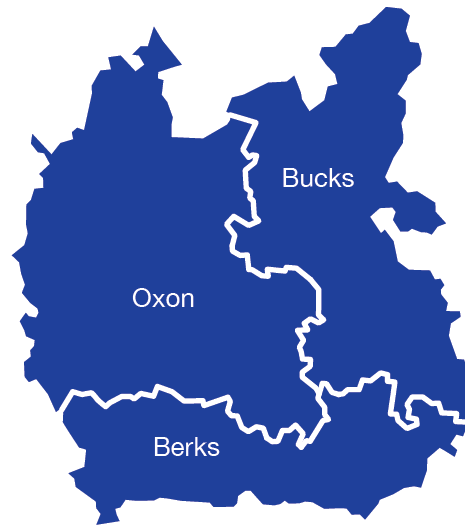# Agenda

Date: Friday 25 September 2015

Time: 11.00 am

Venue: Council Chamber Wokingham Borough Council Civic Offices Shute End Wokingham Berkshire RG40 1BN

Bucks

Oxon

Berks

Map and Directions

Room for Briefing – David Hicks Room

The Council Offices are just up the road from the station
http://goo.gl/maps/88nmH

Nearest Car Park
The Paddocks Car Park, off Elms Road, RG40 2AA
http://goo.gl/maps/Z9lqv
https://www.wokingham.gov.uk/contact-us/

This meeting will not be webcast.

1. **Apologies for Absence**

2. **Declarations of Interest**
To disclose any Personal or Disclosable Pecuniary Interests

3. **Minutes** **5 - 12**
To agree the minutes of the meeting held on 17 July 2015

11.05am **4.** **Public Question Time**

Thames Valley
Police & Crime Panel

(01296) 383610
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Anyone who works or lives in the Thames Valley can ask a question at meetings of the Police and Crime Panel, at which a 20 minute session will be designated for hearing from the public.

If you'd like to participate, please read the Buckinghamshire Public Question Time Scheme and submit your question by email to contact@thamesvalleypcp.org.uk at least three working days in advance of the meeting.

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@ThamesValleyPCP

Committee Members

Julia Adey (Councillor, Wycombe District Council), Patricia Birchley (Councillor, Buckinghamshire County Council), Margaret Burke (Councillor, Milton Keynes Council), Robert Courts (Councillor, West Oxfordshire District Council), Emily Culverhouse (Councillor, Chiltern District Council), Trevor Egleton (Councillor, South Bucks District Council), Ms Julia Girling (Co-opted Member), Jesse Grey (Councillor, Royal Borough of Windsor and Maidenhead), Angela Macpherson (Councillor, Aylesbury Vale District Council), Kieron Mallon (Councillor, Oxfordshire County Council), Mr Curtis-James Marshall (Co-opted Member), Chris McCarthy (Councillor, Vale of White Horse District Council), Iain McCracken (Councillor, Bracknell Forest Council), Sohail Munawar (Councillor, Slough Borough Council), Tony Page (Councillor, Reading Borough Council), Bob Pitts (Councillor, Wokingham Borough Council), George Reynolds (Councillor, Cherwell District Council), Dee Sinclair (Councillor, Oxford City Council), Quentin Webb (Councillor, West Berkshire Council) and Ian White (Councillor, South Oxfordshire District Council)

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 17 July 2015, in The Oculus, Aylesbury Vale District Council, The Gateway Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 12.45 pm.

Members Present

Patricia Birchley (Councillor, Buckinghamshire County Council), Margaret Burke (Councillor, Milton Keynes Council), Emily Culverhouse (Councillor, Chiltern District Council), Trevor Egleton (Councillor, South Bucks District Council), Ms Julia Girling (Co-opted Member), Jesse Grey (Councillor, Royal Borough of Windsor and Maidenhead), Angela Macpherson (Councillor, Aylesbury Vale District Council), Kieron Mallon (Councillor, Oxfordshire County Council), Mr Curtis-James Marshall (Co-opted Member), Iain McCracken (Councillor, Bracknell Forest Council), Bob Pitts (Councillor, Wokingham Borough Council), George Reynolds (Councillor, Cherwell District Council), Dee Sinclair (Councillor, Oxford City Council), Quentin Webb (Councillor, West Berkshire Council) and Ian White (Councillor, South Oxfordshire District Council)

Officers Present

Leslie Ashton and Clare Gray

Others Present

John Campbell (Thames Valley Police Force), David Carroll (Deputy Police and Crime Commissioner), Paul Hammond (Chief Executive of the Office of the Police and Crime Commissioner) and Anthony Stansfeld (Thames Valley Police and Crime Commissioner)

Apologies

Tony Page (Councillor, Reading Borough Council)

1. Election of Chairman

Kieron Mallon called for nominations for the Election of Chairman. Margaret Burke nominated the outgoing chairman, Trevor Egleton. This was seconded by George Reynolds. No other nominations were put forward. Trevor Egleton was declared chairman.

RESOLVED

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

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www.thamesvalleypcp.org.uk
@ThamesValleyPCP

2.   **Appointment of Vice-Chairman**

Trevor Egleton invited nominations for the appointment of Vice-Chairman. Quentin Webb nominated Kieron Mallon. This was seconded by George Reynolds. No other nominations were put forward. Councillor Kieron Mallon was declared Vice-Chairman.

RESOLVED

> **That Kieron Mallon be appointed Vice Chairman of the Thames Valley Police and Crime Panel for the ensuing year.**

3.   **Apologies for Absence**

Councillor Tony Page (Reading Borough Council)

4.   **Declarations of Interest**

There were no declarations of interest.

5.   **Minutes**

The two sets of minutes from the meeting held on 27 March 2015 were agreed as correct records.

6.   **Public Question Time**

There were no public questions. A public question had been submitted late which was a follow up question from the January meeting and raised issues which were operational; this has been passed on to the Office of the Police and Crime Commissioner for his response.

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

Trevor Egleton thanked Clare Gray for the work put in to producing the report which was described as eye catching and interesting. Questions were invited.

Dee Sinclair asked about the circulation of the report and how it will be released into the public realm. Clare Gray confirmed that the report shall be published and she plans to speak with the communications team around a press release to go with it. Members were also encouraged to take the report back to their respective councils.

Kieron Mallon explained that the work being done across the Thames Valley is promoting good practice and the Panel has tackled many issues which have assisted the Commissioner. Support around Child Sexual Exploitation (CSE) and Female Genital Mutilation (FGM) were highlighted as leading examples with partner organisations having become involved and a CSE Sub-committee is now being set up.

Patricia Birchley asked whether the report gets shared at other Police and Crime Panels (PCP's) and reiterated the added value of circulating the report around other regions. Trevor Egleton suggested councils put the report up on their respective websites and agreed it would be a good idea to look at other Panel reports referring in particular to the section containing individual Members comments. Clare Gray added that she is aware that other Panels have commented on the quality of the report, particularly comments from each of the Members. Trevor Egleton explained that there is not a national organisation for PCP's although Frontline Consulting assist Panels and also run the annual PCP Conference.

It was made clear that anything can be raised between meetings should Members believe certain issues should be looked at in detail.

Quentin Webb commented that he hopes the report will be made available in electronic format so that it can easily be circulated. **The report will be circulated electronically to all members.**

8.   Terms of Reference for the Child Sexual Exploitation Sub-Committee

Trevor Egleton explained that following extensive correspondence with the Office of the Police and Crime Commissioner the Terms of Reference for the CSE Sub-committee have been drawn up. Trevor Egleton commended the help from the PCC office and commented that he believes other Police and Crime Panel's will follow Thames Valley's lead. It was confirmed that the Sub- Committee will meet in public and it was acknowledged that CSE is an important issue which is one of the Commissioner's priorities. Members have expressed their willingness to support the Commissioner in his dealings with partner organisations across Thames Valley and are keen to see a consistent approach on this issue.

Angela Macpherson fully endorsed the setting up of the Sub-Committee and emphasised the paragraph in the report that the Sub-Committee should not duplicate what others are already doing. Angela Macpherson sits on a number of boards in Buckinghamshire and is aware a number already look at CSE issues and so she re-iterated that it is incumbent on Members to feed in what is already being discussed around the respective authorities. Kieron Mallon endorsed Angela Macpherson's comments and added that this forum is strategic; covering a vast geographical area and the strategic overview should remain at the forefront of member's thinking.

Angela Macpherson referred to the list of key areas to be included and suggested including lessons learnt from other authorities such as Rotherham who have experience of CSE on a large scale. Trevor Egleton agreed and made reference to a recent national PCP conference where he had ran a workshop on this very issue and Thames Valley Police appeared much further advanced than many other policing authorities.

The Police and Crime Commissioner (PCC) commented that he finds it hugely useful to have Members from a number of councils present and part of the Panel. The PCC had spent time in Slough looking at forced marriages, FGM and honour based violence. At that particular meeting there had been no representative from the Council and it was important to have this link.

RESOLVED

> *That the terms of reference attached at Appendix 1 be agreed.*
>
> *That nominations be put forward for Membership of the Sub-Committee as defined in the paragraph on this issue within the terms of reference.*

The following members put themselves forward to be Sub-Committee members:

Bob Pitts
Iain McCracken
Margaret Burke
Curtis James Marshall
Julia Girling
Kieron Mallon
Dee Sinclair
Ian White
Angela Macpherson
Julia Adey

The maximum number of members is 7 so membership will be discussed further with those who put themselves forward.

The Deputy Chief Constable advised that he would be happy to make members of his team available to inform this committee.

It was confirmed that it will be up to the members of the sub-committee to elect a Chairman and Vice-Chairman when they first meet.

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

Members received the report of the Annual Review of Police and Crime Panel Rules of Procedure and Police and Crime Panel Budget.

RESOLVED that the Panel :-

> *1. Approve that the budget is managed by the Host Authority using the same budget assumptions as outlined in the report.*
>
> *2. Approve the Rules of Procedure set out in Appendix A of the report subject to minor changes regarding rotating venues.*

In terms of the rotation of venues it was agreed that the meetings would continue to meet in three historic 'County' locations – Aylesbury, Wokingham and Cherwell.

10.   Complaints Handling Sub-Committee Report

Members received the report of the Complaints Handling Sub-Committee

RESOLVED

> *1. That the Thames Valley Police & Crime Panel note the report of the Complaint Sub-Committee.*
> *2. That nominations be put forward for Membership of the Complaints Handling Sub-Committee. As below.*

The following members volunteered to join the committee:
Julia Adey
Emily Culverhouse
Ian White
Chris McCarthy
Bob Pitts
Quentin Webb
Iain McCracken
Jesse Gray
Curtis James Marshall

Trevor Egleton thanked volunteers.

The maximum number of members is 7 so membership will be discussed further with those who put themselves forward.

Kieron Mallon commented that two complaints had been received since the last meeting and neither of the complaints were upheld.

11.   Membership of the Budget Task and Finish Group

RESOLVED :

> *That nominations be put forward for Membership of the Budget Task and Finish Group.* As below.

The following members volunteered to join the committee:
Iain McCracken

Margaret Burke
Patricia Birchley
Ian White
Tony Page

Trevor Egleton thanked volunteers.

12.   General Issues

MASH update

An update was attached to the agenda in relation to the rollout and current work of MASH's across the Thames Valley. The PCC affirmed the point of the MASH which is sustainability across agencies, bringing services together and to provide continuity. There are still issues with the introduction of MASH in certain areas across the Thames Valley. There are problems in Berkshire particularly with introducing the MASH. The PCC questioned whether the NHS would be able to support six different MASH's across Berkshire which is not the model he had hoped for.

Ian McCracken advised that Bracknell Forest aim to have a MASH in place by April 2016. Kieron Mallon commented that by not duplicating work across agencies there will be a lower cost to the public. The Deputy Chief Constable added that having a police presence in each of the six hubs in Berkshire would be very challenging but the force will work as hard as they can to accommodate.

Dee Sinclair commented that she had visited the Oxfordshire MASH and was very impressed with the work they are doing which appears to be increasing. The space for the Oxfordshire MASH was identified as an issue to be addressed.

Members recognised it as being vital that information sharing needs to be generated and referrals encouraged from services and the public including schools and families.

Angela Macpherson spoke of her concern that key partners are not sitting in the MASH particularly health representatives. Angela Macpherson added that there is much work to be done to bring all agencies together. Trevor Egleton concurred and added that the more partner agencies involved the better the system will work.

Trevor Egleton commented that it is for members to come forward and say they want to visit a MASH. Trevor Egleton has visited Buckinghamshire's MASH and added that Oxfordshire is currently the most advanced hub. Other members added that information learnt from visits can be taken back to respective councils.

Data sharing was discussed as a need which should be prominently addressed. Trevor Egleton agreed that there are difficulties with the protocol for information sharing with the health service and encouraged members to play their part in pushing this agenda forward.

Praise was given to the Kingfisher team in Oxfordshire, who are tackling Child Sexual Exploitation and Kieron Mallon asked whether there had been any plans to duplicate this across the Thames Valley. The Deputy Chief Constable commented that Buckinghamshire are looking at establishing a new 'Swan' team and options are also being explored in Berkshire.

Neighbourhood Policing Review

A Neighbourhood Policing Review update was attached to the agenda. The PCC discussed the different views of having 'Bobbies on beat'. The PCC referenced differing views of this being an outdated notion with frontline policing. However another view is that neighbourhood police are the eyes and ears on the ground and in dangerous times of terrorism it would be inappropriate to cut policing further.

Due to Central Government grant reductions a large number of operational police officers had been reduced and there are probably more staff cuts to come if the grant is reduced further. The PCC commented that PCSO's are largely valuable in the community as they are the people who know the area well. The Deputy Chief Constable endorsed the PCC's views and affirmed that neighbourhood police are at the heart of what the police do. Members too emphasised the importance of neighbourhood policing. It was acknowledged that Police are driven by intelligence and get a lot of information through local communities which assist them in tackling serious crimes.

Margaret Burke raised the issue of a lack of local policing affecting the public's health. The Deputy Chief Constable spoke of PCSO's developing a sense of community wellbeing although cannot be sure that people's health is linked to community policing.

It was recognised that in Buckinghamshire the fear of crime is worse than the reality and ways of managing neighbourhood crime locally need exploring. The PCC reported crimes aside from internet offences and domestic violence are largely down. The PCC added that crimes such as fraud are offences that community policing can do little about.

George Reynolds raised comments from members of his constituency that police are not often seen in rural areas and it being quite possible that someone could get away with crimes in small village areas. Quentin Webb added that he has been made aware of robberies and thefts within his parish. The PCC commented that with the amount of money being taken out of Thames Valley Police's budget there is going to be less police in both rural and urban areas, but those that are there will need to work even smarter. Urban areas were identified as having higher crime rates which is why there are more officers than in rural areas.

In terms of PCSO's attending local meetings members commented that it would be preferred to see the police out on the street rather than attending frequent meetings. The leaders of parish councils were encouraged to speak to their local station for local updates. There was a suggestion that written reports to groups such as parish councils could be an alternative to attendance in person by the local police.

The PCC made clear his view that he is confident Thames Valley Police are one of the most efficient police forces although they are larger than other forces. The Deputy Chief Constable added that there are in excess of 500 specials that are a fundamental part of policing and communities playing their part in keeping the Thames Valley safe.

Kieron Mallon asked the PCC whether he wished to comment on the Habib Ullah case. The PCC advised that this case has now come to an end after 7 years, during which 5 officers were partially suspended or on reduced duties. All officers were found not guilty and the PCC commented that it has been unacceptable for this to take as long as it has and the real victims have been the police officers and their families. The PCC spoke of looking at taking this to the Home Affairs Select Committee and estimated that the whole case would have incurred vast costs to the force.

Margaret Burke questioned how the PCC will hold the Chief Constable to account over the refocusing of the police force and would the Panel be updated. The Chief Executive Officer confirmed that there will be meetings held which will give the PCC opportunity to look at the Chief Constable's proposals arising from the Force's neighbourhood policing review, and to consider the Force's budget proposals and Annual Delivery Plan. Through this process the PCC will be able to satisfy himself that the Chief Constable's strategic service and financial plans are consistent with each other and with his (PCC) priorities and objectives, as set out in his Police and Crime Plan.

Legal Highs

An update on the Legal Highs legislation was attached to the agenda.

The PCC commented that this continues to be a work in progress and has had a complex passage through the House of Lords. The PCC spoke of there being no question that many crimes and deaths are caused by new

drugs on the market which are not easy to legislate against. The PCC said that he expected the legislation to be finished by April 2016.

Members raised concerns about chemicals in substances just being amended slightly to bring new drugs to the market that cannot be enforced. Shops in Bucks were also identified as actually selling products. The online market was also spoken of providing challenges even if shops were to be deterred from selling certain items.

The PCC said that he believes Trading Standards will be deployed to shops that are selling anything they should not be although whilst the legislation covers a lot, there will inevitably be complications.

The Deputy Chief Constable raised the issue of their needing to be up front prevention strategies for children and young people so that they are discouraged from substance misuse. Trevor Egleton re-iterated this and added that members and councils all have a part to play.

Angela Macpherson asked how the scale of this issue can be measured locally. The PCC commented that he does not believe there are any definitive figures and believes it would be extremely difficult to obtain accurate figures.

Other Issues

- *Tone from the Top – Leadership, ethics and accountability in policing.*
  The Committee on Standards in Public Life have published the above report in June 2015 and it was received by the Host Authority at the beginning of July 2015. An electronic link is in the agenda.

> **Action: Trevor Egleton suggested officers look at this so that it can be discussed further at the next meeting. The information in the report provides a very short summary of a detailed national report which is key to the successful operation of the Panel. It would be useful to undertake a detailed analysis of this document and compare this with the current arrangements of the PCC and the Panel to look at ways in which further good practice could be implemented to promote high ethical standards, good leadership and accountability in policing.**

- Trevor Egleton advised that he attended the National Police and Crime Panel conference which was insightful. A report is to be published by Frontline consulting and will be circulated once received.

- The Police and Crime Commissioner's office had put on a conference concerning commissioning of victims services which Kieron Mallon commended.

- The PCC spoke of there now being an 'app' that can be used to support children at risk of forced marriage, FGM or honour based violence. The app can be downloaded from the internet and is hidden behind another app so that others cannot see it. In the app all phone numbers and support contacts are provided for individuals to seek guidance from.

- Margaret Burke spoke of their having been problems in Milton Keynes in respect of taxi licencing and questioned whether this was a problem in other areas. Trevor Egleton said that Chiltern & South Bucks Councils are harmonising their taxi licensing policies and having a joint service. Trevor Egleton added that as discussed at the previous meeting it would be good to see closer co-operation by all authorities regarding taxi licensing regulations and sharing of information. Dee Sinclair endorsed the issues in respect of taxi licencing in Oxford City where drivers have been working outside of their licencing powers.

- Bob Pitts asked for clarification on the enforcement of illegal traveller sites describing a recent example from his parish where police had not used section 61 powers. The Deputy Chief Constable explained that there are specific requirements which mean that police powers are not always there. It was said that it is the responsibility of Local Authorities to provide sites which not all authorities do. This was said to lead on to travellers just moving on and presenting challenges to another area. The Deputy Chief

Constable stated that if legislation allows it and it is the right thing to do then the police will move travellers on from sites.

13.   Work Programme

Trevor Egleton explained that the draft programme will continue to develop leading to the next meeting and suggestions were welcomed from members to add in items for discussion.

14.   Date and Time of Next Meeting

25 September 2015 – 11 a.m. – Wokingham
27 November 2015 – 11 a.m. - Aylesbury

To be confirmed -
29 January 2016
25 March 2016
13 June 2016
9 September 2016
31 October 2016
16 December 2016

Trevor Egleton wanted his thanks to Clare Gray to be put on record for the work she has put in to the Annual General Meeting of the Panel which has been much appreciated.

CHAIRMAN

Thames Valley PCC

Victim's Commissioning Update

13th July 2015

The purpose of this document is to brief partners and key stakeholders on PCC commissioning activity in relation to support services for victims of crime. This note supplements the document 'PCC's Victims Services Commissioning Intentions' published in April 2014. It also up-dates the 'Victims' Commissioning Up-dates' released in June 2014, December 2104, and February 2015 (available on the PCC's web-site www.thamesvalley-pcc.gov.uk/victims). For further information, please contact Shona Morrison, Policy Manager, Thames Valley OPCC, shona.morrison@thamesvalley.pnn.police.uk

The following contracts/grants have now been awarded.

1.0 CONTRACTS:-

1.1 **Victims Assessment and Referral Centre** (in collaboration with Surrey/Sussex PCCs)
Provider - Victim Support
Length of contract – 3 years (option to extend for 1+1 years)
Start Date – 1st April 2015
Purpose – To receive automatic referrals from the police and provide initial telephone contact, risk assessment and onward referral to all victims of crime.

1.2 **Hate Crime 3rd Party Reporting Service**
Provider – Hate Crime Network (provided via MK Equality Council)
Length of contract – 3 years (option to extend for 1+1 years)
Start Date – 1st July 2015
Purpose – To raise awareness/understanding of Hate Crime, set up a network of third party reporting centres, collate profiles of referrals received, and liaise with police and partners to ensure appropriate support.

1.3 **Local Support Service (LSS)**
Provider – Victim Support
Length of contract – 3 years (option to extend for 1+1 years)
Start Date – 1st April 2015
Purpose – To provide (non-specialist) emotional and practical support to all victims of crime by trained volunteers by telephone or face-to-face.

1.4 **Young Victims Service**
Provider – SAFE!
Length of contract – 3 years (option to extend for 1+1 years)
Start Date – 1st July 2015
Purpose – To provide emotional and practical support using the Protective Behaviours approach to young victims aged 8-17, with priority support offered to young victims of sexual abuse (aged up to 15 years) and young victims of domestic violence.

1.5 **Independent Sexual Violence Advisors Service (ISVA)**
Provider – Refuge
Length of contract – 3 years (option to extend for 1+1 years)

Start Date – 1st July 2015

Purpose – To provide emotional and practical support to victims of sexual violence or abuse, aged 16 years and over, including support throughout criminal proceedings where appropriate.

1.6 **Victim-led Restorative Justice (RJ)**

Provider – Thames Valley Restorative Justice Service (TVRJS)

Length of contract – 3 years (option to extend for 1+1 years)

Start Date – 1st April 2015

Purpose – To provide victim-initiated and Pre-Sentence RJ involving restorative conferences or, when this is not appropriate or possible, a range of alternative restorative approaches in support of the victim.

2.0 GRANT-FUNDED PILOTS:

2.1 **Support Service for Domestic Violence Victims with Complex Needs**

Lead Providers – Berkshire Woman's Aid (Berkshire), Reducing the Risk (Oxfordshire), Smart (Buckinghamshire/MK)

Length of pilots – 18 months

Start Date – 1st October 2015

Purpose – To support victims of domestic violence with complex needs, aged 18 years and over, who also experience other mental health and/or substance misuse problems, or other specialist needs, which prevent engagement with existing services.

2.2 **Independent Trauma Advisory (ITA) Service**

Lead Provider(s) – Elmore Community Services (Oxford), The Mustard Tree (Reading)

Length of pilots – 2 years

Start Date – 1st April 2015

Purpose – To provide emotional and practical support for individuals identified as experiencing exploitation/slavery.
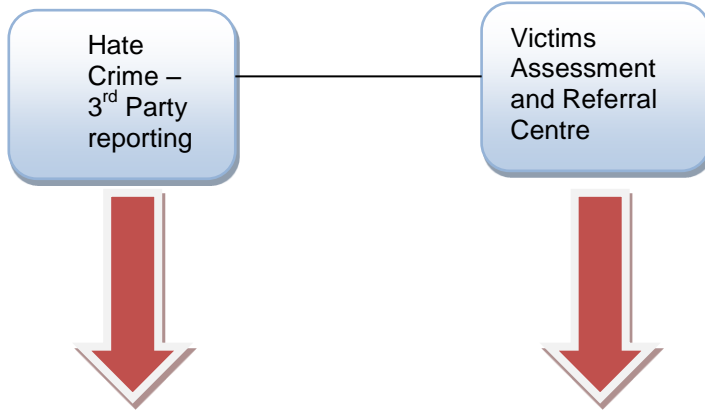
2.3 **Counselling Hub**

Lead Provider – OPCC (hosted within Circles SE)

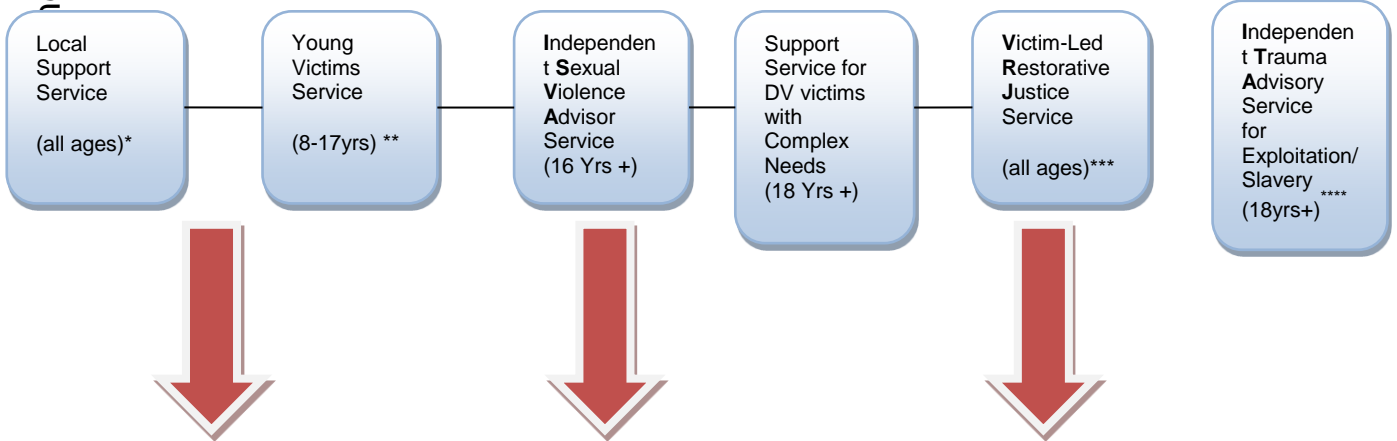Length of pilot – 1 year

Start Date – 1st July 2015

Purpose – To coordinate and improve access to psychotherapeutic counselling for victims of crime from all statutory and voluntary sector agencies, to increase the pool of appropriate counsellors, and reduce barriers for those requiring counselling.

Referral & Reporting
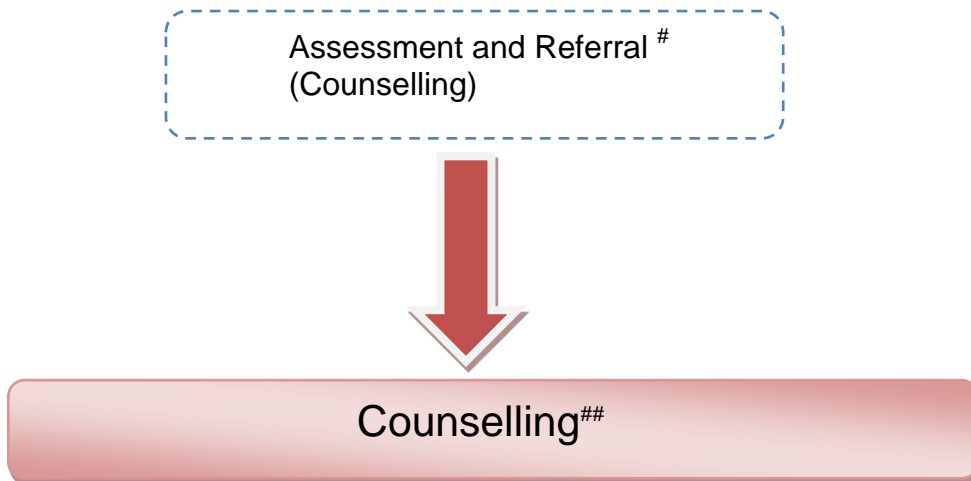
| Hate Crime – 3rd Party reporting | Victims Assessment and Referral Centre |

Recovery

| Local Support Service (all ages)* | Young Victims Service (8-17yrs) ** | Independent Sexual Violence Advisor Service (16 Yrs +) | Support Service for DV victims with Complex Needs (18 Yrs +) | Victim-Led Restorative Justice Service (all ages)*** | Independent Trauma Advisory Service for Exploitation/ Slavery **** (18yrs+) |

Assessment and Referral # (Counselling)

Counselling##

* For those under 18 years, support provided through adults with parental responsibility.

**Priority support for young victims of sexual or domestic abuse. Includes family support.

*** May include young victims that are not supported via Youth Offending Teams.

**** Pilot areas include Reading and Oxfordshire only.

A 'counselling hub' providing referral arrangements, funding for counselling, funding for counselling training, and funding to reduce barriers will be trialled for 12 months to improve access to appropriate psychotherapeutic counselling for victims of crime.

Refers to spot purchase of existing counselling provision from a framework of preferred providers.

Service	Provider	Contact details
Victims Assessment and Referral Centre & Local Support Service	Victim Support	0845 389 9528 08 08 16 89 111 (out of hours) https://www.victimsupport.org.uk/what-we-do/local-services/south-east/thames-valley
Hate Crime – 3rd Party Reporting	Thames Valley Hate Crime Network (MK Equality Council)	0300 1234 148 www.mkequalitycouncil.org.uk
Young Victims	SAFE!	01865 203829 safe@safeproject.org.uk www.safeproject.org.uk
Sexual Violence (ISVA)	Refuge	0800 221 8186 isvathamesvalley@refuge.org.uk http://www.refuge.org.uk/thames-valley/
Victim-Led Restorative Justice	Thames Valley Restorative Justice Service (Thames Valley Partnership)	01844 202001 rjenquiries@tvrjs.org.uk http://tvrjs.org.uk/
Domestic Violence (Complex/Specialist Needs Pilot)	Berk – Berkshire Women's Aid Oxon – Reducing the Risk Bucks – SMART CJS	Berkshire (ceo@bwaid.org.uk) Oxfordshire (romybriant@btinternet.com) Buckinghamshire/MK (partnerships@smartcjs.org.uk)
Exploitation/Slavery (Independent Trauma Advisors)	Reading – The Mustard Tree Oxford – Elmore Community Services	Reading admin@rahab.co.uk Oxford info@elmorecommunityservice.org.uk
Counselling Hub	OPCC/Circles SE	counsellinghub@thamesvalley.pnn.police.uk

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 25 September 2015

Title: PCC's Annual Report 2014/15

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 2014/15 covers the period 1st April 2014 to 31st March 2015.

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 2014/15.

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 2014 to 31 March 2015.

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

Public access to information
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.
Is the publication of this form to be deferred? No
Is there a Part 2 form? No

Name & Role	**Officer**
Head of Unit This document is the final Annual Report for 2014-15	Chief Executive
Legal Advice This document complies with the relevant sections of the Police Reform and Social Responsibility Act 2011	Chief Executive
Financial Advice No specific implications arising directly from this report	PCC Chief Finance Officer
Equalities and Diversity 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

**Annual
Report**
2014–2015

TWELVE MONTHS
IN OFFICE

ANNUAL
PERFORMANCE

COMMUNITY
SAFETY
ACTIVITIES

VICTIMS
COMMISSIONING

SUMMARY
FINANCIAL
PERFORMANCE

LOOKING
AHEAD TO
2015

Contents

1. Introduction

I am delighted to present my third Annual Report as Police and Crime Commissioner (PCC) for Thames Valley. My primary role as PCC is to secure the maintenance of an efficient and effective police force for the Thames Valley area. However, I also work in partnership with other statutory agencies to prevent and reduce crime, and to provide an efficient and effective criminal justice system across the area. This Annual Report 2014/15 describes how I have exercised this role through the strategic objectives in my Police and Crime Plan.

Over the last year we have seen a number of policing and crime achievements in the Thames Valley that have made a real difference to communities - headlines include:

- Reductions in overall crime, with crime in the Thames Valley at its lowest level in 25 years.
- Domestic burglary now at a 40-year-low with offences reduced by 21% on 2013/14.
- NFU Mutual figures show that rural crime in the Thames Valley has reduced by 19% compared to a 5.2% increase nationally.
- I allocated over £1.9m to support victims and witnesses in 2014/15. This funding has been used to grant fund organisations that support victims and to prepare for future commissioning services.
- Local Mental Health Crisis Care Concordats have been signed throughout the Thames Valley. The concordats set out how organisations, including police, will work together to make sure that people get the appropriate help they need when they are having a mental health crisis that brings them into contact with the police and other criminal justice agencies
- Multi-Agency Safeguarding Hubs (MASH) have now been set up in Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes to assist agencies in working together to protect vulnerable people from harm, neglect and abuse.

- Together with the Chief Constable, I awarded grants worth over £187,000 from the Police Property Act Fund to 62 charities and community groups whose work contributes towards reducing crime and/or supports my Police and Crime Plan objectives.
- Delivered the £13.1m of planned cash savings in 2014/15. In its published PEEL Assessment, Her Majesty's Inspector of Constabulary (HMIC) reported that Thames Valley was also on track to meet its further financial challenge in 2015/16.

Between 2010 and 2015, Thames Valley Police has made savings that has enabled it to reduce its annual operating budget by over £58 million while protecting front line services. Nevertheless, Thames Valley Police must also be ready to rise to future policing challenges such as cyber-crime and exploitation, without losing focus on more traditional crimes, and while managing further financial challenges.

Recently I appointed a new Chief Constable, Francis Habgood, and support his approach in moving away from numerical policing targets, to a limited range of key measures which include reducing domestic burglary and improving outcomes (prosecutions) for victims of rape, domestic abuse and violence.

Looking ahead, 2015/16 will see an enhanced focus on my commitment to support victims of crime, which will be delivered by service providers through a commissioning and contract management framework.

I will continue to work with partners to prevent crimes, protect the public, maintain high levels of satisfaction and reduce crime to keep our communities safe from harm.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

2. Twelve Months in Office – April 2014 to March 2015

– PROGRESS IN MEETING MY POLICE AND CRIME PLAN OBJECTIVES

This section highlights my achievements in 2014-15 through a range of overarching areas linked to the Police and Crime Plan:

I.   POLICING AND CRIME

- I oversaw significant reductions in crime in 2014/15. Overall crime in the Thames Valley fell by 5% and domestic burglary, which was one of my key priorities, dropped by over 21%.

- Overall, since becoming PCC, domestic burglary has dropped by 37%, and over 50% in some areas. All Local Policing Areas have played a significant role in achieving this level of performance.

- National Farmers Union (NFU) Mutual crime statistics show that the Thames Valley is one of the few force areas in the UK to have seen a decrease in rural crime over the last year. Thames Valley had a decrease of 19% compared to a 5.2% increase in rural crime nationally. I made rural crime one of my key priorities and in doing so highlighted the great social and economic impact it has on isolated and vulnerable rural communities. I am delighted that statistics show there has been a large reduction in rural crime in the Thames Valley and I will continue to prioritise rural crime to help reduce figures even further.

- The Serious Case Review of the Child Sex Exploitation (CSE) in Oxford was one of the most difficult and unpleasant cases Thames Valley Police have ever had to conduct. Safeguarding vulnerable children against the threat of abuse and CSE is a priority in my Police and Crime Plan and I have been supporting Thames Valley Police's work in this area. As a result of Operation Bullfinch, there has been extensive work across the Thames Valley to identify potential offenders and their victims, and to make sure officers and staff are trained to spot the warning signs of CSE. Multi-Agency Safeguarding Hubs have been set up across Thames Valley, so that Police can work with partners to identify risks to vulnerable children, from all communities, at the earliest possible stage.

- I am determined to stamp out the unacceptable practice of female genital mutilation (FGM) that occurs in a small amount of ethnic communities, and have taken a proactive stance. I spoke at key events in Thames Valley such as the 'End FGM' conference and 'World FGM Day' to highlight this ongoing campaign.

- Working with public health partners and in conjunction with Thames Valley Police, I raised awareness and support of Oxfordshire's FGM strategy by writing to institutions, including schools, colleges, universities, hospitals, GP practices, commissioning bodies and local councils. I am pleased to say that FGM is now firmly on the agenda of Community Safety and Faith Partnerships across Thames Valley.

- Tackling human exploitation in all its forms and helping to support the victims of this serious crime, is an increasing concern across all agencies. I will continue to support victims through projects run in Reading and Oxfordshire that are funded by me and the Home Office Innovation Fund, to provide Independent Trauma Advisors (ITA). The ITA's not only provide support to the victim, which is hugely beneficial, but early evidence suggests that without ITA support the likelihood of disclosure is greatly reduced. The ITA support is proving critical to the effective policing of modern day slavery.

- Following consultation, I introduced the Community Remedy Document as a requirement of the Anti-Social Behaviour, Crime and Policing Act 2014. The aim of the document is to give victims a say in the way offenders of low level crime and anti-social behaviour are dealt with. A number of options have been developed which will ensure police officers will be able to work with the victim and the offender to decide on an appropriate punishment.

- I introduced the Complaints, Integrity and Ethics Panel; the first of its type in the country. The Panel provides an independent forum that monitors and encourages constructive challenge over the way complaints and integrity and ethics issues are handled by Thames Valley Police. This initiative will help ensure that Thames Valley Police aspires to and achieves clear ethical standards and the highest levels of integrity and professional standards of service delivery. The Thames Valley Complaints, Integrity and Ethics Panel was singled-out as a model of good practice by the Home Secretary.

II. 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 Annual Report.

Other examples of partnership work I have undertaken are:

- Continued to support the development of Multi-Agency Safeguarding Hubs (MASHs) across the whole of Thames Valley, involving the police, local authorities and National Health Service partners, which coordinate the response to incidents of serious and organised child sexual exploitation and abuse.

- 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 £3.7 million from my Community Safety Fund to local authorities and Thames Valley Police to help reduce crime and improve community safety.

- Supported the Mental Health Concordat for Thames Valley, in conjunction with health, social care, charities and other agencies to improve the care of people with mental health problems.

- I am a member of the Local Criminal Justice Board (LCJB) which improves strategic coordination between the police and all criminal justice agencies across the Thames Valley area. My deputy chairs the LCJB's 'Victims and Witnesses Commissioning Reference Group' which informs and monitors the local commissioning of victims' services.

- During 2014/15 I became responsible for commissioning new specialist emotional and practical support services for victims of crime from various service providers across the Thames Valley. Local commissioning of services by the PCC is tailored to meet the assessed needs of local victims, and has replaced the old system operated by the Ministry of Justice of grant-funding a range of service providers.

III. ENGAGEMENT

- My office and I have engaged with the voluntary sector and partners to develop commissioning arrangements to support victims.

- Held quarterly liaison meetings with the Crown Prosecutor.

- I met with County, District and Unitary Councils, plus a significant number of Town and Parish Council meetings across Thames Valley.

- I attended eight public events (e.g. County Shows) across Thames Valley during the summer to enable both my deputy and I to engage with residents on local policing concerns.

- My office and I attended various Community Safety Partnership meetings across Thames Valley, to provide support and feedback.

- I promoted rural crime initiatives at the Berkshire, Buckinghamshire, Oxfordshire & Thame agriculture shows.

- In order to discuss and, where appropriate, drive forward topical policing and criminal justice issues, I met with a diverse range of groups and individuals during the year, such as:

  - o Charities
  - o Community Festivals
  - o Community Policing Awards
  - o Community Rehabilitation Company
  - o Community Safety Partnerships
  - o Complaints, Integrity and Ethics Panel
  - o Crime Reduction Projects
  - o Crown Prosecution Service
  - o Faith Groups
  - o FGM Conferences
  - o Health & Wellbeing Boards
  - o Her Majesty's Inspectorate of Constabulary
  - o High Sheriffs
  - o Local Councillors
  - o Local Criminal Justice Board
  - o Local Police Area Commanders
  - o MPs
  - o National Farmers Union
  - o Neighbourhood Watch Conference
  - o Probation Service
  - o Psychiatric Hospitals
  - o Rehabilitation Centres
  - o Safeguarding Boards
  - o Schools, Colleges and Universities
  - o Thames Valley Neighbourhood Policing
  - o Thames Valley Roads Policing
  - o Victim Support

IV. VALUE FOR MONEY

- At the start of the financial year I agreed a balanced budget for 2014/15 which required a 1.99% increase in council tax and cash savings of £13.1m. Those savings have been achieved whilst police performance has been maintained.

- Despite significant budgetary pressures, I provided Thames Valley Police with additional investment and resources for the Protecting Vulnerable People (PVP) Unit - which focuses on protecting potentially vulnerable children from child abuse – and for the introduction and expansion of Multi Agency Safeguarding Hubs (MASH) across the Thames Valley.

- I also provided over £3.7m in grant support to local authorities and Thames Valley Police for community safety initiatives and, throughout the year, I encouraged effective partnership working to make the best use of limited resources.

- Over the 4 year Spending Review period (2011/12 to 2014/15) total cash savings in excess of £58m have been removed from the base revenue budgets of Thames Valley Police, whilst operational police performance has been maintained and, in some key areas (e.g. burglary reduction), improved.

- I continue to work closely with the Chief Constable to explore areas where partnership working can be used to reduce costs and improve resilience. During 2014/15 we explored collaborative opportunities with the fire service to share accommodation.

- During 2014/15 Her Majesty's Inspectorate of Constabulary (HMIC) undertook a number of thematic inspections of Thames Valley Police and reported favourably in terms of value for money:

  o In its 'Valuing the Police' report, HMIC found that Thames Valley Police could demonstrate that it provides good value for money, and is able to reduce costs significantly while continuing to fight crime and keep our communities safe.

  o In its 'PEEL' Assessment, HMIC reported that In terms of efficiency, it recognised that Thames Valley Police was able to increase the numbers of officers and staff on the frontline roles by 2%, whilst having to make savings of £58m between 2010 and 2015 and was also on track to meet its further financial challenge in 2015/16.

- A report released by the Tax Payers Alliance showed that my office is the lowest costing OPCC in England and Wales per 1,000 members of the electorate in each force area (based on 13/14 figures).

V. STATUTORY DUTIES

- I set a balanced budget for 2014/15 and helped Thames Valley Police deliver the £13.1m of cash savings that was removed from the base revenue budget.

- I refreshed my Police and Crime Plan in 2014 to reflect significant issues raised with me by members of the public, partners and other stakeholders.

- I held the former 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 undertook a rigorous recruitment process to appoint a new Chief Constable in March 2015.

- I responded to relevant inspection reports on policing in Thames Valley Police issued by Her Majesty's Inspectorate of Constabulary (HMIC) and held the Chief Constable to account for the findings contained in those reports.

- I administered an effective Independent Custody Visiting Scheme.

3. Annual Performance 1st

My policing objectives and associated performance targets for the 2014/15 financial year, with actual performance for the year, are summarised below.	2014/15 Annual Target
Strategic Objective 1: 'To Cut Crimes that are of most Concern to the Community'	
Performance Targets:	
Reduce the level of violence against the person	Reduction
Reduce the level of domestic burglary	Reduction
Maintain the outcome[1] rate for violence against the person with injury	52%
Maintain the outcome[1] rate for domestic burglary	20%
Maintain the outcome[1] rate for rape	23%
Increase the percentage of domestic abuse related violence against the person with injury prosecution files submitted to the Crown Prosecution Service assessed as trial ready	68.2%
Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready	21.4%
Strategic Objective 2: 'Increase the Visible Presence of the Police'	
Performance Target:	
Increase the hours of active duty worked by Special Constables	147,354
Strategic Objective 3: 'Protect our Communities from the most serious Harm'	
Performance Target:	
The number of cash detention orders to be a minimum of 168	168
Strategic Objective 4: Improve Communication with the Public in order to build Trust and Confidence with our Communities'	
(No targets set)	–
Strategic Objective 5: 'Tackle Bureaucracy and Develop the Professional Skills of all Staff'	
(No targets set)	–
Strategic Objective 6: 'Reduce Costs and protect the Frontline'	
Performance Target:	
Reduce non pay costs by £6.8m in 2014/15	£6.8m

Note: [1]Government changes which came in between 2013 and 2014 saw theintroduction of 'outcomes' across England and Wales. An outcome is an offence that been resolved where a suspect has been either charged, cautioned, issued a fixed penalty notice, issued a formal cannabis warning, has received a youth restorative disposal (community resolution), where the suspect has requested that the offence be taken into consideration at court, the suspect is deceased or the Crown Prosecution Service have decided it is not in the public interest to prosecute the suspect.

April 2014 – 31st March 2015

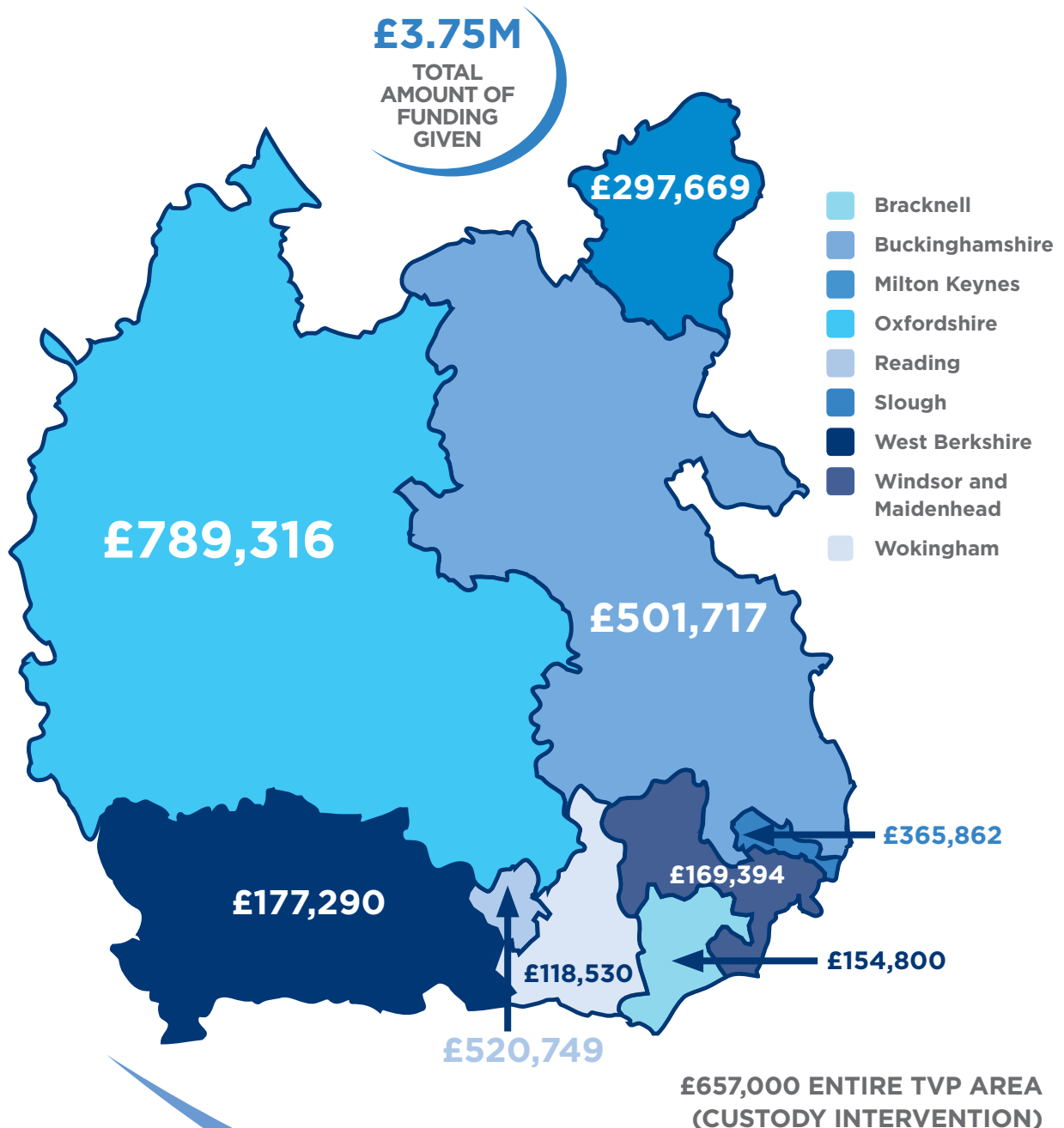| 2014/15 Actual Performance |
|---|
| |
| |
| +10.4% |
| -21.3% |
| 46.9% |
| 19.3% |
| 21.9% |
| 68.8% |
| |
| 37.5% |
| |
| |
| 134,419 |
| |
| |
| 185 |
| |
| - |
| |
| - |
| |
| |
| £7.3m |

THE PERFORMANCE HEADLINES FOR 2014/15 ARE SUMMARISED BELOW:

- There were 6,233 fewer crimes and over 5,130 fewer victims of crimes in Thames Valley during the year 1st April 2014 – 31st March 2015 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 127,408 to 121,208 and the number of recorded victim-based crimes dropped from 113,636 to 108,505.

- Domestic burglaries were down by over 21% (target: achieve a reduction on 2013/14 performance of -19.8%) which meant that 1,207 fewer people had their homes broken into.

- The outcome rate for domestic burglary decreased from 20.4% in 2013/14 to 19.3% in 2014/15 (target: 20.4%).

- The overall incidence of violence against the person was up by 10.4% (target: achieve a reduction on 2013/14 performance of 0.5%), or an increase of over 2000 more offences. Levels of violence in the Thames Valley remain consistently low in comparison with other Forces, and the small increase in cases is largely because of lowering the criteria required for reporting.

- The outcome rate for violence against the person with injury decreased from 47.8% last year to 46.9 % in 2014/15 (target level: 47.8%).

- The outcome rate for rape has decreased from 24% last year to 21.9% in 2014/15 (target level: 23%). There has, however, been an increase of 52.6% in the number of recorded rapes during this period.

- The percentage of abuse related violence against the person with injury prosecution files submitted to the Crown Prosecution Service which are assessed as trial ready, was 68.8% (target: 68.2%).

- The percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready, was 37.5% (target: 21.4%).

4. Community safety activities 2014/15

I provided over £3.7million from my Community Safety Fund to local authorities and associated 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. All Community Safety funded activities are aligned to relevant objectives within my Police and Crime Plan.

COMMUNITY SAFETY PARTNERSHIP (CSP) FUNDING 2014/15:

£3.75M
TOTAL AMOUNT OF FUNDING GIVEN

£297,669

£789,316

£501,717

£177,290

£365,862

£169,394

£154,800

£118,530

£520,749

£657,000 ENTIRE TVP AREA (CUSTODY INTERVENTION)

Legend:
- Bracknell
- Buckinghamshire
- Milton Keynes
- Oxfordshire
- Reading
- Slough
- West Berkshire
- Windsor and Maidenhead
- Wokingham

PERCENTAGE SPEND ON EACH PCC OBJECTIVE BY CSP
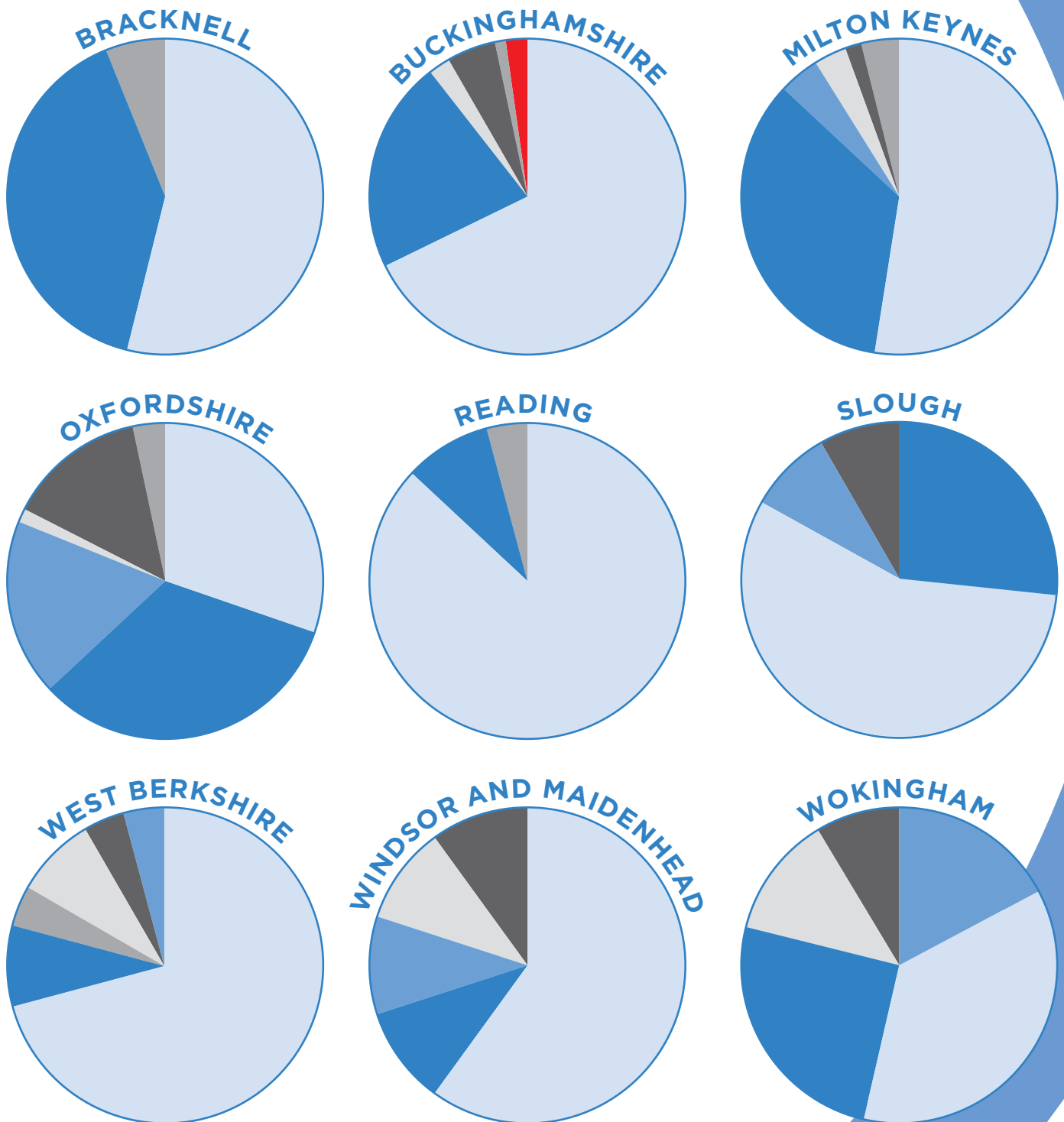
OBJECTIVES

- **1.** Cut crimes that are of most concern to the public and reduce reoffending
- **2.** Protecting vulnerable people
- **3.** Work with partner agencies to put victims and witnesses at the heart of the Criminal Justice System
- **4.** Ensure Police and Partners are visible, act with integrity and foster the trust and confidence of communities
- **5.** Communicate with the public to learn of their concerns, help to prevent crime and reduce their fear of crime
- **6.** Protect the public from serious organised crime, terrorism and internet based crime.
- **Misc (returned to PCC)**

5. Victims Services Commissioning Activities 2014/15

In October 2014, I became responsible for commissioning new emotional and practical support services for victims of crime in the Thames Valley. Across the country, local commissioning replaced the old system of grant-funding by the Ministry of Justice.

I am now responsible for commissioning both a 'non-specialist' overarching victim referral mechanism including onward support and more 'specialist' services for victims of crime, including Restorative Justice services.

Whilst I prepared to introduce fully commissioned services by April 2015 I funded organisations that support victims of crime by awarding grants throughout 2014/15.

During this period my office also worked closely with voluntary and community sector providers of support to victims to ensure that potential providers for my commissioned services were well-informed and ready to take part in the commissioning process.

I also consulted and engaged with these organisations, statutory services and victims of crime themselves to help inform the types of services I would be commissioning and the service specifications.

VICTIMS FUNDING 2014/15

£1.9M

GRANT FUNDED

CATEGORIES OF FUNDING:

£380K
DOMESTIC VIOLENCE

£380K
YOUNG PEOPLE

£207K
VCSE*
CAPACITY BUILDING, VICTIM CONSULTATION, NEEDS ASSESSMENT

£188K
RESTORATIVE JUSTICE

£170K
EXPLOITATION

£163K
SEXUAL VIOLENCE

£117K
TIARA**

£115K
COUNSELLING

£66K
SERVICE PROVISION

£58K
IMPROVING FACILITIES FOR VICTIMS

£46K
HATE CRIME

£13K
STALKING

£5K
FGM***

* Voluntary, Community, Social enterprise

** Therapeutic Interventions and Restorative Approaches

*** Female Genital Mutilation

834 YOUNG VICTIMS DIRECTLY SUPPORTED ACROSS 7 PROJECTS

7 REFERRALS

16 GRANTS TO IMPROVE THE FACILITIES AND EQUIPMENT AT CHARITIES SUPPORTING VICTIMS

FOR VICTIM

VICTIMS

INITIATED

RESTORATIVE

JUSTICE

13 PROJECTS CREATED THAT WILL CONTINUE TO BENEFIT YOUNG VICTIMS AND THEIR PARENTS

1 THAMES VALLEY PROJECT FOR PRE-SENTENCE AND VICTIM-INITIATED RESTORATIVE JUSTICE

4840 COUNSELLING SESSIONS

150 PEOPLE

TRAINING &

£76K TO 3 INDEPENDENT SEXUAL VIOLENCE ADVOCACY SERVICES

RECEIVED

AWARENESS

HATE CRIME

AWARENESS

1 WEBSITE CREATED TO RAISE AWARENESS OF FEMALE GENITAL MUTILATION

TRAINING

£76K TO 3 INDEPENDENT SEXUAL VIOLENCE ADVOCACY SERVICES

6000 STALKING AWARENESS LEAFLETS

STALKING

4 STALKING AWARENESS COURSES

41 NEW VOLUNTEERS RECRUITED AND TRAINED

25 VOLUNTARY SECTOR WORKERS TRAINED IN BID WRITING

VOLUNTEERS

9 ENGAGEMENT EVENTS WITH VOLUNTARY AND COMMUNITY ORGANISATIONS

13 YOUNG CARERS AFFECTED BY DOMESTIC ABUSE RECEIVED COUNSELLING

1 REPORT ON DOMESTIC ABUSE SERVICES IN THE THAMES VALLEY

66 VICTIMS OF DOMESTIC ABUSE RECEIVED LEGAL ADVICE

DOMESTIC ABUSE

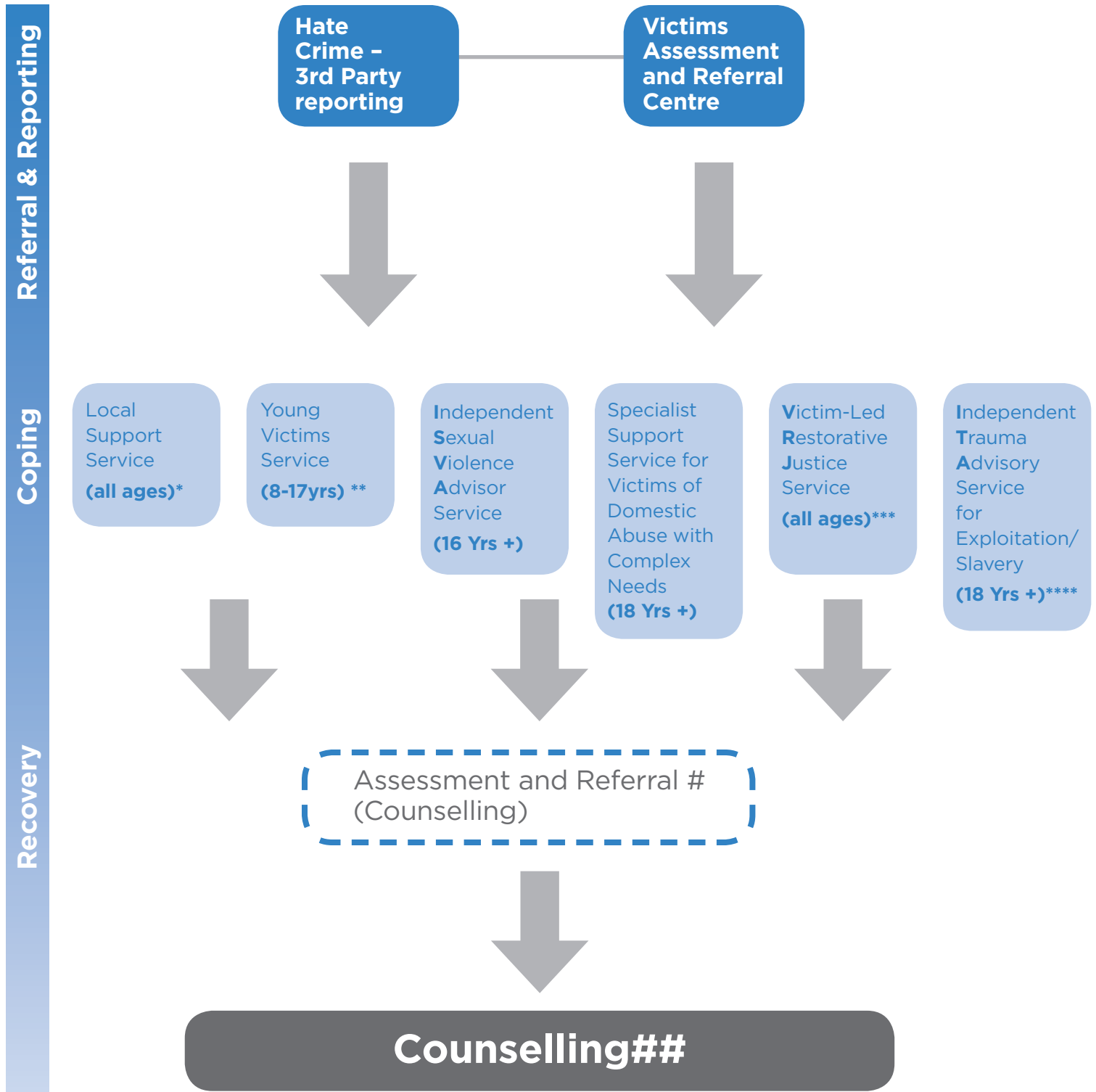## 8 FAMILIES TOOK PART IN CHILD ON PARENT VIOLENCE PILOT

£150K TO 4 INDEPENDENT DOMESTIC VIOLENCE ADVOCACY SERVICES

£120K FOR A PILOT HUMAN EXPLOITATION SERVICE IN OXFORD AND READING

EXPLOITATION

1 CHILD SEXUAL EXPLOITATION SUPPORT WORKER FUNDED

PCC COMMISSIONED SUPPORT SERVICES – VICTIMS OF CRIME

Referral & Reporting

Hate Crime – 3rd Party reporting ── **Victims Assessment and Referral Centre**

Coping

| Local Support Service **(all ages)*** | Young Victims Service **(8-17yrs) **** | **I**ndependent **S**exual **V**iolence **A**dvisor Service **(16 Yrs +)** | Specialist Support Service for Victims of Domestic Abuse with Complex Needs **(18 Yrs +)** | **V**ictim-Led **R**estorative **J**ustice Service **(all ages)***** | **I**ndependent **T**rauma **A**dvisory Service for Exploitation/ Slavery **(18 Yrs +)****** |

Recovery

Assessment and Referral # (Counselling)

Counselling##

* For those under 18 years, support provided through adults with parental responsibility.
**Priority support for young victims of sexual or domestic abuse. Includes family support.
*** May include young victims that are not supported via Youth Offending Teams.
**** Pilot areas include Reading and Oxfordshire only.
#A 'counselling hub' providing referral arrangements, funding for counselling, funding for counselling training, and funding to reduce barriers will be trialled for 12 months to improve access to appropriate psychotherapeutic counselling for victims of crime.
Refers to spot purchase of existing counselling provision, including those acquiring appropriate accreditation through OPCC funded, or other funded, training and meeting the criteria of a framework of preferred providers.

VICTIMS COMMISSIONING – LOOKING AHEAD

In 2015/16 I will be working to complete the commissioning of all my victim services and have already awarded a number of 3-year contracts to start April 2015.

VICTIMS ASSESSMENT AND REFERRAL CENTRE (VARC)

The VARC service, awarded to Victim Support, was a joint commissioning process with the PCCs from Surrey and Sussex. The service includes both a referral mechanism and onward support.

www.victimsupport.org.uk
Tel: 0808 168 9274

VICTIM-LED AND PRE-SENTENCE RESTORATIVE JUSTICE SERVICE

Restorative Justice (RJ) is the process of bringing together those harmed by crime with those responsible. The process can help empower victims through having their voices heard, as well as helping perpetrators face up to the consequences of their actions.

This contract was awarded to Thames Valley Partnership.

www.tvrj.org.uk
Tel: 01844 202001

INDEPENDENT TRAUMA ADVISORY (ITA) SERVICE FOR EXPLOITATION AND SLAVERY

This service was established during the grant stage of my commissioning process and consists of a pilot in Oxfordshire (Elmore Community Services) and Reading (Rahab Project) to support victims of exploitation and slavery. The ITAs offer immediate crisis intervention and emotional support, and help integrate victims of trafficking and human exploitation into further services.

This service will continue for the next two years and is funded by my office and the Home Office Innovation Fund.

OTHER SERVICES

The services below are currently going through the procurement process and will begin in 2015/16. The successful providers will be awarded 3 year contracts to deliver support across the Thames Valley.

- Hate Crime – 3rd Party Reporting Mechanism
- Young Victims Service
- Independent Sexual Violence Advisory Service

The service for victims of Domestic Abuse (DA) with Complex Needs will consist of county based pilots and will help inform my future commissioning priorities and approach regarding DA service delivery.

A Counselling Hub will also start to be developed in 2015/16 and will allow victims to access much needed counselling provision.

ANPR and VIDEO EQUIPPED

HAMPSHIRE
CONSTABULARY
HAMPSHIRE

THAMES VALLEY
POLICE

POLICE

VOLVO

6. Summary Financial Performance 2014/15 Financial Year

PCC Direct Operating Costs		£000	2014/15 Actuals £000
PCC Direct Operating and Commissioning Costs	Democratic representation	194	
	Commissioning costs	5,760	
	Office of the PCC	919	
			6,873
Policing services provided by Thames Valley Police	Employees	377,022	
	Premises	21,572	
	Transport	16,418	
	Supplies & Services	50,712	
	3rd Party Payments	8,319	
	less: Force Income	-50,440	
			423,603
Capital Financing	Capital financing costs	7,279	
	less: Interest income on balances	-802	
			6,477
Planned Appropriations from Revenue Balances			**-786**
Total Cost of Services			**436,167**
Funded by:	General Grant income	-243,274	
	Specific Grants	-61,243	
	Council Tax	-134,721	
	Total Funding		**-439,238**
Net Revenue Underspend			**-3,071**

The actual annual expenditure and income figures for 2014/15 shown in the above table are as per the Statement of Accounts 2014/15. 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 South East Counter Terrorism Unit and other collaborative arrangements, such as the Hampshire/TVP joint ICT Unit and the Chiltern Transport Consortium, where Thames Valley Police is the lead force hosting the service).

The 2014/15 net annual underspend of just under £3.1m equates to just 0.8% of the approved net revenue budget for the year of £389.48m, demonstrating effective financial management.

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

7. Looking ahead to 2015/16

In producing my initial four 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.

I reviewed and refreshed my Plan in 2014 – further details of this can be read here:

http://www.thamesvalley-pcc.gov. uk/Document-Library/Police-and-Crime-Plan-2014.pdf

From my four year Police and Crime Plan, the Chief Constable produces an Annual Delivery Plan which explains in detail the operational objectives for the police each year. I hold the Chief Constable to account for achieving the objectives and targets in the Force's Annual Delivery Plan.

I continue to be committed to working with the Chief Constable and other partners to ensure that the communities of Thames Valley receive a high quality, effective and value for money police service. I believe we have made some great progress over the past year and will continue to achieve these objectives through my Police and Crime Plan.

Providing accessible policing against a backdrop of on-going cuts to the police budget is one of the biggest challenges we face and we will need to achieve more with fewer resources than we currently have. Together with the Chief Constable, we will be working to identify another £33m savings in order to meet our budget targets by 2018.

The proliferation of cyber crime across our communities is a real cause for concern, with criminals adopting different techniques on a wide range of victims.

The Modern Slavery Act recently became law to tackle significant issues in the UK over recent years. Individuals that are exploited through modern slavery constitute some of the most isolated and vulnerable in our communities.

Safeguarding is a recognised key area of joint activity for the police, local authorities and the NHS. Child Sexual Exploitation is an on-going priority for the Force, who will continue to identify new victims and pursue offenders. The number of adult safeguarding referrals has also been increasing steadily; vulnerability of the elderly to fraud, exploitation and abuse all raise the status of this priority.

Changes in the performance landscape have culminated in the removal of numerical targets for 2015/16. 'Aims' have replaced targets with greater emphasis on victim based crime which will see Thames Valley Police – in conjunction with the Crown Prosecution Service (CPS) – enhance its focus on driving up outcomes (prosecutions) for victims of rape, domestic abuse and violence.

I am looking forward to the next 12 months and will continue to work hard on improving policing and keeping our communities safe. My focus will remain on putting victims first and in ensuring the people of Thames Valley have the best service possible.

POLICE
& CRIME
COMMISSIONER
THAMES VALLEY

For further information about the PCC you can get in touch with us using the contact details below or visit www.thamesvalley-pcc.gov.uk

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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

25 SEPTEMBER 2015

REPORT ON THE OPCC
STRATEGIC DELIVERY PLAN 2015/16

1. The Police Reform and Social Responsibility Act 2011 requires me to produce and publish a Police and Crime Plan. The Act also requires me to produce an annual report to review and report on progress in delivering the Police and Crime Plan.

2. There is no statutory requirement to produce and monitor delivery of the Plan during the year but this is considered to be best practice since it will facilitate effective management control and delivery of my objectives, and will help to demonstrate transparency, accountability and effective governance within my office.

3. I published my updated four year Police and Crime Plan 2013-2017 in July 2014. This document sets out actions, performance measures and targets, as appropriate, for each of the six strategic objectives contained within it.

4. I hold the Chief Constable to account for Force service delivery against the relevant 'policing' targets, outcomes and measures within the plan.

5. I also hold my Chief Executive, Chief Finance Officer and other members of his Strategic Management Team to account for delivery of the non-policing activities, targets and measures within the plan. Where they are not personally responsible for delivering objectives they will be required to ensure that the necessary systems, policies and processes are in place to ensure that external partners and service providers, such as community safety partnerships, deliver their agreed targets and outcomes, particularly when they receive funding from me to do so.

6. Attached is a copy of the OPCC Strategic Delivery Plan for 2015/16. The plan contains two sections, as follows:

Section 1 (objectives 1 to 6):	Captures OPCC 'outward-facing' activity in support of monitoring and delivering the 6 strategic objectives contained in the PCC's Police and Crime Plan.

	Section 2 (objectives A to F):	Captures OPCC 'internal' activity in support of all other 'business-as-usual' functional responsibilities of the PCC

7. The Strategic Delivery Plan is a 'live' document which is reviewed and refreshed regularly throughout the year. The Plan uses the following 'Red/Amber/Green' (RAG) traffic light status to highlight progress on delivery of commenced actions:

Green:	Action on track or Action successfully completed
Amber:	Action not on track or at risk or Outcome less than satisfactory
Red:	Action significantly delayed or at severe risk of failure Or Outcome unsuccessful
NB White:	Action not yet due to commence

8. I have also attached the Force's quarterly update on performance in respect of the Chief Constable's Delivery Plan in support of my Police and Crime Plan and was submitted to my Level 1 meeting in July. The update reflects the high level progress over the first three months of 2015/16 and it is to be expected that many of the actions are in their early stages of delivery.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

Thames Valley OPCC Strategic Delivery Plan – 2015/16 (as at 20.7.2015)

This Strategic Delivery Plan contains two sections:-
Section 1 (objectives 1 to 6):   captures activity of Office of the Police and Crime Commissioner (OPCC) in support of monitoring and delivering the objectives of the Police and Crime Commissioner's (PCC) Police and Crime Plan;
Section 2 (objectives A to F):   captures activity in support of all other responsibilities of the PCC and the OPCC.

SECTION 1
Objectives in support of Monitoring and Delivery of the PCC's Police and Crime Plan

Police and Crime Plan: Objective 1

Cut crimes of most concern to the public and reduce reoffending
This will be achieved by:
- Effective investigation and enforcement
- Working in partnership to tackle priority crimes
- Maintaining the focus on domestic burglary, rural crime and violence
- Decisively dealing with antisocial behaviour
- Further embedding Integrated Offender Management
- Reduce the impact of drugs and alcohol to tackle crime and reduce reoffending
- Use of consistent language

	Actions	Timescale	Sponsor (SMG)	Lead officer	Progress/Barriers	Links to other actions	R/A/G
1.1	Monitor TVP's effectiveness in prioritising violent crime and domestic burglary	Ongoing	PCC	GE	On track – no issues to address	TVP 1.1	
1.2	Seek evidence that TVP's support for rural and business communities is tackling and preventing crime affecting those communities	Ongoing	PCC	WW	On track – no issues to address	TVP 1.4 & 1.8	
1.3	Seek evidence that TVP's commitment to ensure that the contribution of Special Constables is maximised while their numbers are maintained is demonstrably effective.	Mar 2016	PCC	GE/ JK	On track – no issues to address	TVP 2.1	
1.4	Seek evidence that TVP has implemented evidence-based practice identified by the College of Policing.	Mar 2016	PCC	GE	On-going evidence being gathered	TVP 5.2	

RAG Risk Status is as follows:
Green – Action on-track or successfully completed (C)   Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

1

1.5	Monitor TVPs application of priority-based budgeting approach to determine allocation of resources	Mar 2016	PCC	IT	On track. Briefing provided to PCC on 29th June	*TVP 6.3*	
1.6	Ensure TVP monitor file quality of all case files submitted to Crown Prosecution Service (CPS).	Ongoing	PCC	PH/ GE	LCJB to start providing relevant analysis to OPCC		
1.7	Monitor impact of TVP Custody Healthcare contract on Public Health Outcome (PHO) 2.16 and any corrective action taken.	Mar 2016	PCC	SM			
1.8	Identify TVP's approach to Integrated Offender Management (IOM) – including repeat offenders - and explore options for development.	Mar 2016	PCC	GE	On-going		
1.9	Review the Community Remedy document, exploring further options for inclusion and monitor its usage.	Mar 2016	SM	CH	On-going research into possible inclusions and investigation of monitoring arrangements.		

Outcome success measures:

- *A reduction in the rate of domestic burglary*
- *(Reduced) level of violence at CSP (and Force) level*
- *(Reduced) level of rural crime based on NFU insurance claims*
- *Maintain/improve performance at Local Authority level against PHO 2.16*

RAG Risk Status is as follows:
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2

Police and Crime Plan: Objective 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

		Actions	*Timescale*	*Sponsor (SMG)*	*Lead Officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
2.1		Monitor TVP's implementation and performance of Multi-Agency Safeguarding Hubs (MASHs) to protect the vulnerable (children and adults)	Mar 2016	PCC	EF	Ongoing communications with regard to the MASH – concern about capacity when adults are combined from November 2015 – Berkshire implementing MASH: will this have a negative impact on functionality.	TVP 3.1	
2.2		Monitor TVPs commitment to the local Mental Health Crises Concordat partnership action plans.	Mar 2016	PCC	WW	On track – no issues to address	TVP 2.4	
2.3		Monitor the effectiveness of TVP's activity to protect children from sexual abuse and provide highest possible level of service to those who have been subject to abuse and exploitation	Ongoing	PCC	EF	On track – no issues to address	TVP 3.3	
2.4		Monitor the effectiveness of TVP's activity to encourage FGM referrals by partners, develop preventative and investigative strategies and community engagement.	Ongoing	SM	EF	On track – no issues to address	TVP 3.7	
2.5		Monitor TVP's implementation of relevant recommendations from Her Majesty's Inspectorate of Constabulary (HMIC) reports	Ongoing	PCC	GE	On track – no issues to address		

Outcome success measures:
- *(Reduced) Repeat victimisation rate of domestic abuse related violent crime*
- *Increased rate of FGM referrals at Force level*
- *Number of referrals to PCC's Young Victims Service due to sexual abuse*
- *Number of victims of sexual abuse exiting the Young victims service with improved outcomes*

49

RAG Risk Status is as follows:
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3

Police and Crime Plan: Objective 3

Work with partner agencies to put victims and witnesses at the heart of the Criminal Justice System
This will be achieved by:
- Ensuring victims and witnesses receive the support they need to cope and recover
- Ensuring victims and witnesses are not further harmed by the criminal justice process
- Agencies providing victims and witnesses with the information they require
- Providing victims with an opportunity to access Restorative Justice and Community Remedies.
- Communicating with the Force and Partners

	Actions	*Timescale*	*Sponsor (SMG)*	*Lead Officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
3.1	Monitor the effectiveness of TVP's improvements in investigation and case preparation of domestic abuse and rape offences.	Mar 2016	PCC	GE	Overseen through the PCC's performance monitoring framework - ongoing	*TVP 1.2*	
3.2	Monitor TVP's progress to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process.	Mar 2016	DPCC	SM		*TVP 3.4*	
3.3	Monitor TVP's Victims' 'Right to Review' initiative.	Mar 2016	DPCC	SM		*VWDG 1.5*	
3.4	Implement Victims Code of Practice and Witness Charter compliance monitoring framework	Mar 2016	DPCC	SM		*VWDG 4.1*	
3.5	Monitor the effectiveness of TVP/CPS actions to improve rate of cracked trials due victim/witness issues.	Dec 2016	PCC	DPCC/ SM			
3.6	Develop and implement recommendations for establishing a process for supporting victims to access appropriate counselling.	Sep 2015	PCC	SM			
3.7	Identify and implement (with Surrey/Sussex), appropriate contract management arrangements for oversight of Victim Support's 'Victims Assessment & Referral Centre' (VARC).	Dec 2015	PCC	WW	On track – no issues to address		
3.8	Establish contract management arrangements and procedures for oversight of PCC commissioned or grant funded local and specialist victims'	Jul 2016	PCC	SM			

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4

	services (including slavery pilots and Victim Support LSS).						
3.9	Develop options and recommendations for improving OPCC consultation and engagement with victims.	Mar 2016	PCC	CH	Further discussions needed and to tie in with our new services.		

Outcomes success measures:

- *Increase in volume of rape investigations resulting in prosecution*
- *Increase in percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready*
- *Increased volume of domestic abuse investigation which results in charge or caution*
- *Meet target for rate of cracked trials due to victim/witness issues*

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5

Police and Crime Plan: Objective 4

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

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

	Actions	Timescale	Sponsor (SMG)	Lead Officer	Progress/Barriers	Links to other actions	R/A/G
4.1	Monitor the outcomes of TVPs participation in Home Office Stop & Search pilot and activity to ensure best use of Stop & Search	Mar 2016	PCC	GE	On-going	TVP 2.3	
4.2	Monitor the implementation of the recommendations from the neighbourhood policing review	Mar 2016	PCC	GE	On-going	TVP 2.6	
4.3	Monitor the effectiveness of TVP's actions to improve focused engagement with diverse communities to help tackle crimes that affect them.	Mar 2016	PCC	GE/ JK	On-going – evidence being gathered	TVP 2.5	
4.4	Monitor TVP's progress towards increasing the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley	Ongoing	PCC	JK	On track – no issues to address.	TVP 5.4	
4.5	Monitor the outcomes of Serious Case Reviews and identify how TVP is implementing and validating these.	Ongoing	PCC	GE/ CH	Ongoing - OPCC monitors SCR outcomes via TVP's Independent Review Panel.		
4.6	Review the structure and effectiveness of the Complaints, Integrity and Ethics Panel	Sept 2015	PCC	DPCC/ GL	Imminent meeting with the Chairman of the Panel (DPCC) to discuss the format for the review		
4.7	Review the effectiveness of the OPCC complaints handling procedures & practices in respect of complaints made against CC and PCC	Sept 2015	PH	PH/ JR	New procedures developed, implemented and being followed. Procedures to be documented for dissemination to all OPCC staff		
4.8	Review and publish Community Safety Partnership (CSP) activity and performance in 2015/16 in relation to Community Safety Fund (CSF) investment by PCC.	Mar 2016	PCC	SM/ CH			

RAG Risk Status is as follows:

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Outcome success measures:
- *Increased victim satisfaction level with TVP*
- *Profile of TVP workforce compared to population of Thames Valley*
- *Development and publication of CSP Infographic*

RAG Risk Status is as follows:
Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

Police and Crime Plan: Objective 5

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

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

	Actions	Timescale	Sponsor (SMG)	Lead Officer	Progress/Barriers	Links to other actions	R/A/G
5.1	Identify and obtain relevant evidence from the Force which demonstrates improved crime prevention capability around harm and priority areas.	Mar 2016	PCC	GE	OPCC has broad oversight of harm/priority areas through its performance monitoring framework. Monitoring arrangements around crime prevention capability to be established	TVP 1.7	(Amber)
5.2	Monitor how TVP communicates performance and outcomes to the public	Ongoing	PCC	CH	Regular updates from Corporate Communications ongoing	TVP 4.2	(Green)
5.3	Monitor TVP's implementation of recommendations from the contact management programme to improve public contact with the police.	Mar 2016	PCC	WW	On track – no issues to address	TVP 4.4	(Green)
5.4	Implement a programme of all-year-round PCC public engagement events	Ongoing	PCC	CH	Summer of events planned and investigating options for the winter		(Green)
5.5	Identify 'hard to reach' / 'less visible groups' and undertake targeted engagement activities	Mar 2016	PCC	CH	More investigation needed. Work has started on a youth engagement strategy		(Red)
5.6	Develop a set of OPCC performance indicators to measure the effectiveness of public and partner engagement.	Mar 2016	SM	CH	Being developed and training taking place later this year		(Amber)
5.7	Promote the use of digital communications, e.g. 'TV Alert', social media and 'Cover It Live'	Mar 2016	SM	CH	Ongoing		(Green)
5.8	Develop recommendations on how PCC can assist in sharing the learning/best practice in relation to key areas of the Police and Crime Plan	Mar 2016	PCC	CH	PCC's Victims' Conference held on 15th July.	OPCC Action A.3	(Green)
5.9	Review and up-date PCC/TVP/CSP Corporate Communications agreement or protocol	Sept 2015	PCC	PH/ CH	Protocol is being developed with Communications Manager		(Amber)
Outcome success measures:							

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PCC engages cross-sections of the community
The police are proactive in focusing crime prevention where this is most needed
The public are able to contact the police through different channels and track progress
Public/Partner engagement is broadened though performance headlines

RAG Risk Status is as follows:

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Police and Crime Plan: Objective 6

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

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

		Actions	*Timescale*	*Sponsor (SMG)*	*Lead officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
	6.1	Monitor TVPs improvements in its response to Cyber Crime.	Ongoing	PCC	GE/CH	On track – no issues to address.	*TVP 1.6*	(Green)
	6.2	Monitor the effectiveness of TVP's activity to develop intelligence to target individuals and OCGs engaged in human trafficking and slavery	Mar 2016	PCC	SM		*TVP 3.5*	
	6.3	Monitor the effectiveness of TVP's activity to help increase resilience of communities to fraud and improve the process for victims	Mar 2016	PCC	GE/CH	On-going	*TVP 3.8*	(Amber)
56	6.4	Identify evidence which demonstrates that the Force have addressed the Strategic Policing Requirement (SPR), with particular focus on: ○ Child Sexual Exploitation (CSE) ○ Serious and Organised Crime Strategy (SOCS)* ○ Protecting vulnerable adults from Organised Crime Groups ○ Engagement with South-East Regional (PCCs/CCs) Governance Board for SECTU/SEROCU	Mar 2016	PCC	 EF WW WW PH	*The PCCs role in relation to Serious and Organised Crime Local Profiles is set out in SOCS. Awaiting Updates ➔ Awaiting updates ➔ Awaiting updates ➔ Report to be submitted to SE Region Collaboration Board 23 July proposing a forward scrutiny plan ➔		 (Amber) (Amber) (Amber) (Amber)

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C)   Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

6.5	Develop joint CSP working with partners to identify recommendations on Cyber Crime & PREVENT	Mar 2016	PCC	CH/ JK	Arrangements to be established		

Outcome success measures:

- *TVP has the capacity and capability to deliver the statutory functions of the SPR*
- *Perpetrators of human trafficking and modern slavery are tried and prosecuted; victims are supported*
- *Victims of Fraud and Cyber crime are recognised and supported*

RAG Risk Status is as follows:
Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

Objectives in support of the further functional responsibilities of the Police and Crime Commissioner

OPCC Operational Objective A
Improve and enhance collaboration arrangements with OPCC partners This will be achieved by: -   Monitoring national Police service collaboration arrangements -   Establishing a Policy Development Programme/Process (including capacity)

	Actions	*Timescale*	*Sponsor (SMG)*	*Lead officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
A.1	Identify risks/opportunities arising from introduction of Community Rehabilitation Company (CRC) and support effective working relationship.	Mar 2016	SM	GE	Developments around the role of the PCC and TV's CRC is being monitored through the IOM Steering Group (Panel Chair is C/Ex of TV CRC) and through TVP's lead IOM.		🟧
A.2	Seek ways of developing the relationship between OPCC and safeguarding partners and identify opportunities for joint working	Ongoing	PCC	SM			
A.3	PCC to hold conference to showcase victims' services projects awarded grant funding in 2014/15.	Jul 2015	SM	CH	Conference planned and held on 15th July 2015	*5.8*	🟩
A.4	Research other local partnership meetings and provide recommendations in relation to OPCC engagement.	Mar 2016	SM	SM/ EF			🟩
A.5	Communicate with local authority councillors about the work of the OPCC	Mar 2016	SM	CH	Engagement strategy to be established		🟧
A.6	Develop communications working group between CSPs, TVP and OPCC to identify collaboration opportunities	Mar 2016	SM	CH	Discussions in place with TVP Corporate Comms		🟧

Outcome success measures:
- *% of respondents providing positive feedback from victims' conference*
- *Focused communication with partners to achieve mutual community safety outcomes*
- *Shared learning and best practice with service provides to support victims*

58

RAG Risk Status is as follows:

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OPCC Operational Objective B

Make the most effective use of OPCC resources

This will be achieved by:
- Effective use of PCC funding streams
- Effective use of PDRs for OPCC staff to demonstrate competency
- Identify and meet training needs of OPCC staff
- Implementation of formal programme structure to ensure PCC has complete oversight of OPCC activity and risks

	Actions	*Timescale*	*Sponsor (SMG)*	*Lead officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
B.1	Review and document the process by which the PCC can effectively hold the CC to account for successful delivery of the Force Annual Delivery Plan.	Sept 2016	PCC	PH	To be developed in liaison with CC		
B.2	Allocate 2015/16 Police Property Act Fund (PPAF) grant monies through 2 public bidding rounds	May 2015 Oct 2015	PCC	IT	On track. First round of grants has been awarded. BACS payments to be made w/c 13-7-15		
B.3	Update the funding formula for the community safety fund to enable the 2016/17 grants to be allocated on a fair and equitable basis	Sep 2015	PCC	IT/ SM			
B.4	Explore options for alternative distribution of the community safety fund in 2016/17 and later years	Dec 2015	PCC	IT/ SM			
B.5	Strategic review of OPCC activities and budgets, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2015	IT	CHS		*OPCC B.5*	
B.6	Draft the PCC's 2016/17 OPCC Strategic Delivery Plan, including review of staff needs, capability and capacity	Jan 2016	PCC	PH		*OPCC B.4*	

RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

B.7	Monitor and manage the Innovation Grant Funded support service for victims of slavery and other forms of exploitation	Ongoing	SM	SM		*3.8*	
B.8	Monitor and manage the Victim Support contract	Ongoing	SM	WW		*3.7*	
B.9	Monitor and manage the RJ contract with Thames Valley Partnership	Ongoing	SM	SM		*3.8*	
B.10	Monitor and manage the ISVA contract with refuge	Ongoing	SM	EF		*3.8*	
B.11	Monitor and manage other victims services contracts	Ongoing	SM	SM/EF		*3.8*	
B.12	Monitor and manage the Young Victims contract	Ongoing	SM	WW		*3.8*	
B.13	Monitor and manage the Oxfordshire Domestic Violence (pilot) contract	Ongoing	SM	All		*3.8*	
B.14	Monitor and manage the Counselling contract	Ongoing	SM	EF		*3.8*	

Outcome success measures:

- *CSF grant agreements signed*
- *All eligible staff have an effective PDR*
- *Delivery Plan and Risk register reviewed at each SOG with escalation procedure to SMG*
- *Financial outturn for OPCC controlled budgets in line with in-year forecasts*

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RAG Risk Status is as follows:
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OPCC Operational Objective C

Review and confirm effectiveness of financial management arrangements

This will be achieved by:
- Adoption of relevant accounting Codes of Practice
- Maintenance of timely and accurate financial administration and accounting control processes
- Proactive cooperation and compliance with internal and external audit investigations and report recommendations

	Actions	Timescale	Sponsor (SMG)	Lead officer	Progress/Barriers	Links to other actions	R/A/G
C.1	Close the 2014/15 accounts in accordance with best practice by 31st May 2015 (i.e. one month earlier than in 2013/14) whilst also reflecting the specific accounting implications of the 'Stage 2' transfers of staff, assets and liabilities from the PCC to CC	May 2015	IT	JB	Largely on track – issues to address relate to matters outside of direct control of PCC/TVP (e.g. Bucks CC preparation and distribution of Pension Fund accounting information)		
C.2	Liaise with external audit and then present the audited accounts to the Joint Independent Audit Committee (JIAC) prior to publication on the PCC's website	Aug 2015	IT	JB	On track. Auditors are on-site for 4 weeks commencing 15th June		
C.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Aug 2015	IT	CS	On track – no issues to address		
C.4	Develop new process for monitoring the annual and medium term capital programmes	Jun 2015	IT	IT	On track. New format will be presented to PCC at level 1 meeting on 30th July		
C.5	Review the Minimum Revenue Provision	Jun 2015	IT	JB	On track – no issues to address		

RAG Risk Status is as follows:

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Ref	Action	Date			Comments		RAG
	(MRP) policy and calculation to identify whether cash savings can be made						🟩
C.6	Work with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2016/17 to 2018/19	Jan 2016	PCC	IT			
C.7	Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP	Nov 2015	IT	JB			
C.8	Agree 2016/17 revenue budget and issue the council tax precept to billing authorities	Jan 2016	PCC	IT			
C.9	Submit all grant returns in accordance with external deadlines	Mar 2015	IT	JB	On track - no issues to address		🟩
C.10	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	On track - no issues to address		🟩
C.11	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	On track - no issues to address		🟩
C.12	Undertake the VAT partial exemption calculation for 2015/16	Mar 2016	IT	JB			
C.13	Review and update all treasury management policies and associated practice notes	Sep 2016	IT	SB/ CS			
C.14	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	SB	On track - no issues to address		🟩
C.15	Contribute to the Force Enterprise Resource Planning (ERP) review and help implement proposed solution	Ongoing	IT	JB			

Outcome success measures:

- *Unqualified external audit opinion*
- *All statutory deadlines met*
- *Annual budget and capital programme endorsed by Police & Crime Panel*
- *Precept increase in line with Government capping rules*
- *Treasury reports to Level 1 meetings and JIAC*

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RAG Risk Status is as follows:
Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

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OPCC Operational Objective D

Maintain an effective system of internal audit

This will be achieved by:
- Consulting / working with the Joint Independent Audit Committee (JIAC)
- Compliance with PSIAS and the audit manual

		Actions	Timescale	Sponsor (SMG)	Lead officer	Progress/Barriers	Links to other actions	R/A/G
D.1		Produce and present the 2014/15 annual report on internal audit to the Joint Independent Audit Committee (JIAC) meeting on 24th June 2015	Jun 2015	IT	AS	Complete		*(C)*
D.2		Produce update reports on (1) progress of 2015/16 Internal Audit Plan delivery and summary of matters arising from completed audits and (2) progress of delivery of agreed actions in internal audit reports to the JIAC on a quarterly basis	Quarterly	IT	AS	On track - no issues to address		
D.3		Review process for the development, production and approval of the Annual Audit Plan	Dec 2015	IT	AS			
D.4		Publish the approved annual internal audit plan for 2016/17 following formal consultation with stakeholders	Mar 2016	IT	AS			
D.5		Draft Annual Assurance Statement from JIAC and agree with JIAC members before presentation to the PCC and Chief Constable for consideration, approval and action	Dec 2015	IT	IT			

Outcome success measures:
- *Audit KPIs are met*
- *Agreed management actions implemented in a timely fashion*
- *Satisfaction of stakeholders in audit process*

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RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

OPCC Operational Objective E

Maintain an effective system of corporate governance and ensure compliance with the PCCs legal obligations

This will be achieved by:
- Adopting an effective framework of corporate governance
- Implementing the Annual Governance Statement (AGS) action plan

	Actions	Timescale	Sponsor (SMG)	Lead officer	Progress/Barriers	Links to other actions	R/A/G
E.1	Review, monitor and update (as and when necessary) the joint framework of corporate governance.	Mar 2016	PCC	IT	An updated version of the corporate governance framework is being presented to the Level 1 meeting on 30th July for PCC and CC approval		
E.2	Review the effectiveness of the system of internal control for 2014/15 and report findings to the JIAC meeting on 24th June	May 2015	IT	CHS/ GE	Complete		*(C)*
E.3	Develop, agree and publish the 2014/15 Annual Governance Statement (AGS)	Jun 2015	PH	IT	Being presented to the PCC's 'Policy, Planning & Performance' meeting on 30th July for approval		
E.4	Oversee implementation of agreed actions contained in the 2014/15 AGS Action Plan	Quarterly	PCC	IT	On track - no issues to address		
E.5	Review and operate an efficient and effective Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002		JR	CHS			
E.6	Design and implement appropriate Records Management systems (electronic and physical) for OPCC		JR	JR/ CR			
E.7	Review publication policy and design and implement office procedures to ensure compliance with duties and responsibilities under the Elected Local Policing Bodies (Specified Information) Order 2011		JR	JR/ CH			
E.8	Review data handling policies and design and implement fair and transparent office procedures for the handling of all information requests and data access requests		JR	JR			

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RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C)   Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

E.9	Raise awareness of publication and information handling policies with all OPCC staff and design and deliver training for relevant OPCC officers		JR	JR			
E.10	Develop and implement fair and transparent administrative arrangements for the handling of Police Appeal Tribunals and ensure compliance with PCC legal duties in misconduct proceedings and under the Police Appeals Tribunal Rules 2012		JR	JR			
E.11	Monitor changes being made (and current change proposals) to the police complaints system and implement necessary changes as required to reflect new legislation		JR	JR			
E.12	Develop and maintain a register of all statutory legal duties and obligations placed on a PCC and ensure systems are in place for these to be discharged appropriately in Thames Valley		JR	JR			

Outcome success measures:
- *Publish refreshed framework of corporate governance*
- *Agree and joint AGS for 2013/14*
- *2013/14 AGS Action Plan implemented effectively*
- *Compliance with the elected local policing bodies order*
- *Majority assurance obtained from internal audit review of corporate governance arrangements*

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RAG Risk Status is as follows:
Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory   Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

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OPCC Operational Objective F

Prepare for the PCC elections in May 2016

This will be achieved by:
- Revisiting what we produced before – make improvements where necessary (e.g. infographics)
- Partnership arrangements and priorities
- Electoral 'purdah' – dealing with candidates

	Actions	*Timescale*	*Sponsor (SMG)*	*Lead officer*	*Progress/Barriers*	*Links to other actions*	*R/A/G*
F.1	Produce a comprehensive briefing pack for potential candidates	Dec 2015	PH	JR	(i) Awaiting guidance from APCC / APAC^{2}E (ii) Consider establishing a working group (including TVP and key partners) to collate information, coordinate briefings and develop consistent communication strategy.		
F.2	Develop and agree protocols with PCC, CC and Returning Officer for dealing with PCC candidates	Dec 2015	PH	JR	Awaiting guidance from APCC / APAC^{2}E		

Outcome success measures:
- *An open and transparent PCC election which meets statutory guidance*
- *Communication channels established*

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RAG Risk Status is as follows:

Green – Action on-track or successfully completed (C) Amber – Work on action not on-track or at risk/outcome less than satisfactory Red – Action significantly delayed or at severe risk of failure/outcome unsuccessful

Force Performance Summary for April to June 2015 (Provisional)

Delivery Plan Aims

Measure	Comparison	June
Reduce the level of domestic burglary	1,114	934

There were 934 domestic burglaries between April and June 2015 when compared to the same period of 2014. This was a reduction of 180 offences (16.2%).

Measure	Comparison	June
Increase the volume of rape investigations which result in prosecution	8	12

As at 13 July 2015, 12 of the 357 rapes that were recorded between 1 April and 30 June 2015 had resulted in offenders being charged or summonsed for the offence. This compares with 8 offences out of 216 recorded offences in the same period of 2014.

Measure	Comparison	June
Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready	41.7%	25.0%

25.0% of rape prosecution files submitted to the Crown Prosecution Service were assessed as trial ready by the CPS between April and June 2015. This is a reduction from the 41.7% achieved in the same period of 2014. This is based on where it was possible to match the CPS and ERO file quality assessment forms. The number of file matches is low (4 in 2015 and 12 in 2014) so these results should be treated with caution. If unmatched files are used as the measure then the results would be 20% in 2015 and 33.3% in 2014 based on 10 and 33 files respectively.

Measure	Comparison	June
Increase the volume of domestic abuse investigations which result in charge or caution	855	824

As at 13 July 2015, 824 of the 3,145 domestic abuse investigations that were recorded between 1 April and 30 June 2015 had resulted in offenders being charged, summonsed or cautioned for the offence. This compares with 855 offences out of 2,660 recorded offences in the same period of 2014. Please note that these figures are based on offences where domestic abuse identifiers have been selected, and are not compliant with the national domestic abuse definition.

Measure	Comparison	June
Increase the percentage of violence with injury (excluding domestic abuse) prosecution files submitted to the Crown Prosecution Service assessed as trial ready	65.0%	73.4%

73.4% of non domestic abuse violence with injury prosecution files, submitted to the Crown Prosecution Service, were assessed as trial ready by the CPS between April and June 2015. This is an increase from the 65.0% achieved in the same period of 2014. This is based on where it was possible to match the CPS and ERO file quality assessment forms.

Diagnostic Indicators

Diagnostic indicator	Annual Comparison	June
Repeat victimisation rate for domestic abuse related violent crime	**8.0%**	**18.8%**

The level of repeat victimisation for domestic abuse related violent crime was 18.8% in the period April to June 2015. This is an increase from 8.0% in the same period of 2014. This increase is due to the move from CEDAR to Niche where individuals were given new unique identifiers. This degradation in this measure for 2014/15 will reduce as the year progresses.

Diagnostic indicator	Annual Comparison	June
Percentage of domestic abuse investigations which do not result in a prosecution	**45.4%**	**46.9%**

As at 13 July 2015, 46.9% of the 3,145 domestic abuse investigations, recorded between 1 April and 30 June 2015, had an outcome attached where no offender had been charged or summonsed for the offence. This compares with 45.4% of the 2,660 recorded offences in the same period of 2014. Please note that these figures are based on offences where domestic abuse identifiers have been selected, and are not compliant with the national domestic abuse definition.

Diagnostic indicator	Annual Comparison	June
Percentage of rape investigations with an identified suspect which do not result in a prosecution	**6**	**14**

As at 13 July 2015, 3.9% (14) of the 357 rapes that were recorded between 1 April and 30 June 2015 had an outcome attached where an identified offender had not been charged or summonsed for the offence. This compares with 2.8% (6) offences out of 216 recorded offences in the same period of 2014.

Diagnostic Indicator	Annual Comparison	June
Victim satisfaction levels	**88.7%**	**88.7%**

Satisfaction with the overall service remains stable. The current level of satisfaction (88.7%) is unchanged on the level seen at the end of June 2014 but is slightly higher than the level seen at the end of March (88.5%).

Overall satisfaction is the average of the satisfaction rates for burglary, vehicle crime and violent crime.
- The satisfaction rate for burglary is 94.3%.
- The satisfaction rate for vehicle crime is 88.9%.
- The satisfaction rate for violence is 82.9%.

Satisfaction rates for hate crime and incidents show that 76.0% of victims were satisfied with the service received between July 2014 and June 2015. This is a reduction from 80.4% for the twelve months to June 2014.

Diagnostic Indicator	Annual Comparison	June
Level of rural crime based on NFU insurance claims	**N.A.**	**N.A.**

Processes have set up to receive summary data on National Farmers Union insurance claims in relation to rural crime. Initial data sets have yet to be received.

Diagnostic Indicator	Annual Comparison	June
The level of dwelling burglaries at CSP level		
Aylesbury Vale	**66**	**54**
Bracknell Forest	**58**	**23**
Cherwell	**45**	**43**
Chiltern	**43**	**55**
Milton Keynes	**191**	**120**
Oxford	**79**	**100**
Reading	**97**	**99**
Slough	**179**	**114**
South Bucks	**54**	**40**
South Oxfordshire	**21**	**26**
Vale of White Horse	**10**	**18**
West Berkshire	**52**	**30**
West Oxfordshire	**9**	**23**
Windsor & Maidenhead	**90**	**92**
Wokingham	**59**	**54**
Wycombe	**61**	**43**

Domestic burglary has decreased on nine of the sixteen CSP areas within Thames Valley. The largest reduction in offences occurred at Milton Keynes, down 71 offences from 191 to 120; the second largest reduction was at Slough, down 65 offences from 179 to 114. Increases occurred on seven CSP areas. The largest increase was at Oxford, up 21 offences from 79 to 100; the second largest increase was at West Oxfordshire up 14 offences from 9 to 23.

Diagnostic Indicator	Annual Comparison	June
The level of violence at CSP (and Force) level		
Aylesbury Vale	**357**	**408**
Bracknell Forest	**199**	**254**
Cherwell	**206**	**408**
Chiltern	**99**	**124**
Milton Keynes	**777**	**859**
Oxford	**401**	**567**
Reading	**514**	**730**
Slough	**516**	**619**
South Bucks	**108**	**128**
South Oxfordshire	**129**	**220**

	Vale of White Horse	**157**	**198**
	West Berkshire	**310**	**353**
	West Oxfordshire	**129**	**194**
	Windsor & Maidenhead	**302**	**388**
	Wokingham	**151**	**211**
	Wycombe	**359**	**377**
	Currently Unassigned	**0**	**17**
	Thames Valley	**4,714**	**6,055**

Violent crime has increased in Thames Valley by 28.4% – from 4,714 offences to 6,055 offences – between April and June 2015 compared to the same period of 2014. There have been increases on all sixteen CSP areas within Thames Valley. The largest increase in offences occurred at Reading, up 216 offences (42.0%) from 514 to 730; the second largest increase was at Cherwell, up 202 offences (98.1%) from 206 to 408. The smallest increase was at Wycombe, up 18 offences (5.0%) from 359 to 377.

	Delivery Plan action description	RAG
1.1	Continue to prioritise burglary and violent crime	
1.2	Improve the investigation and case preparation of domestic abuse and rape offences	
1.3	Continue to promote safety in the night time economy through education and partnership working	
1.4	Support business communities in preventing and tackling fraud and retail crime	
1.5	Increase the use of analytical technology in order to prevent and detect crime and continue to explore the possibilities of prediction and benefits of Big Data	
1.6	Improve the Force's response to Cyber Crime	
1.7	Develop our Crime Prevention capability around key areas of harm and priority areas	
1.8	Work with rural communities to identify their concerns and reduce the risk of rural crime	

1.1   Continue to prioritise burglary and violent crime

Work to develop a violent crime toolkit is underway. A questionnaire has been developed and sent to LPAs (Local Police Areas) regarding processes. The returns will be assessed in the second quarter.

1.2   Improve the investigation and case preparation of domestic abuse and rape offences

A file quality action plan for rape offences is underway. Monthly meetings with the Crown Prosecution Service RASSO (rape and serious sexual offences) teams are ongoing with relevant Detective Inspectors (DIs) attending. All DI's now have contact numbers and emails for RASSO lawyers and Officers in Case (OICs) are requested to add their contact details to files for ease of contact. Lawyers are creating file quality returns and the quality of files is improving. Weekly conference calls with the District Crown Prosecutor (DCO) continue with feedback sent to DIs and DCIs (Detective Chief Inspectors).

Judge Cutts is working on small amendments to the national third party disclosure protocol ahead of work to sign up all Local Authorities within the Thames Valley Police area.

A paper including recommendations for DIs auditing rape files with DCIs auditing 10-20% of cases, supported by further central auditing by the Strategy Unit, submitted to Crime Senior Management Team (SMT) and is to be reviewed in Quarter 2.

Learning material to support the new coercive control (including emotional and psychological harm) offences is in the planning stage.

HBV (Honour Based Violence), FGM (Female Genital Mutilation), FM (Forced Marriage) learning has been arranged to train 40 staff and will form part of further development of the current training programme within ICIDP (Initial Crime Investigators Development Programme)/ DA (Domestic Abuse) courses.

1.3   Continue to promote safety in the night time economy through education and partnership working

A violence profile for all non DA/CA (child abuse) incidents is now complete. These are due to be sent to LPA's with areas highlighted for Problem Solving Advisor (PSA) allocation.

A licensing workshop for relevant SPOCs (Single Point of Contact) was held in May and an aide memoire has been made available for relevant leads for wider distribution as appropriate. This covers licensing legislation to assist Special Constable (SC) initiatives around the night time economy (NTE). Work is underway to develop SC lead operations at peak times of night time offending with planned dates in December.

A vulnerability training delivery plan has been established with Learning and Development (L&D) with delivery planned during Team in Action (TIA) days. Train the trainer sessions have now been completed and suitable support requested from the NTE SPOCs.

Learning and Professional Development have designed and are in the process of delivering 'Vulnerability Awareness Training' to both Neighbourhood and Reactive teams through TIA Days. This learning is aimed at reducing the incidents of rape and serious sexual assault due to identifying those who are vulnerable within social contexts and in particular the NTE. As at 8 July 2015, 739 people have been trained with a further 1,731 people enrolled to do the training at a future date.

1.4   Support business communities in preventing and tackling fraud and retail crime

Work to tackle fraud is to be linked to the online crime strategy (1.6). Retail crime is to be allocated to a PSA (Problem Solving Advisor).

A PSA is undertaking research with Nottinghamshire Constabulary to determine the feasibility of a business led restorative justice programme for retail theft.

Communications to promote the use of the Business Crime Qualifier to measure the impact of business crime were sent force-wide ahead of the 31/03 deadline set by the National Police Chiefs Council's (NPCC) Business Crime Lead with further intranet comms on 28/05/15.

1.5 Increase the use of analytical technology to prevent and detect crime and continue to explore the possibilities of prediction and benefits of Big Data

12 Financial Intelligence Officers across Force Intelligence Bureau (FIB) Force Intelligence Hubs (FIH) requested training from National Crime Agency (NCA) and are now being trained. FIB are currently visiting FIH/Local and Force criminal investigations department (CID), training them in open source techniques and COSAIN. A Comms plan is under development.

TVP is awaiting the outcome of the Metropolitan Police Predictive Policing report and Assistant Chief Constable Crime will consider the contents of the report in due course.

We are currently experimenting with the cybering of social media and its ability to link with Analyst Notebook in terms of visualisation.

1.6 Improve the Force's response to Cyber crime

Work to develop and implement TVP's online crime prevent strategy has been monitored through the Cybercrime Steering Group (SG). The Prevent plan has been reviewed and meets the SG requirements. The plan will now be translated into a spreadsheet and allocated to a PSA to develop and deliver.

Work has started to build best practice guidance and advise toolkit. The draft version of the Toolkit has now been distributed for comment to relevant staff members.

189 Officers have completed Mainstream Cyber Crime Training (MCCT), 50 through the ICIPD.

Action leads for each area have been identified in the development of a PPPP (Pursue, Prevent, Prepare, Protect) based action plan to address cyber criminality. An action plan is under development and will be reporting back to Gold Group in September.

The Pursue and Prepare working group for Cyber Crime has been established with two meetings held to date. A paper has been developed reference the establishment of a Cyber and Fraud team within the Economic Crime Unit (ECU).

1.7 Develop our Crime Prevention capability around key areas of harm and priority areas

All five posts for the What Works team have been filled and Evidence Based (EB) analyst line management has been transferred to the Chief Inspector.

A number of National Days and Weeks of Action have been identified. The NPCC has been added to to the mailing list for Forward Planning Calendar. A meeting was held 03/06/15 to discuss the National Day of remembrance for HBV/FGM victims.

Communications have been sent to LPA Commanders regarding Operation Rogue Trader. It is proposed that a joint week of activity should take place during week commencing 28/09/15, with a joint enforcement day on Wednesday 30/09/15.

The Contact Management Programme has started development of the Customer Relationship Management and Incident Management & Deployment elements of the enterprise architecture with a planned delivery date of March 2016.

1.8   Work with rural communities to identify their concerns and reduce the risk of rural crime

Priorities were discussed and agreed at the last Thames Valley Rural Crime Prevention (TVRCP) meeting. Further work is required in identifying locations.

Datatag have agreed to commit resources to 10 days with TVP in coordinated multi-faceted property marking events. Communications will be sent to LPA commanders/rural SPOCs once venues/property types have been agreed.

NP&P (Neighbourhood Policing & Partnerships) attended a forum in Hampshire to see how they have integrated Special Constables (SC's) into rural policing. A meeting has been booked with South & Vale LPA to discuss the pilot for dedicated rural crime SCs on 15/07/15 with proposals due to be outlined thereafter. Hampshire Constabulary currently runs a two day training course for rural SCs. A copy of the course content has been requested to investigate the possibility of running joint training.

A suitable vehicle Wi-Fi solution has been selected. The Chiltern Transport Consortium will be able to select the product for all new vehicle fits.

No.	Delivery Plan action description	RAG
2.1	Maximise the contribution that Special Constables make to policing	
2.2	Maximise patrol and operational deployment in the most efficient and operationally productive way	
2.3	Continue to embed the Home Office Best Use of Stop and Search scheme	
2.4	Deliver TVPs commitment to the Mental Health Crisis Care Concordat partnership action plans	
2.5	Consider ways to improve focused engagement with our diverse communities in order to tackle crimes that affect them	
2.6	Implement the agreed recommendations from the Neighbourhood Policing Review	
2.7	Deliver the Force Single Equality Scheme action	

2.1   Maximise the contribution that Special Constables make to policing

Each LPA has been sent a copy of their LPA structure. They have been asked to confirm which officer is assigned to each team and the mentor allocated to all pre-FIP (Fit for Independent Patrol) officers by 30/06/15.

SC hours are being challenged where applicable. We now have over 50 level 3 trained officers (with more courses booked) and they are already in demand. Duties and HQ ops are aware of this resource and other opportunities to promote will be utilised.

An E-mail has been sent to C/Supt Hockin outlining a call out proposal for high risk jobs such as absconders, mispers and urgent warrants. If implemented this should put SCs as an early resource consideration and increase hours

There are 3 SC operations in the pipeline including Op Reaper 2, 18 - 20 Dec and a weekend of action in March 2016. The intention is for each LPA to organise a 4th to coincide with Halloween. E-mails have been sent out to all LPA leads and SPOCS with all the information they need to support the Halloween op locally. Hours will be collated post op.

 New training is underway for officers attesting Mar 2015 onwards. Work has been undertaken to identify SCs who are not yet FIP and areas unlikely to meet FIP targets. Figures to date stand at;

FIP   145
Eligible for FIP 257 (112 have not met deadline)
Eligible population is currently 46% of total establishment
Current FIP % from establishment 26%
Current FIP % from eligible 56.4%

LPA's have been given a breakdown of those outstanding eligible Officers. Actions were set at the SG on 15/05/15 for Accreditation to provide ACC NP&P with updates to enable contact to be made with LPA commanders.

The use of special constables has been piloted successfully in MK ViSOR (Violent & Sex Offenders Register) unit – it has been discussed at the ViSOR Local User Group (LUG) for consideration by other teams

Training Needs Analysis process for Special Constable transferees has been designed to increase efficiency. Work continues to align the learning of specials to that of student officers. Learning after FIP status is being designed and where possible e-enabled. Recent changes to the SC Initial Training Programme are being reviewed and evaluated. Additional support is being provided on Area to SCs aimed at ensuring they are confident using Personal Safety skills.

An increased number of Specials have now achieved Fitness For Patrol.   Work continues to map paper portfolios over to the e-portfolio and to improve efficiency and increase agile working practices for a mobile workforce.

2.2 Maximise patrol and operational deployment in the most effective and operationally productive way

The Patrol Strategy work is now being progressed into initiatives that support the development of the new policing model as part of the PBB process. The focus in q1 has been on finalising the analysis of demand and the creation of a new PBB Demand Group to govern the initiatives moving forward was established in July 2015.

TVP is known within the region and beyond as effectively managing the threat regarding raves. We continue to develop more effective ways of working (linking closely with the Information Research Bureau (IRB))

Development of elements of the enterprise architecture for the Contact Management Programme is underway.

2.3 Continue to embed the Home Office Best Use of Stop and Search scheme

The positive outcome rate for Stop and Search (S&S) and development of an Independent Advisory Group is being monitored through the S&S action plan.

The Ride Along policy has been reviewed and updated and further comms to increase awareness will follow.

2.4   Deliver TVP's commitment to the Mental Health Crisis Concordat partnership action plans

Each County has a Crisis Care Concordat (CCC) delivery group. Some have monthly working groups, others quarterly. TVP are represented both at local and NP&P level

The interagency joint working protocol has been updated and disseminated with partners. Local PiP (Protocols in Practise- multi agency mental health working groups) monitor and challenge non compliance. Performance information is produced monthly in support of specific areas of joint working.

The Mental Health SG is giving consideration to the number of internal meetings and whether these can be managed differently as part of the PBB process.

TVP is represented within the Mental Health and Restraint Reference Group:

- to consider how the police service use their range of personal safety tactics in health environments / settings

- to determine pre-deployment and post-deployment processes to be adopted by the police service and the NHS.

A pilot will be launched in Quarter 2 delivery reporting period, to assess the use of police restraint in (identified) Mental Health settings. Learning and Professional Development will review the mental health element of the Safer Detention Programme for custody officers.

2.5   Consider ways to improve focused engagement with our diverse communities in order to tackle crimes that affect them

Discussions were held in May to agree activity to move forward the embedding of the Neighbourhood Watch (NHW) Service Level Agreement. A meeting has been booked with the Thames Valley NHW Association. A map of NHW schemes shown through TV Alerts is available.

Work has been agreed with Comms to make data on existing watch schemes available online.

TV Alert coverage has been reviewed. Police Service Volunteers and Cadet activity is to be booked to sign up new members in vulnerable areas as defined in the Neighbourhood Policing Review.

Local Domestic Abuse Investigation Units (DAIUs) have developed good relationships with charities and third sector providers of domestic abuse services to LGBT (Lesbian, Gay, Bisexual and Transgender) victims and communities. Protecting Vulnerable People (PVP) are working with Neighbourhood Policing to increase awareness of vulnerability across all groups.

Learning and Professional Development are developing learning packages to develop improved awareness of, and relationships with, the Gypsy and Roma Traveller communities.

This will be supported by the CMP, elements of which are under development for delivery in March 2016.

2.6   Implement the agreed recommendations from the Neighbourhood Policing Review

A Neighbourhood Policing Strategy Steering Group is scheduled in early August to be chaired by ACC Baldwin. Stakeholder meetings are ongoing, and a project brief and delivery plan is under development. Work is underway with 5 LPAs to develop pilots under the four strands (Visibility, Engagement, Problem Solving and Community Resilience). Pilot training for PCSOs (Police Community Support Officer) in Milton Keynes is planned in August. Planning is also underway for a Force-wide seminar in the autumn.

A series of briefings on Safeguarding Vulnerability and Exploitation (SaVE) have been delivered to response Officers on HBV, FM and FGM. As part of the SaVE agenda work is being undertaken to develop a Local Safeguarding Framework and maximise partnership working to improve outcomes for vulnerable people.   NP&P are continuing work on the vulnerability toolkit.

Learning and Professional Development are currently delivering Vulnerability Awareness Training to Response, NH & PCSOs on TIA days. HBV / FM / FGM & Coercive Control Offence training is scheduled for Oct 15. The Child Abuse Image Database is in the design phase. PVP (Protecting Vulnerable People) Identifying and Responding to Vulnerabilities and Safeguarding training will be delivered during TIA days for Spring 16.

Vulnerable Persons lesson plans have been revised following PVP information to skill/ promote immediate notification of control room and supervisors.

Mental Health Blended Learning package are being delivered across the Force to target audience of 3,346 Officers. As of 9 July 2015, 2,198 (65.7%) have completed the interactive e-learning package & 2,436 (72.8%) have completed the classroom scenario learning.

2.7   Deliver the Force Single Equality Scheme action

Discussions have taken place to identify the key drivers for investigative team recruitment as part of the CID review of teams which would most benefit from greater BME representation.

The Attraction and Progression Strategy is now a single entry within the Force Single Equality Scheme (SES) and actions are updated via the Strategy.

The People Directorate and NP&P are working closely to develop the Internal and external elements of the SES, taking responsibility for respective elements. The People Directorate is represented on the Force Diversity Board.

A paper was submitted to the Chief Constable (CC) regarding the attraction and progression strategy. The proposals are due to be discussed at the Diversity Board in July.

No.	Delivery Plan action description	RAG
3.1	Continue to maximise partnership working in the form of multi agency safeguarding hubs to protect the vulnerable	
3.2	Encourage the victims of sexual assault to come forward and report. Provide the highest standards of investigation and improve the quality of service we give to those victims	
3.3	Protect children from sexual abuse and provide the highest possible service levels to those children who have been subject to abuse and exploitation	
3.4	Work with partners to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process	
3.5	Work with other agencies and develop intelligence to target those individuals and Organised Crime groups engaged in human trafficking and slavery	
3.6	Develop an adult safeguarding strategy to protect vulnerable groups from Organised Crime Groups	
3.7	Encourage FGM (Female Genital Mutilation) referrals by partners and develop preventative strategies, investigative strategies and community engagement	
3.8	Work with communities to increase resilience to fraud and improve the process for victims	
3.9	Target criminals by maximising our use of the Proceeds of Crime Act asset recovery opportunities	
3.10	Deliver the relevant parts of the Government's Serious and Organised Crime Strategy (SOCS)	

3.1   Continue to maximise partnership working in the form of multi agency safeguarding hubs to protect the vulnerable

Work continues to introduce 6 Multi Agency Safeguarding Hubs (MASHs) within Berkshire and to include adult safeguarding partners within the MASH structure.

The ICT MASH project is progressing to plan. ICT are working in conjunction with Property Services to identify MASH locations and equip them with the required technology.

3.2   Encourage the victims of sexual assault to come forward and report. Provide the highest standards of investigation and improve the quality of service we give to those victims

TVP is currently awaiting the findings of a questionnaire commissioned by Avon and Somerset examining victim satisfaction. The Force is researching national best practice before moving forward.

3.3   Protect children from sexual abuse and provide the highest possible service levels to those children who have been subject to abuse and exploitation

A project to index legacy paper records is underway at the records and evidence centre and is 45% complete.

Work to develop a triage process for work in the High Tech Crime Unit (HTCU) and recruit additional staff is underway with interviews commencing in July.

Relevant stakeholders are working to define needs for a performance monitoring framework for forensic response ahead of a meeting with the Performance Team.

A Child Sexual Exploitation (CSE) model using the PPPP structure is under development under CSE implementation group oversight. Work is being commissioned to review the MARAC (multi agency risk assessment conference) and sub-MARAC processes on LPA's to manage perpetrators and those of concern. FISO (Force Intelligence and Specialist Ops) are looking at predictive analysis to try to identify perpetrators of HBV, FM and FGM as part of the PVP owned HBV action plan.

As part of the SaVE audit work is being undertaken to track the journey of victims through the Criminal Justice System with special attention being given to hearing the voices of children during investigations.

3.4   Work with partners to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process

Evidential Review Officers identified 98.6% of cases between 1st April 2015 and 28th June 2015 had the need for Special Measures correctly identified.

The work to ensure appropriate referrals of victims to support services is being overseen through joint bi- monthly meetings between CJ, the Police and Crime Commissioner's (PCCs) office and Victim Support (VS). Data is collected by VS but there remain some concerns regarding accuracy which have been escalated by the PCC's office to VS. In May 2015, 7776 TVP referrals were made, the highest it has ever been. 296 reports could not be actioned due to poor data quality. Missing phone numbers, address details and lack of detail in MO were the most common mistakes. A Yammer message has been sent to staff to highlight this fact. A Case Information Officer post (victim support post seconded to TVP) and based in Witness Care Unit is due to be advertised July 2015 and this role will assist in improving quality of information shared between TVP and VS.

3.5 Work with other agencies and develop intelligence to target those individuals and Organised Crime groups engaged in human trafficking and slavery

Initial discussions have taken place with regard to conducting some results analysis of the recent Major Crime and LPA investigation into modern slavery offences. A lead analyst is to be appointed.

All Local/District Council Chief Executive meetings will be provided with an overview of OCG issues relating to their area. These meetings are also being utilised to highlight the ongoing development of local partnership intelligence.

Local CSE Intelligence SPOCs (aware of links to slavery and trafficking) have been established across all Intelligence hubs.

All intelligence managers will ensure that intelligence is captured from local MASH and relevant partnership meetings

A regional action plan is in place to provide a coordinated response to OCG activity. Initial actions have been set and completed; further actions are to be considered at the regional meeting in July.

3.6 Develop an adult safeguarding strategy to protect vulnerable groups from Organised Crime Groups

TVP Criminal Gangs meetings was held on 26/06/15. Milton Keynes is undergoing re-scoping to identify gangs. Intelligence meetings have been held in Slough and Bracknell to identify "low-level" intelligence from Officers and capture it on NICHE. The structure and format of these meetings has been collated for dissemination with the hope of establishing a Force-wide format.

The Force will link to British Transport Police to identify gang members entering or travelling through the TVP area. Mapping, schools partnerships and links with partner agencies will continue to be used for disruption.

3.7 Encourage FGM (Female Genital Mutilation) referrals by partners and develop preventative strategies, investigative strategies and community engagement

All Local/District Council Chief Executive meetings will be provided with an overview of OCG issues relating to their area. These meetings are also being utilised to highlight the ongoing development of local partnership intelligence.

Local CSE Intelligence SPOCs (aware of links to FGM, slavery and trafficking) have been established across all Intelligence hubs.

All intelligence managers will ensure that intelligence is captured form local MASH and relevant partnership meetings.

Contact has been made with PVP to ensure that PVP supervisors liaise with local intelligence managers to ensure that early acknowledgement of identified or potential FGM issues/criminality are flagged up.

3.8   Work with communities to increase resilience to fraud and improve the process for victims

A Detective Constable post within the ECU has been civilianised to provide the Fraud Prevention Officer police staff post. The post has been advertised and is currently at the short listing stage.

3.9   Target criminals by maximising our use of the Proceeds of Crime Act asset recovery opportunities

Quarter 1 has seen an increase in value of cash seizures on the same period last year with an approximate value of £500,000. Confiscations are keeping pace with the same period last year.

The ECU is maintaining contact with LPA's to assist with investigative planning around use of POCA.

3.10   Deliver the relevant parts of the Government's Serious and Organised Crime Strategy (SOCS)

Chief Executive meetings and briefings are ongoing – the first set of meetings will be completed by the end of 2015. All Local/district council Chief Executive Meetings will be provided with an overview of OCG issues relating to their area. These meetings are also being utilised to highlight the ongoing development of local partnership intelligence. All Intelligence managers will maintain strategic links with the Force OCG lead in FIB, and further provide FIB with context relating to local OCG issues and the result of the meetings.

The development of a standardised OCG management plan incorporating the PPPP is being discussed with Regional Heads of Serious & Organised Crime and on the Agenda for forthcoming quarterly meeting in July to ascertain the approach from the other 3 regional forces around SOC (Serious Organised Crime) and PPPP. Within the next quarter FISO will look to identify a process that will enable a standardised approach to OCG management cognisant of the links to the ROCU (regional organised crime unit).

	4. Improve communications with the public in order to cut crime and build trust and confidence with our communities

No.	Delivery Plan action description	RAG
4.1	Use technology to provide the public, our staff and our partners with easy effective access to information and services	
4.2	Ensure we effectively communicate how we are performing and the outcomes of our work	
4.3	Use technology to effectively target crime prevention activities and information to those at risk and focus on protecting people as well as property	
4.4	Implement recommendations from the contact management programme to improve public contact with the police	
4.5	Further develop digital platforms to engage and inform the public and increase our diverse communities willingness to report crime	
4.6	Deliver the Digital Policing Programme in collaboration with Hampshire Constabulary	
4.7	Structure and manage our information to maximise safe, effective data sharing with partners	

4.1   Use technology to provide the public, our staff and our partners with easy effective access to information and services

Work is ongoing to ensure the Force meets the Code of Connection requirements to enable the transfer to the Public Service Network (PSN). IT health checks have been completed and an action plan drawn up to address issues identified. The documentation required for submission to the Home Office for approval to connect to the PSN is being collated.

A tablet has been trialled to develop the mobile capabilities of frontline staff. The tablets are an improvement on existing provision but no timeframe has been agreed to roll out.

A number of Toolkits have been developed (and some published) to improve operational guidance. Consideration is being given to future demand and crime trends to try to develop pre-emptive toolkits. A drugs investigation toolkit is currently under development and the possibility of developing an intelligence toolkit to assist with live firearms jobs, providing access to intelligence systems and intelligence profiles, is being considered.

The new supporting IT architecture will start with delivering the CRM and IM&D systems plus the new Location Information Services systems by March 2016.

The internal communications and engagement tool Yammer was launched across the force in April. Approximately 3,000 staff and officers have signed up for Yammer already. Corporate

Communications are developing a strategy for how the tool will be used on a corporate level to share knowledge, latest news and other key internal communications.

The new TV Alerts app is in the final stages of development and is scheduled for launch in September. The public facing app will allow members of the public to receive crime and information alerts relevant to their location direct to their hand held devices.

4.2   Ensure we effectively communicate how we are performing and the outcomes of our work

Communications and engagement plans for each local police area are in development. These will include a calendar of key events and operations to ensure we maximise opportunities to inform our communities of the work we are doing in their local areas to keep them safe.

Improvements are being made to the FOI section of the Force website to make it easier for the public to find the information they are looking for. This will include a more clear and concise categorisation of released FOIs.

The end of year crime figures for Thames Valley were published in April. Local media briefings were held and we issued a local press release for each LPA with the local figures. Infograpics were produced for each LPA and for the Force and interviews took place with local officers and the Chief Constable.

The new Chief Constable Francis Habgood held media briefings in all of the Local Police Areas to introduce himself and share his priorities and vision for the Force. He has also launched his own Twitter account so he can communicate with the public directly.

4.3   Use technology to effectively target crime prevention activities and information to those at risk and focus on protecting people as well as property

Work in scope within Learning and Professional Development includes: updating Niche courses following version upgrade to v5.3 and ANPR (Automatic Number Plate Recognition) - Replacement System & E-Learning.

Corporate Communications are working with the crime prevention problem solving advisors to develop comprehensive packages of crime prevention advice and campaigns. Business crime advice videos are currently being scoped.

Initial key messages have been drafted to support the implementation of the neighbourhood policing review. The review has also been published internally to staff. Work is underway to shape a new approach to targeted communications as part of the review.

This year we published crime prevention and personal safety top tips for the Henley Regatta via six second video platform Vine. These vines reached over 12k Twitter users. We also published an infographic poster which gained over 12,000 views on Twitter and Facebook.

4.4   Implement recommendations from the contact management programme to improve public contact with the police

Work in scope within Learning and Professional Development includes:

- Contact Management Programme (CMP) / Command & Control (C&C) Replacement - 15 courses / 50 days of content will need to be rewritten and alignment with the new joint TVP/Hants call handling processes

- 28 courses / 42 days of content will need to be reviewed following the Digital Policing Programme & CMP. Officers & Staff may be accessing and updating PNC data through CMP e.g. Police Enquiry Centre names searches, may prompt more training

The Deputy Chief Constable has initiated a new programme to investigate the strategic needs for the internet and intranet, the technology for this will be made available via the ICT infrastructure delivery programme.

4.5   Further develop digital platforms to engage and inform the public and increase our diverse communities willingness to report crime

We now have a digital community of over 300,000 people which includes over 92,000 people signed up to our TV Alerts service. We have over 165,000 twitter followers which continue to grow by about 1,000 people a month.

During a significant incident in May our social media reach increased to over 4 million. We also used periscope for the first time to live stream press conferences held about the event. The first of these attracted just short of 300 viewers.

Twitter is now being used as a platform to ask communities to send in question or concerns to their local officers as part of a live Q&A session. The most recent was held in Oxford where residents were invited to #AskTVP questions around policing in Oxford. Over 100 people logged on to view and take part in the conversation.

We used a Go Pro camera on Albert the horse to give a 'Horse Eye' view video from the Chief Constables higher commendations. We used this creative approach to show people a different side of our commendations and also encourage more social media users to view information about the event. This video was viewed over 12,000 times.

4.6   Deliver the Digital Policing Programme in collaboration with Hampshire Constabulary

A reduction in hard copy printing and reduction in development of speed camera film in progress as per PBB.

Two fingerprint based systems have been demonstrated to TVP/Hants and ICT with a third planned for 23/7/15

TVP were represented at the Microsoft Workshop by 5 Forensic Investigation Unit (FIU) managers with 3 managers attending the validation session held on the 19th June. This work stream has taken in engagement with the Digital Policing Programme. Consideration is being given to ODIMS (Overt Digital Imaging Management Systems) within this remit.

4.7   Structure and manage our information to maximise safe, effective data sharing with partners

Stakeholder consultation for the roll out of the new Government Security Classification Scheme is complete and the plan approved by the Chief Constables Management Team (CCMT).

Work is continuing with the Niche team to design effective information sharing IT solutions to enable the sharing of risk assessments with partners.

5. Tackle bureaucracy and develop the professional skills of our staff

No.	Delivery Plan action description	RAG
5.1	Continue to promote an ethical culture and embed the Code of Ethics	
5.2	Continue to work with the College of Policing, make best use of research and implement evidence based practice	
5.3	Develop and implement a well being strategy for our staff	
5.4	Use evidence based research and practice to increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley	
5.5	Increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley	
5.6	Promote multiple entry routes to policing	
5.7	Simplify our policies and processes with due regard to Authorised Professional Practise	
5.8	Improve the effectiveness and efficiency of the criminal justice system through improving the skills of our staff and exploiting technology	
5.9	Develop the Knowledge Management Strategy to support professional and effective operational service delivery by capturing learning from critical incident management, investigative review board and other oversight structures	
5.10	Develop problem solving skills of officers to reduce recidivism and repeat victimisation	
5.11	Develop the investigative skills of our staff to reflect the changes in crime type	

5.1   Continue to promote an ethical culture and embed the Code of Ethics

This is a continuous process of reflection and improvement in our modules. Alongside this classroom behaviour /culture is being addressed/challenged within our training sessions as and when the need arises to reinforce the message within the Code of Ethics.

All Learning and Professional Development (L&PD) products have been reviewed against the Code of Ethics and references to the Code and the National Decision Making Model strengthened where necessary. This work has included redrafting learning contracts to reflect ethical expectations of students.

L&PD have instigated requirements for temporary Sergeants and Inspectors to plan how they will embed the Code of Ethics and professionalism with their teams. This is then assessed during the 12 months.

L&PD have designed a learning programme for Professional Decision Making and this is being rolled out across the Force to a target audience of 9,266 Officers and Staff.

As at 8 July 2015, 2,076 (22.4%) of staff have completed this learning & a further 2,525 (27.3%) are enrolled to complete the course.

5.2   Continue to work with the College of Policing, make best use of research and implement evidence based practice

A meeting is scheduled with the College of Policing (CoP) for early September regarding the development of the national Crime Scene Investigation (CSI) manual of guidance.

Crime policies are being reviewed for alignment with the CoP "what works" research at the relevant review dates.

Rape investigation Toolkits are now available. Surveys to gather the victim's experience of first point of contact are underway with a meeting currently scheduled for July 2015 to discuss the results.

Members of the Force Training Team have worked with the College of Policing (COP) to provide feedback in relation to S&S training development, via seminars and focus groups. This will result in TVP being part of a National Trial. This involvement is being led by NP&P and facilitated by L&PD.

 The force has quality assured and provided constructive feedback to challenge the proposed revised Sergeants and Inspectors standards for the National Police Promotion Framework, with the CoP and Skills for Justice. The final draft has included our requests and is currently out for final consultation prior to implementation in the autumn.

The Initial Police Learning Development Programme delivery material has been re-written, against the APP (Authorised Professional Practice) framework, and incorporates the Certificate in Knowledge of Policing syllabus.

All courses within L&PD continue to use the APP framework and meet the requirements stipulated by the CoP. This includes data from the Use of Force Forms, Health & Safety Per10s and Assault Surveys.

A review of the College of Policing 'Threat, Harm & Risk Checklist' against Thames Valley Police practice, has been undertaken and a new Edge Weapons package designed for delivery in Personal Safety Training.

The Leadership Delivery Team are continuing to update and refresh modules to ensure best evidence based practice is followed.

A revised Level 3 Diploma in Policing draft is now out; this includes "Plan, implement and review an evidence-based preventative policing approach". Standardisation is due to take place in August with other police forces, the College of Policing and Skills For Justice. This will ensure a consistent approach by officers regarding evidence based practice.

L&PD are supporting NP&P LISP (Locally Identified Solutions and Practices) project.

5.3   Develop and implement a well being strategy for our staff

The diversity lead is to be invited to the Crime Senior Management Team meeting to identify ideas.

The TVP Wellbeing Strategy has been completed in draft format and is in the consultation phase.

Pro-active Wellbeing days have been held at several locations and more dates are planned across TVP over the coming quarter. These include minor health checks (heath MOT's) Welfare support and advice including from external charitable organisations.

L&PD continue to identify and then support dyslexic officers, identifying approximately 20 new officers per year.

Work continues to support officers preparing for the Annual Fitness Testing through the development of new products and services in conjunction with relevant stakeholders, with the aim of maximising the pass rate.

A small steering group has been established to progress and provide governance for the national staff survey. The College of Policing Gateway Group has confirmed their support for developing the survey.

On 1 April 2015, 26 Forces attended a workshop at Durham University, where the work undertaken so far was outlined and delegates were briefed on future plans. At this point, 6 Forces (including TVP) have already run a version of the survey and 8 Forces have expressed a firm interest in the development of a survey to be made available to all Forces.

A bid has been submitted to the Police Knowledge Fund to support the development of a Workforce Climate and Staff Engagement Survey for Policing. If successful this bid will be used to establish a unit to support survey research at Durham University Business School and pay costs related to staff time.

A paper has been produced for the Chief Constables' Council meeting in July 2015 to inform Chief Constables of the work and to seek endorsement of the approach being taken.

All forces in England and Wales have been invited to attend a collaborative strategic workshop (28 July 2015). This will provide forces with an update of the latest work and research being undertaken and an opportunity to provide feedback and ideas to inform the design of the first Workforce Climate and Staff Engagement Survey for Policing.

Work to develop the survey continues the intention is to make the survey available to forces from October 2015. Forces will then have access and insight into 'force evidenced based data' providing a picture of organisational climate and staff engagement.

TVP in conjunction with Durham University ran a Year 1 survey in June 2014. The intention is to run the Year 2 survey in autumn of 2015. The results have been encouraging under some of the measures, particularly public service motivation, empowerment and job satisfaction. They have also highlighted some challenges around fairness, perceived organisational support and work-

family conflict. The findings have been taken forward locally to inform conversations and actions. The Year 2 data will provide an ongoing insight into organisational climate and staff engagement and how this has changed over a longer time period.

5.4 Use evidence based research and practice to increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley

Meetings have been held with the College of Policing to access research findings and better understand the blockages in relation to why people from BME backgrounds may be reluctant to join the Police Service. The College has conducted some recent research; the results of which are awaiting publication. Our Attraction & Progression Strategy aims to address some of the key issues, including increased positive action initiatives in relation to career progression. A Trail blazer meeting was held on 30 June to agree the initial design of the Apprenticeship for Police Constables. The next stage is to consult with key stakeholders.

The Attraction & Progression Strategy is now a single entry within the Force SES and actions are updated via the Strategy. The Attraction and Progression Strategy adopts a holistic approach to address factors impacting on under-representation, with a particular focus on BME (Black, Minority, Ethnic) attraction, progression and retention. We have recruited a People Services Advisor – BME Representation to specifically support the initiatives outlined within the SES Attraction & Progression Strategy. Current activities include; a refresh and development of an electronic recruitment brochure; following up recruitment leads from community events, engaging with ambassadors e.g. Developing an Eid event in conjunction with the Muslim Police Association (MPA).

5.5 Continue to promote and enhance our reputation as an employer of choice

We have recruited a Digital Comms Officer dedicated to supporting recruitment and diversity initiatives, focusing on digital marketing and social media. Priority recruitment areas include: CRED (Control Room and Enquiries Department); Specials, Volunteers; Apprentices; specialist posts e.g. HTCU and Corporate Communications. Additionally, the role is focussing on enhancing our employer brand to diverse communities and optimising use of digital and social media as a means to improve community engagement.

Early indications of successful outcomes include; TVP LinkedIn profile has been set up and is being utilised as a recruitment tool, resulting in over 3,000 followers. CRED roles which have been advertised on social media have received over 30,000 views and corporate communications roles receiving in the region of 50,000. It is therefore reasonable to assume, at this stage, that this new approach is demonstrating a strong appetite for public engagement with the police, as a potential employer, through social and digital channels. In the first quarter, the flow of CRED applications has remained consistent with a significant reduction in advertising costs.

The "Inspiring the Future" initiative focuses on establishing partnership working with schools and colleges to provide young people with mentoring opportunities to help them achieve their potential. We are looking to encourage key individuals from within the Force to act as ambassadors and mentors to support this initiative. Some Business Partners for the People Directorate have already signed up and we will be promoting this programme through a targeted approach initially via the Staff Support Networks and Talent Management Programme. We have had initial discussions with "Inspiring the Future" and plan to arrange a meeting of key stakeholders to agree a way forward.

Two Apprentice vacancies were advertised in June via social media (Facebook, Twitter, Linkedin, and Yammer) and local schools and partner colleges. Social media posts were seen by over 71,000 people and had more than 680 interactions (likes, comments, shares etc.). This was quite high in comparison to other vacancies advertised.

5.6   Promote multiple entry routes to policing

TVP have committed to 10 Graduate Places. The marketing for Cohort 2 will commence in October 2015.   Representatives from TVP will attend open days at the Metropolitan Police Service, to visit the graduates signed up for Cohort 1 and have the opportunity to view part of the training programme and speak to graduates about their experience.

The Leadership and Professional Development (PD) team are in discussions with NP&P regarding professional qualifications for PCSOs and Special Constables.

Forces, including TVP, are working with the College of Policing and Skills for Justice to revise the PCSO Certificate in Policing. For possible use in an Apprenticeship but also to value and improve the contribution of PCSOs, professionalise their role and recognise prior learning to join the regular service.

The PD Unit Manager is gathering data to carry out a review.

5.7   Simplify our policies and processes with due regard to Authorised Professional Practise

Learning and Professional Development policies & the Driver Policy is under review. Simplification of the Support for Study Policy authorisations is being actioned.

A review of the application and authorisation process for external training budget has commenced

New Driving Permit classifications and processes in scope for introduction to facilitate improved Pursuit Management through C&C and alignment with Regional Partners.

An initial review of policies owned by the People Directorate was undertaken as part of the work actioned by PBB Panel 1. Policies have been initially assessed for consideration for alternative ownership, those which are process driven which could be computerised and those

which may not require People Directorate (specialist) input. The opportunity also been taken to assess the need for current levels of approval. Initial discussions have commenced with policy owners but this is ongoing and requires further work.

The Policy Unit has continued to liaise with the CoP via the APP group hosted by the College to ensure compliance.

5.8   Improve the effectiveness and efficiency of the criminal justice system through improving the skills of our staff and exploiting technology

Work to develop awareness and the wider role out of the Streamlined Forensic Process (SFR) is ongoing. TVP have looked at the national model and the Cheshire Force model. The local CPS consultation is complete for Paedophile Online Investigation Team cases. Wider distribution awaits the national model.

Work in scope within Learning and Professional Development includes: Road Traffic Collisions/minor process (Traffic module), Pentip, Property module, ASB, Warrants module, Electronic case File, Crime Filing Finalisation process, Templates relating to crime and PVP, NSPIS BRC, Niche workflow tweaks (1st July crime recording changes) and Workflow issues.

5.9   Develop a knowledge management strategy to support professional and effective operational service delivery by capturing learning from critical incident management, investigative review board and other oversight structures

Work in scope within Learning and Professional Development includes: Implementation of Virtual Classrooms, Knowledge Management Strategy / New ways of learning / L&D Strategic Work (TEL) and PNC E-Learning.

5.10   Develop problem solving skills of officers to reduce recidivism and repeat victimisation

A draft of the reviewed Repeat Victimisation Policy has been completed and has begun internal consultations. Work on repeat victimisation reduction training is awaiting sign off of the policy update.

Learning and Professional Development are engaged with NHP – training needs analysis work scheduled for Sept 15 with progress reports reviewed by the Neighbourhood Policing Review Steering Group.

L&PD are also supporting NPP LISP project. Changes are being embedded to ICIPD regarding "problem solving training" in the form of summative exercises for detectives.

5.11 **Develop the investigative skills of our staff to reflect the changes in crime type**

All CSI staff were trained in ACESO downloads during June and the ACESO downloading service is now available in CSI units with over 200 downloads completed.

Negotiations with Key Forensics to provide additional rape awareness training to Forensic staff have begun and a provisional date has been set for August.

As a consequence of PBB staff in the Imaging Unit, Crime Scene Unit and the Forensic Audio Visual Unit (FAVU) are acquiring further skills and the demands for all units are being reviewed to allow capacity for staff development.

The Initial Police Learning and Development Programme course has been rewritten to include greater emphasis on investigative skills (including cyber crime, stop and search, sexual offences investigations and CSE). Adoption of the Certificate in Knowledge of Policing entry route has allowed greater emphasis on skills development rather than knowledge acquisition.

Cyber crime training = MCCT 201 trained to date in standalone and embedded into INITIAL Crime Investigators Programme courses. Digital Media Investigator (DMI) = 5 Trained, 17 to be identified from the cyber crime pursue working group for training.

Protecting Vulnerable People training Serious Child Abuse Investigations Development Programme (SCADIP) awaits new course training product from the College of Policing.

HBV/FGM/FM –Specialist training provider is delivering scheduled sessions in Q2 to be reviewed by L&PD.

Visually Recorded Interviews and Joint Investigations courses have been merged to provide improved multi-agency training provision to police and partners.

Police Staff Investigators: A training strategy working group has been set up to review the training pathways of Police staff Investigators. A meeting with the College of Policing has been arranged to agree the assessment requirements.

Learning and Professional Development have provided ACESO downloading training to 96 staff (including 55 CSIs & 11 other Forensic Staff) between January to June 2015, to support digital investigations. The remaining staffs are LPA based to provide additional resilience.

Discussions are taking place regarding potential for a CSI Pilot at Reading resulting from a Criminal Justice PBB proposal.

No.	Delivery Plan action description	RAG
6.1	Deliver the cost reductions identified in the productivity strategy 2015/16	
6.2	Develop the productivity strategy for 2016/17 – 2017/18 and beyond	
6.3	Use a priority based budgeting approach to review the allocation of resources	
6.4	Identify new opportunities to enhance our service delivery through innovation, collaboration and partnership	
6.5	Rationalise our estate and optimise the use of space	
6.6	Reduce our carbon footprint	
6.7	Improve efficiency by enabling more agile working through appropriate working environments, equipment provision and removal of cultural obstructions	
6.8	Transform the procurement function to facilitate working with the business to deliver significant contract/procurement savings	

6.1 Deliver the cost reductions identified in the productivity strategy 2015/16

The 2015/16 revenue budget incorporates cuts/efficiency savings of £12.8m, all of which were assessed as green risk status before inclusion in the budget. These cuts/savings will be monitored carefully during the year and at this early stage in the financial year the expectation is that they will be fully delivered.

6.2 Continue to develop the productivity strategy for 2016-17 to 2017/18 and beyond

The Approach for the funding formula for adult and children's safeguarding boards has been agreed by CCMT.

The People Directorate have identified productivity strands and are working with the force to deliver savings and organisational change.

6.3 Use a priority based budgeting approach to review the allocation of resources

Proposals for a cost effective front counter strategy have been developed for PBB and await the panel's decision in early July.

The People Directorate have fully engaged with the PBB process principles to prioritise our services and related activities. The Director of People has presented his thoughts on a revised People Directorate Operating Model.

6.4   Identify new opportunities to enhance our service delivery through innovation, collaboration and partnership

Work is ongoing regarding communication with Chief Executives through ACC Baldwin in order to implement the recommendations from the CCTV review.

Shared services with Hampshire have been proposed through PBB; specifically drugs, biology, chemistry lab and imaging services. Ongoing development is planned for the regional meeting scheduled 14/08/15.

Contact has been made with Cranfield University with the intention of joint exploration of opportunities for forensic development.

Work has been scheduled to support the development of the regionalisation of the Casualty Bureau function & Holmes V16

Engaging with ongoing work; OCU leads attend both Intelligence Collaboration Programme Board and OSP (Operational Service Programme) Project Board. DBS Unit, Family Courts Disclosure Unit, IRB, Firearms Licensing and ANPR Unit are all in scope of OSP.

6.5   Rationalise our estate and optimise the use of space

Preparation for the transfer of Hampshire material to a TVP hosted joint storage facility by 2016 is underway. The current focus is on sorting, re-boxing and indexing material prior to transfer.

A list of property with potential for disbursement have been identified and the feasibility of each site is being examined.

A review of property storage per area is underway and has already yielded 58m3 of storage space with more expected to follow.

6.6   Reduce our carbon footprint

External LED lighting projects are progressing on several sites.

Improvements to building management systems are in progress.

Work has started on the tendering process for energy assessments of top energy consuming buildings.

6.7   Improve efficiency by enabling more agile working through appropriate working environments, equipment provision and removal of cultural obstructions

Space has been secured at Thame Police Station for a dedicated facility to purge found, miscellaneous and crime property and awaits resourcing in order to go live with the

operation. The purge is complete within Oxfordshire and work is underway to ensure that we are continually reviewing all property that is being booked in daily. Within Berkshire West they have had significant resourcing issues along with a substantially higher volume of property than other areas. Since the purge process began in December 2013, they have managed to dispose of 35,995 items however since this date 34,479 items have been received into store. Milton Keynes is progressing well. Bucks and Berkshire East have some particular areas of concern and a full audit is now underway to ascertain the progress made to date.

Property portal is now renamed Evidence Portal and completely updated throughout. A new process has been introduced for disposal of property and work is underway with the SSAMI team to create an interim solution to replace property registers.

The PCC Internal Audit team will be auditing holding store management and the processes currently used by the property offices with a view to identifying ways in which we can streamline our working. A survey has been conducted with all of the force's property staff to identify issues are and a force-wide seminar arranged for 04/06/15. A meeting has been arranged with CJ regarding the photographing of property but preliminary work looks promising. We have lost a total of 568 cases at court due to missing property/evidence/statement since June 2013, 84 of these were Crown Court cases.

A change proposal has been submitted for the property module to be introduced (awaits introduction of Windows 8.1). A second change proposal for Evidence Management Unit (EMU) staff to have access to crime workflow to send officers chase ups using Niche RMS has also been submitted.

A block has been placed on Property Services allowing departments to create their own property stores and a full audit of storage space currently utilised for property completed. We currently use in excess of 112,000ft3 for property storage across the force. We have already been able to release over 58ft3 of this space back to area and have more planned.

Work is ongoing with Property Services to establish size and costs of different hub model options. All locks on EMU stores are due to be changed to tighten up security and prevent unauthorised access following a number of incidents.

Interesting analysis work done on property volumes including forecasting potential entries going forward. The Gen76 form has been updated on the LAN and new legislation for Victim's Right to Review (VRR) included. Presentations for all officers and staff engaged in property created are due to be delivered by the end of August on all areas and departments by the EMU Supervisors.

Outsourcing has been formally ruled out and will not feature as an update again on this year's delivery plan.

Work is underway to examine ways to reduce property volumes. During the month of May we're running an operation into bicycles booked in as they cause us significant issues. We have a new interactive tool for officers that will help them with their decision process regarding property retention timescales ready to go live. This will be delivered as part of a presentation

on briefing to all officers with other tools to look at reducing property volume in due course.

The Force has agreed 3 Smarter Ways of Working Styles for roles within the force. At a high level roles have been mapped to one of three working styles. Work continues to provide the technological infrastructure to facilitate agile working across the force area. Examples include: follow me telephony and improved Wi-Fi coverage. The trial of tablets and smart phones continues. Guidance and information has been written for staff and managers to promote and explain the principles and benefits of adopting Smarter Ways Of Working for the Force, Individuals and Customer Service.

6.8   Transform the Procurement function to facilitate working with the business to deliver significant contract/procurement savings

The design and restructure of the procurement department is almost complete, the work is now to embed the new processes and identify future savings to help inform the budget process. It is anticipated that all posts will be filled by September/October and the initial Procurement governance Board will be held on 28 July.

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

25 SEPTEMBER 2015

REPORT ON THE
COMPLAINTS, INTEGRITY AND ETHICS PANEL

1. Contained within the Office of the Police and Crime Commissioner's Strategic Delivery Plan for 2015/16 there was an action to review the structure and effectiveness of the Complaints, Integrity and Ethics Panel.

2. The Chairman of the Panel, who is also my Deputy, agreed that the following people, including himself, be invited to participate in the review:

- The Deputy Chairman of the Panel
- The Deputy Chief Constable
- The Head of Professional Standards Department
- The OPCC Governance Manager

3. The review meeting took place on 14 August 2015**.**

4. The review report was presented to the Complaints, Integrity and Ethics Panel at its meeting on 2 September 2015 where Members endorsed the report.

5. A copy of the review report is attached to this item for the Panel's information.

6. I and the Chief Constable have agreed that the Panel will produce an 'annual assurance report' which will be presented to the Panel at its meeting on 16 December 2015 and then submitted through the minutes to my public Policy, Planning and Performance meeting in January 2016.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

Complaints, Integrity and Ethics Panel

Review of the structure and effectiveness of the Complaints, Integrity and Ethics Panel

Introduction

Police and Crime Commissioners are responsible for holding to account the chief constable of their force for how policing services are delivered in their force area. Accordingly, the Police and Crime Commissioner (PCC) should ensure that the Chief Constable has appropriate processes in place for dealing with complaints, conduct matters and death and serious injury (DSI) matters.

In April 2014 the PCC and Chief Constable jointly established a 'Complaints, Integrity and Ethics Panel', comprising the Deputy PCC (as Chairman of the Panel) and eight other Panel members, being independent members of the public who were appointed following an open recruitment and appointment process. The purpose of the Panel, per its agreed Terms of Reference is "... *to provide a transparent forum that monitors and encourages constructive challenge over the way complaints, and integrity, ethics and professional standards issues, are handled by the Force and overseen by the PCC...*". The Terms of Reference also require the Panel to report its detailed findings and recommendations to the Professional Standards Department (PSD) and the Deputy Chief Constable, and to report its summary findings, conclusions and recommendations to the Chief Constable and the PCC. The Panel also appointed a Deputy Chairman.

The Panel has received and considered regular PSD 'Complaints and Misconduct Monitoring Reports' as well as independently determining complaint 'themes' and cases to review, and has received reports and briefings on, for example, the new College of Policing 'Code of Ethics' and the HMIC report on 'Police Integrity and Corruption', invitation to the IPCC for a representative to attend, Heads of Force Departments (Roads Policing/Force Crime) invited to attend, and to reflect on ethical issues affecting the Force and to offer independent advice.

The minutes of the Panel meetings are reported to the PCC's 'Policy, Planning and Performance' meetings as part of the latter agenda papers and, as such, are public documents available on the PCC's website. An Action List is produced after each meeting on the issues identified by members that require an appropriate action. Feedback on those actions are presented at the next meeting.

In recognition of the Joint Independent Audit Committee Members (JIAC) concerns, the PCC and Chief Constable agreed and implemented the following additional initiatives which enhanced further the improved governance of this area of activity:

- The Panel produce a summary report of its findings, conclusions and recommendations following each meeting for submission to the PCC and Chief Constable, and a copy is provided to the JIAC, for information.

- Members of the JIAC attend meetings of the Panel to observe proceedings in order to inform its assurance assessment of this area of governance.

The Review

Contained within the OPCC Strategic Delivery Plan for 2015/16 there is an action to review the structure and effectiveness of the Complaints, Integrity and Ethics Panel.

The Chairman of the Panel/Deputy Police and Crime Commissioner agreed that the following people, including himself, be invited to participate in this review:

- The Deputy Chairman of the Panel
- The Deputy Chief Constable
- The Head of Professional Standards Department
- The OPCC Governance Manager

The review meeting took place on 14 August 2015.

A number of issues were identified for discussion as follows:

General review of the Panel

- What has worked well since the Panel was established in April 2014?

The performance data presented by PSD at meetings has proved valuable in terms of feedback from members which resulted in a number of changes to the ways the data is presented.

The opportunity of members to invite Heads of Force Departments and Local Area Commanders to meetings as a learning process and to address with them concerns identified through the performance data presented.

PSD Template letters have been revised as a result of the feedback received from members of the Panel.

The inclusion of pre-existing medical reports within appropriate case files a result of members comments on use of force cases.

The ability at media interviews/public meetings to raise the awareness of the Panel which is able to provide a transparent forum, made up of independent people, that monitors and encourages constructive challenge over the way complaints, integrity, ethics and professional standards issues, are handled by the Force and overseen by the Police and Crime Commissioner.

The opportunity for the Panel to reflect on ethical issues affecting the Force and to offer independent advice.

Felt that all members have engaged at meetings and provided where necessary constructive views and comments. The formation of the Panel has proved a worthwhile process.

The establishment of the Panel has received national recognition.

The importance of having independent people on board who can be seen as the voice of the residents within Thames Valley.

The Panel helps to ensure that Thames Valley Police has clear ethical standards and aspires to, and achieves, the highest levels of integrity and professional standards of service delivery.

As a result of governance issues identified by Members of the Joint Independent Audit Committee, those members now have the opportunity to attend Panel meetings as observers.

The appointment of a Deputy Chairman of the Panel.

- What has not worked well?

The matter of legal representation in case files and the appeal process which can be difficult to set out.

At times case files are not comprehensive. There are issues which are not covered within PSD business.

The Panel's Terms of Reference need to be revised to accommodate changes to reinforce the purpose of the Panel since its first meeting.

Meeting Summary feedback report

It was felt that the summary report does provide adequate assurances to the Police and Crime Commissioner and the Chief Constable regarding the handling of complaints. Since the first report changes in style and format have been made in order that the report does not duplicated issues identified within the minutes of the meeting.

Membership

The membership number of eight is adequate and works well. There is no interest to increase or decrease this number.

It was noted that the membership of the current Panel will continue until the PCC elections next May 2016. The newly elected PCC will then determine the future of the Panel after their appointment.

Audit recommendations/ Review of the Panel's Terms of Reference

It was felt that the current Panel's Terms of Reference required changes/ amendments to bring those Terms in line with current practices. The Terms need to reinforce the membership number and how often the Panel meets.

Annual Report of the CIE Panel

It was agreed to change the definition from Annual Report to *Annual Review* of the CIE Panel.

The content and structure of the Review Report should include a brief overview of the key points that have been identified for consideration and to highlight the outcome of any actions as a result of those points. The Report should also include the aims and aspirations for the following year, based on any re-evaluation of the Panel's needs.

The Review Report should be made available for public viewing through the appropriate channels.

The consensus of opinion from those present was that the Panel worked well and members felt able to challenge the Force on a number of issues. National changes and legislation within the Complaints arena was very much on the horizon that will provide a challenge for the Panel in the future.

Thames Valley Police & Crime Panel

Report to the Thames Valley Police & Crime Panel

Title:	**Report of the Thames Valley Police & Crime Panel on the Committee on Standards in Public Life**
Date:	**25 September 2015**
Author:	**Clare Gray, Committee Adviser, Thames Valley Police & Crime Panel**
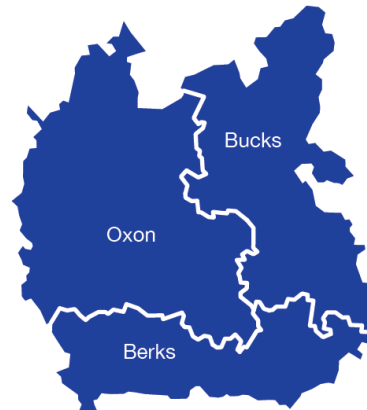
Background

In October 2014, the Committee on Standards in Public Life began an inquiry into local policing accountability in England and Wales. The aims of this inquiry were to:

- identify what structures were in place in the model for local policing accountability for ensuring high
- standards of behaviour;
- examine how effective those structures were;
- identify what worked well and what could be improved; and
- consider the role of leaders in promoting, supporting and sustaining high standards.

The Government acknowledged that:-

"*the public need to have the right information to judge the Commissioner's performance and they need to know the Commissioner can be called to account with effective scrutiny and appropriate checks and balances, in particular at a local level.*"

Combined, these factors impact on the ability of Police and Crime Panels to ensure, "that decisions of
PCCs are tested on behalf of the public on a regular basis." There are benefits for PCCs in active engagement with Police and Crime Panels as a source of local knowledge, political support and leverage. PCCs need to play their part in sustaining open and trusting relationships. There is also scope for Police and Crime Panels to develop a more strategic future focus with better forward planning.

The Executive Summary attached shows the full number of recommendations put forward by the Committee. However this report will concentrate on those recommendations impacting on the Panel's relationship with the PCC.

Recommendation
Members are asked to consider the actions outlined below and may also wish to refer to full set of recommendations in the following link (page 12 of the Executive Summary):-

https://www.gov.uk/government/publications/executive-summary-tone-from-the-top-leadership-ethics-and-accountability-in-policing

Colloborative Working - Recommendation 4

The Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives, the National Police Chiefs' Council and Local Government Association should work collaboratively to produce a model Memorandum of Understanding between the PCC and Chief Constable to include working arrangements, recognition of the role of statutory officers and a supporting statutory officer protocol.

Background information

The Policing Protocol notes "an effective, constructive working relationship is more likely to be achieved where communication and clarity of understanding are at their highest." In areas where there was a self-reported balance between support and scrutiny, the Committee found a more collaborative working relationship between the PCC and the Police and Crime Panel, good communication and additional funding from local authorities.

The drawing together of people with different backgrounds and expertise on Police and Crime Panels has many benefits. Members contribute their experience of working in different local authorities with different organisational cultures and a range of views on what scrutiny means. It is therefore important for Police and Crime Panels to create a shared vision, purpose and understanding of their role in order for them to work constructively with PCCs.

There is a risk that "cooperative working may be undermined by the duty of the Police and Crime Panel to interrogate the decisions and actions of the PCC". It is in the interests of both Police and Crime Panels and PCCs to communicate and agree ways of working together.

One Police and Crime Panel told us:
"On the one hand, the PCC is happy to attend and engage with the Panel at its regular meetings and to report on crime statistics, performance against the Objectives in the Police and Crime Plan and 'good news' stories. On the other hand, it has been difficult for the Panel to gain access to any information over and above what the PCC utilises to hold the Chief Constable to account in the public arena. In particular, there is a need for regular and more substantive dialogue between the PCC and PCP. This will help the PCP to increase its knowledge base, which in turn will enable Members to better understand context of decisions taken by the PCC."

Durham Police and Crime Panel and PCC have drawn up a Memorandum of Understanding setting out "broad principles and processes to guide their work together". The memorandum sets out expectations, key roles and responsibilities as well as shared objectives. **The memorandum also notes that the "relationship between the PCC and Police and Crime Panel is more important than the document".** Mutual respect, understanding and clarity of roles and responsibilities is a necessary component of working together collaboratively. The Committee agrees that "good scrutiny is built on positive relationships and respect for roles."

The Committee has found evidence of both collaborative and adversarial relationships between PCCs and Police and Crime Panels and between Police and Crime Panel members. Collaborative relationships allowed for better communication, more effective working and a good balance of scrutiny and support. This finding was echoed in the Home Affairs Committee report *Police and Crime Commissioners: progress to date*.

Action
Some Police and Crime Panels have a Memorandum of Understanding with their PCC on their working arrangements and Members may wish to consider whether one should be produced for the Thames Valley

Audit Committees - Recommendation 5

Joint Audit Committees should publish an Annual Report in a form that is easily accessible to the public.

Background information
The PCC and Chief Constable are required under the Code of Practice to establish an independent Audit Committee. It recommends that this requirement is met through a shared body between the PCC and Chief Constable. Since November 2012 joint Audit Committees have been established by all PCCs and Chief Constables. The Code of Practice sets out the role of these committees, which consider internal and external audit reports and advise on good governance principles and risk management arrangements. The Code of Practice makes recommendations concerning committee membership, representation and terms of reference.

The Grant Thornton report provides useful guidelines for an effective Audit Committee including ensuring clarity of purpose through agreed terms of reference, regular dialogue with both parties, a plan of work, a skilled chair and varied membership.

Joint Audit Committees clearly have a role to play in providing independent advice, governance assurance and supporting the Chief Constable and PCC and their officers in making effective decisions and in enhancing public trust and confidence in the governance of the Office of the PCC and the police force.

To provide assurance to the PCC and Chief Constable and the public that it is undertaking its responsibilities, Cleveland Joint Audit Committee, like some others, has published an Annual Report. The report includes the committee's terms of reference, details of its members, confirmation that they have signed a code of conduct based on the Seven Principles and details of training received. The report goes on to set out the external and internal audit work undertaken in the year and other relevant matters. The Committee commends this practice and recommends that others follow suit.

Action
Audit Committee information is published on the PCC website but this information is not considered directly by the Panel and could therefore be scheduled into the Work Programme.

http://www.thamesvalley-pcc.gov.uk/Transparency/Agendas-and-Minutes.aspx

The Police and Crime Plan and promoting ethical behaviour - Recommendation 6

PCCs' responsibility for holding Chief Constables to account on behalf of the public should explicitly include holding the Chief Constable to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics. Each PCC's Police and Crime Plan should set out how they intend to do this, and their Annual Report should show delivery against the objectives set out in the plan.

Chapter 3 considers the role of the Police and Crime Panel as a check and balance for the 'monocratic' PCC, but it is worth noting here that the Panel can decide to scrutinise both the ethical standards of the PCC and the PCC's role in holding the Chief Constable to account for embedding the Code of Ethics. There should be no confusion in the terms of reference between Panels and separately constituted Ethics Committees. Both bodies can play a useful role in promoting and supporting high standards of behaviour.

Action
For the Police and Crime Panel to monitor when the Plan is next reviewed.

Decision Making - Recommendation 8

Drawing on existing good practice and experience, the Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives and the Local Government Association should work together to develop national guidance on the meaning of a decision of 'significant public interest', so that it is better understood when PCCs should publish records of such decisions.

This recommendation is for information but would be helpful guidance for the Panel on what criteria is used on which decisions the PCC should publish similar to key decisions published by Councils.

Annual Report - Recommendation 9

To enable effective scrutiny and support by Police and Crime Panels it is recommended that:

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

No Action
This is already being undertaken and the PCC Annual Report is on the agenda for this meeting.

Decision making and forward planning - Recommendation 10

As a matter of good practice:

- PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and
- Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

Background information

The publication of information by PCCs was contrasted with that of local authorities, who are required to publish advance notice of key decisions. Both Panels and other bodies such as the Centre for Public Scrutiny and Lawyers in Local Government raised this issue. Key decisions are defined in the Local Authorities Order as "those which result in significant expenditure or savings, or significant effect on communities in an area of two or more wards or electoral divisions". Several respondents called for the introduction of a forward plan of PCC key decisions, to enable the Police and Crime Panel to ask for updates and request relevant information in a more timely manner and to enable them to prioritise their work and use their resources more effectively.

In addition to providing the public, "with as much information as possible on a routine basis" it would help the Police and Crime Panel provide proactive support to PCCs and make a constructive contribution based on their local knowledge and expertise. Police and Crime Panels would also then have an awareness of the decision-making process and evidence by which the PCC had arrived at their decision. Research undertaken by John Raine noted, "two PCCs specifically commented on the shift they had observed in the outlook of their panels – from initial scepticism and negativity to becoming generally supportive once they had heard the Commissioner's explanations and had understood better the thinking behind the choices and decisions."

In Devon and Cornwall the Police and Crime Panel notified the PCC they intended to undertake proactive scrutiny of the way in which "the Police and Crime Commissioner is making his commissioning decisions and what are his future commissioning intentions, subject to the PCC being prepared to publish his proposals as draft pending the outcome of the scrutiny process." The PCC agreed and the Police and Crime Panel received information on the context and principles for commissioning and proposed grant allocations. The Police and Crime Panel was able to consider the draft proposals, the information provided and write a report for the PCC making recommendations in advance of the decision.

This example demonstrates that a mutually constructive approach to notifying Police and Crime Panels ahead of decisions can enable them to fulfil their support role to the PCC and contribute to a positive outcome. The PCC retains the position as decision maker, (which is an intrinsic part of their role and different from a local authority), **but makes use of the Police and Crime Panel's expertise to challenge their assumptions and think through the local implications of the policy. The Committee believes this is a useful synergy.**

 Indeed the Committee heard evidence that:
"[*those police and crime panels] that were more effective had developed a business-like approach, which typically included scrutiny projects looking at particular areas of work and were becoming moreconfident in their role*".

This was the case in Greater Manchester where the Police and Crime Panel sets its own work plan specifying actions, timelines and what information they will need from the PCC in order to contribute to the PCC's decisions. Its plan is based on a forward plan of work decisions shared with them by the PCC.

The structure of the Greater Manchester Police and Crime Panel and how this assists its work with the PCC is discussed in a case study in appendix G of the report. The Committee notes that the combined local authority structure (known as the Association of Greater Manchester Authorities-AGMA) in Greater Manchester means that it is a unique case for the following reasons:

- All council leaders are on the Police and Crime Panel;

- Greater Manchester local authorities have a long history of working together;

- Councillors see each other in capacities other than at the Police and Crime Panel meetings so they may be more aware of links with other pieces of work due to other AGMA work; and

- The Panel has access to greater resources than other Police and Crime Panels due to the combined structure.

Nevertheless, the model highlights aspects that can be applied elsewhere: the importance of creating a shared understanding of roles; good communications between Police and Crime Panel members and their appointing councils; constructive linkages with authorities' own programmes, and maintaining good day-to-day working relationships.

Action

- **The PCC does publish his decisions on his website but the Panel would welcome a forward plan so that they are able to influence decision making. The forward plan could be reviewed regularly to highlight any pending decisions of interest to Panel members.**
  http://www.thamesvalley-pcc.gov.uk/Transparency/PCC-Decision-Making.aspx

- **The Police and Crime Panel already have a work programme but this could be expanded to include information required from PCC's.**
  https://democracy.buckscc.gov.uk/ieListMeetings.aspx?CommitteeId=751

External meetings on public policy - Recommendation 17

PCCs and their Deputies should publish a register of meetings with external stakeholders and routinely publish information about all significant meetings involving external attempts to influence a public policy decision. The published information should include dates of meetings, details of attendances and meaningful descriptors of subject matter. It should normally be published within one month on their website in an easily accessible format.

Background information

The report acknowledged that the government's commitment to localism meant that a wide range of bodies and holders of public office, including PCCs, were taking decisions of great public interest, of high value and which can be complex, such as the commissioning and procuring of public services.

PCCs are likely to be subject to lobbying from a range of individuals and organisations including those looking for opportunities to provide services to or on behalf of the police. PCCs need to be conscious of the way in which their interactions with lobbyists may be perceived and aware of their responsibilities as decision makers in deciding how to spend public money. The report recommended a strengthening and a widening of transparency around lobbying to enable public office holders to demonstrate openness, probity and fair access in decision-making.

Action
This would be welcomed by the Panel.

Suspension - Recommendation 19

The Committee endorses the Home Affairs Committee's recommendations that:

- the Home Office bring forward proposals to amend the powers of commissioners to suspend or remove chief constables under Section 38(2) and 38(3) of the Police Reform and Social Responsibility Act 2011 by stipulating the grounds on which they may do so.
- the Home Office should also provide guidance to commissioners on the use of their powers in both respects. In the case of a suspension there should also be a clear system of safeguards similar to those which guide suspension in respect of conduct.
- **Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.**
- the Home Office bring forward proposals to extend the Schedule 8 process to include **scrutiny by the police and crime panel where a commissioner chooses not to agree to an extension of the chief constables' contract** to bring it in line with the process for the removal of a chief constable.

Note
Schedule 8 of the Act sets out the confirmation process which must be completed before the chief constable can be appointed. The Regulations explain the process to be followed if the police and crime panel (PCP) exercises its power to veto the proposed appointment.

Appointment Process - Recommendation 20

PCCs' appointment procedures should comply with open and transparent appointment processes including:

- a requirement for there to be an independent member on the appointment panel set up to oversee the appointments process for Chief Constables and senior Office of PCC staff; and
- a requirement that a criterion for selection be that the panel is satisfied that the candidates can meet the standards of the Seven Principles of Public Life.
- details of the independent panel member should be published.
- Where a PCC intends to appoint a deputy PCC the PCC should disclose that fact and the intended Deputy (if known) at the time of the election.
- A decision to suspend or accept a resignation of a Chief Constable or to appoint a Deputy PCC should be regarded as a decision of 'significant public interest'.

No Action
Good practice being carried out already with the appointment of the Chief Constable
https://democracy.buckscc.gov.uk/ieListDocuments.aspx?CId=751&MId=6652&Ver=4

The current model of policing accountability
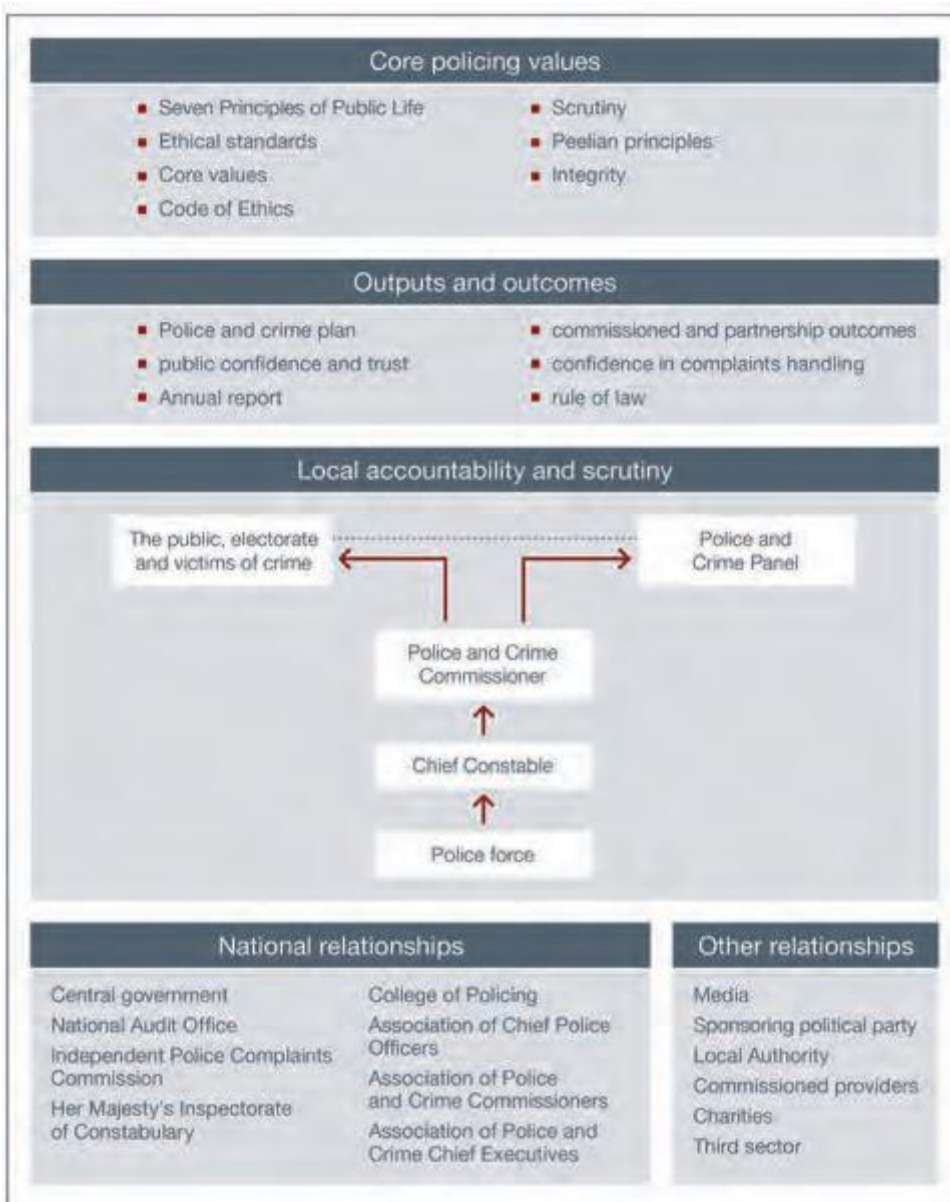
Confusion about accountability

In considering the accountability arrangements between the PCC and Chief Constable the Committee heard evidence about potential tensions between operational and strategic policing matters, the role of the Police and Crime Panel and the impact of personal relationships.

The operational independence of the police is "a fundamental principle of British policing". The Act places the police force under the direction and control of the Chief Constable, whereas the PCC sets the strategic objectives of the force. During the inquiry the Committee heard varying perspectives on whether the strategic responsibility of the PCC and the operational responsibility of the Chief Constable are sufficiently clear cut in definition and whether the lines of responsibility and accountability are blurred in practice.

John Graham from the Police Foundation argued that "we need to return to the basis of the policing protocol to successfully distinguish the operational from strategic".Graham suggested that more guidance was needed. In contrast Fraser Sampson, Chief Executive of the West Yorkshire OPCC told the Committee that existing guidance for operational policing was too detailed and that "keeping things simpler was better and operational understanding was intuitive".

It may not be the distinction between operational and strategic which is problematic, but rather the lack of explicit definition of operational independence. Operational independence is regarded as "fluid and context driven" In terms of accountability the HAC questioned the effect of this limited definition when resolving an issue between the PCC and Chief Constable. A subsequent HAC report suggested that in terms of strategic policing, the introduction of PCCs had actually introduced "greater clarity".

Regardless of where the lack of clarity lies internally, the Committee heard evidence of confusion amongst the public as to the respective roles and responsibilities of the PCC and Chief Constable and that this confusion was feeding through into the complaints system and was having an impact on their perceived accountability

Responses from a range of academics, police forces, Police and Crime Panels and PCCs suggested that further distinction between the roles would help improve public understanding and reduce confusion.

Further Reading of the report

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439208/Tone_from_the_top_-_CSPL.pdf

Appendix F: Police and Crime Panels

Appendix G: Police and Crime Panels best practice

The Police and Crime Panel

The functions and powers of the Police and Crime Panels are set out in the Act. Panels must review the draft Police and Crime Plans of PCCs and the Annual Reports as well as, "reviewing or scrutinising decisions made, or any other action taken" by PCCs. The functions of a Police and Crime Panel must be exercised with a view to "supporting the effective exercise of the functions of the police and crime commissioner for that police area." A Police and Crime Panel therefore has a dual scrutiny and support role.

The Police and Crime Panel reviews and gives recommendations on proposals by the PCC on a) the level of the precept163 to be issued for a financial year and b) the appointment of a Chief Constable.164 The Panel has a power of veto with a two-thirds majority on a) the first precept level proposed by the PCC and b) the PCC's first choice of candidate for Chief Constable. The Panel has responsibility for handling complaints about a PCC if they are of a non-criminal nature and must refer an accusation of a criminal nature to the IPCC. The Police and Crime Panel can suspend the PCC if they have been charged with an offence for which a sentence of more than two years can be imposed.

The Committee's evidence shows that generally there is low public awareness of and engagement with Police and Crime Panels. Police and Crime Panel meetings, although open to the public, are not well attended and the media and internet coverage of many Police and Crime Panel activities is low: only 15% of respondents to the public research said that they had heard of Police and Crime Panels. Only 20% amongst those who had heard of PCCs said they had heard of the Police and Crime Panels. Of those who had not heard of PCCs, only 4% said they had heard of Police and Crime Panels (see figure 5).

Within local government there is an aspiration that Police and Crime Panels should actively engage with the public to incorporate their views into the scrutiny work. The Centre for Public Scrutiny considers that good Panels "are visible – usually by having a dedicated web presence, and having plans in place to understand the public's views, and to bring those views to bear on the scrutiny process."

Panel members are appointed by local authorities and must have one elected representative (councillors or, where relevant, elected Mayors) from each local authority within the force area. The Committee heard that several factors relating to the membership of the Police and Crime Panel influence their overall effectiveness including the duty to produce a balanced panel, the turnover of members and their skills, experience and diversity. These factors are discussed in more detail in appendix F of the report.

In summary, the Committee concluded:

Some Police and Crime Panels have a **skills gap** and should train members in scrutiny, risk management and governance. Experience, knowledge or interest in policing, community safety partnerships and the justice system would assist Police and Crime Panel members in carrying out their role effectively; Police and Crime Panels need to make good use of their ability to co-opt members and appoint independent members with the right skills;

Police and Crime Panels should consider the **diversity of its members**. A Police and Crime Panel holds the PCC to account on behalf of the public and it is therefore important that the Panel is representative of the local community it serves.

The Committee notes that the Local Government Association (LGA) has recently published good practice guidance to assist Police and Crime Panels in their role **(Members have this information in their induction packs)**. The Committee is encouraged by this and believes that more should be done to cascade best practice amongst Panels. The Committee's findings on the issues facing Panels are discussed below.

Scrutiny
The government expected Police and Crime Panels to meet no more than four times a year. As the HAC noted: "PCPs were a late stage response to concerns that, once elected, commissioners would not be subject to sufficient scrutiny for their actions and decisions. The government intended Police and Crime Panels to provide 'light-touch' scrutiny, and funded them accordingly."

There is an ongoing debate about the role of the Police and Crime Panel. The LGA and Centre for Public Scrutiny regard 'scrutiny' and 'holding to account' as interchangeable terms and wrote, "Police and Crime Commissioners will be held to account by a police and crime panel." However, in response to our consultation, many PCCs made a forceful distinction between 'scrutinising' and 'holding to account'. For example, West Mercia PCC said, "It is not the role of the Police and Crime Panel to hold a PCC to account. As an elected representative the PCC is accountable to the public. **The role of the Police and Crime Panel is to scrutinise the actions and decisions of the Commissioner**".The Association of Police and Crime Commissioners said that, "strictly speaking under the relevant legislation, police and crime panels do not hold police and crime commissioners to account…"

The Committee's view is that independent scrutiny is integral to accountability. It follows that PCCs should give an account of their priorities and performance and be effectively scrutinised by both the Police and Crime Panel and the public in general.

The Committee has considered how effective scrutiny is, and the extent to which it is exercised, with a view to supporting the effective exercise of the PCC's functions. The Committee acknowledges that it has been a learning curve for both PCCs new in their role and for Police and Crime Panel members, some of whom have previously been members of Police Authorities. For some Panels this has been exacerbated by the lack of guidance and training on their role, coupled with a familiarity with and nostalgia for the former Police Authority arrangements. There has been some public criticism of the ability of individual Police and Crime Panels effectively to scrutinise the PCC's exercise of their statutory functions. For example, Councillor Roger Seabourne, formerly a Hertfordshire Police and
Crime Panel member said, "the panel is ineffective and **the legislation is written to make it ineffective**".

There are differing views about the overall success of local Police and Crime Panels in upholding standards and providing effective local accountability, and the extent to which Panels provide scrutiny and support, with some respondents arguing that Panels focus on scrutiny and are not sufficiently supportive. There is no Home Office guidance for Police and Crime Panels on what the 'support' function should involve.

Academics have argued that this dual requirement on a scrutiny body creates an "inherent role conflict"and, "risks blurring the focus and priorities of the scrutiny body, as well as obscuring the accountability function". We have heard evidence of this tension and have observed disagreements within Police and Crime Panels as to how best to manage it.

The Committee has identified several issues impacting on the scrutiny and support function of Police and Crime Panels:

- provision and timing of information;
- collaborative working;
- resources; and
- powers and sanctions.

Provision and timing of information

In exercising their scrutiny function, Police and Crime Panels are reliant on the PCC's publication of decisions and other information. Some Police and Crime Panels reported not having sufficient notice of planned decisions or access to the information needed to fulfil their function. Others called for a requirement for PCCs to publish supporting information to a decision, or minimum levels of information to be required for scrutiny of the precept, and some highlighted difficulties in comparing the information with that of other police forces. Despite Police and Crime Panels having the power to require relevant information and reports and the power to require the PCC to attend a Police and Crime Panel meeting and answer questions, the National Audit Office found that some Police and Crime Panels "were not able to get the information they needed to hold the Commissioner to account, such as drafts of key documents like Police and Crime Plans or detailed information on force performance."

Decisions of significant public interest

PCCs are required to publish a record of each decision of 'significant public interest.' The Police and Crime Panel must "review or scrutinise decisions made, or other action taken" by the PCC in discharging their functions. However, there is no definition of significant public interest and PCCs and Police and Crime Panels may disagree in their interpretation. The Committee is aware of some attempts to agree a definition. A large number of respondents to the consultation paper and those whom the Committee has met have called for clarity and consistency on this point.

In addition, the Committee heard of instances where Police and Crime Panels were only informed after decisions had been made. This impacted on the ability of the Panel to exercise its scrutiny function, leaving only retrospective discussion rather than a more strategic approach to consideration of key themes within the policing and crime plan. It also arguably limits the capacity of the Police and Crime Panel to support the PCC in the exercise of their functions.

The Committee is not convinced that this issue would be solved by a 'top down' prescription that sought to cover every eventuality. Some pragmatic approaches are already in place and working well. The Committee believes that the key practitioners could rapidly build on existing good practice.

Drawing on existing good practice and experience, the Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives and the Local Government Association should work together to develop national guidance on the meaning of a decision of

'significant public interest', so that it is better understood when PCCs should publish records of such decisions.

Resources

The funding for Police and Crime Panels was based on an assumption by the Home Office that they would meet four times a year. Many Police and Crime Panels have told us this assumption significantly underestimated the number of meetings required, particularly if confirmation hearings took place. The Committee's desk based research shows that Police and Crime Panels hold an average of six meetings per year which has resulting resource implications.

The Committee received evidence from PCCs and Police and Crime Panels highlighting the need for more resources including support staff. Warwickshire Police and Crime Panel argued for support staff with specialist skills in the analysis of performance and budgets in addition to administrative staff. In contrast Greater Manchester Police and Crime Panel is well resourced receiving funding from AGMA. Warwickshire Police and Crime Panel advised that they rely on reports from the PCC for information as they do not have the resources to produce their own reports or carry out their own investigations. In their view, this restricted their ability to scrutinise the PCC.

The Centre for Public Scrutiny's recent survey showed that there has been a move in local government away from scrutiny committees being supported by specialist advisors towards generic support staff with a range of skills and not necessarily with expertise in scrutiny or governance. This could have an effect on the quality of scrutiny undertaken by committees generally as well as the Police and Crime Panel. Centre for Public Scrutiny's research also shows that an increasing number of people surveyed have a negative view of local government scrutiny. This general apathy around the impact of local government scrutiny is mirrored in a Grant Thornton survey which found that 43% of respondents did not agree that scrutiny committees are effective at challenging the way their councils do things.

Limited resources could also explain PCCs reporting they are unsupported by Police and Crime Panels.Where resources are limited, advance notice of the PCC's work then becomes critical in helping Police and Crime Panels to prioritise their work and make the most effective use of their resources. The Committee is aware of some Police and Crime Panels taking forward work in smaller sub-groups and sharing secretariat resource with other local authorities to reduce expenditure.

A further potential consequence of constrained resourcing is that Police and Crime Panels may have limited capacity to develop and maintain an online presence. Use of digital media has the potential to be a key tool for Police and Crime Panels to engage with the public at low cost. The Committee's research found only 15% of respondents were aware of public meetings on local policing issues and also that 30% of respondents preferred to find information about policing online.

The Committee is concerned that both the level of the budget for Police and Crime Panels, and in some cases, the quality of the support provided to them may not be sufficient for them to carry out their functions. The Committee notes that the NAO raised a similar concern in January 2014.

Conclusions on scrutiny

PCCs have a unique role and were not set up to replicate either former Police Authorities or current local authorities. They represent a deliberate and substantial strengthening of the locally

elected element of the tripartite arrangements for policing accountability. Some have argued that the resulting 'monocratic' role of the PCC creates an asymmetry of power with insufficient checks and balances, particularly those exercised by Police and Crime Panels.

The Committee believes that Police and Crime Panels suffer from being introduced very late as an 'afterthought' not integral to the design of the new arrangements and that this, coupled in some places with a degree of backward rather than forward looking in local government, meant that many Police and Crime Panels had a slow and patchy start. But that was not the case everywhere. Where Police and Crime Panels have effective chairs and members able to maintain a reliable two-way flow of information with their parent councils, forward scrutiny programmes of strands of the policing and crime plans have been established, and the support role has developed alongside. The Committee does not agree that the scrutiny and support roles are fundamentally incompatible.

However there are clearly barriers to effective operation, including support, resources and the consistency and credibility of representative membership. These are not unique to Police and Crime Panels and reflect wider challenges of the culture and relative priority of effective scrutiny arrangements within local government, (as shown by recent education and child protection scandals). **It is therefore timely for the LGA, Centre for Public Scrutiny and individual authorities to develop practical ways to enhance support and training of Police and Crime Panels and their members.**

The Committee believes that there should be a general shift of focus in Police and Crime Panels away from the 'transactional' retrospective scrutiny of individual initiatives to a more strategic forward concentration on the policing and crime plan and how well the decisions stemming from it are protecting local communities from threat, risk and harm, how transparently the decisions are justified and how effectively they are resourced. This is a different challenge from much of local government's own scrutiny since the issues relate to wider areas, have a regional and national dimension (for example cybercrime or people trafficking) and require extensive multi-agency working.

The standards risk, which Police and Crime Panels are at present only variably mitigating, is that in exercising their considerable personal decision-making powers PCCs do not encounter either sufficient constructive challenge or active support.

The Committee agrees with a concluding roundtable contributor who said: "the electorate should have timely, reliable and sufficient information to judge the impact of the PCC's decision-making on the service they receive." Police and Crime Panels have an important role in making this happen. Equally, PCCs need to play their part in maintaining open and trusting relations with Police and Crime Panels, especially through timely and accessible information. This is considered further in appendix H of the report.

The Police and Crime Panel's powers and sanctions

During the course of this inquiry, many Police and Crime Panels and other commentators told the Committee they considered the powers the Police and Crime Panel had available to them were limited. The HAC and the NAO have expressed a similar concern. PCCs said in response to our consultation that they did not believe that Police and Crime Panels needed more powers and the Home Office has said that, "PCPs have significant powers and. . . . .it is the appropriate use of these powers that is what matters."

Power of veto
The Committee has heard concerns about the limited effectiveness of the power of veto on the precept and the appointment of a Chief Constable, as it can only be used once, then only with a two-thirds majority, which some Police and Crime Panel members and academics thought was difficult to achieve. The report discusses in more detail in chapter 5 of the report the procedures surrounding the appointment and removal of Chief Constables and officers of the PCC. The important point to note in relation to the power of veto is that it is clearly circumscribed – the PCC need only "have regard and respond to" the veto – the veto is not definitive – it can only be used by the Panel as means of persuading the PCC to think again.

Power of suspension
The power to suspend a PCC is given to the Police and Crime Panel under Section 30 of the Act but it is limited to where a PCC has been charged with a criminal offence which carries a prison sentence
exceeding two years. The suspension lasts until the charge is dropped, the PCC is acquitted, the PCC is convicted but not disqualified by virtue of the conviction or on termination of the suspension by the Police and Crime Panel. In the event of a PCC being convicted of such an offence they would immediately be disqualified from office and the Police and Crime Panel has power to appoint an acting PCC pending the election of a new PCC being held.

Incapacity
 In cases of incapacity there is a requirement in the Act for an acting PCC to be appointed by the Police and Crime Panel. Such an appointment may be for up to six months and terminates on the PCC no longer being incapacitated. If the PCC does not return within the six months period the office of the PCC is treated as being vacant and an election for a new PCC must be held.

Call for resignation
When a local authority finds that a member or co-opted member of the authority has failed to comply with its code of conduct it can take action against that member209, such as censure. In contrast, the Police and Crime Panel has no power to apply sanctions as a result of its findings in relation to a complaint or for breaches of a code of conduct. The lack of powers to censure or sanction standards failures, coupled with restricted powers of veto, means that the only option left to the Police and Crime Panel is to voice publicly its disapproval, or call for the resignation of the PCC.

The circumstances surrounding the resignation of the former PCC of South Yorkshire, Shaun Wright, was argued by Police and Crime Panels and others as being illustrative of the impotence of the accountability and standards framework. The legislation only allows the termination of the term of office of the PCC in very limited circumstances, which do not include, for example, bringing the office into disrepute. Despite numerous calls for his resignation, including from the Home Secretary and the Chair of the HAC, and a vote of no confidence by the Police and Crime Panel, the PCC remained in his post until he decided to resign.

Others have pointed to the power of public local opinion, fuelled by local and national media, and suggested that this proved more effective in the end than any protracted legal process.

Conclusions on powers and sanctions
The Committee has considered whether the Police and Crime Panel's powers are sufficient. In the case of other elected representatives, the Committee on Standards can recommend to the House of Commons that an MP who has breached the code of conduct and rules, be made to write or

make a statement of apology to the House, be suspended from the House and in the most serious cases expelled. Local councillors who have failed to comply with a code of conduct have been publicly censured, required to attend training, or removed from committees of the Council or had facilities withdrawn or access restricted.

The evidence the Committee received reflects a general dissatisfaction with the current position. While the Committee agrees that the standards risks have been insufficiently addressed, the Committee believes a proportionate response is required. It is therefore cautious about extrapolation from a single case, and so is not recommending legislative change at this stage to empower to Police and Crime Panels to censure PCCs or broaden their power to suspend PCCs.

The Committee earlier recommended a greater public emphasis on PCCs' declaration of office along with an Ethical Checklist, supported by a common standards framework and a minimum code of conduct. This would give more leverage to the Police and Crime Panels, the IPCC, the public and the media. The Committee also noted recall as a matter for Parliament. Chapter 1 discussed the existing powers of the Home Secretary to intervene in relation to deficiencies in the efficiency of effectiveness of the relevant police force. It is clear that the intention of Parliament was that PCCs should be free from political influence and interference and whether or not they should remain in office should ultimately be a matter for the public to decide at the ballot box: "If the public do not believe that their police and crime commissioner is performing effectively, the commissioner will face the ultimate sanction of rejection at that same ballot box."

However, the effect of this means that Police and Crime Panels do not have powers to apply sanctions as a result of findings in relation to a complaint or for breaches of a code of conduct which do not amount to a criminal offence which carries a prison sentence exceeding two years. For the Police and Crime Panel "even if conduct of PCCs have been egregious, it is not able to dismiss a PCC." This is in contrast to the powers of the PCC to appoint and dismiss the Chief Constable.

In the Committee's view this leaves a significant lacuna where unethical behaviour on the part of the PCC which falls significantly below the standards expected of public office holders would go unchallenged and uncensured. This has implications for the overall effectiveness and credibility of the complaints system, which is discussed in more detail in chapter 5 of the report, and ultimately for public trust and confidence that high standards of behaviour are being upheld.

The Home Secretary should conduct an urgent review of whether there are sufficient powers available to take action against a PCC whose conduct falls below the standards expected of public office holders.

Interests

A 'dual-hatted' elected PCC needs to be particularly diligent about transparency of decisions (as must a dual-hatted councillor in two-tier areas), and the Police and Crime Panel will similarly need to be vigilant, as to the rationale for decisions. With proper, proportionate safeguards in place, and monitored, this seems to the Committee a matter of local discretion, and weighed against potential benefits of better joint working. Similar considerations apply to Deputy PCCs, with transparency even more important given that they may have areas of delegated responsibility as well as close proximity, political or otherwise, to the PCC on whom their appointment depends.

"The staff of the Local Policing Body or Chief Officer of Police have an important role in flagging any wrong-doing. A member of staff can contact the auditor, who could investigate any value for

money or fraud concerns. They can also contact the force Professional Standards Department or the IPCC about conduct of police officers and staff, the PCC about conduct of the Chief Constable and the Police and Crime Panel or the IPCC about conduct of the PCC. Employees who become whistleblowers, as in other businesses or agencies, are protected from dismissal or adverse treatment by the Public Interest Disclosure Act 1998"

Complaints
All stakeholder groups expressed varying levels of concern to the Committee about the process for complaints about PCCs. Issues of concern included: boundaries of the roles and responsibilities of the PCC and Chief Constable were often poorly understood by the public and this was reflected in the nature of complaints received against PCCs, some of which were in relation to operational policing matters; there was a need for this confusion to be addressed, particularly because there was a risk that policing in times of austerity would result in Chief Constables making increasingly difficult operational decisions, which may not be supported by the public and this would impact on the number of complaints;

Police and Crime Panels did not have access to the expert resource or the support networks that existed for Professional Standards Departments dealing with complaints against police;
- Police and Crime Panels were variable in their level of expertise to deal with complaints against PCCs;
- there was a lack of clarity and consistency as to what amounted to a non-criminal complaint, which was resulting in unnecessary referrals to the IPCC;
- many Police and Crime Panels felt a disproportionate amount of time was being spent in managing and locally resolving non-criminal complaints which was being exacerbated for the above reasons;
- there was a lack of powers and sanctions available to the Panel in resolving a complaint; and
- there was a gap in expectations of the public in how complaints against PCCs would be resolved, especially when this involved unethical but not criminal behaviour.
- many Police and Crime Panels felt a disproportionate amount of time was being spent in managing and locally resolving non-criminal complaints which was being exacerbated for the above reasons;

Complaints Process
Complaints about the behaviour of Police and Crime Commissioners are dealt with by local Police and Crime Panels. If the matters is a serious complaint (an allegation of criminal behaviour against the PCC), the Panel will refer it on to the Independent Police Complaints Commission to deal with. If it is a less serious matter, the Panel is responsible for resolving the problem and seeking a satisfactory outcome. For instance, this might be an explanation or apology from the PCC, or an agreement to prevent or improve a problem in the future.

The administration of the complaint is dealt with by the Monitoring Officer for the Police and Crime Panel. The Monitoring Officer handles the paperwork about the complaint and may be asked to provide advice about the law in relation to complaints. Monitoring officers need to ensure the details of the complaint are recorded properly, but they are not involved in making any decision about the outcome of the complaint.

In some cases Police and Crime Panels will have asked one of the PCC's staff to act as their Monitoring Officer, in other cases in may be a member of staff of a local authority – but in any event a Monitoring Officer is under a statutory duty to act fairly and objectively in this role. For this reason, in some cases, Police and Crime Panels may ask complainants to contact a member of staff of the Police and Crime Commissioner with details of the complaint.

Local ethical statements will need to set out appropriate contact details for their Police and Crime Panel.

There is no evidence of a relationship, either formal or informal, between any of the Ethics Committee and Police and Crime Panels. (This is not the case for the Thames Valley and a report is attached on this area for the Panel today)

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Report to the Thames Valley Police & Crime Panel

Title:	**General Issues:**
Date:	**25 September 2015**
Author:	**Clare Gray, Committee Adviser, Thames Valley Police & Crime Panel**

Neighbourhood Policing Review (discussed at the PCC Policy Performance and Planning meeting)

http://www.thamesvalley-pcc.gov.uk/Transparency/Agendas-and-Minutes.aspx

The review seeks to avoid a slide towards managed decline by redefining the Neighbourhood Policing role, its relationship with communities and other police functions. The work was informed by a literature review commissioned from the Police Foundation, engagement with the College of Policing and other forces and a series of focus groups and interviews held with Neighbourhood Policing practitioners and Local Policing Area (LPA) Senior Management Teams.

The document opens with a PEST analysis which concludes that whatever the outcome of the May 2015 elections police leaders will need to ensure forces are locally responsive to communities, and their elected representatives, as well as dealing with further reductions in funding through business process reengineering, the proactive management of demand and prioritisation of reactive resource deployment.

The middle section of the review proposes a strategy for Neighbourhood Policing enabled by partnership and focused on visibility, engagement, problem solving and community resilience. At the heart of the strategy is a requirement for Neighbourhood Policing Teams (NPTs) to focus on reducing demand through preventative interventions.

The third section recognises the need to establish an efficient model to enable the local delivery of reactive policing functions whilst allowing sufficient capacity to ensure dedicated Neighbourhood Policing resources. A draft structure is proposed, enabled by recommendations to "triage" demand to mitigate the impact of a reduced establishment and support the continuation of Neighbourhood Policing. The importance of understanding the value of Neighbourhood Policing against the proposed strategy is recognised through the development of a series of measures presented within a balanced scorecard model.

The review recognises the contribution Neighbourhood Policing can make in respect of preventative activity relating to terrorism, serious and organised crime and cybercrime. The use of

technology is considered to be a key enabler to measuring value and supporting targeted patrol, automated analysis and effective engagement. The paper concludes by proposing the reconfiguration and reorientation of Neighbourhood Policing as a means of reducing the exposure of communities to harm and, by extension, reducing demand for police responses focused on managing crisis.

Child Sexual Exploitation

Child Sexual Exploitation: workshop ideas for how Police & Crime Panels can assist PCCs, & Thames Valley PCP example http://bit.ly/1NLfi5g

Buckinghamshire Safeguarding Children Board hosted a CSE Challenge event

The Buckinghamshire Safeguarding Children Board hosted a CSE Challenge event on 5th August 2015. The recent Independent Commentary on the Oxfordshire CSE Stocktake was discussed www.oscb.org.uk/2015/07/stocktake-report-into-progress-made-in-tackling-child-sexual-exploitation-in-oxfordshire/

The session aimed to:
- Seek clarity and assurance around work taking place in each agency to tackle CSE
- Facilitate focused challenge and thinking about the next steps needed to improve our local response

It was an opportunity for agencies to share good practice as well as identify any changes that need to be made to enable professionals to work confidently with these vulnerable children and young people. It also provided some useful evidence to help the BSCB meet the new requirement on in *Working Together 2015* for Local Safeguarding Children Boards to assess the effectiveness of the local response to CSE.

http://www.bucks-lscb.org.uk/wp-content/uploads/About/CSE_Challenge_Session_Aug_2015.pdf

Eight men charged with child sexual exploitation
http://www.bbc.co.uk/news/uk-england-beds-bucks-herts-29054064
http://www.bbc.co.uk/news/uk-england-33656802
http://www.bucksherald.co.uk/news/more-news/jailed-total-of-82-and-a-half-years-prison-for-six-vile-aylesbury-child-sex-abusers-1-6943974

Consultation on reform of police funding

One of the government's priorities in this new Parliament is to continue the ambitious programme of police reforms taken forward over the last 5 years. This includes putting police funding on a long-term, sustainable footing.

A detailed review of existing arrangements has concluded that the current model for allocating core government grant funding to the police in England and Wales, the Police Allocation Formula, is complex, opaque and out of date. The government believes that the formula should be replaced by a simplified model, and has launched a consultation seeking views on the principles underpinning this model, with a view to implementation for the 2016/17 financial year. It also invites views on a number of important decisions including how to transition from the current approach to the new model and proposes a further simplification in the way in which legacy council tax grants are managed.

https://www.gov.uk/government/consultations/reforming-police-funding-arrangements-in-england-and-wales

Financial sustainability of police forces in England and Wales National Audit Office report

Briefing from the Local Government Information Unit

The report outlines the structure for police funding, explaining how each of the 43 forces across England & Wales has a Police and Crime Commissioner responsible for setting an annual budget. PCCs receive funding from central government, council tax precepts (1.13) and income from chargeable police activities, such as major sports events (1.17). The proportion of funding that comes from central government varies from 46% to 85%, largely driven by the size of the tax base for council tax purposes. The level of funding from central government to each force has been determined by the 'Police Allocation Formula' (PAF). This is described in the report (1.8 to 1.12), and see here for a more detailed explanation.

Note that on 21 July, after the publication of the NAO report, the Government launched a consultation on reforming the PAF with the stated aim of making it fairer and simpler. This fits with the NAO's finding that the clear opinion among police forces and commissioners is that the current system is 'broken' or 'unequal' (1.12).

The Government's intention, as stated by the Permanent Secretary (Home Office) in response to questioning by the Public Accounts Committee in July, is that from the 2016-17 budget funding will reflect background factors for police demand, such as environment and population, more closely. This means allocations under the new system would need to be made in December 2015. The announced five per cent overall cut in the police budget looks set to go ahead regardless of the potential change in distribution method.

The challenge of austerity

The report explains in Part One how central government direct funding to police forces decreased by 25% in real terms 2010-11 to 2015-16. It also explains how the significance of this cut has varied across police forces, due to the wide variation in reliance on central government funding. The conclusion of the NAO is that police forces have for the most part managed to absorb the funding reductions with only limited signs of 'financial or service stress' (3.12).

Three of the important findings in the report:
- For the most part savings have been made through 'tactical' or efficiency savings. While some forces have provided good examples of 'service transformation' and collaboration, this work has been patchy, ad hoc and its effectiveness not always clear.
- Police forces have tended to build up their financial reserves over the last five years, but this is not a reliable indicator of a healthy financial situation and many forces are intending to meet the new round of funding cuts partly using reserves.
- There is a danger that the new round of funding cuts could start to impair police services. A key concern expressed by HMIC is that forces must guard against a 'vicious circle' of less preventative activity due to the cuts leading to greater demand.

The link included in point (3) is for a report by HMIC entitled 'Policing in Austerity: Meeting the Challenge', which looks at how police forces have responded to funding cuts in more detail than the work by NAO (1.20), which deals more with 'broad brush strokes'.

Demand and service performance

One of the key points in the NAO report is the issue of 'demand' for police services, or in other words what are the police being required to do. Only 10 out of the 43 police forces are considered by HMIC to have a sophisticated understanding of the demand for the services they provide (2.25). Sir Tom Winsor (HM Chief Inspector of Constabulary) recently told the Public Accounts Committee

(PAC) that it is 'sometimes startling' how limited police forces' understanding of this demand can be.

The report identifies how this lack of understanding exists for three main reasons
- An inconsistent or limited approach to data gathering
- The changing nature of policing, with issues such as cybercrime and child sexual exploitation being more significant or high-profile than in the past
- The poorly understood impact on policing services from funding pressure on other related services, such as mental health, local authority-funded community safety and ambulance services (2.27). There is no national data analysing or a coordinated approach. The Chair of the PAC recently expressed concern about the lack of work in this area. The Home Office has said it is 'looking at' improving the situation.

The report also describes how information on the effectiveness and efficiency of police forces varies considerably between forces, to the extent that it is difficult to identify whether a particular police force is performing well or not. Information about national crime rates is encouraging overall, but is questioned as a reliable indicator of police effectiveness. Furthermore, the report reveals that in 2013-14 only 22% of incidents the police responded to were crime-related (2.19 to 2.23), leading us back to the 'police forces don't understand demand' point made above.

Significantly, the report highlights how despite an overall decrease in reported crime, there have been significant increases in cases of child sexual exploitation, fraud and human trafficking. It also highlights how there is limited understanding of the extent of cyber-enabled crime.

Perhaps the key conclusion of the report is that this lack of understanding limits the Home Office's ability 'to monitor and understand the link between financial and service pressures on forces' (2.30), which leads to questions about the ability to make informed decisions about funding, particularly regarding the five per cent cut in police budgets for 2016-17.

Work in progress
An important theme throughout the report is that police forces and key partner organisations are working to address the lack of information/understanding of police performance and demand for police services.

In 2014 HMIC launched its new PEEL (Police Effectiveness, Efficiency and Legitimacy) assessments which should in the future provide a clearer picture of police performance (3.23 – 3.29). It has already provided some useful information through the publication of its first, albeit partial, PEEL assessment in November 2014.

One significant issue considered in the report is the work of the College of Policing, which was founded in 2012 to take over the role of the National Police Improvement Agency. The College provides a range of training and development for the police. The College is working towards creating a comprehensive picture of demand (2.29), but the report suggests the results of this work are limited so far. Perhaps more importantly is the work the College is doing (or not doing) to enable police forces to meet demand for its services. The College is working on ways to develop new skills in police forces to enable them to meet the challenges of dealing with areas such as cyber-enabled crime, fraud and child abuse. This includes staff not following conventional police career patterns. On the other hand the College has made it clear that it does not consider its remit or funding extends to supporting the development of non-operational skills, such as business-related skills, except in a limited way for the most senior levels of police (2.12).

Collaboration is another area where there is a lack of consistency and information. Some police forces have collaborated to improve efficiency, but it is 'bottom-up' in nature and ad hoc. HMIC's austerity report goes into more detail on this front, but the NAO report notes a lack of data and analysis from collaborations that have already occurred and a following lack of understanding of what forms of collaboration could be effective (2.17). Note that the Home Office has made it a statutory requirement for forces to consider collaboration opportunities and established a Police Innovation Fund to encourage work in this direction (2.13).

The future

The report gives examples of how some police forces will 'find it difficult to manage in the medium term without major changes in the way they operate' (3.18). The Government has made clear its preference for 'service transformation' as opposed to further efficiency savings.

This point about service transformation is related to the issue of the kind of training being provided by the College of Policing. One of the issues outlined in the report is the changing nature of the police workforce in response to the cuts, with many forces reducing non-frontline staff to a greater extent than actual police officers. Concern is expressed about whether this loss of civilian staff means a corresponding loss of the kind of business-related skills needed to carry out service transformation. Combine this with a lack of training in this area by the College and (the report suggests) forces may find themselves less able to make the kinds of changes required by the cuts and preferred by the government (2.8 to 2.12).

The report also explains how many police forces have increased their reserves over the last few years, but makes the point that this is not an indicator of financial health, with 8 out of the 9 forces the NAO visited planning to use reserves to balance budgets in the near future (3.19). It is important to know in this context that Police and Crime Commissioners are forbidden by law from submitting budgets that are not balanced, hence the use of reserves to plug gaps in the short term.

It is worth noting that in 2013 the six police forces in Scotland merged into one force, with significant annual savings predicted as a result (2.7). This is an example of top-down service transformation, i.e. the opposite of the bottom-up approach the Government wants to see in England & Wales.

A final observation is that the report points out the 'backstop powers' retained by the Home Secretary to intervene in failing police forces. These powers have never been used and there is a lack of awareness among commissioners of how/when they would be used (3.4 to 3.6). The report considers that the lack of data available regarding police performance means it could be hard for the Home Secretary to know when to use these powers (3.15).

Comment

One thing that is clear is that police forces in England & Wales are in a state of change at the moment and look set to remain so for a few years. The Government clearly wants to see radical change in the way police forces organise themselves and wants it to be done bottom-up, driven by financial need and incentives. For example, Ministers have stated they are open to the idea of formal mergers between police forces, but that it depends on the PCCs. That said, it is worth noting that the Permanent Secretary at the Home Office has stated there are 'very interesting lessons to be learned' from the Scottish police force merger and that HMIC has convened a report on reshaping policing in England & Wales, which will presumably consider the pros and cons of mergers. Whatever the content of the HMIC report, as there are cuts across local government organisations, partner organisations to the police may find it beneficial to seek out new

opportunities to collaborate with police forces. This is particularly given the financial incentives for innovation.

Gaining a comprehensive understanding of police performance and efficiency across all 43 is clearly a major challenge, but the indications in the report are that some progress is being made by police forces along with the College and HMIC. This should make it easier for the Home Office to make future judgements about funding levels and, where necessary, interventions.

It is reasonable to conclude that the five per cent overall cut in the 2016-17 budget, combined with a new system for distributing the funds, will mean that some forces will face a larger cut than others. The Police Federation and some senior police figures will no doubt continue to complain about budget cuts and warn about the impact on services, but the Home Secretary shows every sign of being determined to continue regardless, relying on falling crime figures for support.

Briefing on Leadership, ethics and accountability in policing: inquiry by the Committee for Standards in Public Life (already on the agenda)

Briefing from the Local Government Information Unit

This briefing is on the final report of the Committee for Standards in Public Life (CSPL) inquiry into the office of Police and Crime Commissioners on issues of leadership, ethics and accountability. The reasons given by CSPL for launching this inquiry were:

1. the office of Police and Crime Commissioners is a new one, so it is worth reviewing
2. since its launch the policy has been subject to criticism, including questions about accountability
3. it was thought there was potential for changes to the policy following the 2015 General Election and that any change should include a consideration of issues covered by the inquiry

The inquiry began in October 2014 with a written consultation exercise, continued in 2015 with a series of visits to police areas and three round-table meetings with different sets of stakeholders. CSPL concluded the inquiry in late June 2015. The final report is a substantial piece of work and its 141 pages and 20 sets of recommendations reflect the length and thoroughness of the work on which it is based. It was published alongside 'Public Awareness of Police Accountability' – research conducted by Ipsos Mori to assist with the inquiry. The Committee is an independent body that advises the Prime Minister on ethical standards in public life in the UK. It is currently chaired by Lord Bew of Donegore.

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Thames Valley Police & Crime Panel Work Programme 2015/16

Date	Main Agenda Focus	Other agenda items
25/09/15	Themed Item **Victim Support and Restorative Justice One Year On**	• Public question time • PCC Annual Report • Complaints, Integrity and Ethics Panel Update • General Issues • Work Programme
27/11/15	Themed Item (Wokingham) **Cyber Crime ?**	• Public Question Time • Set up Budget Task and Finish Group/CSP Update • Good practice Police and Crime Panels/Update on CfSPL Report • General Issues • Work Programme – detailed discussion on 2016 Programme
1/16	PCC precept 2016/17	• Public questions • General Issues • Work Programme

Additional Items to Review:-
• Prevent agenda
• Standardisation of taxi licensing
• Illegal traveller sites – consistent approach across the Thames Valley