse Grey (Royal Borough of Windsor and Maidenhead), Councillor Tony Page (Reading Borough Council), Councillor Bill Service (South Oxfordshire District Council), Rajinder Sohpal (Independent Co-opted Member) and Sara Thornton (Chief Constable Thames Valley Police)

### 1. Election of Chairman

#### RESOLVED

**That Mr T Egleton be elected Chairman of the Thames Valley Police and Crime Panel for the ensuing year.**

(Nominated by Mr I McCracken and seconded by Mrs P Pearce)

### 2. Appointment of Vice-Chairman

## RESOLVED

**That Mr K Mallon be appointed Vice-Chairman of the Thames Valley Police and Crime Panel**

(Nominated by Mr B Jones and seconded by Mr I McCracken)

### 3. Declarations of Interest

Mr B Jones declared an interest as he received a pension from Thames Valley Police.

### 4. Minutes

The Minutes of the Meeting held on 16 May 2014 were agreed as a correct record.

### 5. Police and Crime Plan - Overview of Delivery

The Police and Crime Commissioner (PCC) gave an update on Strategic Objective 1 which covered the following areas:-

Strategic Objective 1:

- Violent crime
- Acquisitive Crime (esp. dwelling burglaries, rural crime and 'cyber' crime)
- Local priority crime
- Rural crime
- Troubled Families

He made the following points:-

- The level of violence against the person had risen very slightly by 0.5%. The category was wide-ranging and included youth violence and drinking and domestic violence.
- Domestic burglary had fallen by 19.8%. There had been a huge reduction last year and it was expected that this would level out this year but there still had been a reduction. The problem experienced now with burglary was re-offending rates. The detection rate for domestic burglary was 20%. Three years ago it was 10%. He commented that local performance statistics for burglary could be heavily skewed if a criminal came out of prison and quickly committed a number of burglaries.

During discussion the Panel asked the following questions:-

#### **Violent Crime and Acquisitive Crime (p.15)**

**Whilst Members were encouraged that burglary had reduced there was concern about the increase in burglaries of garden sheds and Members asked for more information on this area.**

The PCC commented that this was not specifically recorded and was an off shoot of rural crime. One of the difficulties was that resident's did not mark their garden machinery and therefore it was difficult to trace and recover the equipment. A criminal was caught recently who had stolen a large amount of garden machinery.

A Member referred to doorstep crime which was on the increase and asked whether this was being recorded? The PCC reported that this was jointly addressed by the Police and Trading Standards and could be addressed through education. There had been some prosecutions recently. He referred to his concerns about fraud on the doorstep which was a huge issue and also difficult to record. The Chairman reported that doorstep crime was linked to organised crime and large gangs who preyed on the vulnerable in the community.

A Member asked about corporate crime. The PCC said that this was difficult to record and that he thought that this should be dealt with by a central agency looking at fraud and cyber-crime with links to each Police Force. Fraud was currently addressed by the City of London Police. Some Forces were sent a

package of information and ask to investigate crimes locally. These sorts of crime involve criminals in widely separated areas both nationally and internationally and the most important deterrent was to educate people, banks and businesses.

**Do police officers monitor the behaviour of criminals who have been recently released from prison?**

The PCC reported that the police visit all released criminals regularly. However, they were not always informed that they were out of jail. It took up a lot of police time but was effective. They had tried GPS tagging on a voluntary basis but they could not enforce this. This should be one of the conditions of early release and bail.

**What do you feel the reasons are for the rise in violence against the person? There was only two categories in this area.**

Violent crime had only risen by 0.5%, which is not statistically significant. The figures fluctuated up and down but had dropped considerably in the last few years. This could be partly due to licensing regulations. There was also domestic abuse and because of the work undertaken in this area more people were reporting it and figures had increased. Late night violence had dropped.

Rape cases are sometimes difficult to prosecute and often the victim is known to the perpetrator. The victim was also often the only witness to the crime. The Crown Prosecution Service was improving in bringing cases to court. Some women from ethnic communities did not like reporting rapes as they could be ostracised by the community.

A Member asked about the link to grooming and child sexual exploitation. The PCC reported that recent cases had raised awareness of the issues with a number of agencies such as the NHS, schools, social services and the Crown Prosecution Service. He reported that Berkshire is to have two Multi agency Safeguarding Hubs one in Slough and the other in Reading.

A Member expressed concern about the two MASHs in Berkshire and how they would co-ordinate cases and transfer information. It was also difficult because each unitary authority dealt with issues differently and some authorities were more advanced in some areas than other authorities such as Families First. How would the work be divided? The PCC reported that it would not be possible to have six MASH in Berkshire and the important thing with MASH was continuity and sharing information. This was the most sensible solution to the structure of Berkshire with the resources available. Each issue would be dealt with by the closest MASH area.

**What proportion of Police Officers in the Thames Valley have body worn video cameras? What evidence is there to say that they are acting as a deterrent from committing acts of violence against and in the presence of officers? Does the use of these cameras free up officer time and resources to focus on frontline police work?**

300 Police Officers were wearing body worn video cameras. This had a beneficial impact on the number of guilty pleas for late night violence and domestic violence as some victims were reluctant to give evidence and this video evidence was enough for the police to take the case to court. It also helped to protect and monitor police officers. A Member asked if the different types of cameras used were a problem? The PCC reported that there were two types of camera technology. Different Police Forces have different views on body worn video cameras. These cameras have meant that police officers can spend more time on the street and it has increased efficiency. Were staff trained in using the cameras and told when to turn them on? The PCC commented that the cameras would only run for a limited period of time and officers were trained to use them.

A Member asked whether the data recorded by the cameras was held for a long period of time? The PCC replied that the data was held indefinitely if the offence was serious. They had a building which contained historical records which included the Great Train Robbery. Information recorded in old computer formats was difficult to retrieve.

**The Chairman referred to the Custody Intervention Programme and funding being transferred to NHS England and asked the PCC whether he was confident that he would continue his progress on drug related inquisitive crime?**

The PCC said he would respond in writing on this issue. He expressed concern about the treatment of people with mental health problems and commented that they should not end up in prison and this should be managed carefully.

## **Rural Crime (p.21)**

### **What more do you feel that rural communities could do to help prevent rural crime?**

The PCC reported that Parish Councils and farmers were getting involved in preventing rural crime. The Neighbourhood Action Teams were also very involved. Education played a key role including registering equipment which meant the police could be more responsive and more crimes were reported. The Deputy Police and Crime Commissioner reported that he was working with the NAGs and channelling information through to Parish Councils.

### **A Member asked about trafficking in rural areas and also forced labour and modern slavery?**

The PCC reported that legislation was just going through Parliament on this issue and the Police should be given wide powers to tackle this. There were a number of prosecutions in the pipeline. There had been discussions with the Government Minister and MPs. There were gang masters who operated in some areas and one example was a family with learning disabilities who worked as slaves. One problem area was Slough.

## **6. Proposed Extension to the Contract of the Deputy Police and Crime Commissioner**

The Panel noted that the Police Reform and Social Responsibility Act provides that the PCC may appoint a person as a Deputy and that they must notify the Panel. Councillor David Carroll was appointed in December 2012 for a two year period. The PCC now wished to extend his contract until December 2015.

The PCC reported that this was a part time post. Many other PCC's had a number of assistants helping them but the Thames Valley did not. The post of Deputy was important as the Thames Valley was a huge area and it was difficult to cover three counties.

The Panel asked the following questions:-

### **A Member asked how the PCC represented the County of Oxfordshire as the PCC was from Berkshire and the Deputy was from Buckinghamshire?**

The PCC reported that the Deputy supported him in his role across the Thames Valley but it was useful to have a Deputy who lived on the other side of the Thames Valley in terms of attending meetings and reducing travel time. Oxfordshire was well represented as the PCC's office was located in Kidlington, Oxfordshire and he spent a lot of time in this area. He did not want to take on lots of assistants like other PCC areas as he wanted to use resources in the most effective manner.

A Member thanked the Deputy PCC for visiting Slough and listening to the issues faced in this area.

### **Why does the proposed appointment run to 31 December 2015 and not until the PCC elections in May 2016?**

It was useful to extend the contract past the General Election in May 2015 and then to see what changes may take place affecting policing, the future of PCCs and the next scheduled PCC elections in May 2016.

### **What would his duties be on a day to day basis?**

The PCC reported that his duties would not be routine. He chaired the new Complaints, Integrity and Ethics Panel. They met once a week to look at the Work Programme.

### **How do you monitor the performance of the Deputy PCC?**

The PCC reported that he received feedback on the work of the Deputy and talked to him regularly on how the work was being undertaken.

## **Questions to the Deputy PCC:**

### **What do you feel have been your key achievements in your job to-date?**

The Deputy PCC reported that supporting the PCC was a key achievement and helping him in the budget and planning process and developing the structure of the new Office. The Chief Executive was responsible for the governance of the office, however the PCC and Deputy PCC would be consulted. The Panel would discuss the new structure of the Office at its next meeting.

He had attended a number of meetings and was developing good working relations with a number of partners. Being Chairman of the Complaints, Integrity and Ethics Panel was a major achievement. They were now working hard on developing capacity to commission and administer Victim and Witnesses Support Services.

**A Member asked for further details on the Complaints, Integrity and Ethics Panel.** The Deputy PCC reported that they had held the second meeting. Members were developing the Work Programme, undertaking training and looking at different scenarios. This meeting was important in terms of transparency. The PCC reported that another area they were looking at was the changes to Senior Officers pay and conditions and the change to the Association of Chief Police Officers, particularly on the ethics side. The Panel would report to the PCC who would use the information to hold the Chief Constable to account.

#### **Would this Panel deal with long standing complaints?**

The Chairman reported that this was currently being discussed by the Independent Members. The PCC reported that there was no control over complaints and could be referred up to the Independent Police Complaints Commission. Some complaints were not resolved very quickly and some Police Officers could be on restricted duties for up to six years. A Member asked whether PCC's could influence a change in legislation? The PCC had sent letters in relation to this issue. Some complaints could be trivial e.g. over a parking fine and become obsessive and vexatious and generate huge files. The legislation was not drafted as well as it could be; some areas said 'must' others said 'may'. The Chairman reported that this was a real issue for the Panel who had limited resources.

**A Member commented that the Deputy PCC had not yet visited his Local Authority.** The Deputy PCC reported that he was working his way around Councils and that the Thames Valley was a big area. His visits not only included Local Authorities but the Local Criminal Justice Board, probation, courts and social services. He had spent a day in Oxford City recently and they had looked at issues such as homelessness, drugs and alcohol. The PCC generally tended to liaise with Berkshire as he lived closer to this area.

#### **What would you do if you had a difference of opinion with the PCC?**

The Deputy PCC reported that it was human nature to sometimes have a different viewpoint and he would have an honest discussion with the PCC and the best way he could represent the public. The PCC reported that the legislation had not been taken forward on appointing Deputies and currently he was an employee of the OPCC. Many of the 43 PCC's were over 60 and it was important to have some succession planning. He referred to the sad news of the recent death of the PCC for West Midlands, which was a huge area and they now had to plan for another election which was extremely costly and would take place in August, when many people would be on holiday.

#### **RESOLVED unanimously**

**That the Panel endorse the proposed extension of Councillor David Carroll's appointment as Deputy Police and Crime Commissioner for Thames Valley to 31 December 2015.**

(Proposed Mr T Egleton and seconded Mr K Mallon)

#### **7. Police and Crime Panel Annual Report**

The Panel received the draft Annual Report of the Police and Crime Panel. The Chairman particularly highlighted the comments made by individual Members, whose names would be added in the final version.

A Member referred to page 5 and asked that the role of the PCC should also refer to the Police and Crime Plan and the Delivery Plan.

The Panel Members thanked the Policy Officer for his work on the Annual Report.

## RESOLVED

**That the Thames Valley Police and Crime Panel Annual Report be agreed.**

### **8. Proposals for Future Operation of the Police and Crime Panel**

Members received a report on the future operation of the Panel.

The Panel were reminded of 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.

The Chairman reported that the local issues report had been very useful in the scrutiny of the Police and Crime Plan objectives and had appreciated the support of each Authority's Community Safety Partnership Officer. The Panel were now up to date on local issues. The proposal was now to move onto a themed meeting looking at areas like Child Sexual Exploitation, female genital mutilation and rural and doorstep crime. They could liaise with key members, officers and request information from external witnesses which would stimulate debate and develop scrutiny with the PCC.

Public involvement could also be added to the agenda to increase public awareness. In terms of public questions a Member expressed concern about dealing with vexatious issues and that public questions needed to have a clear procedure. It should not criticise police operational issues as this was outside the Panel's remit. The new public questions item would need to be advertised appropriately. Each Member should promote the work of the Panel in their own areas. Members agreed with 3(i) that there should be strict criteria with time limited questions and one supplementary question. There would also be a screening process to ensure that there were not any inappropriate or vexatious questions.

Members welcomed the new proposals. During discussion the following points:-

- The themed debate was a good idea and would particularly help with national issues such as cyber crime.
- A suggestion was made about developing a protocol with the PCC on how this would operate and include the role of outside experts.
- Specialist knowledge would aid the work of the Panel. The Member also referred to the excellent Police and Crime Panel Conference held recently which showed the good and robust working relationship between the Panel and the PCC. Members had a duty to be fully engaged on police and crime issues.
- A Member asked whether there would be a cost to involving external witnesses. Speakers would be given travel expenses. It was still important to involve Local Authorities on what was happening in their areas and also best practice. Members could take on this role. The Chairman reported that Members could also use the general issues section.
- The PCC reported that if there was a detailed local question he may not be able to answer it without notice. Local Police Area Commanders could give a more detailed response. If the PCC was not able to answer detailed questions he could always respond in writing, unless adequate notice was given.
- A Member emphasised the importance of increasing public involvement and the use of webcasting. Another Member felt that it was important to rotate around different Authorities. Webcasting would appeal to a much wider audience, particularly a younger audience. Reference was made to the DCLG guidance on Open and Accountable Local Government and the freedom to record all public meetings.
- A Member commented on the importance of social media particularly Twitter and re-tweeting to get the message across. The Panel had six meetings a year with the budget meeting. They could have two themed meetings a year which would draw more public interest and media and help partnership working.
- The revised Work Programme would be agreed at the next meeting.



## RESOLVED

That to raise the profile and increase engagement with the Panel that the following areas should be introduced:-

- Themed Meetings
- Two Task and Finish Groups per year
- Introduce public questions using Option 3.1
- Option 4.2 - Hold meetings at three venues with webcasting facilities if available to reduce travel time for all Panel Members over the course of the year. This should be reviewed regularly in case other Authorities wanted to hold the Meeting and obtained webcasting facilities.
- 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.
- Request more detailed performance information from the Police and Crime Commissioners Office relating to the Police and Crime Plan.
- Police and Crime Panel Members lead on local issues through the main agenda items.

### 9. Annual Review of Police and Crime Panel Rules of Procedure and Police and Crime Panel Budget

The Panel received the Rules of Procedure and the break down on the Home Office budget for the Thames Valley Police and Crime Panel. The Rules need to be reviewed annually at the Panel's Annual Meeting. The overall Home Office Grant to the Panel had been reduced for 2014/15 to £64,340 from £71,000 in 2013/14, approximately a 10% reduction. The Rules of Procedure would need to be amended to take into account the change to venues being used and public participation. Some revised wording would be brought back to the next meeting.

A Member asked for a copy of the agenda pdf to be circulated to Members as well as the link to the papers (amend 4.9).

Another Member asked whether Panel Members could attend conferences. The Policy Officer would check this with the budget holder and respond before the next meeting.

The Rules of Procedure should be updated to include the new guidance on Open and Accountable Local Government and the recording of meetings.

## RESOLVED

**That the Rules of Procedure be agreed subject to the amendments listed above.**

### 10. General Issues

The Panel received the report on general issues.

The PCC responded to the following questions:-

#### **Victims' Support Funding**

The PCC has recently been awarded an additional £373,000 funding from the Home Office for Victims of Crime.

#### **What will this money be used for? How will success be monitored?**

The OPCC submitted 4 bids to the Ministry of Justice's 'Competed Fund' covering the themes of:-

1. Domestic and Sexual Violence
2. Recovery from serious crime (through Restorative Justice and counselling)
3. Wraparound support for victims with complex needs
4. Remote video link to courts for victims

The OPCC were successful in receiving funding for the first 2 bids ('Domestic & Sexual Violence' and 'Recovery from serious crime') totalling £373,000.

The funding will be used specifically to:

- support young and adult victims to recover from experiences of sexual abuse;
- children and young people experiencing domestic violence;
- explore the use of restorative justice with very serious crime, and
- increase the availability of trauma counselling for victims of crime.

The OPCC will agree outcomes with providers, who will be expected to report back at the end of the financial year on implementation and delivery as all funding must be spent by 31<sup>st</sup> March 2015.

### **Police Property Act Fund**

The PCC has established a Police Property Act Fund for 2014/15. This fund is made up of money that has been recovered by the Police and the proceeds of items that cannot be returned to their owners. This fund will approximately be £200k and applications have been invited from local voluntary and community groups who contribute towards reducing crime and/or whose work supports the PCC's Police and Crime Plan objectives.

### **How many bids have been received to-date? What types of activity have the bids covered? Will you ensure that there is a good geographical spread of the accepted bids to cover organisations across the Thames Valley?**

In total the OPCC received 231 different bids seeking funding of approximately £1.3m. However, several of these bids will be discounted because they only have a very tenuous link to delivery of the Police and Crime Plan objectives.

The bids cover a wide range of police and crime related activities and have been received from a great variety of bodies:

- A large number of bids relate to diversionary activities, such as scouts and guides, sporting activities and youth clubs. Unfortunately, whilst these are very worthy bodies, due to the fact that their activities are not directly related to my Police and Crime Plan objectives, these type of bids are unlikely to be supported this time round.
- The OPCC have also received many bids in respect of young children, the elderly, offenders, the homeless, home security and different cultural and faith groups - as well as local residents wanting their own speed cameras and CCTV systems!
- Other bids relate to victim services, street angels, drug & alcohol services, restorative justice services, mediation services and national police related charities. Several bidders already provide assistance and direct support to TVP in different ways.
- Given that this is a public bidding process the OPCC will do their best to ensure that all 'similar purpose' bodies, such as scout groups, youth clubs, drug and alcohol services, etc., are treated consistently and fairly across the Thames Valley.

Although the PCC will do his best to ensure an equitable spread of grant allocation across the TVP area, this will inevitably depend on the number and quality of bids submitted from each area, what they are for, and their relevance in terms of how well they will contribute to the delivery of the Police and Crime Plan priorities and objectives.

A Member commented that it would be useful for bidders to receive information on whether their bid represented value for money. In addition it was difficult for voluntary organisations to plan ahead if they only received funding for one year. The PCC reported that he adopted a consistent approach. He could not guarantee funding for the following year. The Vice-Chairman reported that this funding should be used as 'start up' funding

and then voluntary organisations should find ongoing funding elsewhere. There had been good publicity for this initiative and previous bids had been allowed this year.

### **Multi-Agency Safeguarding Hubs (MASH)**

#### **Can you please update the Panel on the progress in establishing MASH's across the Thames Valley?**

- The Oxfordshire MASH is established in a strong way
- The Milton Keynes and Buckinghamshire MASH hubs are expected to be ready by September
- Berkshire is yet to progress to the same level of advancement as the other 2 counties – at present it is planned that:-
  - The current 6 referral centres are to continue in each local authority area
  - 2 MASH hubs are to be established in Reading and Slough due to the high volume of cases in these areas.

Further discussions are still required to determine how this proposed model of 2 hubs can be taken forward.

### **Cross border crime**

#### **How are you working with neighbouring PCCs to tackle cross border crime? Have you formed strategic alliances to tackle such instances through better partnership working?**

[For example, in Chiltern and South Buckinghamshire criminals are travelling from the MET and Hertfordshire to commit burglaries and then quickly travelling outside of the Force area]

The PCC's work with neighbouring PCCs to tackle cross border crime does exist where there is a common strategic need.

- For example, one of the key priorities in the Police and Crime Plan is tackling rural crime in Thames Valley and the PCC (along with 17 other PCCs – many of whom border Thames Valley) have recently signed up to the National Rural Crime Network. Once established, the Network will provide an online resource for police, community safety practitioners and others interested in supporting rural communities – this is a positive benefit in challenging crime across Thames Valley.
- Another example is the PCC's contribution to the Home Secretary's 'Strategic Policing Requirement' – he was obliged to ensure that sufficient resources are allocated to the Chief Constable to enable Thames Valley Police to support regional and national cross-border policing work to tackle the threats of serious organised crime, international terrorism and internet-based 'cyber' crime

Whilst there is no 'strategic alliance' with other neighbouring PCCs (who will have differing priorities to the PCC) to tackle this type of burglary, he does nevertheless retain broad oversight of cross-border criminality across individual Local Policing Areas in Thames Valley through his performance monitoring framework.

In addition, the PCC meets all LPA Commanders on an annual basis to better understand local performance risks and issues; this may include reference to individual LPA cross-border operations where it is appropriate to discuss this.

The specific example of cross-border criminality the Panel has referred to, e.g. burglary in Chiltern and South Bucks LPA, is of great concern to residents in those affected areas (as well as those in Slough and Windsor & Maidenhead) but tackling it is a local operational matter, which falls under the direction and control responsibilities of the Chief Constable.

However, the PCC is aware that the Force is considering a bid for an analyst to track the crime across the borders and there have been several police initiatives targeting crime groups.

A Member reported that his own area had been a victim of their own success in that they had managed to catch many criminals but this meant criminals were coming in from other areas to fill the vacuum.

### **Anti-social behaviour Community Trigger:**

**How will you (the PCC) ensure that there is a consistent approach to the ASB Community Trigger across the Thames Valley?**

(especially as the legislation states that CSPs will be able to determine the level this will be set at?)

The 'Community Trigger' is a mechanism for victims of anti-social behaviour to request that 'relevant bodies' undertake a case review. The responsibility for implementing the 'Community Trigger' is down to the 'relevant bodies', i.e. local authorities, police, health providers and providers of social housing.

Accordingly, the PCC alone cannot ensure a consistent approach across the Thames Valley – that is largely down to local authorities, working with partners.

Notwithstanding this, TVP, on behalf of the relevant bodies, has facilitated the development of a set of recommendations for implementing the 'Community Trigger' in a consistent fashion across the Thames Valley.

The recommendations have been developed following consultation with representatives from relevant bodies, CSPs and the OPCC. The recommendations have also taken into account the experience of trials and pilots in other force & CSP areas, including Manchester, Avon & Somerset, and Brighton & Hove.

The 'community trigger' threshold recommended to be used across the Thames Valley should meet the following circumstances:-

- Where an application for an ASB case review is made and
- At least 3 reports from 1 person within a 6 month period or 5 reports from different people within a 6 month period are made to either the local council, police or a registered social housing provider.

As each application should be assessed on its merits, further guidance has been prepared and recommended to allow local flexibility to enable professional judgement and discretion to be used, as necessary and appropriate.

A 'Gatekeeper' or 'single point of contact' (SPOC) for the Community Trigger is required for each local area. It has been recommended that the 'Gatekeeper' or 'SPOC' should be a local authority / CSP member of staff due to their existing competence and expertise.

It has also been recommended that appeals are reviewed by a senior manager within the local authority, e.g. the Community Safety Manager. The OPCC has endorsed these recommendations.

**Will the roll out of the ASB Community Trigger have an impact on CSP funding?**

It may have an impact on CSP activities and workload, which may have resource implications.

**Will the implementation of the Community Trigger impact on policing resources in each local area if an unrealistic/inconsistent level of trigger is applied in different areas?**

If the above recommendations are agreed and adopted in each local authority area then there should be a realistic and consistent application of the community trigger principles across the Thames Valley.

However, the OPCC will not know whether the volume of applications will be consistent or variable across individual local authority / LPA areas and, therefore, the OPCC do not know what the impact on policing resources will be until the scheme has been established.

However, according to TVP, the evidence from the Community Trigger pilot areas suggests that there is not going to be a great number of trigger applications.

During discussion the following points were asked:-

- A Member asked for a copy of the information
- A Member referred to victim support. The PCC reported that they were working with Sussex and Surrey but Kent and Hampshire were doing their own thing. 17 other Police Forces were considering joining in with the

Thames Valley and if they all joined there would be an aggregate commissioning fund of approximately £60 million. A Member asked about the workload. This was under review. The Chief Executive reported that the victim support contract had achieved a lot of national interest but they had spent a lot of time on this area. This was one of the reasons why the PCC Annual Report and the refresh of the Police and Crime Plan had been deferred as there was a fixed deadline for officers to implement the necessary arrangements to enable the PCC to commission victim support services which must therefore take priority. The Chief Executive had approached the PCC and asked for two additional officers to help with the workload on a temporary contract basis. They would fund these posts from their own OPCC budget and from the victim support Government grant funding.

**11. Work Programme**

The Work Programme will be amended to take into account the revised operational arrangements.

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

19 September - West Berkshire Council

**CHAIRMAN**





## Thames Valley Police & Crime Panel

Chairman: Cllr. Trevor Egleton

### Anthony Stansfeld

Office of the Police and Crime Commissioner  
The Farmhouse  
Thames Valley Police Headquarters  
Oxford Road,  
Kidlington  
Oxon  
OX5 2NX

### Thames Valley Police & Crime Panel Secretariat

Policy, Performance and Communications  
Buckinghamshire County Council  
G9, New County Offices, Walton Street  
Aylesbury, HP20 1UA  
(01296) 387728

**15 July 2014**

Dear Mr Stansfeld,

### Proposed Extension to the Contract of the Deputy Police and Crime Commissioner for the Thames Valley

I am writing to you on behalf of the Thames Valley Police and Crime Panel about the proposed extension to the contract of the Deputy Police and Crime Commissioner (DPCC) for Thames Valley, Councillor David Carroll, to the 31<sup>st</sup> December 2015.

The Panel received detailed paperwork at the meeting held on 11 July concerning the role of the DPCC. The answers provided by both you and Councillor Carroll highlighted the value of the position of DPCC, particularly in relation to building relationships with key partners across the Thames Valley. Cllr Carroll also highlighted a number of key areas that he has taken a lead and as such added value to the work of the Office of the Police and Crime Commissioner, these include:

- Establishing the Complaints, integrity and ethics panel
- Supporting you in the development of the priorities for the Police and Plan by engaging with partners

After deliberations members agreed to:

**Endorse the proposed extension of Councillor David Carroll's appointment as Deputy Police and Crime Commissioner for Thames Valley to the 31<sup>st</sup> December 2015.**

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'T. Egleton'.

### Councillor Trevor Egleton

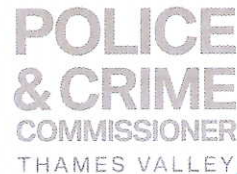
Chairman, Thames Valley Police and Crime Panel



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**POLICE  
& CRIME**  
COMMISSIONER  
THAMES VALLEY

Councillor Trevor Egleton  
Chairman  
Thames Valley Police and Crime Panel  
Policy, Performance and Communications  
Buckinghamshire County Council  
G9, New County Offices  
Walton Street  
AYLESBURY  
Buckinghamshire  
HP20 1UA

**Anthony Stansfeld**  
Police & Crime Commissioner  
for Thames Valley

Date: 16<sup>th</sup> July 2014  
Our Ref: AS/LMR  
Your Ref: PCP11072014

Dear Councillor Egleton,

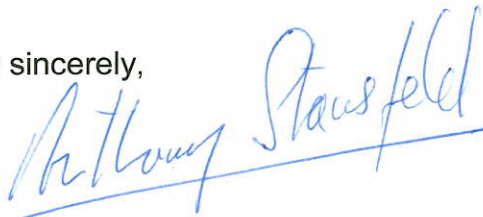
**Re: Proposed Extension to the contract of the Deputy Police and Crime Commissioner for Thames Valley**

Further to the confirmation hearing held by the Police and Crime Panel last Friday, I acknowledge receipt of your letter dated 15<sup>th</sup> July and the decision of the Panel to "*Endorse the proposed extension of Councillor David Carroll's appointment as Deputy Police and Crime Commissioner for Thames Valley to the 31<sup>st</sup> December 2015*".

In response, and in accordance with paragraph 12(2) of Schedule 1 of the Police Reform and Public Responsibility Act 2011, may I inform you of my decision to ACCEPT the decision of the Panel, and I will arrange for Councillor Carroll's contract to be extended accordingly.

May I also take this opportunity to thank you and the Panel for conducting the confirmation hearing process in such a challenging but fair manner.

Yours sincerely,



**Anthony Stansfeld**  
Police and Crime Commissioner for Thames Valley

cc Councillor David Carroll Deputy Police and Crime Commissioner for Thames Valley



## Draft Public Question Time Scheme

The public are welcome to ask questions and submit petitions relating to the work of the Panel. The scheme cannot be used by employees of the Thames Valley Constabulary or the Police and Crime Commissioner's office. Where a number of members of a particular organisation wish to ask questions on related matters, the Chairman may limit the number of questioners as he/she considers appropriate. The scheme will be reviewed on a yearly basis at the Panel's Annual General Meeting.

Questions must be received in writing at **least 3 working days** before the date of a Panel meeting. The Public Question Time session shall be **limited to twenty minutes**, although this may be extended at the discretion of the Chairman in exceptional circumstances. Any member of the public who is resident or working in the Thames Valley may put a question to the Panel. The questions must:

- (i) relate to the Panel's roles and responsibilities;
- (ii) not be substantially the same question put to the meeting of the Panel within the previous six months;
- (iii) not be defamatory, frivolous, vexatious or offensive;
- (iv) not require the disclosure of confidential or exempt information; and
- (v) not refer to any matter of an individual grievance or personal issue.
- (vi) not be an individual complaint, current complaint or past complaint as these are addressed via the Panel's complaint procedure (**add link to document**)
- (vii) not relate to operational Police matters as these fall under the jurisdiction of the Chief Constable.

### **Submission of Questions to the Police and Crime Panel**

The following procedure shall apply to the submission of questions to the Police and Crime Panel:

- (i) The specific topic area in which the question relates should be notified in writing and received by Democratic Services **at least 3 working days** before the meeting.
- (ii) The questioner may then ask a supplementary question on the same subject area of which notice has been given. If the questioner requires a response that includes detailed local knowledge this will need to be put in writing or will be responded to in writing following the meeting.
- (iii) Each questioner shall have a **maximum of three minutes** to speak.
- (iv) The questioner must give evidence that they live or work in the Thames Valley
- (v) Democratic Services will record each question received and will immediately send or give a copy of the question to the Chairman and/or any other person to whom the question is likely to be put.

## **Procedure at the meeting**

The following procedure shall apply to the consideration of public questions at meetings of the Police and Crime Panel:

- (i) The Chairman will take the questions in the order he/she considers most appropriate.
- (ii) The questioner will be invited to ask the question.
- (iii) Members of the Panel will be given the opportunity to ask points of clarification or pursue lines of enquiry with the questioner.
- (iv) The Chairman or the relevant person present will reply.
- (v) The questioner may ask one supplementary question.
- (vi) Any supplementary question must arise directly out of the original question or the reply and must not be interpreted as allowing a debate of either the question or the reply.
- (vii) Questions and answers given at the meeting will be recorded in the minutes of the meeting.

Any question which cannot be dealt with during public question time, either because of lack of time or absence of the appropriate person, will be dealt with by a written answer.

All written answers given following the meeting will be circulated to all members of the Panel and, unless the contents would involve disclosure of exempt or confidential information, shall normally be made public.

## **Absence of Questioner**

In the absence of the questioner, the Chairman has discretion over how to deal with the question and may put the question him/herself to the meeting.

## **Notification of rejected questions**

Notification of rejection will be given at the earliest opportunity, in the form in which the question was received. Reasons for rejection will be included.

## **Questions for the Police and Crime Commissioner**

If you have any questions for the Police and Crime Commissioner please click on the following link:-

<http://www.thamesvalley-pcc.gov.uk/Get-Involved/Tell-us-your-views.aspx>

This Scheme relates to Panel questions only.

## **Submitting your Question**

Please submit your specific topic area for your question to:-

[cgray@buckscc.gov.uk](mailto:cgray@buckscc.gov.uk)

## **(online form to be drafted)**

Please give evidence that you live or work in the Thames Valley.

## Report to the Thames Valley Police & Crime Panel

**Title:** Female Genital Mutilation  
Background Information

**Date:** 19 September 2014



### What is Female Genital Mutilation?

**Female genital mutilation (sometimes referred to as female circumcision) refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. The practice is illegal in the UK.**

FGM is usually carried out on young girls between infancy and the age of 15, most commonly before puberty starts.

The procedure is traditionally carried out by a woman with no medical training. Anaesthetics and antiseptic treatments are not generally used, and the practice is usually carried out using knives, scissors, scalpels, pieces of glass or razor blades. Girls may have to be forcibly restrained.

FGM is prevalent in Africa, the Middle East and Asia. In the UK, FGM tends to occur in areas with larger populations of communities who practise FGM, such as first-generation immigrants, refugees and asylum seekers. These areas include London, Cardiff, Manchester, Sheffield, Northampton, Birmingham, Oxford, Crawley, Reading, Slough and Milton Keynes.<sup>1</sup>

To access an NHS video on FGM please click [here](#).

### Key Points

- It has been estimated that over 20,000 girls under the age of 15 are at risk of female genital mutilation (FGM) in the UK each year.
- Over 66,000 women and girls living in Britain have experienced FGM.
- However, the true extent is unknown, due to the "hidden" nature of the crime.
- FGM is illegal – it is an offence for anyone to perform FGM in the UK or to arrange for a girl to be taken abroad for it.
- FGM causes long-lasting physical and psychological damage.

<sup>1</sup> [NHS Choices, Female Genital Mutilation](#), 27/06/2014

## What is Government doing to combat FGM?

In February 2014 the Government published [a statement opposing Female Genital Mutilation](#). The statement was published for people who fear that they may be subjected to FGM when they go abroad to take and show to their families. It clearly sets out that FGM is a serious criminal offence in the UK with a maximum penalty of 14 years for anyone found guilty of the offence.

**On 22 July 2014 the UK in partnership with UNICEF co-hosted the first Girl Summit. The Summit was aimed at mobilising domestic and international efforts to end female genital mutilation (FGM) and child, early and forced marriage (CEFM) within a generation.**

At the Girl Summit the following commitments were announced by Government:

- A £1.4 million FGM Prevention Programme, launched in partnership with NHS England to help care for survivors and safeguard those at risk
- Introduction of improved data collection across the NHS to help understand the prevalence of FGM in England
- A consultation on proposals to introduce new civil orders designed to protect girls identified as being at risk of FGM
- New legislation that will mean parents can be prosecuted if they fail to prevent their daughter being cut
- New legislation to grant victims of FGM lifelong anonymity from the time an allegation is made
- New specialist FGM service which will include social services, to proactively identify and respond to FGM; this will be supported by an ongoing package of work led by the Chief Social Worker Isabelle Trowler
- New programmes to prevent child and forced marriage in 12 developing countries
- An international charter calling for the eradication of these practices within a generation<sup>2</sup>

Supporting materials were also published by Government and these can be accessed [here](#).

## Home Affairs Committee Report- Female Genital Mutilation: The Case for a National Action Plan

The Home Affairs Committee published its report '*Female Genital Mutilation: The Case for a National Action Plan*' on 3 July 2014. The report recommended the immediate implementation of a national action plan and specific steps to respond to this growing crisis.<sup>3</sup>

The Committee also found that:

### Prosecuting FGM

- A number of successful prosecutions would send a clear message to those involved that FGM is taken with the utmost seriousness in the UK and will be punished accordingly. There should be an extension to the right to anonymity to include victims of FGM to aid prosecution.

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<sup>2</sup> [UK Government Press Release 'PM hosts Girl Summit 2014: a future free from FGM and child and forced marriage', 22 July 2014](#)

<sup>3</sup> [Female Genital Mutilation: The Case for A National Action Plan, Home Affairs Committee, 3 July 2014](#)

- The good example of France should be emulated and there is a case for a system that empowers medical professionals to make periodic FGM assessments where a girl is identified as being at high risk.

#### **Professionals in all sectors should ensure the safeguarding of at-risk girls**

- The Multi-Agency Guidelines on FGM should be placed on a statutory footing to provide a stronger incentive for the provision of training on FGM to all those who need it.
- The inclusion of mandatory questioning on FGM for antenatal booking interviews and at GP registration, and changes to the Personal Child Health Record/Red Book to refer explicitly to FGM.
- Requiring all schools to provide training on FGM in the remaining in-service training days in 2014 and Headteachers to read guidance or face funding penalties.

#### **Changes to the law on FGM**

- The introduction of FGM protection orders similar to those which exist for forced marriage.
- Making the failure to report child abuse a criminal offence if other measures to increase the level of reporting are not effective in the next 12 months.

#### **Better services for women and girls living with FGM**

- The provision of better services for women and girls affected by FGM including refuge shelters for those at risk.

One Council from the Thames Valley provided **written evidence** to the Committee's investigation. **Buckinghamshire County Council's evidence** can be accessed [here](#). Some of the key points pertinent to Panel discussions include:

- Health professionals need to be trained to recognise FGM using the World Health Organisation (WHO) typology, FGM is not a uniform practice, and there are different types of FGM that vary in severity. The attitude that appropriate genital examinations on children identified as susceptible is necessary to identifying cases which have taken place. Failure to prevent or identify potential cases put children at risk.
- Education professionals need to be allowed to talk about the issue. For FGM to be successfully tackled in schools and communities we need to stop referring to it simply as a cultural practice, it needs to be understood as a harmful practice that is an abuse against women and girls.
- A barrier in identification and intervention is, as with all domestic violence related issues, the fact that victims largely do not report the incidents. This is increased in ethnic minority groups due to the nature of their cultural beliefs. Secondly a further barrier is that FGM is predominantly carried out on young girls by, or under instruction, of members of her family. Expecting young girls to report on their loved ones, when FGM is presented to them as an important part of their lives and essential in being accepted in their community, is unrealistic without effective education and awareness raising.



## What is being done across all Police Forces to address FGM?

**Commander Mak Chishty**, National Policing Lead on Honour-Based Violence, Forced Marriage and FGM, recently stated that:

*“All police forces in England and Wales have signed up to a protocol with the Crown Prosecution Service in relation to the investigation and prosecution of FGM, and joint training on FGM for police officers and CPS investigators, supported by the College of Policing, commenced in February of this year.*

*“Our priority is creating systems for tackling FGM and forced marriage which put the victim at the heart of investigations, empowering them so they feel confident to come forward and supporting them so they can pursue their complaint fully.*

*“We are also continuing with our programme of working with communities to raise awareness and educate them about the harm of FGM and forced marriage and will be focusing on early investigations and the building of good-quality evidence with the CPS, so that all those concerned in the practices of FGM and forced marriage will know that they can no longer carry out or aid these shameful practices with impunity.”<sup>4</sup>*

The **National College of Policing** launched a [consultation](#) in July 2014 on new guidance to help police officers and investigators tackle female genital mutilation. This was the first time that specific guidance has been made available for police officers and staff on female genital mutilation and it urges them not to avoid tackling the crime for fear of doing or saying the wrong thing or being considered racist. The consultation closes on 30 September 2014.

### Recent National Developments

- [Britain's first specialist clinic for child victims of female genital mutilation \(FGM\) is set to open in London in September 2014](#)
- [Not A Single Person Has Been Convicted For FGM In Britain - Despite It Being Illegal For 30 Years](#)
- [Ten girls including one 10-year-old being monitored by the Royal Borough of Windsor and Maidenhead as potentially at risk of sexual exploitation](#) (26 August 2014)
- [Female Genital Mutilation: Woman Arrested at Heathrow \(May 2014\)](#)
- [Two arrested for conspiracy to commit FGM after airport stop \(July 2014\)](#)

### Useful Documents

- [Home Office- Multi-Agency Practice Guidelines: Female Genital Mutilation](#)
- [Keeping London's Children Safe- The Met's Role in Safeguarding Children](#)

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<sup>4</sup> [Association of Chief Police Officers, 'Policing of FGM and Forced Marriage Will Put Victim at the Heart of Investigation', 22 July 2014'](#)





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

**19 SEPTEMBER 2014**

**TACKLING FEMALE GENITAL MUTILATION IN THE THAMES  
VALLEY**

1. At the meeting of the Police and Crime Panel on 16 May 2014, Members were invited to review the draft refresh of the Police and Crime Plan 2013-17. In the foreword to that document I commented:

“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.”

2. Consequently Strategic Objective 2 in that Plan was amended as follows:

**“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.”

3. This focus on FGM reflects a greater awareness in Government and Society as a whole regarding the use of this illegal and dangerous practice in England and Wales. The Panel has received a separate briefing paper on the national context which has highlighted the need for public bodies to tackle the issue.

4. Members of the Panel will be aware that the Chief Constable produces an Annual Delivery Plan in support of the Police and Crime Plan and the recently published Delivery Plan in respect of 2014/15 contains the following specific action:  
  
“3.10 Raise awareness of female genital mutilation among staff and officers and encourage referrals of FGM by partners”
5. Consequently over the next 12 months Thames Valley Police will be developing and promoting a number of initiatives designed to raise awareness in accordance with that action and I will be closely monitoring this as part of the established reporting and accountability structures. The first quarterly report in respect of the 2014/15 Delivery Plan, which was received at a formal meeting on 30 July 2014, contained the following summary of the early steps taken:  
  
“A Multi agency FGM Conference was delivered on the 17th June 2014, with attendance exceeding 300.
6. Officers have now been briefed to identify appropriate opportunities to raise FGM issues at Local Children's Safeguarding Boards (LSCB), ensuring an emphasis on creating links with Health and Education.
7. The Force's Protecting Vulnerable People Strategy team are identifying good practice and circulating it to the LCSB. The FGM conference held in June highlighted good examples of health professionals dedicated to dealing with the FGM problem. The Police are also briefed to create links with Health and Education.”
8. The need to increase the awareness among our partners was recognised when the Panel received the draft Refresh of my Police and Crime Plan and the minutes of that meeting reflect increased emphasis in Slough and a specific conference which was held on 19 May 2014.
9. In addition to the steps being taken by the Force which will be the subject of quarterly monitoring reports, I will also be talking to and encouraging Community Safety Partnerships and the LSCBs across the Thames Valley to draw together strategies for uncovering the prevalence of FGM in their areas and how best to tackle it. I will be looking to seek out and share best practice amongst partners and will continue to personally raise awareness of FGM to ensure that those who carry out this terrible crime are brought to justice.

**Anthony Stansfeld**  
**Police and Crime Commissioner for Thames Valley**



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR THAMES VALLEY

**Report of the Police and Crime Commissioner for Thames Valley to the Thames Valley Police and Crime Panel meeting on 19 September 2014**

**Title: PCC's Annual Report 2013/14**

**Executive Summary:**

Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (PCC) is required to produce and publish an Annual Report on:

- The exercise of the PCC's functions in each financial year, and
- The progress which has been made in the financial year in meeting the objectives contained in the PCC's Police and Crime Plan.

The Annual Report for 2013/14 covers the period 1st April 2013 to 31st March 2014.

After producing his Annual Report, the PCC must send the Report to the Thames Valley Police and Crime Panel for review at a public meeting to be held as soon as practicable after completion. The Police and Crime Panel must make a report or recommendations on the Annual Report to the PCC. In turn, the PCC must give the Panel a response to any report or recommendations on the Annual Report.

The PCC must publish each Annual Report.

A copy of the draft Annual Report is circulated for consideration.

**Recommendation:**

That the Police and Crime Panel receive and consider the PCC's Annual Report 2013/14.

## **PART 1 – NON-CONFIDENTIAL**

### **1 Introduction and background**

- 1.1 The PCC is required to produce an Annual Report in respect of each financial year. The Annual Report is the primary mechanism by which the PCC will review and report on progress in delivering the objectives in his Police and Crime Plan.
- 1.2 The content and structure of the Report should be determined on the basis of local preferences and need, and include:
  - How the PCC has exercised and fulfilled his statutory duties and functions in each financial year
  - The progress that has been made in the year in meeting the objectives in the PCC's Police and Crime Plan
  - End-of-year performance against any targets set, including exception reporting on any areas in which performance has substantially fallen short of, or exceeded, expectations
  - Performance outcomes in relation to specific crime, community safety or criminal justice grants or feedback on delivery at a geographical area or departmental level
  - End-of-year financial positions, including how resources have been allocated, details of any significant under or overspend and the decisions made with regard to council tax precept
  - Aims and aspirations for the following year, based on any re-evaluation of local need

### **2 Issues for consideration**

- 2.1 The Annual Report must be sent to the Thames Valley Police and Crime Panel for review as soon as practicable after production.
- 2.2 The PCC must respond to any report or recommendations made by the Police and Crime Panel concerning the Annual Report. This documented response could be achieved through the following options:
  - Within the minutes of the Police and Crime Panel meeting
  - Making the responses available as an Appendix to the Annual Report
  - Issuing a formal statement made available on the PCC website, local authority and/or Force websites.
- 2.3 The PCC must arrange for each Annual Report to be published. It is for the PCC to determine the manner in which the Report is to be published.

### 3 Financial comments

3.1 None arising from this report.

### 4 Legal comments

4.1 Section 12 of the 2011 Act places a duty on the PCC to produce an Annual Report which relates to each financial year. The PCCs Annual Report must cover the period 1 April 2013 to 31 March 2014.

### 5 Equality comments

5.1 No direct implications arising specifically from the adoption and implementation of the Annual Report.

### 6 Background papers

6.1 The Police Reform and Social Responsibility Act 2011

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

<b>Name &amp; Role</b>	<b>Officer</b>
<b>Head of Unit</b> This document is the final Annual Report for 2013-14	Chief Executive
<b>Legal Advice</b> This document complies with the relevant sections of the Police Reform and Social Responsibility Act 2011	Chief Executive
<b>Financial Advice</b> No specific implications arising directly from this report	PCC Chief Finance Officer
<b>Equalities and Diversity</b> No specific implications arising directly from this report	Chief Executive

**OFFICER'S APPROVAL**

We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.

We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Chief Executive

Date

Chief Finance Officer

Date



**POLICE  
& CRIME  
COMMISSIONER**  
THAMES VALLEY

thamesvalley.p



**Annual  
Report**  
2013-2014



**TWELVE MONTHS  
IN OFFICE**



**ANNUAL  
PERFORMANCE**



**COMMUNITY  
SAFETY  
ACTIVITIES**



**SUMMARY  
FINANCIAL  
PERFORMANCE**



**EMERGING  
PRIORITIES  
2014/15**



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# 1. Introduction

**It gives me great pleasure to present my second Annual Report as Thames Valley's Police and Crime Commissioner (PCC). It sets out how I have exercised my functions over the last year, highlighting progress against the key strategic objectives in my Police and Crime Plan 2013- 2017.**

2013-14 was a challenging year which has culminated in some positive outcomes that have made a real difference for our communities in reducing crime and improving community safety. Key headlines include:

- Maintaining front-line, visible policing, despite the considerable reduction in funding for the police service
- Significant reductions in overall crime, including a 20% reduction in domestic burglary
- Tackled rural crime and focused on the impact that criminality has on communities and vulnerable individuals
- Engaged with a diverse range of groups and individuals on policing and crime issues, and supported crime reduction initiatives including domestic violence, online fraud and cyber crime
- I consulted residents on local policing issues through a significant number of 'Have Your Say' meetings and participated in other community events across Thames Valley
- I collaborated with other PCCs and police forces across the South East region, signing a landmark contract with BT to transform technology used by the forces, save money and enhance frontline service delivery

- I worked with the Chief Constable to set up a South East Regional Organised Crime Unit in which Thames Valley Police are the lead Force.

It was clear from my 'Have Your Say' public engagement events that Community Safety Partnerships play a vital role in ensuring local policing is delivered effectively to all our communities.

Therefore in 2014/15, I will continue to lay emphasis on my role between policing and partnerships to reduce crime in areas such as burglary and violence but also increase support for victims of other forms of priority crime such as domestic violence and sexual abuse. Further details of my revised priorities for 2014/15 will be published on my website in due course ([www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk)).



**Anthony Stansfeld**  
Police and Crime  
Commissioner for  
Thames Valley

# 2. Twelve Months in Office

## - PROGRESS IN MEETING MY POLICE AND CRIME PLAN OBJECTIVES

**This section highlights my achievements in 2013-14 through a range of overarching areas linked to the Police and Crime Plan**

### I. STATUTORY DUTIES

- I set a balanced budget for 2013/14
- I produced a Police and Crime Plan for the Thames Valley which reflects my election pledges, as well as the issues raised by members of the public, partners and other stakeholders
- I have held the Chief Constable to account for her leadership of Thames Valley Police (TVP) and delivery of an efficient and effective police service by scrutinising force performance and progress against the Force 'Annual Delivery Plan'
- I responded to relevant HMIC inspection reports on policing in Thames Valley and held the Chief Constable to account for the findings contained in those reports

- Together with the Chief Constable I have established a new 'Complaints Integrity and Ethics Panel' in order to improve transparency and accountability, and to maintain public confidence in the police. We recruited local, independent, members of the public to become members of the Panel to oversee the way complaints, integrity and ethics issues are dealt with by TVP
- I have administered an effective Independent Custody Visiting Scheme.

### II. POLICING AND CRIME

- I prioritised tackling rural crime in the Thames Valley. I highlighted the links between the theft of large, high value, agricultural plant and equipment and other serious organised crime, as well as the social and economic impact on isolated, vulnerable, rural communities. TVP now attends every significant incident of rural crime, showing a determination to tackle this type of crime.

- I actively promoted the 'Country Watch' messaging alert scheme for people who live and work in rural communities, as a means to prevent, disrupt and detect criminal activity across Thames Valley. So far over 7,500 people have signed up to this system and are receiving crime alerts. In addition, I signed up to the National Rural Crime Network to help tackle rural crime more effectively
- I oversaw significant reductions in crime in 2013/14. Overall crime in the Thames Valley fell by 3% and domestic burglary, which was one of my key priorities, dropped by 20%
- Since becoming PCC domestic burglary has dropped by over 35%. The Force has enhanced the way it gathers information and issued crime prevention advice in hotspot areas which has contributed to the overall reduction of burglary, especially in the rural areas
- I supported a number of key initiatives to reduce crime or highlight the impact on victims in Thames Valley, including:
  - Promoting Crimestoppers' initiatives to ensure the public can independently report crime
  - 'This is Abuse' campaign, aimed at 13-18 year olds, to highlight attitudes and behaviours in abusive relationships
  - 'Cyber Streetwise' campaign to protect people by falling victim to cyber criminality
  - Promoting Safer Internet Day to ensure responsible use of technology
  - Alcohol-harm campaign week.

### III. WORKING IN PARTNERSHIP

**I have funded a wide range of community safety activities across the Thames Valley. These are set out in more detail in Section 4 of this Report**

**Other examples of partnership work I have undertaken are:**

- Continued to support the Multi-Agency Safeguarding Hub (MASH) in Oxfordshire which responds to incidents of serious and organised child sexual exploitation and abuse. MASHs will be extended across Buckinghamshire and Berkshire during 2014/15
- Pro-actively explored opportunities between the 15 Community Safety Partnerships to collaborate or enhance joint working to improve service delivery across Thames Valley
- Provided over £3.5 million from my Community Safety Fund to local authorities and TVP to help reduce crime and improve community safety
- Signed up to the Mental Health Concordat for Thames Valley to improve the care of people with mental health problems
- Supported 'Working with Women in Criminal Justice' campaign
- My deputy chairs the Local Criminal Justice Board's (LCJB) 'Victims & Witnesses Commissioning Reference Group' which oversees and monitors the local commissioning of victims' services.

## IV. ENGAGEMENT

- Held 16 ‘Have Your Say’ public meetings across Thames Valley in which my deputy and I have engaged with residents on local policing issues
- Attended 12 community events across Thames Valley to engage with the public and obtain their views on policing and crime
- Attended ‘Play Day’ events in Abingdon and Banbury to find out the public’s view on policing and crime
- Promoted rural crime initiatives at the Berkshire, Oxfordshire & Thame Shows
- Held quarterly liaison meetings with the Crown Prosecutor
- Met with all Councils across Thames Valley
- Attended various Community Safety Partnership meetings
- I met with a diverse range of groups and individuals to discuss and, where appropriate, drive forward topical policing and criminal justice issues, such as:
  - Ambulance Service
  - Business Partnerships
  - Charities
  - Children’s Centres
  - Community Safety Partnerships
  - Crime Reduction Projects
  - Health Foundation Trusts
  - Her Majesty’s Inspectorate of Constabulary
  - Local Councillors
  - Local Criminal Justice Board
  - Local Police Area Commanders
  - MPs
  - National Farmers Union
  - Probation Service
  - Rape Crisis Centre
  - Schools, Colleges and Universities
  - Youth Trusts

## V. VALUE FOR MONEY

- Despite the considerable reduction in government funding for the police service in recent years, I have worked with the Chief Constable to maintain Thames Valley Police’s front-line visible policing. Her Majesty’s Inspector of Constabulary said of Thames Valley “It has limited the impact of the cuts on its frontline workforce in a way very few other forces have been able to achieve”
- I collaborated with the PCCs from two other South East forces - Hampshire and Surrey - to sign a landmark joint contract with BT. The ‘South East Police Shared Network Services Agreement’ (SEPSNSA), valued at £37.4m, will transform the telecoms technology used by the three Forces as well as delivering significant financial savings in the future
- I worked with all South East region PCCs and Chief Constables to align the South East’s Counter Terrorism and Organised Crime Units into one single operational command unit under the direction and control of the Chief Constable of Thames Valley Police. The optimised use of shared intelligence and resources will facilitate a cohesive regional and national cross-border response to the threats of safety and security of our communities
- My staff successfully bid for £1.6 million from the Home Office ‘precursor innovation fund’ to improve the detection and investigation of crime through the use of technology
- I sold the outstanding claim with the Icelandic Bank, Landsbanki, which went into administration in 2008. In so doing I have recovered 96% of the original £5 million deposit.







# 3. Annual Performance 1st Apr

My policing objectives and associated performance targets for the 2013/14 financial year, together with actual performance for the year, are summarised below.	2013/14 Annual Target
<b>Strategic Objective 1: 'To cut crimes that are of most concern to the community'</b>	
<b>Performance Targets:</b>	
Reduce the level of violence against the person	-2%
Reduce the level of domestic burglary	-2%
Increase the detection rate for violence against the person with injury	45%
Increase the detection rate for domestic burglary	18%
Maintain the detection rate for rape	23%
Reduce persistent and resistant anti-social behaviour problems by dealing effectively with 50 such cases during 2013/14	50
Increase the level of enforcement activity targeted at those who steal metal and those who handle it. Carry out at least 24 operations against metal theft.	40
<b>Strategic Objective 2: 'To increase the visible presence of the Police'</b>	
<b>Performance Target:</b>	
Increase the hours of active duty worked by Special Constables	159,896
<b>Strategic Objective 3: 'Protect our communities from the most serious harm'</b>	
<b>Performance Targets:</b>	
Disrupt 20 problem and organised crime groups that prey on vulnerable people and isolated communities.	20
The number of cash detention orders to be a minimum of 160.	160
<b>Strategic Objective 4: 'Improve communication with the public in order to build trust and confidence with our communities'</b>	
(no performance targets set).	-
<b>Strategic Objective 5: 'To tackle bureaucracy and develop the professional skills of all staff'</b>	
(no performance targets set).	-
<b>Strategic Objective 6: 'To reduce costs and protect the frontline'</b>	
<b>Performance Target:</b>	
Reduce non-pay costs by £3,693m in 2013/14	£3.693M



# April 2013 – 31st March 2014

	2013/14 Actual Performance
	0.5%
	-19.8%
	47.8%
	20.4%
	24.3%
	78
	42
	146,766
	28
	189
	-
	-
	£3.695m

## The performance headlines for 2013/14 are summarised below.

There were 6,183 fewer crimes and over 3,500 fewer victims of crime in Thames Valley during the year 1st April 2013 – 31st March 2014 compared to the previous year.

Annual figures showed that overall crime dropped by 5% compared to the same period the year before.

- The number of recorded crimes dropped from 133,680 to 127,497 and the number of recorded victim-based crimes dropped from 117,217 to 113,713
- Domestic burglaries were down by nearly 20% (target reduction: -2%) which meant that 1,401 fewer people had their homes broken into
- The detection rate for burglary dwelling increased from 15.8% to 20.4% (target level: 18%)
- The number of recorded personal robberies dropped from 1,174 to 940
- Unfortunately, the overall incidence of violence against the person was slightly up by 0.5% (target reduction: -2%), or an increase of 94 more offences

- However, the detection rate for violence against the person with injury increased from 46.9% last year to 47.8% (target level: 45%)
- The detection rate for rape has increased from 22.6% last year to 24.3% (target level: 23%)
- The number of Vehicle Thefts fell by 10% compared to the previous year.



# 4. Community safety activities 2013/14

I have provided over £3.5 million from my Community Safety Fund to local authorities and other partnerships to help implement crime reduction and community safety activities. This supports, amongst other things, activity undertaken by Community Safety Partnerships, Youth Offending Teams and Drug and Alcohol Teams across Thames Valley.

## **The initiatives and activity undertaken by local partnerships broadly fall into the following five categories:-**

- i. **Crime prevention activity** undertaken by local authority partnerships involves engagement with the public using a variety of means to inform, educate and reduce fear of crime. Examples of programmes I have indirectly supported include:-
  - o The Junior Citizen programme run in West Oxfordshire which provides safety education through participatory workshops for year 6 children, covering themes such as stranger danger, road safety and cyber bullying
  - o Faringdon Community Mural and Graffiti projects
  - o A competition leading to a DVD and resource to warn and educate young people of the dangers of 'sexting' (i.e. sending intimate pictures via the internet or mobile phones)
  - o A taxi marshalling and 'Street Angel' scheme in Windsor to help support vulnerable young people and prevent disorder associated with the night-time economy
  - o Milton Keynes has employed two Engagement Officers specifically to engage with groups of young people that gather in the city centre and neighbouring estates.
- ii. **Services** are delivered directly by local partnerships, or commissioned by them, to key target groups, such as victims of crime, offenders, or those at risk of committing crime or anti-social behaviour. Examples of services I have indirectly supported include:-
  - o Reading's Criminal Justice Intervention Team have rolled out a range of new programmes for service users. These include accredited courses that aim to increase the likelihood of finding and sustaining employment
  - o The South and Vale Community Payback Project organises community-based projects for ex-offenders to undertake unpaid work, such as graffiti removal and other environmental improvements.



- ASPIRE is an Oxfordshire organisation providing training, work experience and support to help tackle re-offending linked to substance misuse
  - The Henley Regatta bus service to subsidise additional bus services to help alleviate weekend crowds unable to access public transport
  - The SMART bus which operates throughout Windsor & Maidenhead to provide accessible outreach drug and alcohol services.
- iii. **Operational Support** is largely given before, during or after Thames Valley Police operations, to increase the effectiveness of police enforcement or support those identified and in need of further intervention. Examples of operational support include:-
- The Cherwell Crime Partnership works alongside local councils, retailers and the police to reduce shoplifting through the use of banning orders
  - Operation Ladybird in Bracknell Forest which involves multi-agency engagement with offenders who cause the most harm to communities
  - Operation NightSafe which involves working with licensees to reduce town centre violence and promote responsible drinking across a number of local authority areas
  - Milton Keynes Joint Agency and Tasking Coordinating (JATAC) meeting is a monthly meeting based around the Police Tactical and Tasking Coordination Group, providing up to date information and relevant intelligence to all partners in Milton Keynes.
- iv. **Training** takes place to improve the skills and knowledge of professionals working in areas related to criminal justice, as well as other frontline workers such as teachers and parents. Examples of activity undertaken include:-
- A Rural Crime Conference delivered jointly by the Wokingham and Royal Borough of Windsor & Maidenhead Community Safety Partnerships
  - Multi-agency training on Child Sexual Exploitation and Hate Crime awareness training provided by Slough Community Safety Partnership
  - Domestic Abuse 'champions' training across a wide range of agencies in West Berkshire.
- v. **Evaluation, research and analysis** is undertaken by local partnerships to better understand the needs or views of local communities, patterns of anti-social behaviour, or to review existing services to inform how they should be developed or shaped to better meet demand. Examples of work I have indirectly supported include:-
- Evidence-based response plans through the Jill Dando Institute to examine and find solutions for a street drinking issue in Wycombe, leading to an over 50% decrease in complaints from residents
  - Needs assessment into the prevalence of 'legal highs' across Buckinghamshire
  - Research to help explain the absence of gangs in Milton Keynes
  - Bracknell Forest Community Nuisance & Disorder information System (CADIS) for recording and analysing anti-social behaviour data from police, local authority, housing providers, the ambulance and fire service.







# 5. Summary Financial Performance 2013/14 Financial Year

PCC Direct Operating Costs		£000	2013/14 Actuals £000
PCC Direct Operating and Commissioning Costs	Democratic representation	162	<b>4,370</b>
	Commissioning costs	3,525	
	Office of the PCC	683	
Policing services provided by Thames Valley Police	Employees	365,862	<b>421,545</b>
	Premises	22,993	
	Transport	16,490	
	Supplies & Services	52,323	
	3rd Party Payments	6,728	
	less: Force Income	-42,851	
Capital Financing	Capital financing costs	5,592	<b>4,660</b>
	less: Interest income on balances	-932	
Planned Appropriations from Revenue Balances			<b>1,867</b>
<b>Total Cost of Services</b>			<b>432,442</b>
Funded by:	General Grant income	-236,319	<b>-433,796</b>
	Specific Grants	-68,611	
	Council Tax	-128,866	
	<b>Total Funding</b>		
Net Revenue Underspend 2012/13			<b>-1,356</b>

Figures shown in the above table are as per the Statement of Accounts 2013/14. They include all office costs and services commissioned by the PCC, and the cost of all activities carried out by Thames Valley Police (including the SE Counter Terrorism Unit and collaborative arrangements such as the Hampshire/TVP joint ICT unit and the Chiltern Transport Consortium).

The 2013/14 net annual underspend of £1.356m equates to just 0.3% of the approved net revenue budget of £434.414m, demonstrating effective financial management.

For further information about the summary finances reported above, please see the PCC website ([www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk)) for a copy of the full Statement of Accounts.

# 6. Emerging priorities for 2014/15

In producing my initial 4 year Police and Crime Plan covering the period 2013-2017, I undertook extensive consultation with statutory bodies such as Councils and MPs, with the public, and with a wide range of voluntary organisations. From this 4 year Plan the Chief Constable produces an Annual Delivery Plan which explains in detail the operational objectives for the police. I hold the Chief Constable to account for achieving the objectives and targets in the Annual Delivery Plan.

I am conscious that police budgets will continue to be cut for many years to come due to cutbacks in public sector finances. I am also alive to other changing circumstances that will impact on policing and crime. As such, I believe it is prudent to update my Police and Crime Plan. I have not changed the main priorities but I have addressed a number of areas in the updated plan.

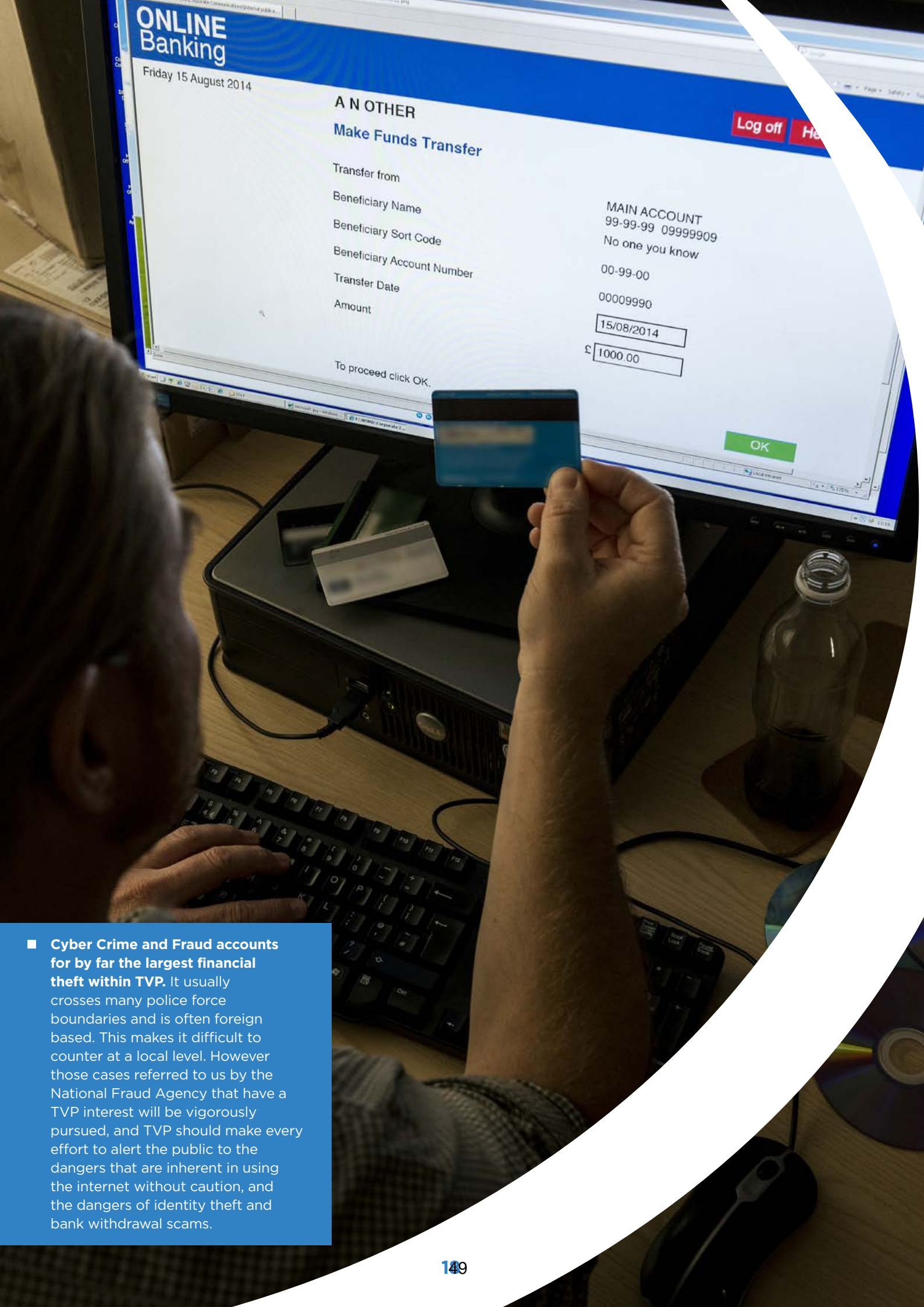
- **Female genital mutilation is now receiving the police action it requires.** However, nationally there have been (as at July 2014) no successful prosecutions for this crime. Together with Health and Well Being Boards, the NHS, and schools, which are the agencies best placed to deal with this crime, I expect TVP to take whatever action is required to tackle this practice in those communities in which it is perpetrated.

- **Police/Crown Prosecution Service (CPS) File Quality.** 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 case 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 expect to see an improvement in the time taken for files to be reviewed by the CPS and, if the files are inadequate, the police to correct and return them to the CPS.

- **The protection of vulnerable people is still an issue that requires considerable police effort.** The setting up of multi-agency safeguarding hubs (MASHs) across the Thames Valley will greatly assist in countering child sexual abuse. Human Trafficking and the exploitation of vulnerable adults take place not only in our major towns but also in the countryside where it is coupled with rural crime. I expect the police and partners to be aware of these issues and, where it is suspected, to take all means available to bring this crime to justice.
- **Later this year I take responsibility for commissioning victims' support services 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 necessary 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 in which the Police have acted inappropriately.** These cases have not happened within TVP but nevertheless I and the Chief Constable believed it was necessary to set up a Complaints, Integrity and Ethic Panel comprising independent members of the public. The Panel will establish itself more over the next 12 months and will report its findings and recommendations to both me and the Chief Constable. Its work will also help me to hold the Chief Constable to account for the way the Force deals with complaints made against it, and so will help improve policing transparency and accountability.





■ **Cyber Crime and Fraud accounts for by far 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.



For further information about the PCC get in touch with us using the contact details below or visit [www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk)

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

**19 SEPTEMBER 2014**

**PROPERTY ASSET MANAGEMENT PLAN UPDATE**

**1. Introduction:**

- 1.1** The Property Asset Management Plan (AMP) is an important strategic document providing the overall strategic direction for management of the estate, and providing the context for making key decisions on the future of individual properties and investment priorities.
- 1.2** The current AMP was last reviewed by me at a public meeting held in July this year. The latest iteration had been amended and updated to reflect required and recommended changes; the latest recommended position on individual site retention; and expanded disposal programme and required activity over the next two years to continue to improve how the estate assets is managed. The Plan was reviewed by the Chief Constable's Management Team (CCMT) and their key considerations are summarised in the covering report.
- 1.3** The effective management of property owned by me has a significant impact on and contribution to a number of themes and objectives in my Police and Crime Plan and the Force Delivery Plan, in particular:
- Increasing the visible presence of the police (by endeavouring to co-locate with partners in more visible/accessible locations locally, and seeking the implementation of flexible working practices)
  - Improving communication with the public (as above, also requiring a robust communication strategy aligned with a disposal programme)
  - Tackling bureaucracy and reducing the force's carbon footprint (by disposing of inefficient over sized buildings and enhancing the performance of retained sites)
  - Reducing costs and protecting the frontline (through reduction in floor space and revenue costs, and generating capital receipts and third party income)

## **2. DRIVERS AND ENABLERS BEHIND THE AMP – KEY CHANGES**

- 2.1** While the Asset Vision - around providing the right accommodation in the right place, at the right time and at the right cost to support service delivery - remains valid, there is an increased budgetary pressure on reducing non staff costs, and the cost of the estate overall. While the disposal programme has been expanded, with further expansion envisaged after the review of Neighbourhood Policing and implementation of Smarter Ways of Working, other aspects of estate costs are under intense scrutiny and challenge to achieve the additional £1.5m savings target included within the Productivity Strategy by March 2017. This will principally impact planned maintenance regimes, but the AMP's expanded disposal programme will make a contribution to this.
- 2.2** With ICT now well placed to enable/support agile working from 2014/15, the implementation of "Smarter Ways of Working" will drive further challenge around our need for and use of space, enabling us to reduce the size of required replacements and the potential to release/replace additional sites in the future at operational, support and HQ levels.
- 2.3** The Effective Patrol and Contact Management programmes and the review of Neighbourhood Policing are envisaged to enable planned and potentially new change (eg; retention of neighbourhood offices, team adjacencies, format for public interface), reducing the need for space and changing how what is kept will be used.

### **2.4 Disposals & Acquisitions - progress since 2012**

#### Residential disposals

Seventeen police houses have been sold since April 2012 generating a £5.76m capital receipt. 74 houses remain, of which 22 are included within programmed Police station site disposals to 2019. The stock of houses has reduced significantly in recent years, and future house sales are dependent upon vacancies arising from Officer retirement. A gradual decreasing annual capital receipt profile to 2019 is currently projected.

#### Non residential disposals

In the 2012 AMP there were 15 planned disposals targeted for 2012/13 & 17 for 2013/14. 16 have completed over this period, and three additional sites (Thame, Wantage, Buckingham) have been sold pending securing planning permission; terms agreed for the sale of another (Woodstock); and offers received on two more following marketing (Newport Pagnell and Great Missenden). Significant work has been undertaken since 2012 in developing/progressing virtually all disposal projects to varying degrees. Some have slipped because of lack of availability of suitable replacements, the length of time taken to progress some collaboration projects, delays in purchasers securing planning permission on sites, and a temporary reduction in internal resource within the Capital Schemes team (due to departures of project managers). Lease surrenders are more straightforward than owned site sales

with a replacement, as they tie in with fixed lease break or expiry dates, and ensuring availability of space within core retained sites for displaced staff.

#### Non Residential acquisitions

There have been eight acquisitions since 2012. Old Windsor NPO is a low cost neighbourhood drop-in office originally part of the Adaptive Build Programme. Building 3029 Upper Heyford was required for storage. A replacement Records and Evidence Centre has been purchased as TVP's lease at Arncott was being terminated by the MoD. Grove, Wantage library and Thame are the replacements for Wantage and Thame Police Stations respectively, pending their sale, and Great Missenden library NPO replaces the previous facility that is to be sold. Broughton Fire Station is partly a replacement for two surrendered offices and partly to mitigate future growth impacts in the area.

As the current AMP related disposal programme progresses, the expectation is still that the projected net reduction in floor space of around 20% arising from those disposals (as opposed to discretionary investment projects such as the physical training facility at Sulhamstead) will work through by March 2019.

## **2.5 Collaboration – current position**

The total number of achieved co-locations has reduced slightly from 56 to 55 since 2012. This still represents a significant improvement from 21 in 2008 and 38 in 2010. A large number are Neighbourhood Offices.

In the context of securing replacement facilities in particular, it has proven challenging to physically identify and deliver worthwhile projects locally. Collaboration continues to be an important aspect of our preferred approach to replacing stations, particularly at the market town level, where front counter services need a solution, and this is often best delivered as a co-location or collaboration with partners.

Co-location of operational teams with partners is less likely as the right environment is important for this to be practical. However with space now available in several large TVP police station sites, as we work through the relocation of our non-local facing teams required to enable site disposals, opportunities to identify any remaining surplus space that could practically be let off are now actively being considered. The two MASH's planned for Cowley and Aylesbury police stations are excellent examples providing a good collaborative service delivery outcome, while improving space utilisation and reducing our revenue cost.

Collaboration with other forces has remained focussed on location specific issues arising from operational collaboration activity, such as the REC or the SEROCU project.



## 2.6 Future growth activity (S106) – progress since 2012

Assessing the implications of future housing and population growth has been an important activity strand since 2007, and continues to be. Thames Valley is projected to increase its population by over 200,000 to 2026, with 130,000 new homes still to be delivered, net of the 36,000 approved since 2006. The principal change since 2012 has been the appointment of an in-house Strategic Planner to reduce reliance on external consultants. The in-house nature of this role and the capabilities of the individual in post have proven particularly effective since 2012.

### S106/CIL monies secured

£1.43m of cumulative developer contribution commitments have been legally secured, compared with £810,000 in 2012. £2,058 had been received in 2012/13, £212,000 invoiced in 2013/14 and £374,000 envisaged to be invoiced in 2014/15. Activity within the planning system is starting to pick up which will help in generating more revenue from these and new commitments as payment thresholds (eg; houses occupied) are triggered.

### S106 facilities secured

In 2012 35 small offices were identified and that requirement has increased to 40, although some are expected to drop away as schemes are revised, or do not secure permission. or the Force no longer need them as a result of the Neighbourhood Policing Review, increased use of mobile ICT, impact on revenue funding etc. Of those, 12 are reflected in S106 agreements and a further 14 recognised specifically in planning policy. Of the 14 still to be recognised, the Force envisage some of these to be secured as councils develop their latest policy documents.

### Policy recognition

There has been significant engagement with planning officers from most councils (ie those with planned growth), and good progress has been made in the last two years in securing policy recognition in key planning documents as they are developed. We have responded to 23 consultations on key documents in 2012/13 and 18 in 2013/14, and the Force's requirements are recognised in all eight CIL documents that have so far been prepared. 10 councils are fully supportive of TVP and six partially, representing real progress since 2012.

## **2.7 Overall estate change and performance**

- The net impact has been a reduction in total “overt” sites from 169 in the 2012 AMP to 154. The floor area has however increased slightly by 1.6% reflecting in part holding disposal sites pending sale after replacements are procured, and the impact of investment projects at HQ south, Sulhamstead and Taplow
- Within the context of the disposal programme alone, the net reduction in floor area achieved within that programme from 2010 is 6,279 sqm, of which 4,396 sqm has been disposed of since 2012
- 82% of the estate is now owned compared with 72% in 2010 and 77% in 2012. This reflects the surrender of more leases and the purchase of Meadow House and Kingfisher Court
- Space standards per desk and overall space per FTE have improved. 74% of the targeted reduction in space per desk by 2018 has been achieved, compared with 41% in 2012. Our space ranking nationally has improved, with 11 more forces than in 2012 with a more generous space allocation per FTE than TVP
- 9 out of 12 internal KPIs are rated good, with the remaining three (carbon footprint, vacant workstations and total cost) as amber but with an expected positive direction of travel. There was a small relative improvement in total cost since 2012, but TVP remain relatively high compared to other forces. This is an issue under active scrutiny now with the Force’s Corporate Finance.
- Overall the portfolio is fit or generally fit for purpose, and generally performs well in supporting service delivery, with no significant gaps in provision.

## **2.8 New additions, special emphasis or changes within the AMP**

Financial context– emphasising an ongoing period of austerity and further budget reductions required under the Productivity Strategy. Property Services are working with Corporate Finance looking at specific measures to reduce cost and achieve a target for a further budget reduction of £1.5m by 2016/17

- Force Strategic Objectives– amended to reflect the current Delivery Plan
- A 10<sup>th</sup> Asset Management operating principle has been added around estate expenditure decisions having regard to the AMP and other related documents, such as the new Estate Maintenance Strategy and Carbon Management Plan
- Key internal issues are identified to include the Effective Patrol and Contact Management programmes, Neighbourhood Policing review and Smarter Ways of Working. The latter is given special emphasis throughout the AMP as an enabler to ensuring estate reduction is maximised and retained sites used effectively and efficiently, as well as providing staff with greater flexibility

- Within the “strategic approach to each asset category” the approach being adopted on replacement public interface facilities is set out, emphasizing that each site involving a replacement will be subject to a business case review
- Five sector stations and some small Neighbourhood Offices have been added to the disposal programme. A further five are highlighted in the Individual Site Strategy - Retention Indicator schedule as potential disposals along with a number of expensive neighbourhood offices if revenue costs cannot be reduced. It is expected that, aligned to the Neighbourhood Policing review and introduction of mobile ICT, the number of leased Neighbourhood Offices that can be surrendered will increase during the next AMP period
- There is reference in the AMP to the new Estate Maintenance Strategy. This is a related strategic document that provides the regime for undertaking and prioritising maintenance expenditure on the estate. It links with the future retention status, condition and business continuity ratings for each site
- In 2012, every LPA Commander was issued with a 12 page “LPA Estate Strategy” document that included an overview of the current LPA level operational estate, it’s performance, cost, future strategy (including identified growth requirements), key activity focus and a plan showing each building. Heads of operational departments impacted by estate/AMP changes will receive a succinct overview of those changes. There are very few planned changes not already communicated.

### 3 HQ STRATEGY

- 3.1 While the Force, with the support of the Police Authority, previously pursued an approach to purchase leased HQ North buildings to reduce revenue cost, this may not be possible or affordable in relation to Fountain Court. To achieve further and potentially significant reductions in the HQ estate (and it’s cost) it may be necessary to see if it is practical to subsume, by applying “Smarter Ways of Working”, the occupants of Fountain Court into other HQ or nearby operational sites by the lease expiry in 2020. However this might lead to a reduction/loss of control over the HQ North site, and its security/integrity if we were to relinquish Fountain Court and return to a “shared site” environment.

This will have implications on the remaining two buildings I now own at HQ North, and may (if space is insufficient) require a planning application for a replacement C Block when the Force pursue its demolition in 2015/16.

I was advised at the July meeting that a planning application to replace B Block at Headquarters South will need to be made in due course, if required, following a review of options in respect of Fountain Court and its occupants, to include the potential to retain and increase occupancy to enable or assist the disposal of outlying sites/nearby operational stations. I **APPROVED** this recommendation.

### **3.2 Training Accommodation Strategy**

The Force has a significant training estate, most of it owned (some integral to operational sites such as Banbury and Milton Keynes) and part leased, with an associated not insignificant revenue cost. In the absence of a more radical approach to, or an anticipated future change in, how training is delivered (eg through greater collaboration), it is challenging to see how this element of the estate can be materially changed to make a worthwhile contribution towards reducing the estate cost. Training demands are increasing and at this stage, the AMP presumes the training estate is protected/retained. A Learning & Development Accommodation Strategy will be developed during 2014/15. The strategy needs to recognise the potential College of Policing interest/requirements, and Learning and Development need to undertake visionary work on the future form of training to inform future requirements.

### **3.3 Reduction in the Neighbourhood Office estate**

Aligned to the review of Neighbourhood Policing and the rollout of mobile ICT, this may result in the opportunity to very significantly reduce the Neighbourhood Office estate over the AMP period. The extent to which a withdrawal from a location, without a physical replacement, is palatable/acceptable to CCMT, and I, LPA Commanders and public will need to be assessed, however retaining expensive sites is not sustainable to reduce the estate cost materially. New approaches to Neighbourhood policing/patrolling will be essential to facilitate change. Inevitably a large number of the expensive offices are held in urban and other high risk areas.

### **3.4 Review of front counter re-provision for new Sector Police Station replacements**

CCMT considered ten sites last Autumn, reducing the level of service delivery in a number of (but not all) cases from “Tier 2” to a Public Information Point (PIP). A similar consideration/review will be required for three of the five new Sector station sites now included in the disposal programme – Bletchley, Wolverton and Chesham. Princes Risborough and Twyford are already (or approved to be) PIPs. Carterton is identified as a potential disposal with replacement, and is currently being considered for a co-located replacement with the Fire Service, who have applied for DCLG funding for their element. A decision on the format of public interface will be required if funding is approved in the Autumn. It is currently a Tier 2 12 hour SDO facility.

CCMT has been advised of the importance of ensuring that the work around options for the relocation of the Bletchley SARC is progressed early. Initial focus is to be on an NHS site solution if practical.

### **3.5 Protecting the custody estate**

The presence of custody suites is an important consideration in the future retention or otherwise of our larger sites. Those without them represent potential new disposal/replacement projects where viable/affordable. This would enable buildings such as Witney, St Aldates/Cowley, Bracknell and potentially Amersham to be more overtly and robustly assessed for replacement/downsizing in the future. This AMP currently identifies all these sites for retention but Witney and St Aldates have comments around monitoring long term re-provision potential. Replacement of sites with custody facilities is unlikely to be viable unless there is a radical change in how the custody function is provided in the future. In this AMP these sites are identified for retention.

## **4. CONCLUSION**

- 4.1** With the work undertaken and positive outcomes already achieved, work in progress and planned activity over the next 5 years, the Force is very well placed to deliver a significantly leaner more cost effective/value for money estate. Achieving the disposal programme will remain challenging in view of factors beyond their control that impact on delivery/timing of sales and/or replacements, but they are doing what they can to mitigate this risk.
- 4.2** However to achieve a significant further reduction/change, generating a deliverable and worthwhile revenue saving, would require some much more radical and potentially contentious new approaches. New approaches and the implications of them will be considered with relevant departments as an ongoing activity during the next AMP period, and can be reflected in future iterations of the AMP.

**Anthony Stansfeld**  
**Police and Crime Commissioner for Thames Valley**



Property 2026 -  
Helping to deliver a better Police service across Thames Valley



# PROPERTY ASSET MANAGEMENT PLAN 2014 to 2019

Property Services Department - June 2014



## Foreword

The Police Service is continuing to go through a period of modernisation, with many drivers and opportunities for changes in approaches to service delivery and increasing collaboration expected between forces and across the public sector. Since the last Asset Management Plan in 2012, there have continued to be changes and further challenging budget reductions required across the public sector. Although economic conditions are showing signs of improvement, it is envisaged the public sector will continue in an environment of austerity for some time yet.

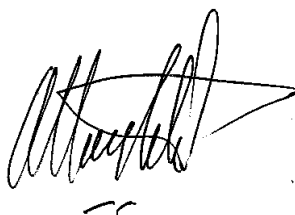
Property is a key resource for Thames Valley Police, as it is with any organisation – it has value, but costs money to use and maintain. While it is a critical component in supporting service delivery, it has to increasingly make a more significant contribution towards reducing our revenue costs and environmental impact. It is therefore essential that it continues to be strategically managed over the long term, so we have reviewed our long term property vision and key operating principles, to ensure they remain fit for purpose and aligned to our current corporate strategy.

While there is no identified fundamental gap in what property we have relative to current service needs, there is the clear potential for significant future change both in terms of reducing the size and cost of the estate, and making better and more agile use of what we plan to retain, but being mindful of future growth pressures in some areas. An already challenging 5 year programme of property disposals has therefore been expanded, with several Police Stations being planned to be replaced with substantially smaller facilities, and co-locating with partners where practical. In the case of some back office and under used Neighbourhood Policing facilities, particularly those that are leased in, there will be no replacement, with staff being relocated to core retained sites and greater operational use made of mobile technology.

The performance of our portfolio needs to improve and contribute more to our Productivity Strategy by delivering enhanced value for money – providing more from less, for less cost. This will entail not only consistently challenging the need for property and driving out under performance, but also a strong commitment from the Force and PCC to provide the necessary support and investment to facilitate a programme of change that will affect not only property, but will impact on a significant proportion of the Force's working environment and practices over the next 10 to 20 years. Significant culture change will be required to get the most out of the property we keep in the long term – effectively a transformational change in the way we use our workspace - and to help deliver service improvements. While in the past our ICT has not been ready to enable “smarter ways of working”, the expectation now is that we can start to implement a significant change in the way we work in, and use, our estate in the very near future.



**Sara Thornton**  
Chief Constable



**Anthony Stansfeld**  
Police & Crime Commissioner for Thames Valley

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## 1.0 Executive Summary

This Asset Management Plan builds upon the outputs of the 2008 Asset Management Strategy and 2012 Asset Management Plan. **The plan reinforces TVP's 2012 vision and objectives for its property portfolio – ensuring the right accommodation is provided in the right place at the right time and cost, to support service delivery** by focussing on:

### 1. Supporting & improving service delivery

Ensuring the portfolio is kept operational, new requirements are procured where needed and to enhance collaboration and accessibility

### 2. Making more effective use of property

Improving space utilisation, implementing Smarter Ways of Working, reducing revenue costs and enhancing environmental performance

### 3. Ensuring better use of resources

Generating revenue savings and capital receipts by challenging property retention, and generating income through increased co-location and developer funding for future planned growth requirements

**The plan explains the strategic direction of both the property assets and management of those assets in order to support the delivery of the force strategic objectives.** It considers how the portfolio is performing, how its performance can be improved and how successful asset management will be measured with explicit links to supporting the asset vision, and the impact on resources. **The most important property performance measures and indicators** will focus on:

- **Reducing our total property cost**
- **Improving space utilisation**
- **Reducing our carbon footprint**
- **Generating capital receipts, income and revenue savings**

An **Implementation Plan** sets out key activity needed to enhance the role of property assets corporately, and how management of them can be improved.

**It is a high level document but provides an assessment for the future retention or disposal of each operational and support property, and key areas of activity focus.**

Section 2 outlines the purpose of the plan and **provides context, including an overview of how policing is delivered across Thames Valley, the organisational and political structure and financial context.** There are a number of work strands and external factors that could impact significantly on future property provision.

Section 3 **sets out the TVP strategic objectives which the property assets need to support.** Increased financial constraints and audit scrutiny, together with the continuing modernisation of the police service and the scale of planned housing and economic growth to 2026 and beyond, clearly point to the need for a robust but flexible asset management approach at this time.

Section 4 **sets out the principal components of our asset planning framework,** with a summary of the **Asset Management Strategy,** and the **vision for the property asset base** in support of the delivery of an effective community focussed police service - to ensure the right property is provided in the right location and cost when it is needed. **The objectives or success criteria for the asset base focus on the three main areas of supporting service delivery and making better use of property and resources.**



This section also covers the approach to asset management needed to deliver outcomes from those objectives, and sets out **10 key asset management operating principles**.

Section 5 describes the property portfolio, its cost, fitness for purpose and utilisation. **99% of our portfolio floor area is assessed as fit for purpose or generally fit for purpose overall**, and there is clear scope (subject to funding) to make better use of property through the adoption of a more modern working style, with more desk sharing and mobile/remote working, and relocation of some functions to improve team effectiveness. The extent of co-location and collaboration is highlighted, with **an 162% increase in achieved co-locations since 2008**, but with no net increase in completed projects since 2012 reflecting the surrender of some leases balancing new projects.

The performance of the property portfolio is summarised. **TVPs performance overall compares favourably with other police forces in some aspects (space) but less so in others (total cost & maintenance cost)**, although direct comparisons while of interest, are unreliable. TVP have an internal indicator set of 12 indicators linked to the strategic asset vision. **Performance for those KPIs not covered by the national benchmarking system is generally reasonable to good in most cases, with a positive direction of travel evident or expected.**

Section 6 considers **future property and property services needs**. It identifies key internal and external issues that are impacting now and/or could impact on property provision in the future; particularly around funding, growth, environmental requirements and collaboration. **A gap analysis was undertaken** considering the state of the asset base, asset demand and asset management policies and processes. **In summary the portfolio currently performs well in supporting service delivery**, with very few properties requiring essential replacement and no significant new operational requirements not already programmed.

**Our ability to police an expanded Thames Valley is recognised as a force strategic risk**, with at least 130,000 new dwellings and new jobs, and a projected increase in population of around 170,000. There will be the need for more staff long term, but due to funding uncertainties over the medium term, the position needs monitoring. To date 40 small neighbourhood facilities have been identified to address future growth, together with the need to adapt or increase capacity within existing buildings, and provide other infrastructure such as vehicles, equipment and ANPR systems. 26 of those are either secured commitments or recognised formally in planning policy.

While there are site specific issues to investigate and address, **there is no fundamental gap in current property provision**, and no driving need for the fundamental change being planned by some other police forces. There is however a risk in relation to the impact of future growth. **A review of asset management processes indicates there is also no fundamental gap** to address in this respect. It is however recognised that improvements can be made, and significant enhancements have been made since 2007. Property Services management of the portfolio is fit for purpose as confirmed by a Police Authority commissioned audit by Deloitte in 2012. An CIPFA assessment of Property Services function is to be undertaken in 2014/15. Future planned asset management improvements are reflected in the Implementation Plan.

**An outline strategy is provided for each asset category or property function** from headquarters to public contact points. This, together with the property retention indicator for each site, **provides a strategic context for asset decision making**.



A summary of the 13 **LPA Operational Estate Strategies** is provided indicating that 155 properties are required to fulfill future service delivery needs, with 89 existing sites retained, 40 new growth related facilities required and 26 replacement sites. A challenging and expanded **disposal programme** to 2019 is included with 51 disposals included and others dependent upon future planning opportunities.

This section also reviews **the impact of asset management activity on financial, human, ICT and fleet resources**. The most critical factor is future funding with all public sector organisations faced with **significant financial constraints** in the medium term. **Reduced budgets, and the need to make savings, will inevitably impact on asset management, with a greater focus on project prioritisation and value for money**. Where no funding has been allocated, there is the risk of those projects not being implemented in the medium term, although “invest to save” projects could be funded from Reserves, and the property disposal programme is projected to generate a significant net capital receipt and revenue saving by 2019.

Section 7 provides the **Implementation Plan, with 19 actions planned over the next 2 years** that will further enhance asset management and facilitate delivery of the asset vision in support of the Force’s strategic objectives. This improvement mainly **centres around maintaining the profile of property internally, refreshing key strategy documents where needed, developing a 5 year major projects programme, progressing the disposal programme, identifying pilots for Smarter Ways of Working principles, expanding collaboration activity and embedding best practice asset management processes**.

## **2.0 Introduction & Context**

### **2.1 Purpose of the Asset Management Plan (AMP)**

This AMP builds upon the outputs and activity highlighted in the 2008 Asset Management Strategy (AMS) which remain fundamentally valid. Its purpose is to:

- provide an overview of TVP's strategic direction and corporate objectives, and the implications these have for the property portfolio over the short to medium term
- outline TVP's vision and objectives for its property portfolio and how success will be highlighted
- explain the overall strategic direction for the management of TVP's property in supporting the corporate objectives and priorities
- provide an overview of what property we have, how it is performing and is managed and key activity required
- highlight key issues affecting or that may affect future property provision and investment decisions, and to identify our main property priorities

The AMP will therefore outline where we are now, where we want to be and how we will get there. It will provide a strategic context for rational property investment decision making.

There are a number of key work strands and initiatives underway and planned which could have a significant impact on future property provision and the need for funding. These will inform future iterations of this AMP, and because TVP operate in an environment of change, and with regular new initiatives locally and nationally, it is proposed to continue to update specific aspects of the AMP annually with a more comprehensive refresh every two years to ensure it is as up to date as possible.

### **2.2 Thames Valley Context**

Thames Valley is the largest non-metropolitan force in the country with a staff establishment of around 7800 officers, PSCOs and support staff, over 660 Special constables and 500 volunteers. Thames Valley serves a population of approximately 2.3m with over 6 million visitors every year.

The demographic and geographical characteristics of Thames Valley are diverse, across 7 unitary, 9 district (with 4 councils merging politically to form 2) and 2 county council areas. Thames Valley is projected to expand significantly by 2026 with over 208,000 more population, at least 130,000 new dwellings to be delivered, and new employment and leisure developments. This scale of growth has impacted and will continue to impact on the demand for policing services and resources, with areas of significant new development and regeneration, and with many existing areas changing in character. While there has been a period of reduced activity since 2008, this is changing, with an improvement in the economic climate and a more developer friendly planning regime.

### **2.3 How the Police Service is delivered**

The Force was re-structured in April 2011 with services delivered locally through 13 Local Policing Areas (LPA's) aligned to local authority political (including merged) boundaries, and a range of forcewide shared service departments, delivering both operational and support functions centrally or from area based hubs.

TVP work closely with partners such as councils, other public, voluntary and emergency services and criminal justice organisations such as HM Courts & Tribunal

Service, Probation Service, and the Crown Prosecution Service. TVP also works in collaboration with other forces to ensure community safety in its broadest terms is delivered as effectively as possible.

Property provision needs to enable and support this complex organisational and operating structure, and to respond effectively to change.

#### 2.4 Organisational and political structure

The Police service is currently managed nationally through a tri-partite arrangement between the Home Office, the Chief Constables of each force and Police and Crime Commissioners.

Locally the police service is delivered by Thames Valley Police and is overseen by the Police and Crime Commissioner (PCC) for Thames Valley. The PCC is in turn overseen by an independent Police and Crime Panel. There are strong links at a strategic level between the Force and PCC, and both headquarters functions are currently based in Kidlington.

All Force activity falls under the direction of the Chief Constable's Management Team. Legal ownership of the property portfolio is vested in the Police & Crime Commissioner and this extends to being the legally responsible party/signatory for all leases and licences. The responsibility for the management of all aspects of the TVP estate on behalf of the Chief Constable and the PCC lies with the Force's Property Services Department operating within the portfolio of the Deputy Chief Constable.

#### 2.5 Key External and Internal Issues with Property Implications

At any given time there will be a number of issues, nationally and locally, internally and externally, that can influence the provision, use and management of property assets. Examples of current issues include:

- **Police governance** - the implications of the PCC role on future property provision and use have been developed and are being embedded, and the Strategic Property Forum, which included Police Authority membership and provided governance around strategic and significant project issues, has been replaced with a Strategic Estates Group Chaired by the DCC
- **Police numbers and public spending cuts** – the need to reduce non staff costs, rationalise the estate and maximise space efficiency remain key priorities
- **National political election** – may result in required change impacting on property provision
- **Localism Act** - the increasing influence of local communities on planning issues and the potential right to request a property transfer or the right for communities to bid for disposal sites
- **State of the economy** – can influence disposal and acquisition of property
- Increased **property performance** awareness through benchmarking and independent data sets such as HMIC and CIPFA
- **Housing and population growth** requiring additional long term capacity within the estate, and other assets such as vehicles, mobile ICT, equipment and ANPR
- **Stakeholder expectations** for property provision (e.g. accessibility to services and co-location against the need to rationalise the estate to save money)
- Increased national emphasis on **collaboration** in service delivery and asset management, including the One Public Estate initiative
- National **sustainability agenda** and Carbon Reduction Commitment (CRC) charge liability, with its emphasis on reducing carbon emissions

## 2.6 Financial Context

In order to plan for the delivery of policing services the Force currently prepares medium term financial plans for both revenue and capital budgets, which support the Force's overall strategic plan. These, along with the annual service objective setting processes support and complement the Police and Crime Plan.

The financial challenges facing the Force over the next 3 years, particularly in relation to the revenue budget are significant. Although the Force has a balanced revenue budget in 2014/15 and 2015/16, significant work remains to ensure that savings anticipated can and are achieved during that period. The projected budget short fall of £3.7m in 2016/17 remains a serious issue with the solution yet to be identified.

In order to manage the impact of the Home Office austerity budget cuts significant reliance is placed upon the Force's Productivity Strategy. One of the elements of that is a reduction of ongoing estate costs through the Asset Management Plan. Over the next 3 years (2014/15 to 2016/17) a total revenue budget reduction of £0.615m is expected from Asset Management Plan activity, with a further £1.5m from general estate costs, including maintenance. However, additional savings are likely to be required from the estate over the 5 year AMP period.

*One of the principal challenges facing the Force and PCC is to reduce the ongoing running costs of the organisation, while minimising the impact on service delivery.*

## 3.0 **Corporate Aim & Objectives**

### 3.1 PCC Police & Crime Plan & TVP Force Delivery Plan

#### 3.1.1 Strategic Aim

Working in partnership to make our community safer

#### 3.1.2 TVP Strategic Objectives

The 6 strategic objectives for the Force, largely reflecting the PCC's Police & Crime Plan priorities are listed below, and reflect national priorities and the outcome of local consultation. They focus on how TVP works with partners and communities to achieve the strategic aim:

1. Cut crimes that are of most concern to the community
2. Increase the visible presence of the Police
3. Protect our communities from the most serious harm
4. Improve communication and use of technology to build community confidence and cut crime
5. Increase the professionalism and capability of our people
6. Reduce costs and protect the frontline

Asset management as a service delivery support strand, cross cuts a number of these corporate objectives, particularly 2, 4, 5 and 6.

## 4.0 **Corporate Asset Management**

Strategic asset planning requires a robust framework for establishing priorities for action in asset management that most directly support the Force's strategic objectives.

#### 4.1 Asset Management Strategy

The key overarching property strategy reflected in the 2008 Asset Management Strategy remains valid:

*To improve the use, efficiency and effectiveness of the portfolio through the application of robust space and asset management policies and practices, and the adoption of a modern working style*

#### 4.2 Assets vision

It is necessary to have a vision for the property asset base, and to align the approach to management of the assets to achieve the vision:

*Ensuring the right accommodation is provided in the right place at the right time and at the right cost to support service delivery, and help protect the frontline by focusing on the following criteria:*

- **Supporting and improving service delivery** – ensuring the property is kept operational, new requirements are appropriately procured where needed, and to enhance collaboration with partners and accessibility to the public where practical
- **Making more effective use of property** – improving space utilisation, achieving key team adjacencies, introducing agile/Smarter Ways of Working and enhancing environmental performance
- **Ensuring better use of resources** – developing a leaner portfolio that generates revenue savings and capital receipts by challenging property retention, and generating income through increased co-location and developer funding for future planned growth requirements

How successful asset management has been will be judged against these “success” criteria. Where not monitored directly by Key Performance Indicators (Annex 4), these criteria are otherwise generally covered by other asset management activity, and so will be regularly reviewed as a consequence.

#### 4.3 Asset management objectives

For TVP’s property portfolio this means the property assets should:

- Be maintained in a reasonable to good condition where practical
- Be fit or generally fit for purpose so as not to impede service delivery
- Be procured, used and rationalised in the most cost effective way to maximise value for money and reduce environmental impacts
- Contribute to the Force’s Productivity Strategy and demonstrate how they support delivery of the Force strategic objectives and the asset vision.

#### 4.4 Asset management key operating principles

A set of key operating principles were outlined in the 2012 Asset Management Plan. These have been updated to reflect the different economic situation and the future emphasis on Smarter Ways of Working. These principles will then help to deliver the asset vision through robust asset management:

1. Over the next few years the size of TVP will reduce further and the need to protect frontline services will increase, therefore there will be an overriding aim to reduce non-staff premises related costs
2. Property is a corporate asset rather than in the “ownership” of any part of the service and a Corporate Landlord approach will be used consistently with defined standards and protocols
3. The Force will identify those strategic sites that are essential to service delivery and fit for purpose, and seek to maximise space utilisation at those locations, thereby enabling the release of other sites for disposal
4. The priority will be to dispose of those premises that do not represent value for money through having relatively high revenue costs, require significant investment for poor return, are not fit for purpose, are operationally surplus to requirements and / or are under utilised
5. The use and provision of property, and asset management activity generally, should contribute towards the Force’s commitment to reduce our impact on the environment
6. Opportunities for co-location with partners, whether within TVP or third party premises, should be actively identified and progressed where practical and viable to do so at neighbourhood and other levels
7. Property tenure is not the critical determinant for service delivery. There should be no rigid policy on the extent of ownership and/or leasing of property. Procurement choice will reflect strategic, financial, operational and commercial circumstances, and the need for flexibility
8. Decisions about retention or disposal of property will be subject to a business case review that will include consideration of strategic, operational, financial, and political (views of the community and local partners) issues.
9. All use of premises will be assessed against the key components of the workplace strategy (including workplace use, team adjacency requirements, security standards, working styles) and the emerging Smarter Ways of Working programme, to ensure that space utilisation and agile working opportunities are maximised
10. Decisions around expenditure and investment in property will be made having regard to the content of the AMP and other related strategy documents, such as the Estate Maintenance Strategy and Carbon Management Plan, adopting a whole life assessment approach where appropriate.

A summary of the Force’s asset planning framework is included in **Annex 1**.



## 5.0 The Property Portfolio

### 5.1 Property categories

Police services are delivered through a range of property types reflecting the structure of current local policing delivery, and force wide operational and business support requirements. They range from informal Police Information Points (PIPs) through traditional police stations to Force headquarters, with a range of specialist facilities in addition to standard office type accommodation. A strategy for each category is highlighted in Annex 5.

### 5.2 Size and nature of the portfolio (Annex 2)

TVP's **operational portfolio** including headquarters and support facilities but excluding covert facilities, currently comprises 154 sites with nearly 300 operational buildings totalling 141,946 sqm gross floor area, and with an asset value as at 31 March 2014 of £145m in existing use. In addition to the operational buildings, TVP has 7 stand alone communication mast sites.

The portfolio is changing, with an expanded disposal programme continuing over the next 5 years, with some more modern replacement facilities, and some new build or significant refurbishment projects underway and planned at any given time. The number of sites has reduced by a net 25 since 2010 (11 since 2012), with a higher number of disposals offset by the need to procure some replacements pending sale, and with 3 new acquisitions to meet operational requirements. The gross floor area has increased by 1.6% between 2012 and 2014 reflecting this interim position across LPA's in relation to disposal and replacement sites, and also significant new build additions to HQ South and the Sulhamstead Training Centre, and the replacement Taplow Police Base.

TVP has a remaining **residential portfolio** of 73 houses and 23 single quarters units as set out in the table below. The wholly owned residential estate is valued as at 31 March, 2014 at £23.4m, with any integral residential element of operational premises included in the operational asset value.

The residential portfolio has been reduced by 79 properties since 2007 (50 since April, 2010 and 20 since April 2012) with properties being sold on the open market when they become surplus to requirements. The residential disposal programme capital receipt is projected at £3.6m in 2014/15 and £3.2m in 2015/16 dropping down to £2.6m in 2016/17, although it is difficult to predict exactly when houses will become available for sale as this is mainly dictated by Police Officer retirements.

### 5.3 Cost in Use

In 2013/14 the total property revenue expenditure of £21.8m equated to 5.53% of the Force's 2013/14 net budget requirement of £393.98m or 5.19% of gross revenue spend of £419.7m.

The operational portfolio has approximately £25m of recorded forward/required maintenance need to 2025, based on current 10 year condition survey information and is subject to ongoing updating work. This data is typically updated annually as the Force undertakes a rolling programme of condition surveys of approximately 25% of the portfolio annually, and the implications of the disposal programme are reflected.

The summary of principal ongoing revenue expenditure items on the operational portfolio to 2016/17 is summarised in the following table:

<b>Key Cost Item</b>	<b>2013/14</b> Actual £	<b>2014/15</b> (Budget) £	<b>2015/16</b> (Budget) £	<b>2016/17</b> (Budget) £
Occupancy (Rent, Rates & S/Charge)	6,306,411	5,940,267	6,059,072	6,102,253
Utilities (All Energy & Water)	3,084,666	3,150,255	3,113,260	3,175,525
Maintenance	5,523,227	4,901,882	4,499,919	4,089,918
Premises Improvements	3,367,665	3,299,289	3,365,274	3,432,580
AMP works	262,637	514,000	524,280	534,765
All Other Costs (Cleaning & Facilities)	2,172,163	2,228,076	2,272,637	2,318,090
<b>Sub Total (excl PFI)</b>	<b>20,716,769</b>	<b>20,119,183</b>	<b>19,834,444</b>	<b>19,653,133</b>
PFI	1,080,522	1,072,770	1,094,225	1,116,109
<b>Total</b>	<b>21,797,291</b>	<b>21,106,539</b>	<b>20,928,669</b>	<b>20,769,243</b>

Note: The figures reflect the gross TVP budgeted premises spend including collaboration and grant funded services as identified at July 2014

The Force annually submits data for benchmarking purposes to the Police National Estate Benchmarking System. Section 5.7 describes TVP's performance.

Parts of the portfolio generate income, for instance from commercial telecommunication operators utilising our communication masts or tall buildings in some locations. The total gross income from telecommunication operators on 14 facilities is currently around £370,000 per annum, although this will reduce to approx £325,000 pa as the telecommunications operators at Windsor have been given notice to quit on order to enable disposal of the police station. Further reductions in income are likely if other sites with telecom installations identified as having potential for disposal are sold.

The desire to increase co-location of partners on TVP sites will assist in offsetting some property revenue costs in the future, although these will be relatively modest in the context of the whole estate.

#### 5.4 Property Ownership

Approximately 82% of the Force's operational portfolio floor area is now held freehold (72% in 2010 and 77% in 2012) and 18% held on leases, PFI or other tenancy agreements. The national police average is approximately 80% and 20%. Our data therefore shows a shift by TVP more towards an owned estate with a reduction in leased premises. As highlighted in section 4.4 above, there is no rigid policy on the extent of property owned or leased, with procurement of any new property being based on the consideration of a range of factors and site specific circumstances.

With the drive to reduce revenue costs, where possible the estate rationalisation programme is seeking to surrender commercially held leases, and purchase freeholds of currently leased accommodation where there is a long term retention plan. Where replacement facilities are pursued, the preference is for ownership where practical. It can be expected that the relative proportion of owned to leased accommodation will therefore continue to increase over the next 5 years, although the national position can be expected to reflect a similar trend.

## 5.5 Fitness for purpose and space utilisation

### 5.5.1 Fitness for purpose

128 sites were fully assessed for fitness for purpose in 2008, and they and the majority of the others, have had a “light touch” assessment in 2012 and 2014 as part of the Property Retention Challenge assessment. The output categories have now been refined to reflect a RAG rating approach – poor/unfit (red), fair/generally fit (amber) and good/fit for purpose (green).

Of all 147 sites (excl car parking areas and land) now assessed, 98% of the portfolio (99% of the floor area) is rated either fit for purpose (85%) or generally fit for purpose (13%). This is considered a good rating for the portfolio.

2 sites are rated “unfit for purpose” – Buckingham Police Station and Tilehurst Police Office, both of which are identified disposal sites.

### 5.5.2 Space use & utilisation

The need to improve use and utilisation of the portfolio is the key strategic direction of TVP’s future asset management, as stated in the 2008 Asset Management Strategy. Key outputs from the analysis of all 147 sites for which there is detailed space data are:

- Office space accounts for 29% of total gross internal floor area (an decrease from 30% in 2012 but the same as 2010) reflecting a range of factors associated with policing such as specialist buildings, training facilities, and the nature of operational police sites requiring a range of support facilities such as custody, storage, briefing and incident rooms etc
- Support space (meeting rooms, kitchens, storage, training rooms, firing ranges, gyms, custody, control rooms, etc) accounts for 41% of gross area, and increase from 38% in 2012
- Non usable space (plant rooms, corridors, toilets, stairwells, underground car parks etc) account for the remainder of 30% of gross area and is a reduction from 32% in 2012
- The usable floor area per workstation within office areas is 6.34 sqm (6.76 sqm in 2012 and 7.30 sqm in 2010) which compares with the recommended long term target of 6 sqm. The operational estate of 144 sites is 6.58 sqm, excluding HQ and support sites, a slight increase from 6.50 in 2012
- There are 774 vacant office workstations across 351 rooms (14% of a total of 5,528 workstations). This in part reflects the reduction in staff numbers since 2010 and unfilled vacant posts. Although the total workstations has reduced from 5,826 the number and proportion of vacant desks has risen slightly
- Although the data on “any one time” staff occupancy allowing for shift patterns is not yet robust, from what is established, overall, there appears to be more than one desk per any one time staff headcount, allowing for shift patterns, against a 2010 target of no worse than 8 desks to 10 staff. The overall desk sharing ratio is expected to reduce to 7:10 or less once the Smarter Ways of Working programme is fully implemented.

These findings reinforce the TVP strategic emphasis on the need to improve utilisation of property, by identifying opportunities to increase the proportion of office space in core buildings, reduce the space per workstation and vacant workstations, and increasing desk sharing through implementing agile working.

Keeping occupancy data up to date is a challenge facing any large organisation.

Further and ongoing analysis will be undertaken on space data, as this provides important information for applying workplace strategy at a site specific level through space planning.

## 5.6 Co-location with partners & collaboration with other forces

### 5.6.1 Co-location

It is a key asset management principle (see section 4.4) to seek to increase the extent of co-location with partners. Collaborative asset management dialogues have been underway with most public sector partners since 2010 seeking to identify any opportunities to make better use of the public estate.

Partner premises usually represent good value for money, they can enable site disposals, there are operational benefits in co-location with the right partners and co-location is attractive politically. Greater use of TVP premises by appropriate partners would facilitate better use of our premises, bring operational benefits from team adjacencies, potentially offset running costs/generate an income. However they are more challenging to deliver because of security/access restrictions and increasingly greater pressure on space at the core sites in order to accommodate TVP staff from disposal sites, new operational requirements or as a result of organisational restructuring.

The table below highlights the current position as at April 2014:

<b>Co-location</b>	<b>Oxon</b>	<b>Berks</b>	<b>Bucks</b>	<b>Total</b>	<i>2012</i>	<i>2010</i>	<i>2008</i>
TVP in Partner sites	12	17	10	39	40	31	17
Partners in TVP sites	6	6	4	16	16	7	4
<b>Total</b>	<b>18</b>	<b>23</b>	<b>14</b>	<b>55</b>	<b>56</b>	<b>38</b>	<b>21</b>
Current projects in development	4	7	6	17	19		

There are therefore 55 achieved co-locations as at April 2014, 17 more being progressed or considered. Most of those are aligned to current and future disposal projects, where co-location of a public interface in particular within partner premises will be sought. Co-location projects however have continued to prove to be very resource demanding, are often challenging to deliver and as a result, a long lead in time is needed.

The collaborative focus to date across the public sector within Thames Valley has been on identifying and progressing “quick wins”. No significant major collaboration projects have yet been identified, as envisaged by the national “One Public Estate” (Capital & Asset Pathfinder) initiative, although Windsor (a Sector Police Station) would be of a reasonable scale if this results in a co-location solution with the borough council partner.

### 5.6.3 Collaboration with other forces

Where operational collaboration opportunities are identified, it is the intention that this Asset Management Plan will support them, for instance with joint

provision of any specialist units within Thames Valley. Operational collaborative arrangements so far have not yet had any significant accommodation impact, although have increased occupancy at regional covert hub sites in our and another force area, with the potential for a significant consolidation project in the future. Hampshire Constabulary intends to utilise part of the Force's new REC archive facility.

## 5.7 Performance Management

### 5.7.1 National Police Estate Benchmarking System

TVP continues to actively participate in the national system. TVP's overall performance nationally is that it is in the upper quartile on total property cost (13<sup>th</sup> highest out of 41 participating forces) and mid range on space standards per staff FTE (28 out of 38 participating forces were higher than TVP). At a more detailed level, TVP is relatively lower on certain costs (eg cleaning) but higher on others (eg maintenance, although these costs have reduced). Direct comparisons with other forces while of interest, are still not entirely reliable in any event, due to a number of issues such as:

- Buildings less than 35 sqm are excluded so that forces with a high proportion of their estate in this category (eg Lancashire) appear relatively better performing
- The quality of cost data is inconsistent between forces (TVP has always been considered to have consistently high quality data). The impact of this on submitted costs is significant, for example by excluding Alterations & Improvement costs, impacting on ranking as forces treat these items differently between capital and revenue budgets.

There is a difference between CIPFA recorded data categories and that used in the national system, although this does not appear to significantly affect the relative ranking between forces in terms of high level indicators.

### 5.7.2 Internal key performance indicator set

The indicator set of 12 KPI's introduced in 2012 supports the Asset Vision and in turn the Force's strategic objectives by focussing on 3 main areas – supporting and improving service delivery, making more effective use of property and ensuring better use of resources. The KPIs and outputs are included in **Annex 4**. The key headlines are:

#### Supporting Service Delivery

- **Delivery of projects** on programme and to budget over 3 years, while not as good as reported in 2010 and slightly down on 2012, is still significantly above the national good practice performance level. Only projects above £25,000 have been considered (excluding low value maintenance items), and the slightly reduced performance is indicative of under-resourcing over part of the period, higher than expected tender costs and an increasingly larger programme of projects
- The number of completed **co-location projects** has stabilised since 2012 but will increase as the disposal programme progresses over the next 3 years with at least 15 co-locations expected to be aligned to disposals.
- The implications of **future growth in population** and housing are being effectively monitored, Commanders engaged, and identified future neighbourhood facility requirements beginning to be recognised – 26 of 40

identified (12 of those secured in planning agreements), 14 recognised in planning policy and 14 others requested. All councils are now partially or fully supportive of TVP engagement with the planning process.

### Making More Effective Use of Property

- **Space density per staff FTE** (a national benchmark) shows TVP to be relatively generous (mid range) compared to other forces. Ongoing space planning and a challenging disposal programme will improve this performance in the medium term. A slight reduction is shown from a previous year, but with a much improved ranking against other forces, with more forces having a higher space density than TVP compared to 2012
- The portfolios **carbon footprint** is under review following a re-alignment of baseline consumption data. It has not been practical to include a robust update against the cumulative reduction target of 20% by April 2014. The Force target of a 30% reduction by 2015 is challenging, but the programme of substantive disposals and carbon reduction initiatives should start to achieve a significant cumulative improvement in performance. The CMP is to be reviewed in 2014 to cover the period to 2020
- **Space standards and desk utilisation** still need to improve but progress is demonstrably being made, with the space per office workstation already reduced since 2010 by 74% (41% in 2012) of the required reduction to achieve the long term target of 6 sqm. The number of vacant office desks at 774 (14% of the total) while appearing high has been impacted by staff redundancies since April 2011, unfilled vacant posts, under use of some properties awaiting disposal as well as an element of inherent under-utilisation which is not considered excessive, and which is increasingly needed to absorb unforeseen and often short term operational requirements. Both aspects are expected to be improved over the AMP period as a result of ongoing space planning, control over office moves by Property Services, and implementing Smarter Ways of Working.

### Ensuring Better Use of Resources

- **Total Property Cost.** TVP's property portfolio is shown as relatively expensive (upper quartile) compared to most other forces. However there has already been a small reduction in cost per sqm, there is a challenging disposal programme, and maintenance expenditure is planned to be reduced by £1.5m over 3 years in the Productivity Strategy
- **Generating capital receipts, revenue savings and income** are shown as performing positively with good progress since 2012. The appointment of an in-house Strategic Growth Planner role in 2012 has resulted in a significant increase in developer contributions secured, capitalising on the developmental work done in this area since 2008. The disposal programme and continuing activity around securing developer contributions will see cumulative growth in all three elements over the next 5 years, with property revenue savings contributing directly to the Force Productivity Strategy.

## **6.0 Future Property & Property Services Needs**

### **6.1 Future Service Provision**

The vision for future asset management in section 4.2 highlights the role of property in supporting the delivery of an effective community focussed Police service. While there is ongoing modernisation of the police service, and the expectation of new initiatives and change internally and externally, it is only possible to plan in asset terms for what



is known or reasonably envisaged, and to ensure a degree of flexibility and responsiveness to future change in both property provision (e.g. capacity building for future growth) and asset management processes (e.g. regular monitoring of issues that may impact on the portfolio) and estate reviews.

## 6.2 Key issues & their property implications

There are a number of identified internal and external issues and initiatives that are known to or may have a significant property implication in the future. The Force undertakes an annual PESTELO assessment to ensure new issues and possible impacts and key risks are identified, and disseminated as part of the Force's regular strategic assessment process.

### 6.2.1 External Issues

In a property context these centre primarily around:

- **National policy & guidance** – new initiatives requiring for example new teams to be set up, greater collaboration between forces and between local public services, and a focus on local governance (“localism”). Updated best practice guidance on asset management
- **National funding climate** – the impact of reducing staff numbers and consequent need for space, and directly affecting the availability of funding for property maintenance and projects
- **National political elections** – may result in required change impacting on property provision
- **Population & housing growth** – impacting on staff resources, location of functions, new neighbourhood facilities and equipment and the need to create future long term capacity in some core existing buildings and facilities
- **Sustainability agenda** – requiring energy reduction initiatives, consideration of carbon performance of property, robust whole life appraisal processes and strong linkages to wider environmental issues, such as the impact of the vehicle fleet, waste management
- **Market conditions** – impacting on the timing and level of receipts, availability of replacement site/building options and other activity
- **Asset collaboration approach** – the challenging and resource intensive nature of securing co-locations with public sector partners, representing a risk to the delivery and programming of some estate rationalisation/replacement projects
- **Local authority mergers** – requiring the re-alignment of affected LPA's and potential consequences on property provision, location of functions and possible co-location opportunities
- **Digital policing** – the increasing use of technology to support and enhance service delivery and enable fully connected remote/agile working.

### 6.2.2 Internal Issues

In a property context these centre around:

- **Effective Patrol** – a review of patrolling strategy, shift patterns and resourcing that is envisaged to result in greater use of mobile connectivity and remote access to data, and less need for traditional workstations. Reinforcement of key team adjacency principles, working environment and provision of adequate support facilities within core buildings

- **Contact Management Strategy** – a review of the modes of public interface/interaction with the Police, with an expected enhanced focus on digital contact channels and collaboration opportunities, particularly with Hampshire Constabulary. This review is ongoing and its outcomes may impact on space utilisation and, where evidence based, the traditional Police station front counter model
- **Collaborative Asset Management** – the extent to which TVP property assets can practically be shared or re-provided jointly with partners in the future to enhance value for money and local joined up service delivery (“Capital & Asset Pathfinder/Place Based Budgeting/One Public Estate” initiative)
- **Portfolio performance** – the continuing review of outputs from the fitness for purpose, space utilisation and retention/value for money assessments, and portfolio benchmarking performance indicators highlighting specific areas of under-performance/high cost, for ongoing focus. This will require robust prioritisation of investment/expenditure to balance the need for some improvements, and maintaining the portfolio in an operational state with significant forward maintenance requirements but within the constraint of a significantly reduced maintenance budget
- **Smarter Ways of Working** – with enabling ICT projects progressing, it is envisaged that an agile working strategy will be implemented incrementally from 2014/15 which will support a substantially enhanced use of property over time. The Force has looked to implement a workplace strategy since 2009, where practical to do so at a localised/project level, which has largely been opportunity driven. The lack of enabling ICT has prevented a holistic application of agile working principles, but that has now changed. The Force acknowledges that a change in culture and effective change management approach is necessary in order to implement a more wide ranging/transformational working style change
- **Business Support review** – the extent to which this may impact on the need for space, mainly at HQ sites, will be monitored

To ensure future changes are highlighted, and their implications understood, it is essential that effective and regular communication of key messages takes place internally and externally, so that property is provided and used effectively and managed to achieve value for money. TVP’s approach to asset management achieves this to a good extent, but it is recognised that there is scope for improvement, as processes are refined, increasingly more reliable data is utilised and more effective communication strategies are developed

### 6.3 Gap analysis

To deliver its services and corporate objectives, TVP aims to have the right people in the right place at the right time. Property is required to support that service delivery ethos providing property solutions if, where and when required.

In summary, the results of the fitness for purpose, Property Retention Challenge and space utilisation assessments, consideration of which properties can and should be disposed of, and feedback from Command units and Departments through the review of 2012 LPA Estate strategies, does not indicate any fundamental gap in property provision, both currently, and reflecting the planned disposal programme. Based on how TVP currently delivers its service, and with the wider introduction of mobile ICT technology, the portfolio is, and will generally be capable of fulfilling TVP’s operational service requirements in terms of what is held, and where it is.

The implications of future population growth in some areas represents a significant risk locally unless new facilities, future capacity in core buildings and staff resources are provided, aligned with growth.

There were some properties identified as requiring replacement (for example where functionally obsolescent) but these have now been addressed. There is a significant number of properties to be disposed of (with or without a smaller replacement) and others that require further investigation (for example, potential future disposal sites, and sites that need to be better utilised) which may lead to upgrade/adaptations or disposal with or without re-provision. Broadly however, there is currently no imperative service requirement for fundamental change. The key driver organisationally for change is to reduce the size and cost of the portfolio to support the Forces Productivity Strategy.

A more detailed gap analysis has considered the state of the existing asset base, demand for assets and the extent the property services function may require enhancement:

### 6.3.1 Existing asset supply - Property Retention Challenge (PRC) Assessment

An objective assessment of all 147 sites (with buildings) has been undertaken to provide an indicator of its site's retention rationale or indicative value for money. The PRC assessment covers 34 criteria over 6 categories:

- Service delivery
- Fitness for purpose
- Space utilisation
- Asset management issues
- Financial performance
- Environmental performance

This is a useful objective indicator to inform both strategic planning and normal estate management activity. The outputs for the 147 sites assessed in 2014 are summarised in the table below:

PRC Outcome	Good	Satisfactory	Poor	Total
Total Sites	60	74	13	147
% of Total	41%	50%	9%	100%

Of the 13 properties assessed as poor, 12 are identified for disposal and 1 for potential disposal. Of 37 properties at the lower end of the "satisfactory" category, all but 5 are either disposal or potential disposals.

In summary, the portfolio generally performs well in supporting service delivery, with very few sites requiring essential (as opposed to desirable) replacement, or significant change or investment not already identified or planned for. Very few of TVP's properties are therefore currently identified for disposal as a result of poor performance or corporate and functional re-structuring. What may seem to be reasonably well performing buildings still have the potential to be re-provided in a much more cost effective way, exploiting high site values, collaboration and lease break/expiry opportunities to release capital receipts, revenue savings, and improve utilisation of core retained sites by relocating functions not requiring a local presence.

### 6.3.2 Asset demand and the need for change

Organisational demand for accommodation has been reviewed during 2013/14. The need for estate change in the short to medium term is driven predominantly by:

- Organisational change in service delivery structures the requirements for operational team adjacencies, reduction in staff numbers, enhancement of some functions (eg CSE) and creation of shared service hub teams
- Asset Management driven activity around improving space utilisation particularly on large sites through space planning, and further development of the disposal programme to reduce estate size and cost
- Future population and housing growth in the medium to long term

#### (a) Current/short term operational requirements

There are no fundamental requirements envisaged for essential future change or significant new service delivery provision from Command Units and departments, beyond limited localised change arising from consolidation/restructuring strategies supporting the Productivity Strategy, focussed expansion (eg CSE), achieving required team adjacencies or short term special operational team needs. The extent of operationally driven small scale “churn”, or movement of teams, reduced significantly between 2008 and 2010 and, following an increase in moves during the Local Policing Model changes in 2011, has reverted to a lower level.

**Neighbourhood policing** requirements to meet current need and local commitments ceased following a rollout programme between 2006 and 2010, and the withdrawal of the Neighbourhood Policing Adaptive Build Fund in 2010/11. A small number of small scale operational requirements have since been identified in part to address current service coverage “gaps” and/or to respond to particular neighbourhood or planned growth issues. The development of LPA operational estate strategies in 2012, reviewed in 2014, has considered the provision of current and future neighbourhood facilities, reflecting neighbourhood boundary changes, the likely opportunity to reduce the number of offices following the Neighbourhood Policing review in 2014/15, introduction of mobile ICT within 2 years and future population growth. It is not yet possible to be definitive around the ability or desirability to dispose of a large number of neighbourhood offices until the review has progressed, however some offices have been identified in this AMP as likely or “potential” disposals. Resultant changes will be reflected in later iterations of the AMP.

#### (b) Asset Management Opportunities Programme

There is already a significant programme of site disposals and surrender of leases, with or without replacements, and it has been expanded (considered further in section 6.6 and annex 7), together with an ongoing programme of space reviews of each large site driven by the need to improve space utilisation and enable disposal of sites and consequential relocation of staff from satellite sites.

The disposal programme reflects opportunities arising from lease expiries or break clauses, and the potential to “downsize” the Police presence in an area by replacing often oversized and under-utilised buildings with a smaller more fit

for purpose, lower cost replacement to accommodate typically only locally facing teams, and an appropriate public interface.

A dialogue with other public sector estates teams across the Force since 2010 has generated a number of "quick win" co-location projects at various stages (with at least a further 17 potential projects). This activity facilitates the Force's disposal programme, all of which gives rise to the need for change – both physical and cultural - within the estate.

(c) Future population and housing growth

A key future impact, already being felt now in some locations, is that of planned housing and population growth, with areas of significant new development and regeneration, and with many existing areas changing in character. With a minimum of 176,000 new dwellings planned from 2006 to 2026 (2031 in some cases) – with 130,000 still to be delivered - and a population increase of over 208,000 by 2026 alone, this represents the most important identified "gap" in future property provision, both in terms of where property is and is needed, and the availability of sufficient capacity to accommodate additional staff and vehicles in the long term. The Force's inability to police an expanded Thames Valley is real risk.

The scale of growth will generate pressure points around the force where new or adapted accommodation will be required, whether to support neighbourhood teams and/or other support functions, both within and outside affected LPA's. Better use of accommodation across the whole portfolio, together with other changes such as greater use of remote working technology, should release some capacity to allow a more efficient and strategic disposition of teams and functions, prioritising any local additional capacity for local policing needs arising from growth.

40 new growth related facilities have been identified across the Force area and reflected in the outputs of the LPA estate strategies. In some areas the full implications of growth – scale and location – are still unclear, so requirements may change. 26 of these facilities have been recognised in emerging planning policy and in some cases reflected within planning permissions, and the other 14 requested and being pursued. All growth related requirements are presumed to be capital funded through developer contributions, and both the requirements and expected cost are being identified to Local Planning Authorities for inclusion in long term infrastructure planning documents and Community Infrastructure Levy (CIL) charging schedules.

CIL will eventually replace the current mechanism for securing developer contributions (S106 Agreements). Only 3 Councils across the Force area have so far formally adopted CIL, but TVP has secured recognition for CIL funding and our requirements from all 3. The cumulative total (at 31<sup>st</sup> March 2014) amounts to £2.17million. The precise mechanism and timescale for accessing this funding is still to be determined. Property Services are continuing to pursue recognition in CIL with all other Councils that are undertaking this process, and are making good progress with all Councils that have produced any documentation recognising our requests.

6.3.3 Asset management policies and processes

There are not considered to be any fundamental gaps in TVP current asset management processes and procedures, although it is recognised there is

always the potential for improving existing capability and approaches as best practice is developed nationally. A Police Authority commissioned internal audit by Deloitte in 2011/12 indicated there is majority assurance that the system of internal controls that are in place are adequate and effective, and are appropriately monitored within the risk areas reviewed.

The 2010 AMP highlighted key enhancements to asset management activity undertaken since 2007. A significant amount of activity has been undertaken over the last 7 years to improve key aspects of asset management within TVP, which is considered generally fit for purpose. The key focus areas for future asset management activity and improvements are reflected in the Departmental Delivery Plan and the AMP Implementation Plan (**Annex 10**) but include:

- implementing the AMOP disposal programme and the contribution of the estate to the Force's Productivity Strategy
- progressing deliverable collaboration opportunities
- monitoring the impacts of growth and seeking mitigation through the planning system
- updating the Asset Management Strategy
- embedding the challenge of use, utilisation and retention of property
- to improve space utilisation on sites by reducing the number of vacant desks and space per workstation, considering the potential to convert underused support space to better alternative use, and achieving desired team adjacencies
- identifying and progressing workplace strategy/Smarter Ways of Working pilots and associated change management
- improving corporate and departmental activity in environmental matters
- embedding and enhancing estate performance monitoring

#### 6.4 Strategic approach to property asset categories

The current broad strategy for each of the principle asset categories/functions is set out in **Annex 5**. In view of there being no fundamental gap in current property provision in supporting service delivery, and the intention to implement an enhanced disposal programme over the next 5 years, the primary strategic direction of travel adopted in the 2008 Asset Management Strategy (AMS) remains - to improve use and utilisation of the portfolio. In the current context of rationalising and reducing the cost of the portfolio, this is applicable to the retained estate after the implementation of the AMOP disposal programme, achieving a balance of reduction in estate size and mitigating the impacts of significant future population growth.

While the 2008 AMS also considered the need for creating significant growth capacity in the long term, the current uncertainty around projecting staff growth in the short to medium term (3-5 years) makes assessing robust future space capacity requirements difficult. A degree of future proofing within core retained sites will be presumed in space planning where needed, supplemented by the identified new neighbourhood facilities required, and enhancements in remote working ICT technology and patrol strategies. It is not however envisaged that there needs to be a proportionate growth in the estate to address projected population growth.

There are specific property priorities identified with funding implications in section 6.7 (and Annex 9) below, and a retention indicator is provided for each property with identified activity in **Annex 8**.



## 6.5 Local Policing Area Operational Estate

A summary of the current estate performance and future strategy for the LPA operational estate across each of the 13 LPAs has been developed in liaison with LPA Commanders during 2013/14, and is summarised at Force level in **Annex 6**. The key outputs of those at a property level in terms of future strategy for each operational property are reflected in **Annex 8**, along with the key HQ and business support properties. From a total Operational estate considered of 136 properties (excluding HQ, forcewide support and, covert sites & car parks) and 98,927 sqm, 47 disposals are identified (26 to be replaced with smaller facilities), 89 sites retained (of which 22 are potential disposals) and 40 new neighbourhood facilities identified to address future population and housing growth impacts. The latter may reduce after periodic review. A net reduction in gross floor area of at least 22,000 sqm (22 % of the LPA estate) is projected by 2019 with a projected net capital receipt of £2.92m and revenue saving of £1.49m. These figures exclude house sales and savings from HQ and support sites identified for disposal.

## 6.6 Asset Management Opportunities Disposal Programme

While there are 47 disposals identified within the Operational estate, there are a further 7 disposals within the HQ and business/specialist support estate, and also projected residential sales. Property Services report regularly to the Business Support Programme Board on progress with identifying and delivering asset management “opportunities” to support the contribution property can make to the Forces Productivity Strategy. The opportunities centre around surrendering of leased properties and disposal of freehold sites, collaboration activity and progress with securing recognition within the planning system for future growth facilities.

In terms of estate rationalisation prioritisation, the key approach has been to:

- Challenge lease retention. Low cost NH policing bases presumed to be retained if used, others if sound operational case & no cheaper alternative, with proactive action to reduce revenue costs where possible. Preference for use of low cost partner space avoiding commercial leases for replacement options where practical
- Sell freeholds for valuable alternative use (with low cost replacement off site where practical)
- Backfill surplus space in core sites with TVP users and then public sector partners, although it is difficult to achieve the latter in reality. Pursue co-location options in partner premises
- Purchase and refurbish private sector freeholds – eg industrial or office premises where practical as a replacement operational team base
- Provide new build replacements on high value freehold disposal sites, provided by the purchaser/developer, where no cheaper or suitable alternative is available. However smaller replacement facilities should enable the release of the majority of the site ownership for disposal
- Purchase new or new build off site only where there is no other option and where affordable – ie significantly smaller replacements with a lower revenue cost.

The disposal programme covering the period 2014 to 2019 and showing 51 non residential disposal projects is included as **Annex 7**. **The overall programme, including house sales, shows a projected net capital receipt of approximately £17m and a revenue saving of £1.94m between 2014 and 2019.** The projected revenue cost saving reflects the average of 3 full years building revenue costs less expected replacement revenue costs.

£1.57m revenue cost saving and £10.9m net capital receipt has already been generated between 2010 and 2014 across both the operational and residential portfolios. This includes the acquisitions of the freeholds of Meadow House and Kingfisher Court (HQ North site) that were previously leased. Where sites are to be replaced, the procurement and timing of these is often beyond TVP direct influence, and some disposal delivery dates will change, being brought forward or delayed.

The residential disposal programme capital receipt is projected at £3.60m in 2014/15 and £3.20m 2015/16 reducing to £2.6m in 2016/17 through to 2018/19, although it is difficult to accurately predict when houses will become available for sale.

The implications of implementing **Smarter Ways of Working** on estate rationalisation will need to be considered robustly as the detail is developed during 2014/15, and pilots rolled out. While theoretically it will be possible to reduce the current number of workstations significantly, and desk sharing has to support the current disposal programme, the reality of delivering cost effective/viable estate rationalisation through adopting agile working principles across the whole estate is less obvious, and the implications on retained core buildings need to be understood. Office space represents only around 30% of our total gross floor area, and support facilities will still be required for staff. For example, it will not be cost effective in most cases to open up currently cellular floor layouts across whole buildings, and replacing some large well utilised buildings may not be financially beneficial/affordable. However, implementing agile working is very important both from an organisational and staff perspective. It is more likely to be practical at the large HQ/support sites for back office functions, and requiring a more challenging approach across operational sites with more cellular layouts, and a range of very different team functions some with specific security requirements.

## 6.7 Key priorities overview

A number of projects are already underway and others either planned, at feasibility stage or identified as required activity in the future. Those projects that have a significant financial implication (greater than £200,000) are listed in **Annex 9a** with project and funding status and timescale. Most are envisaged to be implemented within 3 years and the majority are reflected in current or developing funding programmes. **Annex 9b** indicates other projects envisaged to 2017 which are at a less advanced stage. All contribute towards the delivery of the Force strategic objectives and asset vision.

## 6.8 Resourcing

### 6.8.1 Funding

The property priorities highlighted in Annex 9 represent a significant funding demand on the capital and revenue budgets and reserves, in addition to the core maintenance programme and other mainstream property funding requirements. The disposal programme outlined in Annex 7 demonstrates a projected net reduction in revenue costs. It also projects a significant net capital receipt associated with that programme of approximately £30m between 2010 and 2019, reflecting large station replacements and including house sales.

Many larger retained sites will require investment and adaptation to improve building longevity and utilisation. New ICT infrastructure will be needed to continue to support service delivery, and enable a transformational change in

working practices reducing staff reliance on accommodation by providing flexible alternatives, and maximising the use of what space is retained.

### **Financial environment and Revenue Budget**

The overall financial environment, while showing some limited signs of recovery in the private sector, still remains depressed within the public sector. Austerity within the public sector, including the Police service, is expected to deepen over the next 3 years with signs of improvement still some way off. In the three years since 2011/12 the Force has already delivered £48m of annual cash savings through the revenue budget in order to meet grant and funding cuts, with cost reductions from the estate contributing to this.

Over the next 3 years, including 2014/15 the Force is expecting to have to deliver in excess of a further £32m in annual cash savings bringing the total revenue budget reduction by the end of 2016/17 to more than £80m per year. There is currently a projected revenue budget shortfall in 2016/17 of at least £3.7m, which could worsen depending on Treasury decisions.

The 2014/15 Force revenue budget is set at £389.062m.

### **Capital Programme**

The Force prepares detailed 3 year capital budgets (including reference to future years). The 3 year capital programme supports the core infrastructure of the organisation by supplying investment in long term assets. These principally extend to estate, ICT, vehicles and substantial items of long term equipment. The current 3 year capital programme between 2014/15 and 2016/17 is £53m, which includes nearly £20m of AMP estate schemes generating nearly £15m in capital receipts. The capital budget is supported by a limited and reducing Police capital funding grant of c. £3.5m annually.

The capital programme is expected to utilise all but £0.048m of its grant reserves by the end of 2016/17, at which time capital investment will be limited to that which can be supported by capital grant, capital receipts from the sale of estate assets, the use of general or earmarked revenue reserves or borrowing.

### **Force Reserves: Improvement and Performance Reserve (I & P reserve)**

This reserve is identified to be used to help fund one off initiatives. This could be invest to save opportunities, capital investment or large maintenance projects that improve estate/building performance and financial efficiency. This reserve is expected to heavily support the current 3 year capital and revenue budgets and is expected to be £9.579m (max) at the end of 2016/17. This reserve is likely to be called upon further to support non-estate projects where Innovation Fund grant has been applied for on a part funded basis – but where the projects are currently not catered for within either the capital or revenue programmes. Therefore the anticipated available I & P reserve funding is likely to decrease further.

### **Invest to Save**

There is scope to invest in specific estate projects that are expected to result in revenue savings, either in the short, medium or long term. This could be through the use of I & P reserves, or if the business case is strong enough, through borrowing. Borrowing is relatively cheap at the present time due to low interest rates, however it is not normally a preferred option compared to the

use of reserves, as an increased revenue cost is normally associated with it. It could however be a preferred option, where the cost of borrowing is outweighed by the benefits of, for example, reduced or eradicated lease rents.

#### 6.8.2 Staff

The current structure and staffing (reflecting recruitment in hand) of Property Services, (now including all Facilities staff previously managed by Area commands) and procurement of external property services is fundamentally fit for purpose, with an ongoing process of enhancing specific internal capabilities and skills through current recruitment (eg mechanical and electrical engineering, Project Officers), training (eg business continuity planning and health & safety), and ensuring value for money from external contractors and framework consultancy contracts. An assessment or “health check” by CIPFA of the capabilities of Property Services is envisaged for 2014/15 to identify any areas where service delivery and value for money enhancements can be made.

The ability of the department to resource the challenging work programme commitments over the next 5 years will be the subject of periodic review, with changes reflected in a subsequent iteration of this Asset Management Plan. An ongoing risk since 2012 has been in achieving and maintaining the required resourcing level, particularly within the Capital Schemes and Maintenance teams. Both teams have been operating at below their establishment which has impacted on delivery of work programmes.

#### 6.8.3 ICT

A key impact on asset management activity and achieving a “transformational” change in working practices is the availability of new technology. The ability to desk share is a key element of the workplace strategy to achieve better utilisation of accommodation, and to achieve the efficiency and effectiveness benefits highlighted. The increasing availability of mobile technology for operational staff from 2014 allows greater flexibility to operate from reduced floor space.

The Force rolled out the DAD (Desktop Application Deployment) during early 2012 which facilitated staff ability to use any workstation, and will be replacing the Desktop Operating System Windows 8.1. The rollout of the South East Police Shared Network Services Agreement (SEPSNSA) during 2014/15 will provide a “follow me” telephony solution that facilitates agile working and desk sharing anywhere around the force. Localised solutions within geographical areas can be achieved but are not practical for large scale application.

Mobile ICT is being developed and piloted across roles and functions with a view to more holistic rollout within 2 years supporting Smarter Ways of Working.

#### 6.8.4 Vehicles

The Force approach to provision of fleet vehicles (type, quantity and allocation), and how response teams are to be located to optimise resource deployment, does impact on the suitability and capacity of property and sites. The review of the Local Policing model considered the impact of re-structuring on TVP’s asset base, including property, ICT and vehicles.

To date there has not been a significant property issue arising from fleet vehicle use/parking on sites, although the increased use of hire cars does affect some sites. A key issue is the need for robust parking management processes at a site level with an increasing number of staff consolidating onto core retained sites, increasing pressure on limited non operational parking facilities. The Force is not obliged to provide parking for most staff cars, and a Force Travel Strategy and site travel plan template was developed during 2011/12 which is being piloted.

In-vehicle ICT is being introduced in some vehicles which will assist in providing workplace flexibility at an LPA level where operational premises are being reduced in size, surrendered or occupancy increased.

A Chiltern Transport Consortium (CTC) project is underway to install telematics systems into all the Thames Valley Police marked response vehicles during 2014. A similar system is already in service with Northamptonshire Police and all the indications are that it is delivering significant savings in fuel/carbon emissions, service/maintenances costs and collision damage. It is also providing valuable data which will potentially lead to more effective deployment of the Northamptonshire Police fleet. It is expected that similar benefits will be experience by Thames Valley Police, enabling fleet vehicle size and deployment across the force area, to be optimised according to the number and location of available sites.

## **7.0 Implementation Plans & Programmes**

### **7.1 Implementation Plan**

With the increased emphasis nationally, as reflected in the TVP force strategic objectives, on improving service performance and use of resources, reducing budgets and achieving value for money, it is appropriate that the performance of the TVP portfolio, and that of the asset management activities undertaken by Property Services, be regularly reviewed and enhanced where needed.

This improvement mainly centres around the processes and procedures that should be implemented to ensure property is fully recognised as a strategic resource and integrated with wider strategic and service planning; that fundamental property intelligence and project programming is accurate and up to date; that a robust methodology to challenge property use, retention, expenditure and performance is applied routinely; and that the activities and performance of Property Services becomes more transparent.

The key activity planned over the next 2 years is tabulated within **Annex 10**, together with an expected outcome, indicative timescale for implementation, staff resource implications and link to strategic objectives. All these recommendations will help facilitate the achievement of the vision for assets and asset management, and more fully integrate property asset planning into corporate and service planning.

### **7.2 Supporting capital & revenue programmes**

As already highlighted, when considering capital and revenue funding, a key issue is the impact of the significant revenue shortfall facing the Force over the next few years.

It is therefore difficult to show supporting funding programmes with any degree of certainty. There is the need to monitor and challenge property expenditure, with clear

business cases and benefits realisation identified. The key to significant savings and capital receipts is to reduce floor space, but to do so will require investment in adapting existing buildings to increase capacity or replacing existing buildings with smaller modern facilities. This will require appropriate funding prioritisation in competition with other operational and non operational demands on reduced funding. Each case will be considered on its merits and option appraisals will be generated from the outcomes of the completed area property strategies.

It is however envisaged that the identified disposal programme will provide a net contribution in terms of capital receipts and revenue savings.



**Thames Valley Police Strategic Aim:**

Working in partnership to make our communities safer

**Annex 1**

**Thames Valley Police Asset Planning Framework**

Helping to deliver a better Police service across Thames Valley

**Thames Valley Police Strategic Objectives:**

1. Cut crimes that are of most concern to the community
2. Increase the visible presence of the Police
3. Protect our communities from the most serious harm
4. Improve communication with the public to build confidence
5. Increase the professionalism and capability of our people
6. Reduce costs and protect the frontline

**Asset Management Strategy:**

To improve the use, efficiency and effectiveness of the portfolio through the application of robust space and asset management policies and practices and adoption of a modern working style (source 2008 AMS)

**Asset Vision:**

Ensuring the right accommodation is provided in the right place and the right time and at the right cost

**Asset Management Key Operating Principles (abridged):**

1. There will be an overriding aim to reduce premises related costs to protect the frontline
2. Property is a corporate asset & a Corporate Landlord approach will be used consistently
3. Space utilisation at retained sites will be maximised to enabling the disposal of other sites
4. Premises that do not represent value for money will be disposed of
5. The use, provision and management of property should reduce our impact on the environment
6. Opportunities for co-location with partners should be actively progressed where practical & viable to do so
7. There should be no rigid policy on the extent of ownership or leasing of property
8. Decisions about retention or disposal of property will be subject to an appropriate business case review
9. Use of premises will be assessed against the key components of the Force's workplace strategy
10. Expenditure on property will be within the context of the AMP and other related strategy documents and adopt a whole life assessment approach

**Adding Value 2010 to 2019:**

- Disposal programme generating at least £30m net receipts & net annual revenue saving of at least £3m pa
- Reducing the estate floor area by at least 20% (approx 28,000 sqm)
- Reducing overall portfolio revenue cost by at least 15% (approx £3.5m)
- At least a 30% reduction in energy consumption & Co2 emissions
- Maximising legally binding developer contributions & recognition of all required future growth facilities (40@2014) & equipment so far as possible

**What Property Services are responsible for: (@2014)**

- 154 operational sites totalling approx 141,946 sqm
- 73 houses worth £23m & 23 single quarters units in police stations
- 7 radio masts and approx £370,000 income from telecom operators for mast and rooftop installations
- £23m approx annual estate cost in use with a forward planned maintenance assessed need of approx £25m to 2025
- 3 year capital programme of £26m (to March 2017)

**Measuring Success:**

- Supporting and improving service delivery**
- Ensuring property is kept operational
  - New requirements & projects are appropriately procured & managed
  - Enhance collaboration with partners and accessibility to the public
- Making more effective use of property**
- Improving space utilisation & achieving key functional team adjacencies
  - Implementing Smarter Ways of Working
  - Enhancing environmental performance
- Ensuring better use of resources**
- Reducing the gross floor area of the portfolio
  - Generating net capital receipts and reducing revenue costs
  - Generating income from third parties

**What Property Services will do 2014-19:**

- Robustly apply the asset management operating principles
- Continue to ensure that property achieves a high profile within TVP
- Effectively communicate property plans
- Implement the agreed capital & revenue budget & disposal programmes
- Challenge & improve estate performance
- Promote sustainability & deliver a programme of carbon reduction initiatives across retained sites
- Assess and challenge future growth requirements arising from more population & housing
- Embed & expand collaborative property solutions through partner engagement
- Ensure sufficient resources are available to deliver the agreed work programmes & activity

**Table 1: Overview of Operational Sites**  
(@ 31/3/14)

Building Type		No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Sites %	SQM%
Site		7	£0.00	0.00%	0	4.55%	0.00%
FHQ	Force Headquarters	4	£14,465,600	9.97%	16,145	2.60%	11.37%
L1	L1 - LPA/BCU HQs	6	£23,900,300	16.47%	28,513	3.90%	20.09%
L1C	LPA/BCU HQs with Custody spaces	8	£50,566,880	34.85%	35,989	5.19%	25.35%
L1CP	LPA/BCU HQs with Custody spaces – PFI building	1	£8,975,900	6.19%	4,431	0.65%	3.12%
L2	Operational Stations	36	£13,637,390	9.40%	21,326	23.38%	15.02%
L3	Neighbourhood Offices	71	£601,200	0.41%	3,030	46.10%	2.13%
L4	Force Support Facilities	13	£29,863,600	20.58%	28,112	8.44%	19.80%
L6	Other specialised sites	8	£3,092,300	2.13%	4,401	5.19%	3.10%
		154	£145,103,170	100.00%	141,947	100.00%	100.00%

Tenure	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Freehold	62	£129,136,270	89.00%	117,133	40.26%	82.52%
Leasehold	92	£15,966,900	11.00%	24,814	59.74%	17.48%
	154	£145,103,170	100.00%	141,947	100.00%	100.00%

	Age	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Freehold	Pre 1920	7	£24,559,100	16.93%	16,471	4.55%	11.60%
	1921 - 1950	6	£8,198,060	5.65%	7,636	3.90%	5.38%
	1951 - 1980	36	£57,897,060	39.90%	62,506	23.38%	44.03%
	1981+	10	£32,492,950	22.39%	23,880	6.49%	16.82%
	n/a	0	£0	0.00%	0	0.00%	0.00%
Leasehold	Pre 1920	11	£0	0.00%	314	7.14%	0.22%
	1921 - 1950	5	£0	0.00%	520	3.25%	0.37%
	1951 - 1980	29	£4,491,000	3.10%	9,172	18.83%	6.46%
	1981+	35	£11,475,900	7.91%	13,778	22.73%	9.71%
	n/a	7	£0	0.00%	0	4.55%	0.00%
		154	£145,103,170	100.00%	141,947	100.00%	100.00%

Asset Value	No. of Site	Asset Value	Asset Value %	SQM GIA	No. of Site %	SQM%
Less than £500,000	40	£8,476,190	13,119	25.97%	5.84%	9.24%
£500,001 - £1m	5	£3,284,000	5,680	3.25%	2.26%	4.00%
£1.001m - £3m	7	£13,424,260	13,146	4.55%	9.25%	9.26%
£3m +	15	£114,868,720	89,420	9.74%	79.16%	63.00%
n/a - (Leasehold/Other)	87	£0	20,581	56.49%	3.48%	14.50%
	154	£145,103,170	100.00%	141,947	100.00%	100.00%

**Note:** 154 sites and associated values exclude covert properties

Table 2: Summary of residential portfolio  
 (@ 31 March, 2014)

<b>Category Of Accommodation</b>	<b>Number of Properties</b>	<b>Property Value</b>
<b>Family Accommodation Houses</b>		
Stand alone	38	£12,452,500
Linked to operational premises	12	£3,054,500
Vacant surplus	7	£2,755,000
<b>Family Accommodation Total</b>	<b>57</b>	<b>£18,262,000</b>
<b>Single Accommodation</b>		
Units (Rooms) Within Police Stations	23	reflected elsewhere
Stand Alone Houses	3	£895,000
Linked To Operational Premises	13	£4,145,000
<b>Single Accommodation Total</b>	<b>16</b>	<b>£5,040,000</b>
<b>Overall Total</b>	<b>73 properties +23 units</b>	<b>£23,302,000</b>

## Premises where TVP co-locates with partners

Local Policing Area	Town/Village	Host	Floor Area m <sup>2</sup>	Function
Bracknell Forest	Binfield	Parish Council	9	Police Office
Bracknell Forest	Easthampstead	Community Association	10	Police Office
Bracknell Forest	Birch Hill	Community Association	10	Police Office
Bracknell Forest	Sandhurst	Town Council	11	Police office
Slough	Britwell	Parish Council	20	Police Office
Windsor & Maidenhead	Cox Green	Unitary Council	15	Police Office
Windsor & Maidenhead	Datchet	Parish Council	24	Police office
Windsor & Maidenhead	St Marks Hospital	Health Trust	25	Police Office
Windsor & Maidenhead	Sunningdale	Parish Council	9	Police Office
Windsor & Maidenhead	Old Wndsor	Parish Council	15	Police Office
West Berkshire	Calcot	Housing Association	29	Police Office
West Berkshire	Thatcham	Town Council	10	Police Office
Reading	Aveley Walk	Unitary Council	29	Police Office
Reading	Cemetery Arch	Unitary Council	83	Police office
Reading	Lyon Square	Unitary Council	20	Police Office
Reading	CPS Office (shared)	CPS	c50	Witness Care CJ team
Wokingham	Woodley	Town Council	18	Police Office
Milton Keynes	Bradville	Parish Council	14	Police Office
Milton Keynes	Conniburrow	Community Association	20	Police Office
Milton Keynes	Fishermead	Housing Association	48	Police Office
Milton Keynes	Westcroft	Parish Council	69	Police Office
Milton Keynes	Broughton	Fire Service	56	Police Office
Chiltern & South Bucks	Beaconsfield	Town Council	69	Police Station
Chiltern & South Bucks	Chalfont St Peter	Parish Council	35	Police Office
Chiltern & South Bucks	Farnham Common	County Council	8	Police Office
Chiltern & South Bucks	Gt Missenden Library	County Council	31	Police Office
Wycombe	Highcrest	County Council	7	School Liaison Officer
West Oxon & Cherwell	Deddington	County Council	12	Police Office
West Oxfordshire	Eynsham	Parish Council	15	Police Office
Oxford	Barton	Community Association	11	Police Office
Oxford	Blackbird Leys	Health Trust	98	Police Office
Oxford	Marston & Northway	City Council	83	Police Office
Oxford	Rosehill	City Council	34	Police Office
Oxford	Littlemore Hospital	PCT	10	Police Office
Oxford	Warneford Hospital	PCT	10	Police Office

Local Policing Area	Town/Village	Host	Floor Area m <sup>2</sup>	Function
South & Vale	Watlington	Parish Council	5	Police Office
South & Vale	Woodcote	Community Association	10	Police Office
South & Vale	Wootton	Community Association	13	Police Office
South & Vale	Wantage	County Council	44	Front Counter

**Note:** The above excludes:

1. a large number of locations where TVP has a small presence within partner premises on an informal shared accommodation arrangement, which may include a TVP LAN provision
2. Community Engagement Service Points established within partner premises where operated by TVP Volunteers

Premises where partners co-locate with TVP  
(TVP controlled sites)

Local Policing Area	Location	Occupier	Floor Area (m <sup>2</sup> )
Bracknell Forest	Bracknell PS	BFBC Community Safety Team	24
Reading	Reading PS	Reading BC CCTV	37
Reading	Reading PS	RBC – Community Safety Team	99
West Berkshire	Newbury PS	Sovereign Housing Association Wardens	22
West Berkshire	Newbury Mill Street	WBBC – Community Safety Team	10
West Berkshire	Pangbourne PS	Sovereign Housing Association Wardens	11
Milton Keynes	Bletchley PS	NHS (SARC)	161
Aylesbury Vale	Aylesbury PS	Aylesbury Vale DC CCTV	70
Chiltern & South Bucks	Amersham PS	HMCTS (custody suite)	284
Chiltern & South Bucks	Iver PS	Parish Council	66
Oxford	St Aldates PS	Oxford City Council CCTV	35
Oxford	Cowley PS	Op Kingfisher multi agency team	89
Cherwell & West Oxfordshire	Banbury PS	Cherwell DC CCTV	32
Cherwell & West Oxfordshire	Chipping Norton PS	Sec of State for Communications & Local Government	7
Cherwell & West Oxfordshire	Witney PS	West Oxfordshire DC CCTV	36
South & Vale	Abingdon PS	South Oxfordshire & Vale DC CCTV	51

Key Performance Indicator Set & Results**1. Supporting & Improving Service Delivery**

No.	Description	Denominator
1	Delivery of projects to programme & cost	Projects at a cost of £50,000 and above delivered over the last 3 full financial years within both programme & budget
2	Maintaining building accessibility to the public	TVP buildings that are open to the public in which all public areas are suitable for and accessible by disabled people
3	Pursuing co-location opportunities with partners	Sites where TVP share with or use partner sites, and TVP sites accommodating partners
4	Ensuring future growth facility requirements are identified and recognised	Number of facilities identified and the number recognised in planning policy or secured in legal (s106) agreements

**2. Making more Effective Use of Property**

No.	Description	Denominator
5	Space allocation area per forcewide staff FTE	Recorded Gross & Net Internal Floor Area (GIA & NIA) for national police benchmarking purposes
6	Assessment of Carbon Footprint of the forcewide estate	Co2 tonnes per square metre
7	Assessment of office workstation occupancy	Number of vacant office workstations recorded, as a proportion of total workstations in office areas only
8	Space efficiency of workstations in office areas	Floor area (sqm) per recorded office workstation against Force target of 6 square metres

**3. Ensuring Better use of Resources**

No.	Description	Denominator
9	Total Property cost (operational portfolio)	Recorded cost for national benchmarking purposes expressed per sqm floor area, per FTE, and percentage of Gross Revenue Cost
10	Extent of cumulative revenue savings achieved	Estimated net revenue savings from Force property disposal programme since April 2010 and projected to April 2017
11	Extent of cumulative capital receipts achieved	Estimated net capital receipts from Force property disposal programme since April 2010 and projected to April 2017
12	Extent of external income generated	Cumulative S106 or Community Infrastructure Levy income secured in Legal Agreements towards future growth requirements



## Key Performance Indicator Results

**Supporting & Improving Service Delivery**

KPI Ref No.	KPI Description	Outcome	Target	Current Performance
1	All Capital & Custody Team projects over £25,000 <u>within last 3 yrs</u> within 105% of programme & 5% of budget	Assesses standard of project management on delivery & cost	43 projects	63% (50/79 projects)
			55%	<b>G</b>
Although reduced slightly from the 2012 equivalent output (65%) reflecting a reduced staff resource during 2011/12 this is still considered to be a good performance against the Local Authority Median for capital projects				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
2	TVP buildings that are open to the public in which all public front of house areas are suitable for and accessible by disabled people	Demonstrates how well TVP is meeting access requirements	100%	98% (58/59 Sites)
			Ongoing	<b>G</b>
The KPI has been revised to now cover only police sites that have a front of house area that is accessible to the public. All relevant buildings except one are currently meeting the Force accessibility requirements. The exception is physically incapable of practical adaptation.				
KPI Ref No.	KPI Description	Outcome	Current Performance	
3	No. & % of sites where there is co-location within either a TVP or public sector partner premises	Demonstrating a collaborative approach to assets to enhance service delivery, facilitate disposals & achieve value for money	55 total no. of sites	
			-39 Partner sites that TVP share -16 TVP sites Partners share	
<b>G</b>				
This reflects an increase from 38 in 2010, from 21 in 2008 but a slight reduction of 1 from 2012 reflecting planned lease surrenders and some new acquisitions. There are several projects in various stages of development. Although not showing an improvement from 2012, this is partially to be expected in view of planned lease surrenders and is considered a positive direction of travel. Despite the projects being small scale they enable site disposals				
KPI Ref No.	KPI Description	Outcome	Current Performance	
4	Future growth facility requirements are identified and recognised in the planning system	Demonstrates that significant future growth plans are being assessed and new requirements pursued	40 Facilities required 14 Facilities recognised 12 Facilities secured	
			<b>G</b>	
Reflects the growth data at April 2014 which may change as planning policy documents develop locally, & periodic review of the need for all sites is undertaken. Reflects an increase from 35 facilities in 2012 although this total number may reduce upon future review and a possible change in emphasis towards more mobile ICT requirements and other equipment.				

### Making More Effective Use of Property

KPI Ref No.	KPI Description	Outcome	Current Performance (2012/13 data)	
5	Space density (sqm floor area) per forcewide staff FTE	Examines the extent to which the organisation uses its buildings efficiently	12.95 sqm per FTE (Net Internal Area) 17.45sqm per FTE (Gross Internal Area)	
			<b>G</b>	
A different baseline approach is now used by the National Police Benchmarking Group to that used in 2012. In 2010 there were 17/38 forces (who submitted data) with a higher GIA space density and now there are 28/38 forces with a higher density which is an improvement				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
6	Assessment of property carbon footprint (tonnes per sqm)	Extent measures taken to monitor and reduce use of natural resources	30% cumulative reduction by 2015 (6% pa)	Data under review
				<b>A</b>
Following a re-alignment of baseline consumption data it is not currently practical to provide a robust update on progress against the challenging Force target of a 30% reduction over 5 years from 2010. An update will be provided in the next update of this AMP				
KPI Ref No.	KPI Description	Outcome	Current Performance	
7	Number of vacant workstations within office areas	Examines the extent to which the organisation manages its buildings efficiently	774 vacant workstations (14% of total of 5,528)	
			<b>A</b>	
Reflects in part unfilled vacant posts and ongoing reduction in staff numbers since 2011. A reasonable/inherent vacancy level of 14% is not considered excessive, but should be reduced through effective space planning and where robust desk sharing is established				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
8	Office floor area (sqm) per workstation	Examines the extent to which the organisation uses its buildings efficiently	6 sqm	6.34 sqm
			By 2020	<b>G</b>
In 2010 it was 7.30 sqm, with the achieved reduction since (0.96 sqm) representing 74% of the required reduction (1.30 sqm) to achieve the target. Ongoing space planning and estate rationalisation will further improve this, but it will become more challenging				

### Ensuring Better Use of Resources

KPI Ref No.	KPI Description	Outcome	Current Performance (2012/13 data)	
9	Total Property Cost (operational portfolio) £18.3m for national benchmarking comparison	Extent of cost effectiveness of the operational portfolio	£144 per sqm GIA £2,520 per FTE 4.02% of Gross Revenue Cost (source: CIPFA Actuals)	
			<b>A</b>	
<p>The benchmark estate cost has reduced slightly per sqm (by 2%) and as a proportion of Gross Revenue Cost (by 1%) since 2012, but is still relatively high compared with most other forces. This partially reflects a relatively expensive geographical area (rent &amp; rates). With a £1m maintenance budget reduction since April 2013, further reductions of £0.5m per annum over the next 3 years and a pro-active disposal programme the cost per sqm should reduce by 2019</p>				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
10	Generating cumulative net revenue savings from the disposal programme (based on 3 yr average costs)	Demonstrates an effective property disposal and replacement programme	£3.5m	£1.57m Since April 2010
			By 2019	<b>G</b>
<p>An level of cumulative projected savings based on the AMOP disposal programme transactions since April 2010, and the average of previous 3 years total revenue costs. This indicator represents a direct contribution towards the Productivity Strategy</p>				
KPI Ref No.	KPI Description	Outcome	Target	Current Performance
11	Generating cumulative net capital receipts from the disposal programme	Demonstrates an affordable property disposal and replacement programme	£28m	£10.9m Since April 2010
			By 2019	<b>G</b>
<p>An level of cumulative receipts based on the AMOP disposal programme transactions since April 2010, including house sales</p>				
KPI Ref No.	KPI Description	Outcome	Current Performance	
12	Funding towards future growth requirements secured through the planning system	Committed income secured in Legal Agreements	£1,430,000	
			<b>G</b>	
<p>In January 2010 it was £228,000 and in 2012 £810,000. This is a challenging area as the Police have not historically been a recognised recipient of contributions, and receipts are triggered by development thresholds. However the position is now more positive, and the level of development activity is increasing. £2,058 was actually received in 2012/13, £212,000 invoiced in 2013/14 and £374,000 envisaged to be invoiced in 2014/15</p>				

Strategic Approach to Asset Categories

Asset Category	Outline Property Strategy Approach
Headquarters	<ul style="list-style-type: none"> <li>• Retain HQ South and North sites</li> <li>• Implement the HQ Accommodation Strategy to enable surrender of satellite leased buildings aligned to lease expiry or break dates</li> <li>• Develop business case during 2014/15 for demolition of C Block and part of G Block at HQ South and review the need for any replacement</li> <li>• Monitor the strategy for data centres and implications for current data centre suite</li> <li>• Consider the potential impact of Smarter Ways of Working on the longer term need for Fountain Court beyond 2020</li> </ul>
Area Command HQs	<ul style="list-style-type: none"> <li>• Retention of identified existing core sites particularly where there are established custody suites</li> <li>• Replace Reading to provide a more fit for purpose smaller facility with a town centre presence</li> <li>• Review opportunities for better space utilisation, team adjacencies, co-location opportunities with partners and accommodating long term growth needs where required</li> <li>• Support Property Storage strategy seeking to consolidate storage into area hubs potential to rationalise space allocated for evidence storage (“Property Storage”) on operational sites and convert to alternative uses where practical</li> <li>• Develop plans for utilisation of de-commissioned custody suites at Bracknell and Slough</li> </ul>
Sector Police Stations	<ul style="list-style-type: none"> <li>• Replace Windsor and Bletchley (large stations) and others with presumed smaller local replacements</li> <li>• Replacement facilities envisaged to accommodate local facing teams only, and have separate public interface and team base elements (unless replacement of the whole in a central accessible location is possible), with public interface preferably provided through cost effective co-location on central and more accessible partner sites if practical</li> <li>• Review cross boundary arrangements, particularly where local authorities merge, to optimise use of property and encourage enhanced collaboration within TVP area and adjacent forces</li> <li>• Monitor potential to rationalise space allocated for evidence storage (“Property Storage”) on operational sites and convert to alternative uses</li> </ul>
Neighbourhood Facilities	<ul style="list-style-type: none"> <li>• Presumed retention of all existing low cost and well utilised facilities, but review utilisation and challenge retention of all offices periodically and upon lease renewal/break opportunities</li> <li>• Presumed replacement of expensive commercially rented facilities</li> <li>• Monitor outcome of Neighbourhood Policing review in 2014/15 and the introduction and piloting of mobile ICT technology for operational staff and in fleet vehicles, and the implications on the future need for offices</li> <li>• Challenge all retained commercially leased offices and review opportunity for negotiating a cost reduction, or surrender with a low cost replacement, or consolidation into main stations where appropriate</li> </ul>

Asset Category	Outline Property Strategy Approach
	<ul style="list-style-type: none"> <li>• Seek to re-provide facilities currently on TVP residential sites in order to facilitate adjacent house disposals</li> <li>• Identify any gaps in current provision with Local Policing Department and consider all property and non property (eg mobile police stations) solutions</li> <li>• Work with partners to identify options for current and future provision, with co-location options demonstrating service delivery benefits preferred where practical. Each case to be considered on its merits.</li> <li>• Pursue recognition of identified future requirements, arising from population and housing growth, with local planning authorities and seek developer (s106 &amp; CIL) funding for local and off site growth/capacity provision. Periodically review ongoing requirements for any change in the mix of identified facilities and equipment</li> </ul>
<p>Operational Shared Service Units</p> <p>(where not covered by other asset categories)</p>	<ul style="list-style-type: none"> <li>• Retain key Roads Policing bases at Bicester, Taplow and Three Mile Cross and periodically review locations of others</li> <li>• Review the need for Shared Service teams to be located in all existing buildings with priority for operational accommodation given to teams requiring a local presence</li> <li>• Consolidate Crime Support teams into identified hubs on area, and from outlying leased in properties in Oxfordshire on to main HQ sites</li> <li>• Consolidate CJ functions into identified hubs on area</li> <li>• Local facing teams within identified disposal sites will be presumed to be relocated to alternative retained sites to minimise replacement buildings</li> </ul>
<p>Support Departments</p> <p>(where not covered by other asset categories)</p>	<ul style="list-style-type: none"> <li>• Presumed retention of owned and critical leased standalone sites subject to periodic challenge, eg at lease expiry/break dates</li> <li>• Maximise use of available space in the REC to facilitate disposal of other leased in Business Support facilities where practical and accommodate the requirements of Hampshire Constabulary</li> <li>• Monitor the Contact Management Strategy and in particular the implications on public interface and call handling</li> <li>• Consolidate Occupational Health Service onto HQ South site</li> <li>• Consolidate Sulhamstead as TVP core Force training establishment, addressing long term maintenance/upgrade requirements of existing blocks, , review opportunities for collaborative use by partners and other forces and monitor the potential for and implications of College of Policing use</li> <li>• Review long term L&amp;D requirements on area, in particular the north of the force, to seek to provide a range of facilities within the TVP estate where practical, reducing reliance on use of external venues</li> <li>• Maintain Upper Heyford as key operational training facility (public order, CBRN, driver training)</li> <li>• Surrender force Store lease in Bicester upon expiry</li> </ul>
<p>Staff Housing</p>	<ul style="list-style-type: none"> <li>• Review the potential demand for considering reactivating the <u>Housing Initiatives Fund</u>, which would fund equity loans, and other <u>initiatives</u> for staff retention &amp; recruitment and monitor the expected repayment of past advances</li> <li>• Dispose of standalone vacant <u>family houses</u> as they become</li> </ul>

Asset Category	Outline Property Strategy Approach
	<p>surplus to requirements and subject to prevailing market conditions, or as development/sale opportunities are identified. Monitor &amp; review use and demand for and retention of <u>single quarters</u> with presumed strategy for:</p> <ul style="list-style-type: none"> <li>• <i>Non operational sites</i>: where practical to lease to RSLs or local authorities where no short term intention to sell</li> <li>• <i>On operational sites</i> where not integral to police stations, monitor use and align with retention or otherwise of police station. Dispose when surplus and where practical. Presumption against use of vacant houses for operational purposes. Where practical empty houses on disposal sites could be considered for short term income generation where no adverse impact on disposal strategy or programme</li> </ul> <p><u>Integral within police stations</u>: monitor use income generation and ongoing retention in residential use. Consider potential for conversion of unused or underused accommodation where long term retention and capacity requirements, or where cessation of use would facilitate potential property disposal and/or address significant health &amp; safety risks (eg Legionella)</p>
Telecom Masts	<ul style="list-style-type: none"> <li>• Retain with periodic review where required for operational use and income generation</li> <li>• Review facilities on buildings or sites identified for disposal, and if/how they can be re-provided to maintain TVP resilience and third party income</li> </ul>
Custody	<ul style="list-style-type: none"> <li>• Undertake remaining funded de-commissioning projects in the Custody Expansion and Refurbishment Programme at Slough and St Aldates</li> <li>• To embed the status of primary custody suites by ensuring the co-location of relevant support teams from other sites</li> <li>• To identify future growth needs, particularly in Milton Keynes, and assess potential impact for custody/Criminal Justice capacity, seek developer contributions, and where necessary reflect in future capital programming if pump priming can/needs to be agreed</li> <li>• To robustly assess and plan future maintenance priorities for the retained custody suites to ensure they are appropriate</li> </ul>
Front counters	<ul style="list-style-type: none"> <li>• Monitor the Force strategy for public interface/contact and review the need for and format of a continued front counter presence on sites identified for disposal</li> <li>• Tier 3 front counter locations to be maintained, or appropriately re-provided in respect of disposal sites, unless there is a material change in circumstance or collaboration opportunity</li> <li>• Future scope of service delivery from existing Tier 2 locations will be subject to a business case review on a site specific basis, aligned to site disposals, collaborative opportunities or a material change in circumstances</li> <li>• Re-provision of a public interface should be through collaboration with partners where practical, or else on the disposal site if appropriate</li> <li>• Support any wider rollout of Police Information Points (PIPs) where required, preferably through collaborative asset management and service delivery contacts</li> </ul>



## Forcewide Operational Estate Strategies\* – Key Highlights

**The current Operational estate (@ 31/3/14)**

No. of sites & gross floor area	136 sites considered with a gross internal floor area (GIA) of 98,927 sqm (previously 144 sites and 100,134 sqm)
Fitness for purpose	113 sites fit for purpose, 21 generally fit, and 2 unfit for purpose . 98% of total sites are fit or generally fit for purpose (94% in 2012)
No. of front counters	12 tier 3, 27 tier 2, 16 PIPs
Extent of co-location with partners	40 sites with TVP co-locating with partners, 16 sites with partners within TVP premises (incl CCTV)
Retention assessment/VFM	54 sites good, 65 reasonable, 13 poor (90% of total sites assessed are good or reasonable)

**Future Operational estate strategy**

Planned demographic growth impacts (by 2026)	<ul style="list-style-type: none"> <li>• 208,997 projected new population,</li> <li>• At least 176,700 new dwellings projected (of which 130,000 still to be delivered @ 2014)</li> </ul>
Future property strategy	155 properties required to meet forcewide operational requirements, reflecting: <ul style="list-style-type: none"> <li>• 40 new growth related NH Policing facilities (which may reduce)</li> <li>• 89 retained sites (with 31 being potential future disposals)</li> <li>• 26 disposal with replacement buildings</li> <li>• 21 disposals without replacement (which may increase)</li> </ul>

**Success criteria (by 2019)**

Reduction in gross floor area	Estimated net reduction 22,035 sqm 2014 to 2019 (22.3% of current GIA)
Reduction in space/workstation	Currently 6.58 sqm. Target 6 sqm. 6.50 sqm in 2012
Reduction in vacant workstations	Currently 4,083 (was 4225 in 2012) of which 516 vacant across 273 (was 326) rooms (12.64% of total & 14.1% in 2012)
Identified disposals completed	47 sites/buildings programmed @ 31/3/14 (26 to be replaced). 19 operational properties disposed since 2010 of which 2 required smaller replacements
Reduction in revenue costs (pa)	Current cost £10.36m. Estimated savings £1.49m (14.4% of current operational estate cost)
Net capital receipts from disposals	Estimated net receipt of £2.92m
Planning obligations secured	£1.43m @ 31/3/14 (£810,000 @ 31/3/12)
New growth facilities recognised	26 formally recognised in policy or planning permissions and 14 others requested @ 31/3/14. 20 & 15 respectively in 2012

Note: Excludes HQ, covert and business support facilities, car parks and sites without buildings

**Asset Management Opportunities Disposal Programme 2014-2019**

<b>2014 - 2015</b>	<b>Net Capital Receipt</b>	<b>Net Revenue Saving*</b>	<b>Net Floor Area Reduction</b>	<b>Project</b>	<b>Estimated Delivery Month</b>	<b>Project Status</b>
Buckingham PS	£80,000	-£2,650	64	Disposal + replacement	Oct	Active
Kidlington PS	£480,000	£26,300	231	Disposal	Apr	Active
Woodfarm Oxford NPO	£235,000	£14,600	84	Disposal	Nov	Active
Bracknell CAIU	£210,000	£14,564	97	Disposal	Oct	Active
Theale Property Services	£115,000	£24,200	80	Disposal	Mar	Active
Woburn Sands NPO MK	-£21,000	£11,154	45	Surrender + replacement	Oct	Active
Oney Office MK	£0	£11,000	11	Surrender + replacement	Aug	Active
Henley PS (No.6 only) est	-£220,000	£108,500	316	Surrender	Aug	Active
Charlbury NPO	£0	£11,500	53	Surrender	Apr	Active
Bourne End NPO	£0	£24,700	56	Surrender	Nov	Active
Wycombe Eden Centre NPO	-£50,000	£13,400	123	Surrender	Aug	Active
Maidenhead Rotunda NPO	-£63,600	£25,974	103	Surrender	Aug	Active
Eden Croft (Occ Health)	-£100,000	£40,887	188	Surrender	Mar	Active
Eden House (Occ Health)	-£100,000	£53,915	265	Surrender	Mar	Active
Wychwood Ho Kidlington	£0	£39,318	263	Surrender	Sep	Active
Conniburrow NPO MK	£0	£4,168	20	Surrender	July	Active
Bradville NPO MK	£0	£5,498	38	Surrender	Feb	Active
Beaumont House	-£50,000	£167,485	740	Surrender	May	Active
Sunningdale NPO	£0	£4,812	10	Surrender	Oct	Active
M1 Motorway Post MK	£0	£4,850	80	Surrender	Mar	Under Review
Residential Sales (assumed)	£3,600,000	n/a	n/a	House Sales	Mar	Active
<b>FY total</b>	<b>£4,115,400</b>	<b>£604,175</b>	<b>2,867sqm</b>			

<b>2015 - 2016 (projected)</b>	<b>Net Capital Receipt</b>	<b>Net Revenue Saving*</b>	<b>Net Floor Area Reduction</b>	<b>Project</b>	<b>Estimated Delivery Month</b>	<b>Project Status</b>
Woodstock PS	£2,550,000	£32,675	539	Disposal + replacement	Apr	Active
Burnham PS	£1,200,000	£48,973	557	Disposal + replacement	Oct	Active
Wantage PS	-£350,000	£29,000	590	Disposal + replacement	May	Active
Thame PS	£1,890,000	£50,360	621	Disposal + replacement	May	Active
Wallingford PS	£487,500	£18,700	416	Disposal + replacement	Mar	Active
Chipping Norton PS	-£20,000	£50,050	303	Disposal + replacement	Mar	Active
Langley PS	-£50,000	£21,650	486	Disposal + replacement	Mar	Active
Newport Pagnell PS	£797,500	£3,675	383	Disposal + replacement	Mar	Active
Wendover PS	£348,000	£2,650	278	Disposal + replacement	Mar	Active
Great Missenden NPO	£403,500	£800	109	Disposal + replacement	Sep	Active
North Oxford CAIU	£281,000	£17,500	82	Disposal + replacement	Dec	Active
North Oxford NPO	£285,000	£11,500	118	Disposal	Dec	Active
Abingdon CAIU	£195,000	£4,500	70	Disposal + replacement	Mar	Under Review
Banbury CAIU	£212,000	£11,650	89	Disposal + replacement	Mar	Active
Westcroft NPO MK	-£50,000	-£803	0	Surrender + replacement	Mar	Not Yet Initiated
Buckingham Ave NPO Slough	£0	£13,255	28	Surrender + replacement	Mar	Not Yet Initiated
Aveley Walk NPO Reading	£0	£1,015	42	Surrender	Mar	Not Yet Initiated
Bicester Force Store	-£50,000	£89,840	855	Surrender	Aug	Under Review
Residential Sales (assumed)	£3,200,000	n/a	n/a	House Sales	Mar	Not Yet Initiated
<b>FY total</b>	<b>£11,329,500</b>	<b>£406,990</b>	<b>5,566 sqm</b>			

<b>2016 - 2017 (projected)</b>	<b>Net Capital Receipt</b>	<b>Net Revenue Saving*</b>	<b>Net Floor Area Reduction</b>	<b>Project</b>	<b>Estimated Delivery Month</b>	<b>Project Status</b>
Windsor PS (possible)	-£250,000	£141,100	2,024	Disposal + replacement	Mar	Active
Marlow PS	£600,000	£31,000	375	Disposal + replacement	May	Active
Gerrards Cross PS	£2,889,000	£25,965	520	Disposal + replacement	Oct	Active
Hungerford PS	£0	£23,100	175	Disposal + replacement	July	Under Review
Twyford PS	£212,500	£4,925	40	Disposal + replacement	Mar	Active
Long Hanborough MCU	-£100,000	£101,400	590	Surrender	Dec	Not Yet Initiated
Eden Court (Occ Health)	-£50,000	£35,717	162	Surrender	Mar	Under Review
Calcot NPO	£0	£7,748	29	Surrender	July	Not Yet Initiated
Residential Sales (assumed)	£2,600,000	n/a	n/a	House Sales	Mar	Not Yet Initiated
<b>FY total</b>	<b>£5,901,500</b>	<b>£370,955</b>	<b>3,915 sqm</b>			

<b>2017 - 2018 (projected)</b>	<b>Net Capital Receipt</b>	<b>Net Revenue Saving*</b>	<b>Net Floor Area Reduction</b>	<b>Project</b>	<b>Estimated Delivery Month</b>	<b>Project Status</b>
Reading PS (costs tbc)	-£9,000,000	£327,500	10,526	Disposal + replacement	Mar	Active
Bletchley PS	-£500,000	£169,500	1,251	Disposal + replacement	Mar	Under Review
Wolverton PS	-£137,500	£27,425	368	Disposal + replacement	Mar	Not Yet Initiated
Residential Sales (assumed)	£2,600,000	n/a	n/a			
<b>FY total</b>	<b>-£7,037,500</b>	<b>£524,425</b>	<b>12,145 sqm</b>			

2018 - 2019 (projected)	Net Capital Receipt	Net Revenue Saving*	Net Floor Area Reduction	Project	Estimated Delivery Month	Project Status
Chesham PS	£250,000	£29,600	54	Disposal + replacement	Mar	Not Yet Initiated
Princes Risborough PS	£130,000	£7,100	41	Disposal + replacement	Mar	Not Yet Initiated
Residential Sales (assumed)	£2,600,000	n/a	n/a			
FY total	<b>£2,980,000</b>	<b>£36,700</b>	<b>95 sqm</b>			
<b>Cumulative Total 2014-19</b>	£17,288,900	£1,943,245	24,588 sqm			
<i>Cumulative 2010-19</i>	£28,265,953	£3,519,950	30,867 sqm			

*This programme excludes some sites identified for disposal in Annex 8 where intended to be replaced as part of a future planned redevelopment scheme, or where identified as potential disposals. Potential disposals require further work to establish whether practical and viable to replace. Ongoing review and challenge activity is envisaged to see further properties added to later programme years.*

## Individual Site Strategy - Retention Indicator

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
Bracknell	Bracknell Police Station	Owned	Tier 2			Retain	Monitor adjacent court status & future regeneration plans. Consider need for a replacement	Ongoing
Bracknell	Crowthorne Police Station	Owned	PIP			Potential dispose and replace	Monitor local replacement opportunities or potential to sublet to reduce cost	Ongoing
Bracknell	Easthampstead Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Bracknell	Sandhurst Meadow Shopping Centre Police Office	Leased				Retain	Monitor ongoing utilisation	Ongoing
Bracknell	Sandhurst Police Office	Leased	PIP			Retain	Review utilisation on lease expiry	2015/16
Bracknell	Birch Hill Police Office	Leased				Retain	Review utilisation	2015/16
Bracknell	Binfield Police Point	Leased	PIP			Dispose and replace	Monitor plans for replacement through the planning system	5-8 years
Bracknell	Bracknell VRI facility	Owned				Disposal	Progress sale as a house	2014/15
Slough	Slough Police Station	Owned	Tier 3			Retain	Develop strategy for maximising occupation aligned to wider estate rationalisation	2016/17
Slough	Langley Police Station	Leased	Tier 2			Dispose and replace	Progress review of replacement option aligned with Slough BC regeneration project	2014/15
Slough	Buckingham Avenue Police Office	Leased				Dispose and replace	Renew lease, address immediate space pressure & review options for replacement in the short term	2014/15
Slough	Britwell Police Office	Leased				Retain	Review ongoing requirement	2015/16
Slough	Slough Herschel Multi Storey Car Park	Leased		No data		Potential disposal	Reduce revenue cost on a phased basis	2016/17
Windsor and Maidenhead	Maidenhead Police Station	Owned	Tier 3			Retain	Implement strategy to maximise utilisation and achieve team adjacencies	2014/15
Windsor and Maidenhead	Ascot Police Station	Leased	PIP			Retain	Monitor ongoing utilisation	2015/16
Windsor and Maidenhead	Windsor Police Station	Owned	Tier 2			Dispose and replace	Progress collaboration option if practical & monitor availability of other options	2016/17
Windsor and Maidenhead	St Marks Hospital Police Office	Leased				Retain	Monitor ongoing requirement	2015/16
Windsor and Maidenhead	Eton Police Office	Leased				Potential disposal	Review ongoing requirement aligned to Windsor PS replacement	2015/16
Windsor and Maidenhead	Maidenhead Rotunda Police Office	Leased				Disposal	Surrender lease	2014/15
Windsor and Maidenhead	Datchet Police Office	Leased				Retain	Review potential to reduce cost on lease expiry	2014/15
Windsor and Maidenhead	Sunningdale Police Office	Leased				Disposal	Surrender lease	2014/15
Windsor and Maidenhead	Cookham Police Office	Leased				Retain	Review ongoing requirement	Ongoing
Windsor and Maidenhead	Old Windsor Police Office	Leased				Retain	New facility. No identified action	
Windsor and Maidenhead	Cox Green Library Police Office	Leased				Retain	Review ongoing requirement	Ongoing
Reading	Reading Police Station	Owned	Tier 3			Dispose and replace	Progress replacement & site disposal through EU compliant process	2014/15
Reading	Oracle Shopping Centre Police Office	Leased				Retain	Review ongoing requirement aligned to lease renewal	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
Reading	Lyon Square Police Office	Leased				Dispose and replace	Monitor requirement to relocate due to redevelopment	2015/16
Reading	Tilehurst Police Box	Owned				Disposal	Review disposal options & progress as appropriate	2015/16
Reading	Aveley Walk Police Office	Leased				Disposal	Lease to be surrendered	2015/16
Reading	Cemetery Arch Junction Police Office	Leased				Potential dispose and replace	Review implications of renewing lease & required maintenance by the landlord	2014/15
Reading	294 Oxford Road Police Office	Leased				Potential dispose and replace	Review potential to reduce revenue cost aligned to lease break	2015/16
Reading	Caversham Police Office	Leased				Potential dispose and replace	Review utilisation on lease break	2015/16
Reading	Three Mile Cross Traffic Base	Owned				Retain	Periodically monitor utilisation	Ongoing
West Berks	Newbury Police Station	Owned	Tier 3			Retain	Monitor utilisation & opportunities to achieve improved team adjacencies	Ongoing
West Berks	Hungerford Police Station	Owned	Tier 2			Dispose and replace	Identify & progress options for local re-provision	2014/15
West Berks	Pangbourne Police Station	Owned	Tier 2			Retain	Maximise utilisation aligned to Reading PS replacement	2016/17
West Berks	Calcot Police Office	Leased				Dispose and replace	Review options for local replacement with Reading LPA	2015/16
West Berks	Mortimer Police Office	Owned	PIP			Potential dispose and replace	Monitor local options for replacement facility to enable house sale	2015/16
West Berks	Lambourn Police Office	Leased	PIP			Potential dispose and replace	Review potential to reduce revenue cost	2015/16
West Berks	The Hub NPO Thatcham	Leased				Retain	Renew lease	2014/15
West Berks	Theale Police Office	Owned				Disposal	Progress disposal	2014/15
West Berks	Sulhamstead Training Centre	Owned				Retain	Develop L&D estate strategy & monitor implications for intensification of use	2014/15
West Berks	Sulhamstead VRI facility	Owned				Retain	No action identified	
Wokingham	Loddon Valley Police Station	Owned	Tier 3			Retain	Implement strategy to improve utilisation	2015/16
Wokingham	Wokingham Police Station	Leased	Tier 2			Potential dispose and replace	Review utilisation on lease break & monitor implications of future growth	2017/18
Wokingham	Twyford Police Station	Owned	PIP			Dispose and replace	Review reprovision option & progress if viable	2015/16
Wokingham	Finchampstead Police Office	Leased				Retain	Monitor utilisation to lease expiry	2017/18
Wokingham	Thames Valley Park Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Wokingham	Woodley Police Office	Leased				Retain	Review utilisation on lease expiry and financial performance	2017/18
Aylesbury Vale	Aylesbury Police Station	Owned	Tier 3			Retain	Improve utilisation & team adjacencies & establish the MASH	2014/15
Aylesbury Vale	Wendover Police Station	Owned	Tier 2			Dispose and replace	Progress local replacement & disposal	2014/15
Aylesbury Vale	Waddesdon Police Station	Owned	PIP			Potential dispose and replace	Review potential local replacement options	2015/16
Aylesbury Vale	Buckingham Police Station	Leased	Tier 2			Potential dispose and replace	Monitor opportunities for co-location with other services	Ongoing
Aylesbury Vale	Buckingham Police Base	Owned				Disposal	Progress disposal	2014/15
Aylesbury Vale	Buckingham U12 Swan BP Police Base	Leased				Retain	Monitor utilisation	Ongoing

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
Aylesbury Vale	Winslow Police Office	Leased				Potential dispose and replace	Review potential to reduce revenue cost	2015/16
Aylesbury Vale	Wing Police Office	Leased				Potential dispose and replace	Complete lease restructure & review potential for further cost reduction	2014/15
Chiltern and South Bucks	Taplow Police Base	Owned				Retain	Implement remaining plans to maximise occupancy	2014/15
Chiltern and South Bucks	Amersham Police Station	Leased	Tier 3			Retain	Improve utilisation and review subletting potential	2014/15
Chiltern and South Bucks	Gerrards Cross Police Station	Owned	Tier 2			Dispose and replace	Identify replacement team base & public interface facility	2014/15
Chiltern and South Bucks	Burnham Police Station	Owned	Tier 2			Dispose and replace	Procure replacement and dispose	2015/16
Chiltern and South Bucks	Iver Police Station	Owned	PIP			Potential dispose and replace	Monitor potential for reduction in revenue cost	Ongoing
Chiltern and South Bucks	Chesham Police Station	Owned	Tier 2			Dispose and replace	Progress options appraisal for a local replacement	2015/16
Chiltern and South Bucks	Farnham Common Library Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Chiltern and South Bucks	Great Missenden Library Police Office	Leased				Retain	New replacement facility. No identified action	
Chiltern and South Bucks	Great Missenden Police Office	Owned				Disposal	Progress disposal	2015/16
Chiltern and South Bucks	Chalfont St Peter Police Office	Leased				Potential disposal	Review implications of potential lease surrender	2016/17
Chiltern and South Bucks	Beaconsfield Police Office	Leased	PIP			Potential dispose and replace	Review potential for cost reduction or replacement	2014/15
High Wycombe	High Wycombe Police Station	Owned	Tier 3			Retain	Periodically review utilisation following completion of internal moves	Ongoing
High Wycombe	Princes Risborough Police Station	Owned	Tier 2			Dispose and replace	Monitor opportunities for local collaboration project	Ongoing
High Wycombe	Marlow Police Station	Owned	Tier 2			Dispose and replace	Progress disposal with on site replacement facility	2014/15
High Wycombe	Bourne End Police Office	Leased				Disposal	Surrender lease	2014/15
High Wycombe	Stokenchurch Police Office	Leased				Potential disposal	Review potential to surrender on lease expiry	2014/15
High Wycombe	High Wycombe Highcrest School Police Office	Leased				Retain	No action identified	
High Wycombe	Hazlemere Police Office	Owned				Potential disposal	Review ongoing requirement & implications of disposal	2015/16
High Wycombe	Eden Shopping Centre Police Office	Leased				Disposal	Surrender lease	2014/15
Milton Keynes	Milton Keynes Police Station	Owned	Tier 3			Retain	Review space use & options to increase occupancy	2014/15
Milton Keynes	Bletchley Police Station	Owned	Tier 2			Dispose and replace	Review potential for smaller replacement locally potentially co-located with BFRS	2014/15
Milton Keynes	Newport Pagnell Police Station	Owned	Tier 2			Dispose and replace	Progress disposal with on site replacement	2014/15
Milton Keynes	Wolverton Police Station	Owned	Tier 2			Dispose and replace	Review options for local replacement or downsizing	2017/18
Milton Keynes	Bradville Police Office	Leased				Disposal	Surrender lease	2014/15
Milton Keynes	Westcroft Centre Police Office	Leased				Disposal	Surrender lease upon expiry	2015/16
Milton Keynes	Broughton FS Police Office	Leased				Retain	Complete occupation	2014/15



Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
Milton Keynes	Fishermead Police Office	Leased				Retain	Review utilisation & business case to renew the lease	2014/15
Milton Keynes	Woburn Sands Police Office	Leased	PIP			Dispose and replace	Procure replacement public interface & surrender lease	2014/15
Milton Keynes	Wimbourne Crescent Police Office	Leased				Dispose and replace	Renew lease & monitor options for replacement within 3 years	2015/16
Milton Keynes	Conniburrow Police Office	Leased				Disposal	Surrender lease	2014/15
Milton Keynes	Olney Police Office	Leased	PIP			Dispose and replace	Identify options for a low cost replacement facility	2014/15
Milton Keynes	Newport Pagnell M1 Traffic Base	Leased				Disposal	Surrender lease	2014/15
Milton Keynes	Chaffron Way Grazing Land (for Horses) Milton Keynes	Leased		N/a		Retain	Monitor ongoing requirement	Ongoing
Cherwell and West Oxon	Kidlington HQ South	Owned				Retain	Implement HQ accommodation strategy & forward maintenance projects	2015/16
Cherwell and West Oxon	Kidlington HQ North - Fountain Court	Leased				Retain	Implement changes arising from HQ accommodation strategy & review implications of agile working	2016/17
Cherwell and West Oxon	Kidlington HQ North - Meadow House	Owned				Retain	Monitor ongoing utilisation	Ongoing
Cherwell and West Oxon	Kidlington HQ North - Kingfisher Court	Owned				Retain	Monitor ongoing utilisation	Ongoing
Cherwell and West Oxon	Witney Police Station	Owned	Tier 2			Retain	Review space use & monitor potential for redevelopment with adjacent sites	Ongoing
Cherwell and West Oxon	Banbury Police Station	Owned	Tier 3			Retain	Monitor space utilisation	Ongoing
Cherwell and West Oxon	Woodstock Police Station	Owned	Tier 2			Dispose and replace	Progress disposal with on site replacement	2015/16
Cherwell and West Oxon	Bicester Police Station	Owned	Tier 2			Potential dispose and replace	Review impact of future growth & masterplanning	2015/16
Cherwell and West Oxon	Carterton Police Station	Owned	Tier 2			Potential dispose and replace	Review options for replacement or improving utilisation	2014/15
Cherwell and West Oxon	Chipping Norton Police Station	Owned	PIP			Dispose and replace	Identify replacement facility & progress disposal	2015/16
Cherwell and West Oxon	Upper Heyford, Building 100 Police Office	Leased				Dispose and replace	Review ongoing requirement aligned to future growth	2015/16
Cherwell and West Oxon	Deddington Library Police Office	Leased	PIP			Retain	Monitor ongoing utilisation	Ongoing
Cherwell and West Oxon	Eynsham Police Office	Leased	PIP			Potential dispose and replace	Review potential to reduce revenue cost	2015/16
Cherwell and West Oxon	Upper Heyford Building 3029	Leased				Retain	Review ongoing requirement	Ongoing
Cherwell and West Oxon	Kidlington Wychwood House (2nd floor)	Leased				Disposal	Surrender lease	2014/15
Cherwell and West Oxon	Upper Heyford, Building 249	Leased				Retain	Monitor ongoing requirements	Ongoing
Cherwell and West Oxon	Long Hanborough U14 Blenheim Office Park	Leased				Disposal	Surrender lease aligned to HQ accommodation strategy	2016/17
Cherwell and West Oxon	Bicester REC	Owned				Retain	Progress plans to maximise utilisation	2015/16
Cherwell and West Oxon	Kidlington Eden House	Leased				Disposal	Surrender lease when function relocates to HQ South	2014/15
Cherwell and West Oxon	Kidlington Eden Croft	Leased				Disposal	Surrender lease when function relocates to HQ South	2014/15
Cherwell and West Oxon	Kidlington Eden Court	Leased				Disposal	Review potential for earlier lease surrender aligned to surrender of the other 2 leases on site	2014/15



Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
Cherwell and West Oxon	Beaumont House, Langford Locks	Leased				Disposal	Surrender lease	2014/15
Cherwell and West Oxon	Banbury VRI facility	Owned				Disposal	Provide replacement within TVP estate & sell as a house	2015/16
Cherwell and West Oxon	Bicester Force Store	Leased				Disposal	Develop exit strategy & surrender lease	2014/15
Cherwell and West Oxon	Bicester Traffic Base and Workshop	Owned				Retain	Monitor space pressures & future growth plans	Ongoing
Cherwell and West Oxon	Kidlington Car Park at Oxford Airport	Leased		No data		Retain	No identified action	
Cherwell and West Oxon	Upper Heyford Training Areas Licence	Leased		No data		Retain	No identified action	
Cherwell and West Oxon	Witney Holloway Road Car Parking	Leased		No data		Potential disposal	Renew lease & monitor ongoing need	2014/15
Oxford	St Aldates Police Station	Owned	Tier 3			Retain	Maximise utilisation & monitor potential for long term reprovion	Ongoing
Oxford	Cowley Police Station	Owned	Tier 2			Retain	Establish MASH & review ongoing utilisation of the building	2014/15
Oxford	Warneford Hospital Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Oxford	Blackbird Leys Police Office	Leased				Retain	Complete lease for reduced space	2014/15
Oxford	Barton Police Office	Leased				Potential dispose and replace	Review potential for revenue cost reduction	2014/15
Oxford	Westlands Drive Police Office	Leased				Potential dispose and replace	Review potential to reduce revenue cost	2019/20
Oxford	Oxford Brookes Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
Oxford	Heyford Hill Police Office	Leased				Retain	Monitor ongoing requirement	2015/16
Oxford	East Oxford Police Office	Owned				Retain	Monitor utilisation	Ongoing
Oxford	Littlemore Hospital Police Office	Leased				Retain	Monitor ongoing requirement	1Ongoing
Oxford	Rosehill Police Office	Leased				Potential dispose and replace	Review feasibility of proposed replacement to reduce revenue cost	2014/15
Oxford	North Oxford Police Office	Owned				Disposal	Progress disposal with adjacent property	2015/16
Oxford	Wood Farm Police Office	Owned				Disposal	Complete sale as a house	2014/15
Oxford	Oxford VRI facility	Owned				Disposal	Complete replacement facility & progress disposal with adjacent property	2015/16
Oxford	Oxford, Cedar Court Car Parking	Leased		No data		Potential disposal	Review ongoing requirement	Ongoing
South and Vale	Abingdon Police Station	Leased	Tier 3			Retain	Improve utilisation & occupancy	2015/16
South and Vale	Wantage Library Police Station	Leased				Retain	New replacement facility. No identified action	
South and Vale	Wantage Police Base	Owned				Retain	New replacement facility. No identified action	Ongoing
South and Vale	Wantage Police Station	Owned	Tier 2			Disposal	Progress joint disposal with HMCTS	2014/15
South and Vale	Thame Police Station	Owned	Tier 2			Disposal	Progress disposal & relocate remaining occupants	2015/16
South and Vale	Wallingford Police Station	Owned	Tier 2			Dispose and replace	Progress disposal with on site replacement	2015/16
South and Vale	Thame Business Park Police Base	Owned				Retain	New replacement facility. No identified action	

Local Policing Area	Property	Ownership	Public Interface	Condition	Business Continuity	2013 Future retention strategy	Proposed Activity focus	Timescale
South and Vale	Didcot Police Station	Owned	Tier 2			Retain	Monitor impact of future growth & improve utilisation	Ongoing
South and Vale	Faringdon Police Station	Owned	Tier 2			Potential dispose and replace	Review potential replacement options & ability to sublet	2015/16
South and Vale	Henley Police Station, 4 Greys Road	Leased	Tier 2			Retain	Complete consolidation to enable surrender of No.6 Greys Rd	2014/15
South and Vale	Henley Police Station, 6 Greys Road	Leased				Disposal	Surrender lease	2014/15
South and Vale	Woodcote Police Office	Leased				Retain	Review ongoing requirement	Ongoing
South and Vale	Wheatley Police Office	Leased				Potential dispose and replace	Review options for local replacement aligned to lease expiry	2015/16
South and Vale	Watlington Police Office	Leased				Potential disposal	Review ongoing requirement aligned to lease expiry	2014/15
South and Vale	Sutton Courtenay Police Office	Leased				Retain	Monitor ongoing requirement	2015/16
South and Vale	Sonning Common Police Office	Owned	PIP			Potential dispose and replace	Review potential to reduce revenue cost	2015/16
South and Vale	Didcot Milton Park Police Office	Leased				Retain	Monitor ongoing requirement	Ongoing
South and Vale	Wootton Police Office	Leased				Potential disposal	Review ongoing requirement	2015/16
South and Vale	RAF Benson NPAS	Leased				Retain	No action identified	
South and Vale	Abingdon VRI facility	Owned				Dispose and replace	Identify replacement within TVP estate & sell as a house	2015/16
South and Vale	Car Park, Greys Road, Henley	Leased		No data		Retain	Complete lease	2014/15

Condition	Business Continuity
Good	Limited Impact
Fair	Significant Impact
Poor	Immediate Impact

## Identified key property priorities with a Capital or major Revenue funding requirement (&gt;£200,000)

Category/property	Activity Status	Estimated Cost	Funding Source	Funding Status	Delivery 2014/15	Delivery 2015/16	Delivery 2016/17	Delivery Other	Link To Asset Vision
HQ North Kingfisher Court PEC changes & electrics	Project	£0.37	RP	Allocated	X				Supporting Service Delivery
Ascot PS backlog maintenance & adaptations	Project	£0.65m	Reserves/RP	Allocated	X				More Effective Use of Property
Newbury PS rewire, lights & finishes	Project	£0.47m	Reserves/RP	Allocated	X				Supporting Service Delivery
HQ (South) D Block Occ Health relocation works	Feasibility	£0.39m	RP	Allocated	X				More effective use of resources
Maidenhead PS heating, minor refurbishment & space utilisation changes	Project	£0.6m	Reserves	Allocated	X				Supporting Service Delivery
Aylesbury PS rewire, finishes & space utilisation changes	Project	£0.57m	RP	Allocated	X				Supporting Service Delivery
Henley PS rationalisation	Project	£0.24m	Reserves	Allocated	X				More effective use of resources
Loddon Valley PS rationalisation enabling works	Feasibility	£0.25m	Reserves	Allocated	X				More effective use of resources
Milton Keynes PS ventilation	Feasibility	£0.4m	Reserves	Allocated	X				Supporting Service Delivery
St Aldates PS custody decommissioning & major works	Project	£2.49m	CP	Allocated	X	X	X		Supporting Service Delivery
HQ South C Block demolition (excl any replacement)	Future	£0.375m	CP (tbc)	Draft Capital		X			Supporting Service Delivery
HQ (South) E Block refurbishment	Design	£2.8m	CP	Allocated		X			Supporting Service Delivery
Amersham PS electrics, boilers and custody vent	Scoping	£0.3m	Reserves/RP	Allocated		X			Supporting Service Delivery
Milton Keynes electrics – distribution (if not affected by other works around space utilisation)	Feasibility	£0.43m	Reserves	Allocated		X			Supporting Service Delivery

Category/property	Activity Status	Estimated Cost	Funding Source	Funding Status	Delivery 2014/15	Delivery 2015/16	Delivery 2016/17	Delivery Other	Link To Asset Vision
Force Stores Relocation	Scoping	£tbc	tbc	Future bid		X			More effective use of services
Gerrards Cross PS replacement	Feasibility	tbc (depends on preferred option)	CP (tbc)	Future bid		X?			More Effective Use of Resources
Banbury Driving School refurbishment	Feasibility	£0.255m	RP	Future bid		X			Supporting Service Delivery
Milton Keynes Small power (if not affected by other works around space utilisation)	Feasibility	£0.95m	Reserves	Allocated			X		Supporting Service Delivery
Sulhamstead Teaching Block major works	Feasibility	£2.05m	CP	Draft Capital			X		Supporting Service Delivery
Sulhamstead Imbert Court refurbishment	Feasibility	Depends on option	CP	Draft Capital?				X	Supporting Service Delivery
Windsor PS Replacement	Feasibility	£3.65m (depends on final option)	CP	Draft Capital				X	More Effective Use of Resources
Reading PS Replacement	Feasibility	£14m (depends on final option)	CP	Future bid				X	More Effective Use of Resources
Sulhamstead White House major works	Feasibility	£1.65m	CP	Draft Capital				X	Supporting Service Delivery

Notes:

1. projects at a cost estimate below £200,000 are not included
2. CP = Capital Programme, RP = Revenue Programme, Reserves = PCC Reserves

Identified future property priorities requiring Capital or significant Revenue funding (>£200,000)  
(require further feasibility work)

Property	Project/Activity	Rationale	Indicative Cost	Indicative Timescale	Project Status @ 30/6/14
Langley PS	Replacement PS and joint disposal with Slough BC	Estate rationalisation	tba	2015-16	Options review initiated
Chipping Norton PS	Replacement PS on or off site	Estate rationalisation	tba	2015-16	Options review initiated
Bletchley PS	Replacement PS and adaptations to MK PS. Replacement may be a joint scheme with BFRS	Estate rationalisation	tba	2017-18	DCLG funding bid to be submitted by BFRS in June 2014, with further work dependent upon outcome in Autumn 2014
Wolverton PS	Replacement PS on or off site if viable options	Estate rationalisation	tba	2017-18	Not yet initiated
Chesham PS	Replacement PS potentially as part of a future collaboration project within public sector estate	Estate rationalisation	tba	2018-19	Not yet initiated
Princes Risborough PS	Replacement PS potentially as part of a future collaboration project within public sector estate	Estate rationalisation	tba	2018-19	Not yet initiated
Bicester PS	Extended or replacement PS	Future growth pressure	tba	2019+	Not yet initiated pending assessment of impact of 30,000 additional population
Major Forward Maintenance projects	To be confirmed	Supporting service delivery & potentially aligning with estate rationalisation	tba	2017+	Under review

Note:

1. projects at a cost estimate below £200,000 are not included

## Asset Management Implementation Plan

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
<b>1</b>	<b>Roles &amp; Responsibilities</b>						
1.1	Embed appropriate references to asset management objectives & priorities in the review of the force Strategy & Delivery Plan in 2013	HOP/SM	CCMT	Ongoing	To maintain the profile of property asset planning and integration with corporate planning	Needs to align with annual review of Strategic Objectives and Delivery Plan	Supporting Service Delivery
<b>2</b>	<b>Decision Making &amp; Consultation</b>						
2.1	Monitor the new Strategic Estates Group for ongoing fitness for purpose	HOP/DCC	CCMT & PCC	03/15	To ensure an appropriate decision making & governance structure for significant property issues and projects	No more than previous SPF arrangements envisaged	Supporting Service Delivery
2.2	Property Services continued representation on the Business Support and Smarter Working Programme Boards and other Boards or Groups where there is or may be property implications	HOP + SM/CSM/FM	DCC	Ongoing	Reinforces role of property in corporate activity. Enables property input to inform corporate/strategic decisions or activity	Not significant unless in terms of representation. Potentially significant in terms of extent of advice required on specific issues	Supporting Service Delivery
<b>3</b>	<b>Identifying Property Needs &amp; Strategic Issues</b>						
3.1	Refresh over-arching Asset Management Strategy (AMS) & subsume key outputs into the 2016 AMP	SM	HOP	03/16 & 5 yearly thereafter	Updated AMS reflecting prevailing circumstances and implications of a forcewide adoption of agile working	Significant for SM	Supporting Service Delivery & Better Use of Resources

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
3.2	Refresh AMP on a 2 year cycle with an interim annual update of relevant sections	SM	HOP	05/16 Refresh and 05/15 update	Updated AMP reflecting prevailing circumstances and any significant required changes (eg disposal programme)	Significant for SM	Supporting Service Delivery & Better Use of Resources
3.3	Embed the new Maintenance Strategy	MM	HOP	10/14	To ensure a robust framework for informing decisions on and priority of maintenance expenditure aligned to AMP and Business Continuity	Moderate impact	
3.4	Develop the revised Carbon Management Plan	FM	HOP	03/15	To ensure an updated CMP and associated programme of work to achieve required C02 reduction target over period 2015 to 2020	Significant for EM and others in PSD	
3.5	Ensure all future growth impacts are identified, periodically reviewed and outputs fed into council infrastructure planning & policy development	SM + SGP	HOP	Ongoing	A rolling schedule of requirements to inform internal resource planning and external growth infrastructure planning	Moderate resource time within context of current Strategic Growth Planner role	Supporting Service Delivery
<b>4</b>	<b>Major Projects Programme Development &amp; Management</b>						
4.1	Develop a rolling programme of projects incl: -capital investment projects -major building infrastructure projects -enabling projects (eg AMOP replacement sites) -space utilisation improvement projects	CSM/MM/SM	HOP	09/14 & reviewed annually	A holistic 5 year rolling programme covering 3 primary project work streams	Moderate resource time in developing sufficient robustness in cost estimates for future projects, aligned to budget development activity	Supporting Service Delivery & Better Use of Resources



Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
4.2	Progress AMOP disposal programme	AM/CSM	HOP & SM	03/15 & ongoing	Delivery of replacement facilities where needed, lease surrenders, capital receipts and revenue savings	Significant for PSD	Better Use of Resources
<b>5</b>	<b>Managing Properties In Use</b>						
5.1	Review energy policy and strategy and align with Force Carbon Management Plan	EM/FM	HOP	03/15	To identify key focus areas and additional work programmes to reduce energy consumption and carbon footprint	Significant internal and external consultancy input	More Effective Use of Property
5.2	Identify further pilots for application of workplace strategy (Smarter Ways of Working) principles and associated activity	SM/CSM	HOP	Ongoing	New projects will apply workplace principles and other opportunities identified from further development of area and HQ strategies	Linked to capital programme projects and development of area property strategies	More Effective Use of Property
<b>6</b>	<b>Review of Need, Utilisation &amp; Cost</b>						
6.1	A "light" touch review of FFP and operational suitability as part of updating VFM assessments considering fitness for purpose, cost, space use and other issues	SM	HOP	10/15	To monitor portfolio change/performance & inform strategic, service delivery and property implications	Moderate impact	Supporting Service Delivery & Ensuring Better Use of Resources
6.2	Embed the process for monitoring space utilisation to help reduce the number of vacant workstations & space required per workstation	SM	HOP	Ongoing	Ability to monitor vacant workstations to demonstrate utilisation improvements over 5 year AMP period	Significant effort required in refreshing occupancy data at a site level	More Effective Use of Property

Ref No.	Action	Responsible	Owner	Target Timing	Output/Outcome	Resourcing Implications	Key Link To Asset Vision
<b>7</b>	<b>Data Management &amp; Property Intelligence</b>						
7.1	Departmental information to be made available to TVP users through updated Property Services intranet site	HOP	HOP	10/14	Updated Property Services internal website	Initially significant to refresh/update website in line with corporate template	Supporting Service Delivery
<b>8</b>	<b>Performance Management</b>						
8.1	Review current KPI set for ongoing fitness for purpose	SM	HOP	Ongoing	To remain an ongoing key component within AMP and to complement National Police Benchmarking System reporting	Resourcing implications to be monitored	More Effective Use of Property
8.2	Monitor our performance against National Police Benchmarking System, identify any resultant activity and report to SEG annually	AM	HOP	06/14	To encourage best practice within Police service and to facilitate TVP ability to benchmark our performance with other forces as well as to our own targets and standards	Not significant	More Effective Use of Property
<b>9</b>	<b>Partnership Working &amp; Collaboration</b>						
9.1	Progress collaborative asset management liaison with Thames Valley public service property managers	SM	HOP	Ongoing	To identify opportunities for enhanced service delivery, property rationalisation and co-location and other VFM initiatives. Will need to align with partner AMP programmes	Moderate impact	Supporting Service Delivery & Ensuring Better Use of Resources
9.2	Supporting collaboration initiatives with other forces (with asset implications)	CSM/AM	HOP	Ongoing	That the most appropriate property solution & robust efficiency savings/gains are identified & best practice disseminated	Not significant	Supporting Service Delivery

## Glossary

AM	Asset Manager PSD
AMP	Asset Management Plan
AMS	Asset Management Strategy
CCMT	Chief Constables Management Team
CSM	Capital Schemes Manager PSD
DCC	Deputy Chief Constable
EM	Energy Manager PSD
FFP	Fitness for Purpose assessments
FM	Facilities Support Services Manager
HOP	Head of Property PSD
KPI	Key Performance Indicator
MM	Maintenance Manager PSD
PCC	Police & Crime Commissioner
PSD	Property Services Dept
SEG	Strategic Estates Group
SGP	Strategic Growth Planner PSD
SM	Strategic Manager (Estates) PSD
SPF	Strategic Property Forum
VFM	Value For Money





**OFFICE OF THE  
POLICE AND CRIME COMMISSIONER (OPCC)  
FOR THAMES VALLEY**

**OPCC STAFFING ESTABLISHMENT  
SEPT 2014**

DRAFT

**OPCC STAFFING STRUCTURE - PERMANENT POSTS (Sept 2014)**

<b>OPCC Functions &amp; Posts</b>	<b>F.T.E</b>	<b>Post Holder</b>	<b>Telephone</b>
Chief Executive	1.0	Paul Hammond	01865 846771
<b>FINANCE</b>			
Chief Finance Officer & Deputy Chief Executive	1.0	Ian Thompson	01865 846786
Principal Accountant (Deputy CFO)	0.7	Judi Banks	01865 846787
Finance Officers	1.5	Shelly Bennett	01865 846545
		Colin Simpson	01865 846203
Principal Auditor	0.7	Amy Shearn	01865 846776
<b>POLICY DEVELOPMENT</b>			
Policy Development Manager	1.0	Shona Morrison	01865 846785
Policy Development Officer (Partnerships & Commissioning)	1.0	Jemma Graham	01865 846785
Policy Development Officer (Policing & Performance)	1.0	Gary Evans	01865 846092
PR & Communications Officer	1.0	Candy Stallard	01865 846790
Support Officer (Policy Development)	1.0	Jim Katouzian	
Support Officer (PR & Communications)	0.5	(vacant – appointment made subject to references & vetting)	
<b>GOVERNANCE</b>			
Governance Manager (Deputy Monitoring Officer)	1.0	(vacant – appointment made subject to references & vetting)	
Business Management Officer	1.0	Graham Lawson	01865 846782
Personal Assistant to PCC	1.0	Lin Richards	01865 846780
Independent Custody Visiting Scheme Administrator	0.5	Colin Simpson	01865 846203
PCC Support Officer (Intern)	0.6	(vacant – appointment made subject to references & vetting)	

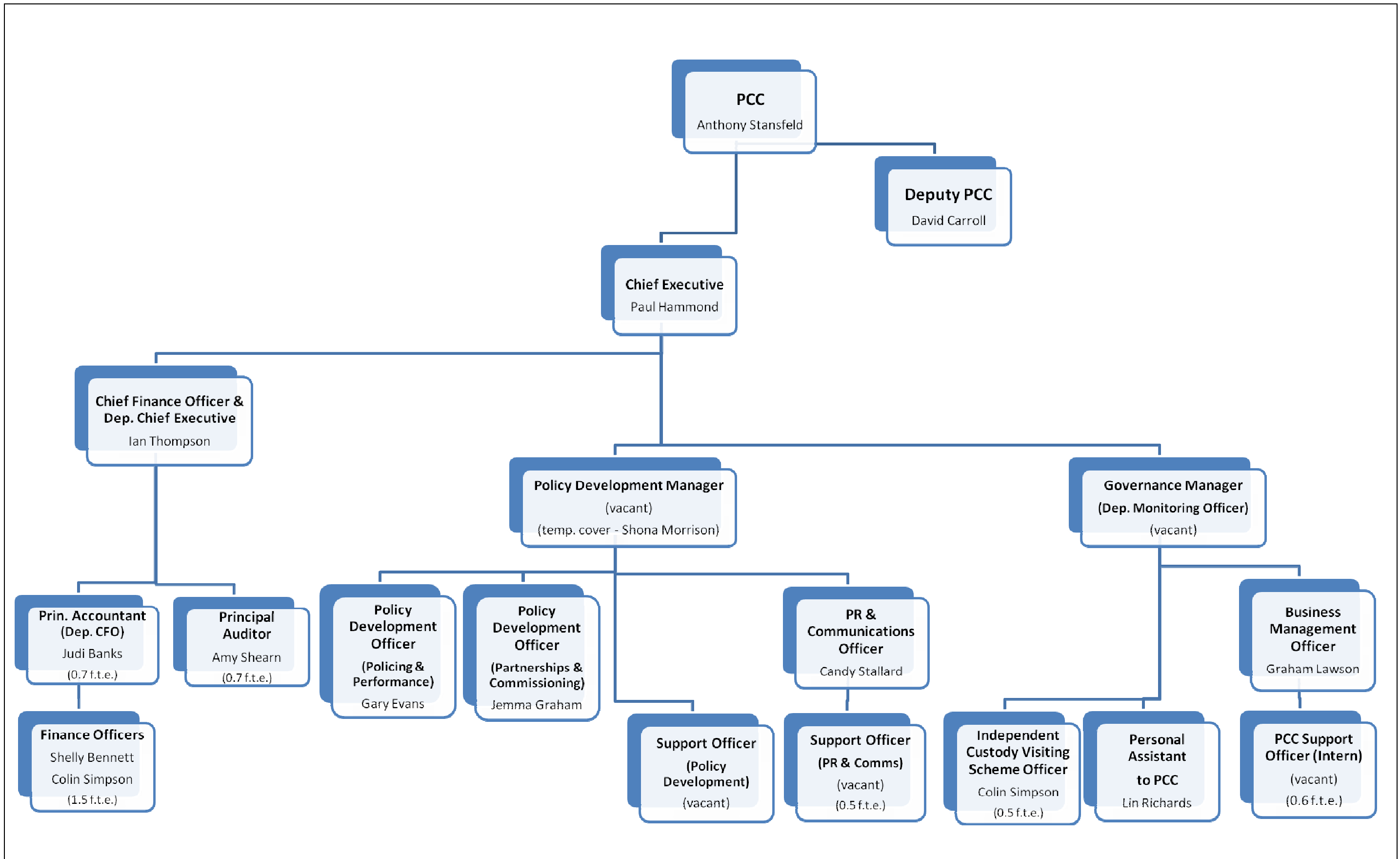
<b>OPCC Staff Establishment (f.t.e.)</b>	<b>14.5</b>		
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<b>TEMPORARY POSTS</b>			
Policy Development Officer	1.0	Eddie Fitzpatrick	
Policy Development Officer	1.0	(vacant – appointment made subject to references & vetting)	

DRAFT







## FINANCE

### Strategic financial policy & planning

Medium-term financial planning  
Strategic policy (e.g. council tax setting)  
Strategic non-financial resources policies (e.g. asset management; HR, ICT)

### Financial Management

Budget development - setting Force & commissioned services budgets  
Budget scrutiny, monitoring & reporting  
Treasury management  
Technical financial advice (e.g. VAT)  
OPCC financial management

### Financial Stewardship

Financial control & governance  
Financial reporting  
Maintenance of control accounts  
Preparation of annual accounts

### Audit, Governance & Risk

Internal Audit - client contract management & review  
External audit - liaison  
Joint Independent Audit Committee - support & liaison  
Maintenance of Financial Regulations  
OPCC risk management  
OPCC business continuity  
Insurance

## POLICY DEVELOPMENT

### Strategic service policy & planning

Police & Crime Plan - determining local priorities & policy objectives  
Strategic Policing Requirement - reviewing local contribution to national policing requirements  
Local PCC service & policy development  
Research

### Service Commissioning, Procurement & Grant Funding

Community Safety Partnerships  
Victim support services  
Restorative justice

### PR, Communications & Engagement

Press & media relations  
Liaison with service partners and other stakeholders  
Development of Communication and Consultation strategies  
Have Your Say events  
Public engagement events  
Annual Report  
Maintenance of PCC website  
'Transparency & accountability' - compliance with 'Specified Information' publication requirements

### Performance Monitoring & Scrutiny

Police performance - monitoring of effectiveness of service & support for PCC 'to hold Chief Constable to account'  
Partners performance - monitoring of commissioned / grant-funded services  
Local Criminal Justice Board - support for engagement & monitoring of effectiveness of criminal justice system  
Collaborative services - monitoring & review

## GOVERNANCE

### Regulatory Framework - Compliance

Complaints handling  
'Complaints, Integrity & Ethics Panel' - support & liaison  
Chief Constable appointments (and dismissals) - support  
Thames Valley Police & Crime Panel - support & liaison  
Freedom of Information  
Data Protection  
'Transparency & accountability' - compliance with 'Specified Information' publication requirements  
Maintenance of corporate governance framework and production of Annual Governance Statement

### PCC Decision-making

OPCC legal services  
Liaison with TVP re settlement of legal civil claims  
Meetings support & administration  
Decision recording & reporting

### Independent Custody Visiting Scheme

Maintenance & oversight of scheme  
Administration & support to ICV volunteers

### OPCC Business Support

PCC casework & correspondence  
Secretarial support  
Office facilities management  
ICT and HR support

## Report to the Thames Valley Police & Crime Panel

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

**Date:** 19 September 2014

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




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### Community Remedy Consultation

The Police and Crime Commissioner for the Thames Valley published a consultation asking the public to help decide on appropriate options to be included in a Community Remedy Document. The Document is intended to give victims a choice in the actions taken to deal with offenders responsible for anti-social behaviour and low level crime.

The process is referred to as 'Community Resolutions' which is an informal agreement between the parties involved, and a more proportionate alternative to arrest and court. Instead of involving the courts an agreement is sought between the victim and the offender on the punishment.

Members of the public were asked to tick up to three things from the following list that they felt would be suitable punishment for a person who has engaged in anti-social behaviour or committed a low level offence:

- Advice or warning given by officer
- Personal or written apology
- Repairing damage to property or cleaning graffiti
- The offender signing an Acceptable Behaviour Contract – where the offender agrees not to behave anti socially in the future, or face more formal consequences
- Paying an appropriate amount for damage to be repaired or stolen property to be replaced
- Reparation to the community (for example, by doing unpaid work)
- Restorative Justice (bringing together the victim and the offender to, for example, give victims the chance to tell offenders the real impact of their crime or to get answers to any questions)
- Mediation – bring together both parties to reach common agreement (for example, to resolve a neighbour dispute)
- Structured activity that is either educational or rehabilitative

The deadline for submissions was 31 August 2014 with the final Community Remedy Document due to be published in October 2014.

### Use of Tasers in the Thames Valley

The Bucks Free Press reported that Police Officers in the Thames Valley used tasers on 208 occasions. The statistics released by the Independent Police Complaints Commission (IPCC) showed that the number of incidents of taser deployment has more than trebled nationally in the last four years.

They showed the total number of times they were used in the Thames Valley Police area was the 13th highest of the 43 police authorities in England and Wales.

But the figures also stated a taser was used five times per 100 officers - making it amongst the lowest average use rates in the country.

### Policing in Austerity- Meeting the Challenge

Her Majesty's Inspectorate of Constabulary (HMIC) has published a National document '[Policing in Austerity- Meeting the Challenge](#)'. HMIC's Valuing the Police Programme has tracked how forces have planned to make savings to meet the 20% reduction in central funding to the Police service from March 2011- March 2015.

This report, in the final year of the spending review, concerns how forces have managed the considerable challenges to make savings so far. In order to consider this, HMIC asked three questions:

- To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

At a local level **Thames Valley Police** was given a **Good** overall judgement, with the following comment:

*'Thames Valley has risen to the challenge of the spending review and continues to prepare for future funding reductions. Keeping communities safe remains at the heart of its approach.'*

Beneath this the Thames Valley received the following assessments:

To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

To what extent has the force an affordable way of providing policing?

To what extent is the force efficient?

**Outstanding**

**Good**

**Good**

The full Thames Valley Report can be accessed [here](#).

## [Government statement on Rotherham](#)

The Secretary of State for the Home Office Theresa May MP made a statement on child sex abuse in the light of Professor Alexis Jay's report into child sexual exploitation in Rotherham. The Home Secretary began by saying the report provides "a terrible account of the appalling failures by Rotherham council, the police and other agencies to protect vulnerable children. What happened was a complete dereliction of duty." She later added that "cultural concerns—both the fear of being seen as racist and the disdainful attitude to some of our most vulnerable children—must never stand in the way of child protection."

The Home Secretary went on to outline further actions the Government will take. These include:

- A proposed independent inspection of the council.
- The formation of an independent panel inquiry to look into the way state and non-state institutions have treated child sexual exploitation.
- The publication of new guidance for the police and Crown prosecutors on investigating and prosecuting cases of child sexual abuse, which moves the focus of investigations away from testing the credibility of victims on to the credibility of the allegation.
- The award of new powers to the police to request information from hotels suspected of being used as locations for child sexual abuse, and powers to close premises where child sexual offences have been or are likely to be committed.
- The provision of training for private security workers to spot signs of child sexual exploitation.
- The pilot of pre-trial video cross-examination for vulnerable witnesses, ensuring that the process of giving evidence is less traumatic, and we published a new victims' code in December last year.
- Further support for multi-agency safeguarding work which involves the police, children's services, health services and others.
- Further support for social workers and ensuring the existing skills development work specifically addresses support for children who are at risk of sexual exploitation.

## [Association of Police and Crime Commissioner's Annual Report 2013/14](#)

The Association of Police and Crime Commissioner's (APCC) has published its annual report for 2013/14. The annual report provides an overview of the APCC's achievements and successes over the past year, these have included:

- Sharing knowledge and information with and between members
- Events on fraud, rural crime, victim's support commissioning and the voluntary sector
- Review of the Association of Chief Police Officers (ACPO)
- Establishing working groups on integrity and complaints, mental health and to review of the Association of Chief Police Officers (ACPO)

The Police and Crime Commissioner for the Thames Valley is a member of the APCC Board.

## [NFU Mutual Rural Crime Survey 2014](#)

Thames Valley has seen a drop in rural crime compared to national figures. Rural crime fell last year by 19 per cent across Buckinghamshire, Oxfordshire and Berkshire, according to NFU Mutual's Rural Crime Survey.

Thames Valley Police is one of the few forces across the country to have seen a decrease, while national figures show a 5.2 per cent increase. Nationally, high-value tractors stolen for export, a substantial rise in sheep rustling and opportunist thefts of garden tools and ornaments helped push up the cost of rural crime to near record levels.

In Buckinghamshire, rural crime claims cost £590,000 in 2013, compared with £820,000 in 2012. In Oxfordshire, the figure was down to £680,000, from £1 million the previous year.

### **Multi-Agency Working and Information Sharing Project, Home Office, July 2014**

The Home Office has published this report to share findings from project that they have funded to better understand the multi-agency information sharing models that are in place. These models, the most common of which is referred to as a Multi-Agency Safeguarding Hub (MASH), aim to improve the safeguarding response for children and vulnerable adults through better information sharing and high quality and timely safeguarding responses.

Following a survey of all local authorities, the project team carried out interviews with 37 areas to look at broad issues surrounding the safeguarding of vulnerable adults and children. Over two-thirds (26) of the local authorities that were interviewed said that they had multi-agency models in place at the time of interview (between January and April 2013).

Although the models appear different in presentation they were all largely based upon three common principles: information sharing, joint decision making and coordinated intervention. Agencies represented within multi-agency safeguarding approaches, often co-located or with virtual arrangements in place, included local authorities (children and adult services), police, health and probation.

All of the local authorities who had established a MASH (a co-located hub of agencies) or were working towards it, reported that MASH's improved outcomes for children and families.

The local areas that did not have dedicated multi-agency safeguarding teams all had policies which attempted to facilitate useful cross-agency work. There were also a number of examples of 'single point of entry' teams that act to gather information from victims or those who wish to report a concern. While these teams are not multi-agency, they are reported to facilitate effective allocation of resources. Examples of this include:

- An 'Open Door' team, which covers a slightly wider remit than just safeguarding, but acts as a single point of entry for victims or those concerned about others.
- 'First Response' teams through which all referrals have to go through. The cases are triaged, but not researched or managed.

### **Northamptonshire Police and Fire Merger**

Northamptonshire County Council and the Northamptonshire Police and Crime Commissioner have agreed draft plans to merge the county's Police and Fire Services. The proposal was for a joint management structure within a year, with a long-term view to a full merger.

The council and police commissioner had been given £600,000 by the Home Office to run a trial, but a full merger would require a change in the law.



To access the relevant agenda papers from Northamptonshire County Council please click [here](#) and then access the documents marked 'Blue Light Collaboration'.

### [Cyber Crime, National Crime Agency](#)

The National Crime Agency (NCA) has launched a campaign designed to highlight the dangers of not being protected online. It aims to encourage computer, mobile and tablet users to download and update their security software, and comes in light of dozens of arrests around the world of those caught buying and distributing malicious software.

The initiative, which is being led by the NCA's National Cyber Crime Unit (NCCU) in partnership with the government's Cyber Streetwise campaign, highlights the extent to which cyber criminals could access your bank accounts, email addresses and even your webcam, allowing them to remotely watch you without touching your computer or mobile.

Key stats from the campaign include:

- Four in ten adults don't always install security software on new computers and mobiles, increasing the risk of cyber criminals accessing their cash, passwords and family's privacy.
- Women (37%) are least likely to behave securely online, compared to men (29%). The 18-44 year olds (41%) are also at risk from cybercrime due to their online behaviour.

### [Anti-social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour power, Home Office](#)

The Home Office has published statutory guidance for frontline professionals on the '*Anti-Social Behaviour, Crime and Policing Act 2014: Reform of Anti-Social Behaviour Power*'.

This guidance is written primarily for the police officers, council staff and social landlords who will use the new powers. Part 1 looks at the new measures being introduced to give victims a greater say in the way their reports of anti-social behaviour are dealt with including the community remedy and community trigger. Part 2 then outlines the new powers including community protection notices, criminal behaviour orders and civil injunctions.

### [College of Policing guidance on body worn video launched](#)

The College of Policing launched national guidance in July to help police forces and their staff using body worn video.

This guidance updates and replaces Home Office (2007) Guidance for the Police Use of Body-Worn Video Devices. It explains the relevant legal framework under which forces in England and Wales should operate BWV. It also provides consistency in operating procedures and information management processes for the practical use of BWV.

The guidance includes seven key principles for the overt use of body-worn video, these are:

- The use of body-worn video, by the police, is lawful
- Data will be processed and managed in line with [Code of Practice on the Management of Police Information](#), APP on [Information Management](#) and the principles of the Data Protection Act 1998.

- The normal use of body-worn video will be overt.
- The operational use of body-worn video must be proportionate, legitimate and necessary.
- Use of body-worn video will be incident specific. Officers will use common sense and sound judgement when using body-worn video, in support of the principles of best evidence.
- Body-worn video does not replace conventional forms of evidence gathering (such as written statements and Police and Criminal Evidence Act 1984 (PACE) interviews), it supports them.
- Forces will consult locally with their communities on the use of body-worn video.

## **Stop and Search**

The Home Secretary launched a new scheme to reform police use of stop and search powers on 26 August 2014. All 43 police forces in England and Wales have signed up to the voluntary scheme and 24 will implement two key elements immediately. Those 24 forces will:

- Increase transparency by recording all outcomes of stop and search and whether there is a connection between the grounds for the search and the outcome.
- Restrict the use of Section 60 “no suspicion” powers. Already used only when necessary, under this scheme a chief officer must make the decision whether to authorise the use of such powers. In cases where the chief officer anticipates serious violence, that officer must reasonably believe that violence “will” rather than “may” take place, as it stands now.

By November, all 43 forces will have implemented all aspects of the scheme, including:

- Giving members of the public the opportunity to observe stop and search in practice.
- Introducing a community complaints trigger, so the police must explain to the public how stop and search powers are being used after a large volume of complaints.

The announcement included the launch of a consultation to revise the Police and Criminal Evidence (PACE) Act Code of Practice A. Consultation on the code, which governs the police’s use of stop and search, will last eight weeks.

## **Independent Inquiry Panel of Experts in the Law and Child Protection**

The Home Secretary has announced that Fiona Woolf CBE, JP is to be the chairman of the independent inquiry panel of experts in the law and child protection, to consider whether public bodies – and other, non-state, institutions – have taken seriously their duty of care to protect children from sexual abuse.

Thames Valley Police & Crime Panel Work Programme 2014

Date	Main Agenda Focus	Other agenda items
19/9/14	<u>Themed item:</u> <b>Female Genital Mutilation (FGM)</b>	<ul style="list-style-type: none"> <li>• Scrutiny of PCC Annual Report</li> <li>• Asset Management Plan</li> <li>• Office of the Police &amp; Crime Commissioner Organisational Structure</li> <li>• Public Question Time</li> <li>• General Issues</li> <li>• Work Programme               <ul style="list-style-type: none"> <li>- Appointment of Budget Precept Task and Finish Group</li> <li>- Revised work programme 2014/15</li> </ul> </li> </ul> <p>For information-</p> <ul style="list-style-type: none"> <li>• Public question time scheme</li> <li>• Updated rules of procedure</li> <li>• Letter from PCP Chairman to PCC- Proposed Extension to Deputy PCC Contract</li> <li>• Letter from PCC to Chairman of PCP- Proposed Extension to Deputy PCC Contract</li> </ul>
19/11/14	<u>Themed Item:</u> <b>Rural Crime</b>	<ul style="list-style-type: none"> <li>• Public Question Time</li> <li>• Bullfinch Update</li> </ul>

Date	Main Agenda Focus	Other agenda items
		<ul style="list-style-type: none"> <li>• Complaints, Integrity and Ethics Panel Update</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>
30/01/15	<b>Scrutiny of the Police and Crime Commissioner for the Thames Valley's Proposed Council Tax Precept</b>	<ul style="list-style-type: none"> <li>• Budget Task and Finish Group Report</li> <li>• Public Question Time</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>
20/03/15	<u>Themed item:</u> <b>Child Sexual Exploitation</b>	<ul style="list-style-type: none"> <li>• Public Question Time</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>
05/05/15	<u>Themed item:</u> <b>Victim Support and Restorative Justice</b>	<ul style="list-style-type: none"> <li>• Complaints, Integrity and Ethics Panel Update</li> <li>• Public Question Time</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>

Date	Main Agenda Focus	Other agenda items
17/07/15	<u>Themed item:</u> <b>TBC</b>	<ul style="list-style-type: none"> <li>• Police and Crime Panel Draft Annual Report</li> <li>• Thames Valley Police and Crime Commissioner Draft Annual Report</li> <li>• Thames Valley Police and Crime Commissioner Review of the Police and Crime Plan 2014/15</li> <li>• Public Question Time</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>

