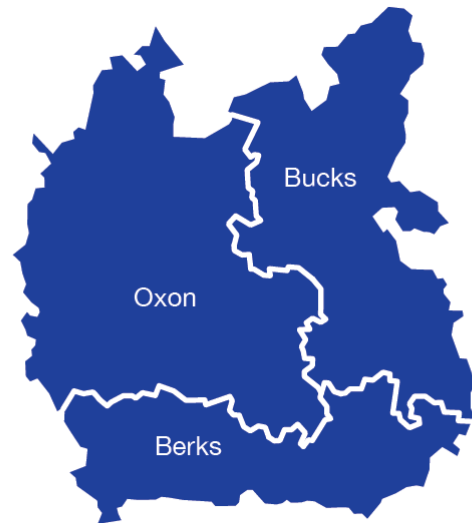


# Agenda

- Date:** Friday 21 October 2016
- Time:** 11.00 am
- Venue:** Diamond Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury Bucks HP19 8FF



## Map and Directions

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The Briefing Meeting for Members will be held at 10am. There should be sufficient space in the car park at the Council Offices.

<http://www.aylesburyvaledc.gov.uk/finding-us>

**1. Apologies for Absence**

**2. Declarations of Interest**

**3. Minutes**

To agree the Minutes of the Meeting held on 9 September 2016.

**3 - 10**

11.05am

**4. Public Question Time**

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 Public Question Time Scheme and submit your questions by email to [contact@thamesvalleypcp.org.uk](mailto:contact@thamesvalleypcp.org.uk) at least three working days in advance of the meeting.

<http://www.southbucks.gov.uk/article/5242/Public-questions-at-Panel-meetings>

11.25am

**5. Themed Item - Collaboration**

**11 - 18**

To review the PCC's approach to collaboration with the public and private sector and to receive assurances from him on the discharge of his statutory duties in relation to the Strategic Policing Requirement.

<i>12.10pm</i>	<b>6. Topical Issues</b>	To note and ask questions on the topical issues report.	<b>19 - 24</b>
<i>12.25pm</i>	<b>7. Recommendation Monitoring</b>	To note the PCC response to the recommendations from the Panel and to raise any areas for further action.	<b>25 - 34</b>
<i>12.40pm</i>	<b>8. Proposals for Future Operation of the Police and Crime Panel</b>	For Panel Members to consider and agree which recommendations they wish to take forward as actions.	<b>35 - 42</b>
<i>13.10pm</i>	<b>9. Work Programme</b>	For Panel Members to put forward items for the Work Programme including ideas for themed meetings.	<b>43 - 46</b>
<i>13.15pm</i>	<b>10. Date and Time of Next Meeting</b>	16 December 2016	
		To agree dates for 2017 as follows:-	
		3 February	8 September
		7 April	17 November
		16 June	
		(These Meetings have been set to align with the PCC's Policy Planning and Performance public meetings)	
		2018	
		2 Feb	22 June
		20 April	7 Sept

### Committee Members

Councillor Julia Adey (Wycombe District Council), Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Tony Illott (Cherwell District Council), Councillor Robert Courts (West Oxfordshire District Council), Councillor Emily Culverhouse (Chiltern District Council), Councillor Trevor Egleton (South Bucks District Council), Julia Girling (Independent Member), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy, Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Dee Sinclair (Oxford City Council), Councillor Paul Sohal (Slough Borough Council), Councillor Quentin Webb (West Berkshire Council) and Councillor Ian White (South Oxfordshire District Council)

## Minutes

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**Minutes of the Thames Valley Police and Crime Panel held on Friday 9 September 2016, in Diamond Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.20 pm.**

### Members Present

Councillor Julia Adey (Wycombe District Council), Councillor Margaret Burke (Milton Keynes Council), Councillor Derek Sharp (Royal Borough of Windsor and Maidenhead), Councillor Tony Ilott (Cherwell District Council), Councillor Robert Courts (West Oxfordshire District Council), Councillor Emily Culverhouse (Chiltern District Council), Julia Girling (Independent Member), Councillor Kieron Mallon (Oxfordshire County Council), Curtis-James Marshall (Independent Member), Councillor Chris McCarthy, Councillor Barrie Patman (Wokingham Borough Council), Councillor Dee Sinclair (Oxford City Council) and Councillor Quentin Webb (West Berkshire Council)

### Officers Present

Clare Gray

### Others Present

Andy Boyd (Thames Valley Police), Gary Brewer (Oxfordshire & Buckinghamshire Gypsy & Traveller Services), Francis Habgood (Thames Valley Police), Paul Hammond (Office of the PCC), Paul Hendry (West Berkshire Council), Lindsay Jopling (Office of the Police and Crime Commissioner) and Anthony Stansfeld (PCC)

### Apologies

Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Trevor Egleton (South Bucks District Council), Councillor Angela Macpherson (Aylesbury Vale District Council), Councillor Iain McCracken (Bracknell Forest Council), Councillor Tony Page (Reading Borough Council), Councillor Paul Sohal (Slough Borough Council) and Councillor Ian White (South Oxfordshire District Council)

### 55. Declarations of Interest

There were no declarations of interest.

### 56. Minutes

The Minutes of the Meeting held on 17 June 2016 were agreed as a correct record.

Cllr Burke reported that she still had not received a written response on her question relating to dog theft.

**Action: OPCC**

### 57. Public Question Time

There were no public questions.

## 58. PCC Annual Report

The Panel welcomed the PCC's fourth Annual Report and congratulated him on the Report particularly emphasising the following points:-

- Thames Valley Police has had 5 successive years of budget cuts. In 2015/16, £12.8m was removed from the budget, bringing the total budget reduction since 2011/12 to £70m. Despite these budget cuts, the performance of TVP has remained high as can be evidenced by HMIC reports.
- The provision of Community Safety Funding grants totalling £3.1m being provided to County and Unitary Councils across Thames Valley to fund crime prevention and community safety activities that support the Plan.
- The use of body worn video equipment which has increased the number of guilty pleas. There will be the use of approximately 1100 units across the Force which should ensure that every police officer on patrol should be able to have access to this equipment. Smart phones were also currently being rolled out.
- Members expressed concern that crime reduction in some areas may not necessarily be related to good performance but possibly because the profile of crime was changing such as household burglary. The PCC referred to an article he had written which he hoped would be published shortly (a copy was requested) on concerns around the increasing incidence and impact of cyber crime. He referred to Portsmouth University research which states that £190 billion is lost because of cyber crime which makes a huge dent in national finances, some of these proceeds of crime going abroad. The Panel welcomed the proposal for the need to introduce a 'National Agency' to address cyber crime and would like to be updated on this area.

<http://uopnews.port.ac.uk/2016/05/25/fraud-costing-uk-economy-193bn-a-year/>

**Action: OPCC**

Panel Members raised the following issues on discussion of the Annual Report:-

- Cllr Culverhouse asked about visible presence of officers on the beat – the PCC reported that there was a slight decrease of officers which was being supplemented by improved technology and an increase in the use of special constables. The use of IT should mean that police officers will spend less time undertaking administrative tasks at the police station which will help improve visibility. However, police visibility still remains a concern of Panel Members.
- In terms of targeting areas of high crime and working in partnership the PCC referred to the fact that CCTV was a valuable aid and crime deterrent. Members noted his concerns about any council cuts to CCTV budgets and that the Force would be unable to support additional funding in this area which could lead to a rise in crime being undetected. It was up to the political governance of each council to decide how much resources were allocated to the monitoring of CCTV. The Chief Constable however informed Members of a recent meeting with Local Authority Chief Executives where further improvements to CCTV was discussed which should help reduce revenue expenditure (any information on these improvements would be welcomed by Councils).

**Action: OPCC**

- Cllr Webb expressed concern about the fact that the PCC had still not appointed a Deputy PCC or 'Assistant PCCs', bearing in mind the size of the Thames Valley and that he was now attending national working groups. They also promoted consideration of the PCC employing a part time driver to ensure that he used his time more effectively when attending meetings across the Thames Valley. Panel Members asked for timescales for considering any changes to his Office.

**Action:OPCC**

- Whilst Members support the use of Restorative Justice Ms Girling expressed concern whether this was providing value for money, particularly when £270,000 had been spent on 25 completed cases whilst

£780,000 had been spent on victim support for 1459 face to face visits. The provision of Restorative Justice was also not a mandatory requirement. The Panel noted that the PCC was aware of the issue of relative cost and value for money of the various support services commissioned for victims and that the OPCC was keeping an eye on outcomes and effectiveness as part of its routine contract management performance monitoring arrangements, in readiness for when the current victims services contracts come up for renewal. Members would appreciate an update on this at the relevant time.

**Action: OPCC**

- Cllr Burke commented that it would be helpful to have more performance information particularly comparisons on previous years. The Panel noted that the number of performance indicators in the PCC Police and Crime Plan 2013-2017 and the Force's Annual Delivery Plan were deliberately limited in response to the previous Home Secretary's concerns that the previous culture of performance targets had distorted policing priorities, which should be simply focused on cutting crime. However, the Panel would welcome clearer service outcomes in the new Plan rather than just providing information on how much funding has been spent in different areas.
- Ms Girling referred to a 2014 article which related to the Crown Prosecution Service being criticised for discontinuing a case particularly on cost considerations. The PCC commented that he did not think the balance was quite right yet but it was a difficult area particularly with historical cases now being addressed where there was sufficient evidence.
- Cllr Sinclair referred to 'single crewing'. The Chief Constable reported that there was a 'safer crewing policy' and that a risk assessment was undertaken by the Duty Manager about whether there should be single or double crewing for specific operations.

**RESOLVED**

**The Panel used its powers in accordance with Section 28 of the Act to review, report and make recommendations regarding the Police and Crime Commissioner's 2015/2016 Annual Report and the Scrutiny Officer would send a formal response to the OPCC on the PCC Annual Report based on the comments above.**

**59. Themed Item - Unauthorised encampments**

The aim of this item is to look at how the police and local authorities are working together to respond effectively to unauthorised encampments including consistent interpretation of legislation/guidance.

External witnesses included Gary Brewer from Oxfordshire and Buckinghamshire Gypsy and Traveller Services and Paul Hendry, Countryside Manager from West Berkshire Council.

Gary Brewer provided Members with the following background information:-

- He managed 13 permanent sites for Bucks/Oxfordshire, Brent and Ealing with 3 site officers. He collected money for rent and utilities. However, he did inform Members that Buckinghamshire had recently made a decision, due to limited resources, to sell their permanent sites and provide their own service.
- He clarified the difference between unauthorised development and unauthorised encampments.
- He had a very good relationship with the police force but some areas were better than others in responding to unauthorised encampments and also experienced different issues.
- Resources had been cut generally in dealing with gypsies and travellers in terms of police and council funding. The Community Law Partnership works with gypsies and travellers on cases taken to court to challenge Councils where they had not applied the correct legislation.
- The Government's policies on Gypsy and Traveller accommodation and enforcement are set within a framework of rights and responsibilities in which everyone's rights must be equally respected but where, at the same time, equal standards of behaviour are expected from all.
- There could be civil action relating to trespass from the landowner or a crime if there were six or more vehicles on the land, where there has been verbal or physical aggression to the landowner (including family and employees) or where damage has been caused to the land.

- Where there are more than 20 caravans, it is useful to visit the site with the police and utilise their powers.
- If an unauthorised encampment is on private land it is primarily the landowner's responsibility to deal with the eviction. The Council will offer advice on the eviction process if asked by the landowner. Landowners can use common law rights to recover land and may use bailiffs to carry out the eviction.

Paul Hendry provided Members with the following background information:-

- He had no responsibility for settled communities or traveller sites and the primary focus of his role was to liaise with and evict gypsies and travellers from unauthorised encampments.
- West Berkshire has not in the past had many problems with unauthorised encampments but there has been a big increase this year. They have developed a close working relationship with the police force and will be re-examining their protocols in this area.
- It is important to provide good information to the public on when they should call the Council and also when the Council and the police are able to use their powers.

The Vice-Chairman Cllr Mallon referred to the need to ensure that there is a consistent approach to unauthorised encampments across the Thames Valley and that the Police Force are being consistent in their application of the unauthorised encampment policy and the interpretation of legislation which could be achieved through officer training.

The PCC commented that he thought that the legislation in this regard was not as strong as it could be. He referred to a past example where an unauthorised encampment was set up on a bank holiday weekend and travellers were allowed to stay by the landowner for a few days. Unfortunately they left three weeks later leaving hazardous waste behind which was extremely expensive for the landowner to clear.

The Chief Superintendent Andy Boyd, who was responsible for Neighbourhood Policing which included unauthorised encampments, also commented that the legislation could be stronger but they were required to work within that framework. It was a difficult task to be consistent across the Thames Valley because each situation was different – there were different circumstances, different welfare needs and different solutions to each encampment issue which also depended on the impact on the local community. Work with Local Authorities varied as the Police Force had to liaise with Unitary Authorities in Berkshire, Milton Keynes and Oxfordshire and Bucks were jointly managed by Oxfordshire County Council. Collectively the police and local authorities communicate with the local community to clarify what the complaints are in relation to unauthorised encampments to know how best to approach each situation. This had to be balanced with the travelling community particularly if they had young children on the encampment. If a Section 61 notice (Criminal Justice and Public Order Act - can only be used by the police) was served any police action would be dependent on the individual circumstances such as danger to public safety or damage to land and any action would have to be reasonable and proportionate. There would need to be two or more persons trespassing on the land before the power could be used. The Chief Superintendent Andy Boyd commented that he was very happy to work with Authorities across the Thames Valley to work towards a more consistent approach and policy.

**Action: Police Force/contacts for Gypsy and Traveller Services in Thames Valley Local Authorities**

Cllr Mallon reported that elected Members had a part to play in how each Local Authority took a lead on this area with their officers.

Gary Brewer also referred to Section 62A of the Criminal Justice and Public Order Act which could only be used where an alternative site is available and can only be used by the police. Local Authorities could submit bids for funding to provide transit sites but not all Local Authorities have submitted bids. Chief Superintendent Andy Boyd reported that there did not need to be evidence of damage or abuse for Section 62A to be used and if alternative facilities were available travellers would be asked to move to this site.

Jean Pimley, Enforcement Officer from West Berkshire Council also referred to Section 137 of the Highways Act where it is the duty of the highway authority to protect the rights of the public regarding the use and enjoyment

of the highway and to prevent the obstruction of the highway. This allows the authority to seek an injunction in relation to protests on the highway that restrict public use or create an obstruction. Chief Superintendent Andy Boyd reported that where the road was blocked or the pavement was blocked so that pedestrians had to walk on the road then there was a clear case to ask the travellers to move. The Enforcement Officer expressed concern that the public said they were using the 101 police non-emergency number and the police had commented that no crime had been reported through this system. Chief Superintendent Andy Boyd reported that if they had phoned 101 and their concerns could be recorded as a crime then it would generate a recorded crime number, which would include damage and abusive behaviour.

During discussion the following points were noted:-

- Decisions should be taken by senior level inspectors in the police force on unauthorised encampments. The level of decision making varied across the Thames Valley. Some Local Area Commanders took a tougher stance on unauthorised encampments than others.
- Cllr Burke referred to the setting up of rough sleeper encampments and what action was being taken to address this issue. Chief Superintendent Andy Boyd reported that this related to people who were homeless for a different number of reasons and the Force had recently undertaken a significant piece of work on this area which included signposting homeless people to appropriate help such as the local housing authority. He would send a copy of this policy to the Scrutiny Officer to circulate to the Panel.  
**Action: Chief Superintendent**
- Julia Girling asked what the process was if travellers moved a few miles down the road from their previous site. In response it was noted that the Council Officer would have to start the process again as there may be different issues to take account of in relation to that particular site. Panel Members also noted that the return of unauthorised campers and/or their vehicles to the same location within three months carries criminal sanctions. Following a further question it was noted that Local Authorities liaise with neighbouring authorities where possible if they believed that travellers were moving to their area. Gary Brewer reported that when he visited a site he would look over the whole area, noting the details of every vehicle and would pass this information on to neighbouring Councils who he thought may be impacted. The Chief Superintendent reported that travellers were not obliged to tell the police where they were moving to but they do ask the travellers questions to see what information they are able to obtain and they would also inform the relevant Authorities. Cllr Webb reported that these issues were discussed at their Community Safety Partnership meetings and they would also liaise with the Berkshire unitary authorities and other neighbouring Councils.
- Cllr Sinclair reported that it was difficult to be consistent because of land ownership issues and there was a high threshold to enact Section 61 of the Act e.g land owned by the City Council, County Council, private landowner etc and it therefore was difficult for the public to understand the different approaches that would need to be taken depending on the circumstances. It was important for Authorities to put information on their websites so it was clearer to the public what action could be taken and when.
- Cllr Sinclair then commented on the approach taken by the Police and Local Authorities when liaising with travellers who had set up unauthorised encampments and that traveller services were at odds with enforcement. Gary Brewer reported that they have a good positive attitude when liaising with travellers and take into account their welfare needs. In terms of the level of response this would depend on each individual situation but they would always try and work with the travellers to resolve the situation. They also worked closely with Council Waste Teams to ensure that the site was cleared once they had left. If any illegal dumping had taken place they would need evidence of this and Council Officers would take photographs of the site as soon as the authorised encampment took place. Officers would take a 'firm but friendly' approach.

The Vice Chairman Kieron Mallon commented that the PCC should liaise closely with Local Authorities and Community Safety Partnerships so that the Thames Valley could work together to ensure that a consistent approach was taken where possible.

The PCC referred to the recent suggestion from the Chief Superintendent, that he work with relevant Local Authority contacts across the Thames Valley to ensure that policies for unauthorised encampments were consistent, where possible. This could cover, for example, that any decision making in relation to unauthorised encampments should be undertaken at Local Area Commander level.

**Action: Andy Boyd/Gary Brewer/Paul Hendry (in first instance)**

**RECOMMENDED**

**That the PCC provides reassurance that the application of the unauthorised encampment policy and the interpretation of legislation are being consistently applied by liaising with Local Area Commanders across the Force and Local Authorities across the Thames Valley.**

**60. Six month finance and performance report**

Panel Members noted the six monthly report on finance and performance monitoring.

The PCC commented that the total savings made since 2011/12 was £87m which was a significant amount of money particularly bearing in mind that £1million accounted for 20 police officers. Savings had been made through collaboration and streamlining property. He made reference to the changes in the Medium Term Capital Plan and that the Force were now looking at an opportunity to buy a property it currently leases and thereby reduce annual revenue costs.

During discussion the following questions were raised:-

- Cllr Webb asked what impact the departure of the interim Head of ICT was having on the delivery of key ICT infrastructure and business systems which need to deliver significant business benefits and efficiency savings. In response it was noted that there was another interim Head of ICT in place and his contract had just been extended with full support from the Senior Management Team.
- One of the targets in the OPCC Strategic Delivery Plan was to develop a Business Plan for the possible transfer of governance responsibility for the Thames Valley Fire and Rescue Services to the PCC. The PCC reported that there was a push by Government to promote further collaboration between the emergency services. With the possibility of the transfer of governance responsibility for fire and rescue services to PCCs, the aim would be to facilitate this further collaboration between, and possibly integration of services. The PCC reported that he could see benefits in the police service working with the Fire Service but felt that it would be difficult to integrate services with the Ambulance Service as they were operationally very different.
- The PCC expressed concern that two Fire Authorities were currently looking at replacing their Chief Fire Officer which would cost a lot of money particularly if those posts were no longer required if a new structure was put in place to rationalise services across the Thames Valley. Panel Members agreed that this was a retrograde step and supported the PCC's view that these Chief Officers should not be replaced at this current time. The possible transfer of governance responsibility should be included in the Panel Work Programme.

**Action: Scrutiny Officer**

- Cllr Burke asked whether the PCC was happy that enough was being done to mitigate the current overspend in their budgets? The PCC reported that they had always achieved a balanced budget so far. The Chief Constable reported that assumptions were always made at the start of the year and that as the year had progressed the Force had not lost as many police officers as they originally thought. However the intake had been reduced to take account of this and there were reserves in place to reduce the forecast overspend.

The Panel noted the report.

**61. Topical Issues**



## Armed Response

One of the topical issues for discussion was armed response. Members noted that from the last HMIC PEEL assessment that the leadership has strong oversight of the Force's ability to respond to national threats, such as terrorism, serious cyber-crime and child sexual abuse. Its own arrangements for ensuring it can meet its national obligations in this regard (such as planning, testing and exercising) are assessed as 'good'.

During discussion the following questions were asked:-

- Cllr Sinclair asked about the recent emergency exercise undertaken by Thames Valley Police. The Chief Constable reported that the Special Forces undertake regular exercises to ensure that the Force is prepared to respond to any major threats. This should also provide reassurance to the public. Panel Members noted that Local Authorities were not included in this exercise because of firearms. However, other emergency exercises were carried out with Local Authorities.

<http://www.thamesvalley.police.uk/newsevents/newsevents-pressreleases/newsevents-pressreleases-tem.htm?id=340864>

- The Chief Constable reported that they would be increasing the capability of specialised armed officers over the next couple of years and that there would be 50% uplift in armed response.
- Cllr Sinclair asked the PCC about his view of the use of Tasers. The PCC said he supported the use of Tasers as they saved people's lives. Truncheons which were used previously could inflict more damage than Tasers. Furthermore, the use of Tasers offered more protection from harm to police officers as it reduces the need for close-quarters contact with a person being apprehended. The Chief Constable referred to a recent radio interview where he had commented that Tasers should be issued to all officers but obviously officers needed to be fully trained. He referred to the awful incident in West Mercia where a man had died of a heart attack after a Taser had been used. A risk assessment needed to be undertaken on the use of Tasers. For each police shift there would be an officer who was trained in the use of Tasers. Cllr Burke asked for detailed information on any harm that had been caused by Tasers. The Chief Constable reported that this information was freely available on the internet. She then asked whether the Taser was put away in a locked cabinet, particularly in police vehicles. The Chief Constable confirmed this.
- Mr Marshall asked whether Special Constables would have to use Tasers. The Chief Constable reported that nationally it was agreed that Special Constables should not be issued with Tasers or firearms. He informed Panel Members that the number of times that Tasers were used (approx. six times in 2016) were few and that the threat of a Taser often had the desired effect of calming a person down.

### Community Safety Fund

The Chief Executive of the OPCC reported that they were looking at the recent consultation exercise undertaken to review options for the Community Safety Fund. They would write to Local Authorities in October/November with their preferred option so that Councils could factor any changes into preparation for next year's budget. Some Authorities had commented that they wanted to keep the status quo and that funding be distributed to individual Local Authorities. Other Authorities could see the benefit of having more centralised commissioning.

### Neighbourhood Policing

Reference was made to the recent research carried out by Cambridge University which showed that police officers on the beat really prevent crime. The Chief Constable reported that the service delivery returns from neighbourhood policing far outstrip the value of investment. The Force were just finalising their Neighbourhood Policing infrastructure and were discussing how integrated teams would look with Local Authority Chief Executive's.

The Panel noted the report.

## 62. Report of the Complaints Sub-Committee

The Panel noted the report of the Complaints Sub Committee regarding the alleged failure of the OPCC to respond to emails directed to the PCC's email address. This was due to technical issues relating to the spam

filter. The complaint was upheld with recommendation that adjustments be made to the PCC's public email address (which the OPCC have already proactively implemented). The Complaints Sub-Committee also asked for a copy of the OPCC Complaints Procedure once it has been finalised and also that all documents pertaining to a complaint referred to the Sub-Committee should be given to Members in the first instance. The Chief Executive of the OPCC reported that a further letter of apology would be sent to the complainant.

The Panel noted the report.

**63. Police and Crime Plan Working Group**

Panel Members noted the report which recommended setting up a Task and Finish Group to look at the draft Police and Crime Plan.

The following Panel Members volunteered to attend the Task and Finish Group:-

Julia Adey  
Barrie Patman  
Quentin Webb

There were two further vacancies.

**RESOLVED**

**That the Panel agreed to set up a Task and Finish Group which will have responsibility for leading the Panel's response to the draft Police and Crime Plan for 2017-2021.**

**64. Update on Panel recommendations**

A written response on past Panel recommendations would be included in the agenda for 21 October meeting.

**65. Work Programme**

To add the following to the Work Programme:-

The possible transfer of governance responsibility for the Thames Valley Fire and Rescue Services to the PCC.

The Panel also asked the PCC to provide the Panel with a briefing paper once the Policing and Crime Bill became new legislation so that they could understand the impact that this would have on his Office.

**Action: OPCC**

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

21 October 2016 at 11am at Aylesbury Vale District Council

**CHAIRMAN**

## Report to the Thames Valley Police & Crime Panel

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**Title:** Themed Item – Collaboration

**Date:** 21 October 2016

**Author:** Clare Gray, Police and Crime Panel  
 Scrutiny Officer, Thames Valley  
 Police & Crime Panel




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### Background

The reason for this item is to look at the PCC's performance on collaboration and how the Chief Constable is being held to account for the collaborations the Force is involved in.

1. Police and crime commissioners (PCCs) have a legal duty to collaborate (work together) where it is in the interests of the efficiency or effectiveness of their own or another police force. Working together in this way is an important tool, allowing police forces to achieve savings and to deal more effectively with crimes that go beyond a single force's borders. Collaboration agreements between police forces can also include other public sector organisations as well as the private sector. PCCs will need to collaborate to meet their responsibilities under the Strategic Policing Requirement (SPR).
2. The SPR sets out a broad range of national threats which require a commitment from police forces and other agencies to work collectively in providing a suitable response. The SPR supports Chief Constables and PCCs to ensure they fulfil forces' national responsibilities. It:
  - helps PCCs to plan effectively, in consultation with their Chief Constable, for policing challenges that go beyond their force boundaries;
  - guides chief constables in the exercise of these functions; and
  - enables and empowers PCCs to hold their chief constable to account for the delivery of these functions.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/417116/The\\_Strategic\\_Policing\\_Requirement.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf)
3. Collaborative working has increased over the last few years and all police forces now collaborate to tackle terrorism (through regional counter terrorism units and counter terrorism intelligence units) and organised crime (through regional organised crime units). But there are still opportunities to use collaboration to bring about further improvements. A recent Home Office report (August 2016) states that since 2010/11 Forces have saved in excess of £290m through better procurement and collaboration, but new information released shows that that there are still many areas where forces could work together to identify savings.

4. There is no single 'one size fits all' model of collaboration that can be applied to every policing function in every part of the country. PCCs and Chief Officers will need to consider all possible models and decide on the most effective and most suitable for their circumstances.
5. PCCs must hold their Chief Officers to account for the collaborations their force is involved in. They must also make arrangements for doing so jointly with the PCCs for the other forces involved. How this is done will be for the PCCs to decide, taking into account:
  - the particular circumstances of the collaboration;
  - the different resources provided by each force;
  - where the services will be based; and
  - which chief officer will have direction and control over officers and staff.

### **Local information**

The OPCC has provided an overview (attached) of how the PCC (in conjunction with the Chief Constable) is discharging his duty to consider and utilise opportunities to collaborate with partners in the public, private and voluntary and community sectors and what governance arrangements are in place to enable the PCC to hold those collaborative functions to account for their performance. Performance reports regarding the SE Regional Organised Crime Unit and SE Counter Terrorism Unit collaborative functions are restricted but the PCC can respond to any questions on performance and effectiveness.

The OPCC will provide further information but currently collaboration covers the following areas:-

- SE Regional Organised Crime Unit – this is hosted by Thames Valley and brings together the current regional organised crime units under one structure. It is operationally aligned with the SE Counter Terrorism Unit.
- SE Counter Terrorist Unit – there is a joint Assistant Chief Constable who works directly to the Chief Constable of Thames Valley Police to exercise overall command of the regional crime and counter terrorism functions and also represents serious organised crime at the Regional Governance Board.
- Chiltern Transport Consortium – a new governance structure was implemented in 2014/15. The Governance Board is chaired by the PCC.
- Fire and Rescue Services (property) – a memorandum of understanding has been agreed with the three Fire and Rescue Services regarding exploring collaborative opportunities in the sharing of premises.
- Bi-lateral collaborative arrangements with Hampshire Constabulary.

There is a Hampshire/TVP Bilateral Collaboration Governance Board and a South East Regional Governance Board which looks at collaboration between Forces across the SE Region. The PCC Draft Annual Governance Statement 2015/16 stated that a number of formal Hampshire/TVP Bi-lateral Collaboration Governance Board meetings were cancelled and not rearranged during 2015/16 but in future, a greater emphasis will be placed on ensuring that governance meetings are held in accordance with the requirements of the formal Section 22A agreement (the relevant legislation that governs collaboration in the police service see link below on statutory guidance).

### **HMIC Report – Collaboration**

- Thames Valley Police has established a well-managed collaboration programme with Hampshire Constabulary to jointly deliver a range of services including information and

communication technology, joint information management unit, firearms, police dog section and roads policing.

- Collaboration with Hampshire Constabulary has been well planned, and is achieving efficiencies and resilience in services with additional collaborative working opportunities being actively explored.
- Thames Valley Police has already achieved efficiencies and improved service as a result of collaborative working with Hampshire Constabulary in IT, information management services and a joint police operations unit. It is now extending this collaboration to manage jointly public contact centres for the two forces. The force is also assessing the viability of outsourcing the running of some back office functions such as the payroll service and its duties management system.

<https://www.justiceinspectrates.gov.uk/hmic/wp-content/uploads/thames-valley-police-efficiency-2015.pdf>

### **HMIC - Strategic Policing Requirement**

PCC Anthony Stansfeld's comment on HMIC's Strategic Policing Requirement (SPR) inspection (2014)

"In their national report, HMIC provides assurance that Chief Constables are having regard to the SPR, but identifies that much more needs to be done by forces to secure the levels of preparedness that are necessary for them to collectively respond to all of the national threats. Thames Valley Police were not one of the 18 Forces directly inspected as part of the inspection process, although the Force is cited in various sections of the report.

The Force is well placed to deal with the following:-

- Threats to Public Order - Thames Valley Police has continued to meet its SPR requirements in relation to public order and public safety policing which will be further enhanced in 2014/15 through wider Joint Operations Unit and regional collaboration.
- Civil Contingencies - The force is well positioned to deal with the identified threats that the Thames Valley faces. It is a key participant of the Local Resilience Forum and has well established and productive partnerships with other key agencies. There are well established processes for the identification and mitigation of risk and capabilities are regularly exercised, tested and the lessons learned.
- Firearms (Thames Valley Police & Hampshire Constabulary Joint Operations Unit) The firearms collaboration between Hampshire Constabulary and Thames Valley Police has increased both forces' ability to support the response to the challenges presented within the SPR with the concept being proven through recent national deployments. This has been achieved through a focus on interoperability and adopting national standards ensuring capability has been maintained. The overall RAG status is 'green'.

### **Related background information**

Statutory Guidance for Police Collaboration

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/117559/police-collaboration.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117559/police-collaboration.pdf)

Collaborations with services without blue lights are just as important

<http://www.polfed.org/newsroom/3659.aspx>

Collaboration between academics and Forces

<http://www.college.police.uk/News/College-news/Pages/COP-collab-academics-forces.aspx>

Collaboration with Hampshire Constabulary

<https://www.thamesvalley.police.uk/about-us-parts-hants>.

Police procurement

<http://www.bbc.co.uk/news/uk-34166603>

East Midlands Police Forces Collaboration

<https://www.justiceinspectorates.gov.uk/hmic/media/working-together-east-midlands-police-forces-collaboration.pdf>

[http://www.police-foundation.org.uk/uploads/holding/projects/police\\_force\\_collaboration.pdf](http://www.police-foundation.org.uk/uploads/holding/projects/police_force_collaboration.pdf)

<https://www.gov.uk/government/news/government-calls-for-greater-collaboration-between-police-forces-to-drive-down-costs>

<http://www.apccs.police.uk/wp-content/uploads/2013/11/Emergency-Services-Collaboration-2014.pdf>



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

**INFORMATION REPORT TO  
THE THAMES VALLEY POLICE AND CRIME PANEL**

**21<sup>st</sup> October 2016**

**COLLABORATION – INITIATIVES AND GOVERNANCE ARRANGEMENTS**

Under sections 22A to 22C of the Police Act 1996, as amended by section 89 of the Police Reform and Social Responsibility Act 2011, chief constables and PCCs have a duty to keep collaboration agreements and opportunities under review and to collaborate where it is in the interests of the efficiency and effectiveness of one or more police forces or policing bodies. Where collaboration is judged to be the best option, they must collaborate even if they do not expect their own force or policing body to benefit directly.

Any collaboration which relates to the functions of a police force (a “force collaboration provision”) must first be agreed with the chief constables of the forces concerned and approved by each PCC responsible for maintaining each of the police forces to which the force collaboration provision relates. Any collaboration which relates to the provision of support by one PCC for another PCC (a “policing body collaboration provision”) must be agreed by each PCC to which the policing body collaboration provision relates.

PCCs responsible for maintaining each of the police forces to which a force collaboration provision relates shall make arrangements for jointly holding their chief constables to account for the way functions are discharged under a force collaboration agreement.

Major partnerships and consortia involving the Force and the PCC are governed by formal collaboration agreements under Section 22A of the Police Act 1996, or by Memoranda of Understanding, as appropriate. Joint collaboration oversight boards provide strategic oversight and an approval process for governance arrangements for collaboration activity. These collaboration boards comprise Chief Officers and their PCCs from each participating force.

The PCC for Thames Valley is actively engaged in the oversight and scrutiny of key collaboration activities (e.g. South East region; Bi-lateral with Hampshire, Chiltern Transport Consortium and the National Police Air Service);

In addition, the TVP/PCC Joint Independent Audit Committee (JIAC) exercise oversight of the adequacy and effectiveness of the respective governance

arrangements as part of that Committee's terms of reference. Their opinion is incorporated in its Annual Assurance Report presented to the PCC and Chief Constable.

A summary of the functional activities and governance arrangements of the major collaborative ventures involving TVP is provided below.

#### Hants/TVP Bi-lateral Collaboration

The TVP & Hampshire Bi-lateral Collaboration Governance Board oversees and scrutinises the work of the existing collaborative functions (i.e. Operations, ICT and Information Management) as well as development of the Contact Management and Digital Policing programmes. Updates are provided on new collaborative opportunities being explored.

The Board met twice during 2015/16, supplemented by specific informal meetings of the PCCs and senior policing officers and staff, to review existing collaborative functions and, more recently, the emerging new joint ICT Strategy and related issues. In addition to the Bilateral Collaboration Governance Board, the joint Chief Officer Group met 3 times during 2015/16.

The new ICT Vision 2020 Board met for the first time on 13 November 2015 and now meets regularly. This Board also monitors implementation of the five year ICT strategy. The two PCCs approved the new 5 year ICT Strategy in July/August 2015.

An overview of progress in the delivery of the key elements of that Plan and the governance around it was submitted for information to the TVP/PCC JIAC meeting on 23 March 2016 and then subsequently to the PCC for Thames Valley. That report highlighted programme delays in a number of areas together with the steps being taken to address them

#### South East Region Collaboration

Governance of collaboration between forces across the South East region is undertaken at the Regional Governance Board. Four meetings were held during 2015/16.

The South East Regional Organised Crime Unit (SEROCU), hosted by Thames Valley Police, brings together the current regional organised crime units under one structure. It is operationally aligned with the South East Counter Terrorism Unit (SECTU). There is a joint ACC who works directly to the Chief Constable of Thames Valley Police to exercise overall command of the regional serious organised crime and counter terrorism functions. The joint ACC also attends the Regional Governance Board and represents SEROCU at a national level with the National Crime Agency and other key stakeholders.



### Chiltern Transport Consortium

The Chiltern Transport Consortium (CTC) is a collaboration between TVP, Hertfordshire Constabulary, Bedfordshire Police and the Civil Nuclear Constabulary. It was originally set up in 2014 to operate as a transport shared service for the procurement and maintenance of the forces' transport fleet under lead force TVP.

A new governance structure for the CTC was implemented during 2014/15. The Governance Board is currently chaired by the PCC for Thames Valley but will be reviewed annually. The Board met once during 2015/16. The Senior Operational User Group, which is chaired by the Deputy Chief Constable of TVP, did not meet during 2015/16 due to a number of factors including uncertainty as to whether Hampshire would join the Consortium and the new vehicle procurement contract. The Force Transport Manager had a number of meetings with senior users regarding the Telematics project.

### National Police Air Service

The National Police Air Service (NPAS) is a collaborative venture involving all police forces across England and Wales. The PCC for Thames Valley is a member of the national NPAS Board.

### TVP / TV Fire and Rescue Services

During the year the PCC and the Force agreed a memorandum of understanding with the three Fire and Rescue Services in the Thames Valley regarding exploring possible collaborative opportunities in the sharing of premises.

**Anthony Stansfeld**

Police and Crime Commissioner for Thames Valley

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## Report to the Thames Valley Police & Crime Panel

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**Title:** Topical Issues

**Date:** 21 October 2016

**Author:** Clare Gray, Scrutiny Officer,  
Thames Valley Police & Crime  
Panel



### Topical Issues for discussion

- 1 **Commissioning update** – the OPCC will provide a verbal update of a new PCC initiative to take advantage of a current opportunity to review and re-design the delivery arrangements of general victims support services within the Thames Valley and the potential to integrate victims support services with TVP and courts-based witness support services.
- 2 **Policy Planning and Performance Meeting** – the next meeting will be held on 28 October and the papers will not yet be available. The OPCC will provide a verbal update on the items being considered at this meeting – these include the Medium Term Financial and Capital Plan which will be discussed in detail by the Budget Task and Finish Group and the emerging themes from the Police and Crime Plan consultation which will be discussed in detail at the Plan Working Group.
- 3 **Review of Community Safety Funding Model and any proposed changes to OPCC office** (an update will be only be given if the PCC has made a decision)  
<https://www.thamesvalley-pcc.gov.uk/get-involved/community-safety-fund-review/>

### News articles

#### Police and Crime Plan – Young People’s Survey

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2016/09/police-and-crime-commissioner-launches-young-peoples-survey/>

#### Volunteers wanted for Complaints Integrity and Ethics Panel

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2016/10/recruitment-of-volunteers-for-police-and-crime-commissioners-complaints,-integrity-and-ethics-panel/>

#### Modern Slavery – police investigating too few cases

<http://www.bbc.co.uk/news/uk-37622798>

#### Blue Light Services

[http://www.oxfordmail.co.uk/news/14775629.All\\_firefighters\\_to\\_get\\_lifesaving\\_medical\\_training\\_amid\\_fears\\_over\\_demand\\_for\\_ambulances/?ref=ebln](http://www.oxfordmail.co.uk/news/14775629.All_firefighters_to_get_lifesaving_medical_training_amid_fears_over_demand_for_ambulances/?ref=ebln)

**Serious Case Review**

[http://www.oxfordmail.co.uk/news/14769292.Health\\_workers\\_must\\_learn\\_lessons\\_from\\_the\\_sad\\_death\\_of\\_baby\\_Jayden\\_report\\_concludes/?commentSort=score](http://www.oxfordmail.co.uk/news/14769292.Health_workers_must_learn_lessons_from_the_sad_death_of_baby_Jayden_report_concludes/?commentSort=score)

**Rise in Hate Crime**

<http://www.bbc.co.uk/news/uk-politics-37640982>

**Domestic Abuse**

[http://www.oxfordmail.co.uk/news/14774974.Survivor\\_of\\_domestic\\_abuse\\_hopes\\_sets\\_up\\_own\\_support\\_service\\_for\\_women/?ref=mrb&lp=46](http://www.oxfordmail.co.uk/news/14774974.Survivor_of_domestic_abuse_hopes_sets_up_own_support_service_for_women/?ref=mrb&lp=46)

**Drugs**

[http://www.oxfordmail.co.uk/news/14764060.More\\_than\\_100\\_drug\\_dealers\\_jailed\\_for\\_almost\\_300\\_years\\_by\\_crack\\_Oxford\\_police\\_team/](http://www.oxfordmail.co.uk/news/14764060.More_than_100_drug_dealers_jailed_for_almost_300_years_by_crack_Oxford_police_team/)

**CSE**

[http://www.oxfordmail.co.uk/news/14776807.Police\\_release\\_descriptions\\_of\\_two\\_men\\_who\\_abducted\\_and\\_raped\\_an\\_Oxford\\_schoolgirl/?ref=mr&lp=2](http://www.oxfordmail.co.uk/news/14776807.Police_release_descriptions_of_two_men_who_abducted_and_raped_an_Oxford_schoolgirl/?ref=mr&lp=2)

**For information**

**Overview of Policing and Crime Bill**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/537257/Factsheet\\_0\\_-\\_overview.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/537257/Factsheet_0_-_overview.pdf)

**Violence against Women and Girls**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/522166/VAWG\\_Strategy\\_FINAL\\_PUBLICATION\\_MASTER\\_vRB.PDF](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/522166/VAWG_Strategy_FINAL_PUBLICATION_MASTER_vRB.PDF)  
Crime Prosecution Report on Violence against Women and Girls Crime Report 2015-16  
[http://www.cps.gov.uk/publications/docs/cps\\_vawg\\_report\\_2016.pdf](http://www.cps.gov.uk/publications/docs/cps_vawg_report_2016.pdf)

**Female Genital Mutilation – Government report September 2016**

<http://www.publications.parliament.uk/pa/cm201617/cmselect/cmhaff/390/39007.htm#idTextAnchor038>



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

**INFORMATION REPORT TO THE  
THAMES VALLEY POLICE AND CRIME PANEL  
21<sup>st</sup> October 2016**

**COMMISSIONING UPDATE**

**PROPOSED VICTIMS' SERVICES RE-DESIGN**

**Background**

From 1<sup>st</sup> April 2015, the OPCC commissioned a range of services to assist victims to cope and recover from the consequences of crime. The majority of these services are commissioned for an initial 3 year term with the option to extend for a further 2 years.

The first round of commissioning resulted in a range of service providers contracted to deliver services across the Thames Valley. The largest value contract was awarded to Victim Support, in collaboration with Surrey and Sussex PCC's. This contract (the 'VS contract') included a 'referral mechanism' which was a requirement under the Ministry of Justice (MoJ) Victims Grant agreement. In Thames Valley, Surrey and Sussex, this essentially involved continuation of previous arrangements; daily Automatic Data Transfer (ADT) of victims' contact details from the police to the Victim, Assessment and Referral Centre (VARC) based in Sussex where initial contact with victims is made using an approved contact methodology (telephone call or written contact).

The current contracts TV PCC contracts with Victim Support are summarised below:

**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 – 1<sup>st</sup> April 2015
- Purpose – To receive automatic referrals from the police on all crime victims, make contact and initial offer of support, risk assessment and onward referral when required.

### **Local Support Service (LSS)**

- Provider – Victim Support
- Length of contract – 3 years (option to extend for 1+1 years)
- Start Date – 1<sup>st</sup> 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.

### **Proposed re-design of TV PCC victims services**

Based on learning from the first round of commissioning, improved data and knowledge of the service provided through the VS contract, as well as insights from other PCC areas, the purpose of this briefing note is to outline the intention of the PCC for Thames Valley to undertake a fundamental re-design of commissioned Victims' Services by 1<sup>st</sup> April 2018.

The proposed new service model will include development of:-

- (i) a central co-located 'Victims First' Hub with the Thames Valley Police (TVP) Witness Care Unit (WCU),
- (ii) a number of actual or virtual satellite hubs, and
- (iii) a range of community 'touchpoints' or safe places where members of the public and other professionals can access information, obtain advice or initiate a referral to the Victims Hub.

### **Key issues driving the re-design and objectives**

1. The ADT process and contact methodology applied in the current VS contract leads to a consistently high attrition. Developments to support a move away from ADT to a consent-based model are in place and expected to be operational prior to the end of the current VS contract (including new police training – briefings and e-learning package, a referral toolkit or 'app' for mobile devices, an internet-based victim's portal).
2. When the ADT is switched off, the need for a 'VARC' will be greatly diminished as only details of those who have positively requested a service will be forwarded, triggering contact.
3. As a result of the range of (different) service providers delivering PCC victims' services, net accommodation costs of PCC victims' services contracts are relatively high. Some co-location, however, has been achieved which has demonstrably improved joint working between those service providers.
4. Re-location of the TVP WCU from Reading Police Station is required by April 2018, coinciding with the conclusion of the initial 3 year term of the VS contract (as well as several other PCC victims' contracts although, at this time, no decisions have been taken regarding extension, or not, of those contracts).

The functions of the central Victims Hub are likely to involve a range of, largely, administrative and coordinating functions to support delivery of support services to victims, whether short-term or telephone support to those with less complex needs, or longer-term, holistic support (including specialist counselling) to those with more complex needs.

The way in which specialist services will be delivered across Thames Valley to those with more complex needs, and the most appropriate means of procuring those services, will also be considered. Several mechanisms for delivery of specialist services will be considered including fully integrated, 'satellite' hubs as well as more virtual arrangements between a range of providers of services. Whichever model is preferred and procured, the ambition will involve a multi-agency, or multi-specialism approach, to assessing and supporting clients with shared outcomes and expectations.

The third element of the new model will involve better promotion of services and increased access points through which members of the community, and other professionals, can receive information, advice or direct a referral for service to the Victims Hub.

Throughout the life of the project, it is anticipated that additional considerations will come into play. For instance, it has been indicated by central government that a number of other services currently commissioned at a national level through the MoJ are likely to be devolved to PCCs. As these plans develop and are communicated with PCCs, the desirability of basing those services within or outside of the Hub will be considered as part of the re-design work.

The overall aim of this proposal is to provide a better service to victims of crime through coordination of witness care (for those coming through the criminal justice system) with enhanced, wraparound, emotional, practical and psychotherapeutic support for all victims (including those who have chosen not to report a crime to the police but have been referred by a third party or self-referred for support). The outcome for victims of crime would be a better and more personalised service, with a single point of contact and coordinated care from point of report, throughout criminal justice proceedings, and beyond. An anticipated consequence of this is improved support by victims and witnesses for criminal proceedings and higher rates of satisfaction of the overall criminal justice system.

#### **Proposed service re-design - the current position**

1. The PCC has indicated to VS and partners that the VS contract will be de-commissioned at the end of March 2018.
2. Co-location of the Victims First Hub with the TVP WCU has been agreed by both the PCC and the Chief Constable.
3. Victims' Services re-design work will take place between August 2016 and end June 2017. If the new model/service(s) are out-sourced, re-tendering

will take place from Jul 2017, with the intention that a provider(s) would be selected and in place by 1<sup>st</sup> April 2018.

4. The commitment to re-design (and to influence better coordination of commissioning of non-PCC funded) Victims' Services across Thames Valley will be a priority within the new Police and Crime Plan 2017-2021.
5. Governance will take place via a project board and a number of delivery groups, which will include a service user panel.
6. A victims' needs assessment will be commissioned to help inform the project board, focussing on the voices and experiences of victims.
7. A series of market engagement events will be run to communicate and seek the views of service providers and other partners to help inform the project throughout.
8. Engagement with other commissioners will continue to explore opportunities for joint commissioning services.

**Anthony Stansfeld**

Police and Crime Commissioner for Thames Valley



**Progress Update on Recommendations**

Panel Recommendations	Progress Update Blue – Panel response Black – PCC response	Committee Assessment of Progress
<p><b>Community Safety Partnerships</b></p> <ol style="list-style-type: none"> <li>1. That an Annual Meeting be held looking at Community Safety Partnerships where Panel Members would feed back on their own local areas to ensure that the Community Safety Partnership priorities are understood and help to shape the future Police and Crime Plan and to identify any questions which need to be raised with the PCC.</li> <li>2. That an update be given on the review of the Community Safety Fund at the September Panel meeting.</li> <li>3. That any work carried out in the Thames Valley relating to scrutiny of crime and disorder be feed through in the general issues report.</li> </ol> <p><b>Domestic Violence</b></p> <ol style="list-style-type: none"> <li>1. That the PCC ensures that there is a consistent approach to tackling domestic violence across the Thames Valley:-</li> </ol> <ul style="list-style-type: none"> <li>• Consider further integrated and wider partnership working – there are discussions planned with Oxford and PCCs office. It is important to maximise the benefits of closer working across the Thames Valley and to consider proposals regarding setting up a meeting of commissioners and follow-up meeting with providers. This should help to ensure that services the PCC commissions support and</li> </ul>	<p>Meeting held before Panel refresh or before the Annual Report meeting</p> <p>On the agenda under 'Topical Issues'</p> <p>Scrutiny officer to include in topical issues report</p>	
<ul style="list-style-type: none"> <li>• Consider further integrated and wider partnership working within the domestic abuse landscape is a high priority for the PCC and, as such, is very well supported. The OPCC meets regularly with providers of domestic abuse services across the Thames Valley. Recently, one of my Policy Development Officers, Wendy Walker (the OPCC designated lead person for domestic abuse), met with the CEOs from all commissioned service providers to engage, listen to their views and</li> </ul>		

<p>enhance but do not duplicate with existing provision.</p> <ul style="list-style-type: none"> <li>• To help spread good practice across the Thames</li> </ul>	<p>understand their services. Furthermore, Wendy is meeting with all non-commissioned service providers to help understand the support available for victims of domestic abuse.</p> <ul style="list-style-type: none"> <li>• The OPCC arranged a meeting with all commissioners of domestic abuse services across Thames Valley. The objective is to enable a clearer more joined up commissioning models for all. This meeting was very well attended with representatives from across the Thames Valley. By bringing all commissioners together, the benefits of peer support, sharing ideas and information to improve the access to support services for victims was recognised. Also, best practice has been shared which has led to a better understanding and, ultimately, better outcomes for victims. Going forward, the group plans to wider the membership to include health and care and housing commissioners.</li> <li>• Currently, there is duplication (and gaps) with the service provision for victims. To ensure that my office is not duplicating existing provision for domestic abuse victims, the OPCC commissioned a needs assessment that was received in April 2015. The needs assessment highlighted a lack of support for victims with very complex needs in Thames Valley. There has been little research regarding how best to support these very 'complex victims' that are often described as suffering from the 'toxic trio' – domestic abuse, substance misuse and mental health. As such, the PCC has commissioned three, county based, complex needs pilots to understand how best to support these very complex victims. The aim is to stabilise victims and enable them to access refuge. The three pilots are looking at the issues from three very different approaches. The pilots are well established and evaluation is soon to take place which will inform our future commissioning of complex needs services.</li> <li>• The Force holds a Thames Valley Domestic Abuse Strategy Meeting</li> </ul>
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Valley on successful local in initiatives (the HMIC report states that the Force would benefit from a system to share local initiatives to other areas of the Force)

- As perpetrator work is notoriously difficult to evidence effectiveness of and value for money, to consider whether there should be a Thames Valley Perpetrator Programme Co-ordinator who would be able to co-ordinate and promote all the programmes and have responsibility for ensuring and monitoring good practice. The benefits of this approach would be to have a larger dataset which could help with evidencing effectiveness.

to discuss issues and also to share best practice. This is a quarterly meeting and the membership includes the police, support providers, CPS, Probation, Witness Service and the OPCC – all those agencies that are involved in the victims’ journey “from call to Court”. At the next meeting, there will be a Domestic Homicide Review (DHR) pre-meeting set up by the OPCC with partners to look at a thematic review of all DHR’s across Thames Valley, following which recommendations of good practice that have been established and achieved will be shared. Furthermore, a Domestic Abuse Scrutiny Panel meets quarterly, to discuss a topic case and look at best practice and also to share any learning. This membership of this group also includes victims as independent members.

- The domestic abuse commissioned needs assessment highlighted that domestic abuse is a complex safeguarding issue and all multi-agency professionals have a role to play in keeping victims, their children and other affected people safe. The interdependencies between identified issues suggested that the end-to-end process for supporting victims - from “call to Court” and beyond – involving all agencies would benefit from review, to ensure commissioning and processes join up and meet operational gaps whilst avoiding duplication. The report noted that the opportunity for Thames Valley-wide initiatives, if chosen carefully, could have significant impact by complementing, or improving existing services. Consequently, the OPCC has a dedicated member of staff (Wendy Walker) looking at the domestic abuse process from ‘call to Court’. This is a dedicated role looking at the victims’ pathway, police and criminal justice pathways and making recommendations accordingly. The intention is that this will be an 18 month project to cover all areas. Following this review, should there be any evidence to demonstrate that a Thames Valley Perpetrator Programme Co-ordinator would be beneficial, the PCC will be informed.

<ul style="list-style-type: none"> <li>• Consideration of one or two targets across the TVP for key areas of work, eg use of IDVA or to support benchmarking</li> </ul> <p>2. As the PCC has recently taken over chairmanship of the Local Criminal Justice Board that he will be able to monitor and influence the following:-</p> <ul style="list-style-type: none"> <li>• Promoting strong enforcement measures and ensuring use of DVPNs/DVPOs and enhanced evidence gathering to support cases where the victim is not able to support the court process.</li> <li>• Improved victim and witness journey through the court system.</li> </ul>	<ul style="list-style-type: none"> <li>• Part of the review of the domestic abuse process from call to Court has already highlighted the need for a sufficient Thames Valley wide IDVA service. This is something that is currently being discussed with partners.</li> <li>• The OPCC is very much aware of Force's use of DVPNs/DVPOs. Monitoring the numbers of DVPNs and DVPOs has been added to the PCC's Strategic Delivery Plan and the OPCC are working with the Force to ensure that officers are trained to effectively consider these orders. Recent scenario training with officers on coercive control gave rise to an opportunity for the officer to consider the use of a DVPN/DVPO. This training is being received by all TVP patrol officers.</li> <li>• In September, the CPS released their annual 'Violence Against Women &amp; Girls' (VAW&amp;G) strategy showing a 10% rise in the number of prosecutions for rape, domestic abuse, sexual offences and child abuse cases. Although there has been a signification rise in the number of reports of domestic abuse, this demonstrates the growing responsiveness and effectiveness of the police and courts in prosecuting, and convicting, more defendants than ever before.</li> <li>• Currently, the OPCC/TVP Internal Audit Service is working with the Force to conduct an audit of the victims' journey through TVP's processes and the wider Court process.</li> </ul>
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<p>3. That the PCC give further consideration on how to influence or provide stable long term funding for domestic violence to help the provision of services and to give further consideration to the closure of refuges and accommodation for people with complex needs.</p> <p>4. Future monitoring of areas for improvement from the HMIC report:-</p> <ul style="list-style-type: none"> <li>• Inconsistency in compliance with the Victim's Code</li> </ul> <ul style="list-style-type: none"> <li>• Frontline officers responding to domestic abuse</li> </ul>	<ul style="list-style-type: none"> <li>• The OPCC is currently looking at all the services that are provided for victims of domestic abuse and giving consideration as to how best victims can access services. At this time, the OPCC is not aware that any refuges within Thames Valley are facing closure. Through the complex needs service provided by the OPCC, a considerable number of victims who previously would have been turned away from refuge accommodation are now safe. In the first quarter alone, there were 29 clients from Bucks, 59 from Berks and 39 from Oxfordshire, who were supported under the complex needs service. Previously, these victims would have been turned away due to their complex needs.</li> <li>• The Victims Code underpins everything that the OPCC does. A consistent approach to contract management is always taken. The OPCC will soon be launching a new 'victims website' that will contain information and guidance about all the current OPCC victims' services as well as information on all criminality that affects communities. Victims will be able to use this platform to self-refer to the OPCC's commissioned services. The website will also include links to other victims' services in the Thames Valley that are not commissioned by the OPCC.</li> <li>• From a policing perspective, we are also looking into providing officers with a victims' toolkit. This will be an 'app'-based platform that will encourage officers to think of victims first. At this time, it is still under development. However, when functional, the objective is to allow officers the opportunity to refer victims to support agencies, should they consent, via the app. This will be a consistent and direct approach, available every time an officer is in contact with a victim.</li> </ul>
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<p>need to focus more on listening rather than paperwork</p> <ul style="list-style-type: none"> <li>• Comparatively low use of Domestic Violence Prevention Notices</li> <li>• Improving the police response to Honour Based Abuse and Forced Marriage (See page 83 of the PCC Policy Performance and Planning agenda on 6 April for the Thames Valley Police response to the HMIC report)</li> </ul>	<ul style="list-style-type: none"> <li>• New technology available to police officers will reduce paperwork and therefore free up officers' time. However, research suggests that when attending domestic incidents, officers are very keen to listen to victims and do not tend to be overly focussed on paperwork. The Force has a policy that every domestic incident has an urgent or immediate response. Any paperwork is done 'slow-time'.</li> <li>• Monitoring the numbers of DVPNs and DVPOs has been added to the PCC's Strategic Delivery Plan and the OPCC are working with the Force to ensure that officers are trained to effectively consider these orders. Recent scenario training with officers on coercive control gave rise to an opportunity for the officer to consider the use of a DVPN/DVPO. This training is being received by all TVP patrol officers.</li> <li>• The Force has set up a specific HBA and FM strategy to improve its response to these offences. A group meets regularly to look at each case and understand the details. As part of this group, officers have received specialised training from Karma Nirvana in how to recognise, attend and support victims of HBA and FM. Further to this, specific measures have been put in place to ensure that these incidents are investigated appropriately. There are huge improvements in this area.</li> </ul>
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**Taxi Licensing**

1. That the PCC/Chief Constable be asked to consider looking at Council funding / part-funding a dedicated Police Taxi Licensing Officer specifically to ensure prompt information sharing about incidents, drivers, arrests, charges, convictions – so that Police Licensing becomes the central point for information sharing.

- The TVP Licensing Team Manager has made arrangements for his team members to take responsibility and to act as local 'Single Points of Contact' (SPOCs) and engage with their local authorities in the management of taxi licensing. This would seem the right place for this service to be delivered as taxi licensing and public house licensing are often delivered by the same team within the Local Authorities. This will work effectively with the problem solving teams and provides a synergy to the broader approach in managing the night time economy.
- TVP licensing officers will liaise with their local authority counterparts and identify any local issues in relation to taxi licensing. These issues can then be signposted to the appropriate local neighbourhood teams or problem solving teams for a collaborative approach to be developed.
- Chief Supt Andy Boyd also discussed this issue with Roads Policing who also liaise extensively with Local authorities and assist in a number of taxi licensing operations across the Force. He will ensure they continue to be engaged and supporting the local authorities.
- Chief Supt Andy Boyd has tasked the TVP Licensing Team Manager to liaise with the Oxford Local Authority Licensing Manager and develop an overview of taxi licensing which will be communicated to Neighbourhood Teams and placed on the intranet.
- The TVP/Hants Joint Information Management Unit has also considered the issues of disclosure and believe the issue lies with Officers being unaware of the need for disclosure and, therefore, not seeking it. This is something the Force can pick up and address with internal communication and information placed on the TVP intranet. The Joint Information Management Unit could see no benefit from any additional funding.

<p>2. a) That the PCC be asked to discuss the possibility of having a national information sharing protocol with the Home Secretary and that in the meantime local Councils harmonise their policies as far as possible.</p> <p>b) That consideration be given to having a regional database (possibly held by the Police Licensing Officer) to show drivers who had been refused licences.</p> <p>3. That the PCC be also asked to discuss the possibility with the Home Secretary to consider setting national standards for drivers, vehicle operators, a national standard of vetting, and nationally set fees and charges – these would reduce concerns re: public safety, and remove the inclination for people and vehicles to seek a licence outside of the area within which they predominantly work.</p> <p>4. That the PCC be asked to raise the issue at the next Local Criminal Justice Board regarding licensing appeals to gain an understanding of why licences were given back to drivers after they had been refused by their Local Authority.</p>	<ul style="list-style-type: none"> <li>• The PCC is in the process of arranging a meeting with the Policing and Fire Minister at which he will raise this matter (time permitting)</li> <li>• See response to (1) above</li> <li>• Some Councils in Bucks are exploring the use of the following software and if this is implemented Thames Valley wide could be a valuable tool. It would be helpful if one Council could take the lead in managing this project. <a href="http://www.empowering-communities.org/software/e-cins/">http://www.empowering-communities.org/software/e-cins/</a></li> <li>• The PCC is in the process of arranging a meeting with the Policing and Fire Minister at which he will raise this matter (time permitting)</li> <li>• The PCC will discuss this matter with the LCJB Programme Manager</li> </ul>	
<p><b>Cyber Crime</b></p> <ol style="list-style-type: none"> <li>1. Panel Members to use their influence to ensure that preventing cyber crime is highlighted at local public meetings, with parents and with local partners, including the get safe online and cyber street wise websites</li> <li>2. PCC to continue to influence the Government on prioritising cyber crime and ensuring that adequate</li> </ol>	<ul style="list-style-type: none"> <li>• This matter can be addressed as part of the PCP Plan Task and Finish Group work</li> </ul>	





<p>5. For the Panel to scrutinise whether to there was a coordinated response in relation to licensing in the Thames Valley and the transportation of children.</p> <p>6. For the Panel to ask their relevant Cabinet Member (County and Unitaries) that through their commissioning process that all sexual health providers are asked to facilitate the sharing of information on repeat referrals within a confidential environment for high risk children.</p> <p>1. That a letter be written to the Chairman of the Berkshire Leaders to clarify the level of engagement from Slough Borough Council and to be provided with an update on the actions they were taking in preventing CSE to understand whether any further support was required from partners.</p> <p>2. That whilst there was recognition that there was no one effective model for MASH that a mechanism should be set up to share good practice and data sets on a pan Thames Valley wide basis at regular intervals. This could be undertaken by the Operational Groups.</p> <p>3. That partner agencies work together to develop a safeguarding logo which can be easily recognised and ensure that their websites have information to safeguarding on their front page with quick links to help sites.</p>	<p>In part covered by Taxi Licensing item in January</p> <ul style="list-style-type: none"> <li>• PCC to consider current arrangements and options, as necessary and appropriate MASH site visit arranged for Member of Slough Borough Council and Slough MASH now operational.</li> <li>• CSE Sub Committee on 2 November to look at best mechanism to share good practice.</li> </ul>	
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## Report to the Thames Valley Police & Crime Panel

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**Title:** Future operation of the Panel

**Date:** 21 October 2016

**Author:** Clare Gray, Scrutiny Officer,  
Thames Valley Police & Crime  
Panel




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### Panel Effectiveness

Police and crime panels are an essential part of accountability structures for policing and community safety and since this structure was put in place in 2012 there have been a number of documents and conferences looking at how Panels have developed and highlighting good practice.

The **Local Government Association** produced a document looking at the first two years of Panels and highlighted areas where Panels could develop including:-

- Panel resources
- Members having a grounded understanding and experience of scrutiny
- Having a good relationship between the Panel and the PCC
- Transparency of the PCC Office and having access to their Forward Plan
- Scrutiny of commissioned services and collaboration
- Good complaint handling

**Frontline Consulting and Grant Thornton** have recently published a document called Power Check which reviews the effectiveness of police accountability for Panels second term. A summary of the document is attached as an appendix but a full copy can be found via this link.

<http://www.pcps-direct.net/pdfs/Power-Check-2pp-summary.pdf>

<http://www.pcps-direct.net/pdfs/Power-Check-Reviewing-the-effectiveness-of-police-accountability.pdf>

The top three barriers to effectiveness from a Panel's point of view were as follows:-

- Limited powers
- Panel budget
- Timeliness and availability of information supplied

From a PCC's point of view it was:-

- Staffing support to the Panel
- Limited powers
- Political allegiances

Areas of good practice (including the Thames Valley one!):-

- In depth look at individual strategic objectives in the Police and Crime Plan
- Themed Panel Meetings/items
- Task and Finish Groups on specific areas e.g Victims' Services, Volunteers and Special Constables
- Stakeholder events e.g community safety, domestic violence
- Pro-active scrutiny sessions – evidence gathering sessions which include contributions from the PCC, key partners stakeholders and the public
- Networking - Engaging other Panels and Scrutiny bodies to keep abreast of emerging good practice

The summary also includes recommendations for effective working which includes the following:-

Stakeholder engagement

- Challenge/support - Panels should gauge PCC perceptions of the balance of their work periodically and use that to inform self assessments of their effectiveness throughout their term.
- Enhanced profile – Panels should use 'soft influence' and develop a common focus underpinned by a communications strategy. The report says that "the more interest a Panel can generate from the public, the more influence and impact it is likely to have on the PCC's decision making and actions". Setting the right topics could include issues that are more aligned to public concerns and responding swiftly to current issues affecting the PCC.
- Ensuring a range of skills, knowledge and experience – Panels should be clear about the purpose of their work and undertake a short skills audit to identify gaps across the membership.

Workstream Planning

- Structured work programme of proactive scrutiny
- Briefings by the OPCC and PCC on their work
- Co-planning with the OPCC
- Dedicated link officer at the OPCC to engage with the Panel

Member Development

- Training
- Induction
- Having champions for different issues within the Panel

### **Learning and Development Session with Thames Valley Police and Crime Panel**

Areas of good practice already being carried out by the Panel

- Sub-Committees/Task and Finish Groups
- Themed items and building up a network of external witnesses
- Good working relationship with the PCC
- Members were happy with the approach to Key Lines of Enquiry but asked for it to be sent out earlier.

### Key barriers to effectiveness

- Geography – In terms of Membership it is up to constituent Authorities to nominate Panel Members but because of the political make up of the Thames Valley political balance is not achievable. One way to address this is recruiting independent Members but because of the size of the Thames Valley, there are only two spaces. It is also difficult to find a venue accessible to all.
- Geography also impacts on public engagement.
- Resources and Member time limited with other roles and responsibilities e.g Cabinet Members/Chairmen
- Limited resources in the Force/OPCC office for contributing to scrutiny over and above normal Panel Meeting. The Panel are grateful for the Force and OPCC supporting the Preventing CSE Sub-Committee, Budget and Police and Crime Plan Task and Finish Groups.
- Strategic/operational issues

One important point in the Powercheck report is that whilst Panels should not involve themselves with operational policing decisions, Members are justified in having access to sufficient operational performance information, particularly outcomes, to support effective scrutiny of the PCC's strategic role and performance. In response to this the Panel welcomes the information provided through the PCC's Policy Planning and Performance meetings and the attendance of the Chief Constable to their meetings in order to be reassured that the PCC is holding him to account.

### Recommendations on areas for development

#### Agenda

- Reduced agenda
- More time on agenda for topical issues (previously general issues) – need to look at one specific area in more detail and the rest links for information. Members to email the Scrutiny Officer with specific requests for this item e.g local news articles.
- For future items for the Work Programme Members may wish to think of items that are of interest to the public. However, the public may be more interested in the operational side of policing rather than the strategic side (i.e the scrutiny of, and support for, the decisions and actions of the PCC) and therefore this can cause difficulties with the limited statutory role and powers of the Panel available under the legislation.

#### Pro-active Scrutiny

- Keep themed meeting approach but make sessions shorter and questions more focused to PCC (However please note alternative options for scrutiny which are undertaken by Hampshire and West Midlands Police and Crime Panel).
- Importance of engaging stakeholders on specific issues – the Panel is looking to have a Working Session on Cyber Crime. One Panel was scrutinising a specific area and held an informal Working Group with key stakeholders before the meeting to ensure they had good Key Lines of Enquiry.

Hampshire visit (7 October)

<http://www3.hants.gov.uk/hampshire-pcp/pcc-proactivescrutiny.htm>

Hampshire Police and Crime Panel undertakes a proactive scrutiny session after their formal Panel Meeting (four times a year). Examples of areas they have looked at include domestic abuse, CSE, Anti Social Behaviour and Modern Slavery. Hampshire have a Police and Crime Plan Working

Group which terms of reference also include drafting and leading the work programme for proactive scrutiny sessions.

Their proactive scrutiny sessions include:-

- Inviting written evidence from a range of stakeholders who may be able to assist the Panel with their proactive scrutiny. Five questions (which are agreed by the Plan Working Group) are put to stakeholders and they are given five-six weeks to respond. So for example questions could include how effective is the PCC support to victims, examples of successful approaches and priorities for action.
- Provide a webpage for the session, giving information on the session including relevant documents and to provide a channel through which the public can make comments.
- Invite key witnesses to attend oral evidence sessions at the meeting – this could include the PCC, OPCC, representative from the Force, and two stakeholders who supplied written evidence.
- Members go into a private session to discuss recommendations and the outcome of this is communicated by a report which is published on the Panel website and then responded to by the PCC.

Another example of proactive scrutiny is West Midlands Police and Crime Panel who undertake mini inquiries which include evidence gathering sessions over one or two days. The last Inquiry looked at community safety funding.

<http://westmidlandspcp.co.uk/publications/>

#### **Performance monitoring**

- Ensuring Panel recommendations agreed by the PCC are being implemented by the PCC
- Re-emphasise the importance of Members reporting back to their Councils on work undertaken by the Panel and/or Panel recommendations to be implemented by their Councils.

#### **Members**

- To undertake a skills audit of Members to ensure that Member skills were being utilised in specific areas of work across the Panel
- Members to consider whether they wish to refresh the rapporteur system where Members were a champion for a specific area and made annual reports to the Panel or took a lead when this area was being discussed e.g victims commissioning, emergency services and estates strategy
- Effective questioning - More flexibility and better use of supplementary questions

#### **Communication**

- Ensuring good communications around scrutiny and press releases after relevant meetings to show how the Panel has made a difference
- Members were not wholly supportive of webcasting as they thought it would not be taken up by the public and stifled debate at the Panel.
- Revisit website – Hampshire has a good model
- Whether regular briefings with the OPCC would add value to the work of the Panel

## **Sub Committees and Working Groups**

To be held in accessible venues

### **Budget Task and Finish Group**

- Possible extra session for Budget Task and Finish Group to include refresh on financial training.
- Shared responsibility of the report to the Panel
- To consider whether to have regular meetings of the Task and Finish Group across the year including budget monitoring

### **Police and Crime Plan**

- Setting up of Working Group should enable the Plan to be more robustly scrutinised.
- Need to challenge on good performance information
- Ensure good communications around scrutiny of the Plan.

### **Complaints Sub-Committee**

This area was not discussed at this session. The Home Office have not yet responded to the original complaints consultation in relation to possible changes in process for the Panel – this response is awaited before any changes are made to the process

### **Preventing CSE Sub-Committee**

This was not specifically discussed but Members were positive about its work. The Chairman has asked for an item to be included on the next agenda to discuss having a focused Work Programme with outcomes.

## **RECOMMENDED**

**That the Panel discuss the areas for improvement above and discuss which areas they would like to take forward.**

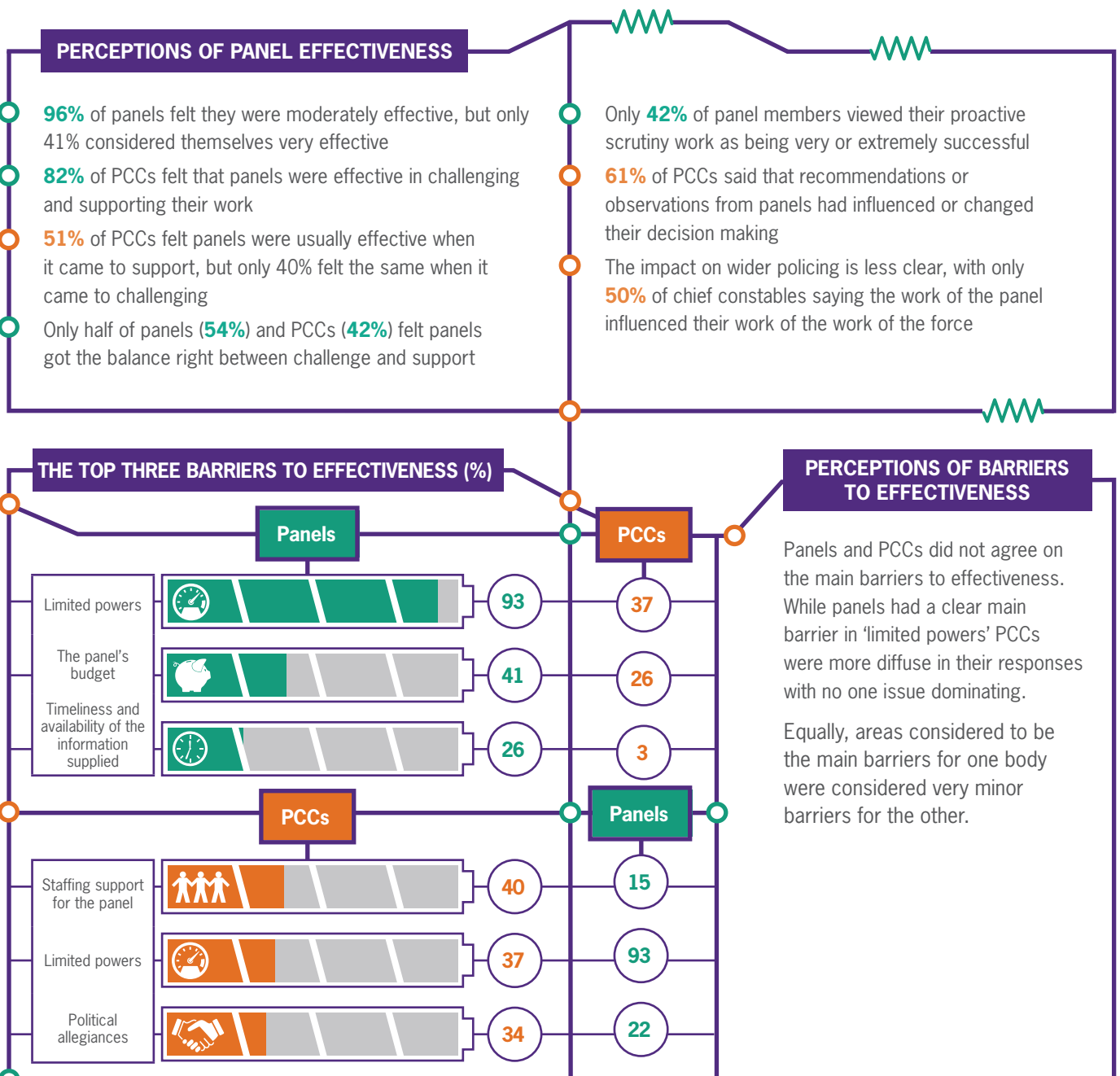
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# Power check

Reviewing the effectiveness of police accountability: insights for the second term  
June 2016

Police and crime panels (panels) have an important role in challenging and supporting police and crime commissioners (PCCs) on behalf of the public and are the primary ‘check and balance’ on PCCs’ work in between elections. Frontline Consulting and Grant Thornton conducted a first term review of panels, looking at their effectiveness and the strength of their relationships with their PCCs.



# Recommendations for effective working

## STAKEHOLDER ENGAGEMENT

- Perceptions over the balance of challenge and support:** Panels should gauge PCC perceptions of the balance of their work periodically, and use that to inform self-assessments of their effectiveness throughout their term.
- Enhanced profile:** Panels should use 'soft' influence to enhance their effectiveness and develop a common focus. This should underpin a communications strategy aimed at building a public profile.
- Networking:** Panels should engage with other panels and scrutiny bodies to keep abreast of emerging good practice and use this to inform their scrutiny and enhance their effectiveness. Panels should also forge relationships with other panels where devolution proposals, collaboration initiatives or strategic alliances mean partnership working forms an increasingly important part of the PCC's role.
- Ensuring a range of skills, knowledge and experience:** Panels should be clear about the purpose of their work and how they are going to achieve that purpose. They should undertake a short skills audit to identify gaps across the membership and seek to ensure a range of skills, knowledge and experience among panel members.

## WORK STREAM PLANNING

- Structured work programme of proactive scrutiny:** Panels should maintain a structured work programme of proactive scrutiny that they can communicate with their members, the PCC/OPCC and the public. This should be supplemented by less-planned proactive scrutiny in response to current issues during the PCC's term and relating to the PCC's activities.
- Briefings by the OPCC and PCC on their work:** Panels should request briefings from the OPCC and PCC on the PCC's work. This should inform panel planning and preparation for effective challenge and scrutiny sessions.
- Co-planning with the OPCC:** Panels should pursue co-ordinated work planning with the OPCC.
- Liaison officer in the OPCC:** Panels should request a dedicated link or liaison officer in the OPCC to engage with the panel.

## MEMBER DEVELOPMENT

- Training needs, including complaints-handling training:** Panels should consider their training needs, request support for such training, and make time to attend.
- Induction training for all members:** Panel chairs should ensure all new members receive induction training.
- Having champions for different issues within the panel:** Panels should consider identifying and appointing champions to focus on different themes to improve the overall effectiveness of scrutiny and increase panel capacity to cover the PCC's priority areas in the police and crime plan.

### About Grant Thornton

Grant Thornton has a well-established market in the public sector having worked with local authorities for over 30 years. The police sector is a chosen area of investment for the firm. As the largest external auditor of police bodies in England and Wales, we have the technical and operational expertise, relationships and sector specialisms required to deliver innovative solutions and market insights. Our services include value-added assurance, internal audit services, advice on governance and development of major change diagnostics.

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### About Frontline Consulting

Frontline Consulting works especially with councillors, police and crime panels, and non-executive members in their partnership roles across the public sector – working with the education, health, housing, police and voluntary sectors, commissioners and providers.

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Thames Valley Police & Crime Panel Work Programme 2016

Date	Main Agenda Focus	Other agenda items
1/16	PCC precept 2016/17 Standardisation of Taxi Licensing	<ul style="list-style-type: none"> <li>• Public questions</li> <li>• Budget Task and Finish Report</li> <li>• Local Criminal Justice Board – Partnership working</li> <li>• Annual Assurance Report of the Audit Committee</li> <li>• Consultation on Complaints</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>
11/3	Police and Crime Plan review – how the PCC has addressed his six strategic objectives in the current tenure of office Domestic Violence – update from the PCC on what is being done to tackle domestic violence (Strategic Objective 2 & 3) including initiatives with Local Authorities	<ul style="list-style-type: none"> <li>• Public questions</li> <li>• Report of the CSE/Complaints Sub Committee</li> <li>• Six monthly review of finance, performance and risk monitoring report (information from January PCC public meeting)</li> <li>• Verbal update on proposed changes to national funding formula</li> <li>• Membership/Terms of Reference for Cyber Crime Working Group</li> <li>• Update on Complaints Integrity and Ethics Panel</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>

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Date	Main Agenda Focus	Other agenda items
17/6	Post Election outline of manifesto/challenges for future Neighbourhood Policing and Community Safety Partnerships	<ul style="list-style-type: none"> <li>● Election of Chairman/Appt of Vice Chairman</li> <li>● Public questions</li> <li>● Verbal update on proposed changes to national funding formula</li> <li>● Report of the CSE/Complaints Sub Committee</li> <li>● PCP Annual Report</li> <li>● Annual Review of PCP Rules of Procedure and Budget</li> <li>● General Issues</li> <li>● Work Programme</li> </ul>
9/9	Illegal traveller sites – police and local authorities working together to respond effectively to unauthorised encampments including consistent interpretation of legislation/guidance	<ul style="list-style-type: none"> <li>● Public questions</li> <li>● Report of the CSE/Complaints Sub Committee</li> <li>● Six monthly finance, performance and risk monitoring report (information from July PCC public meeting)</li> <li>● PCC Annual Report</li> <li>● General Issues</li> <li>● Work Programme</li> </ul>
21/10	Future plans for regional collaboration Collaboration with other Forces SE Regional Organised Crime Unit SE Counter Terrorist Unit Chiltern Transport Consortium Partnership income	<ul style="list-style-type: none"> <li>● Public questions</li> <li>● Report of the CSE/Complaints Sub Committee</li> <li>● Cyber Crime update</li> <li>● General Issues</li> <li>● Work Programme</li> </ul>

 Thames Valley <b>Police &amp; Crime Panel</b>			(01895) 837529 contact@thamesvalleypcp.org.uk www.thamesvalleypcp.org.uk @ThamesValleyPCP		
Date	Main Agenda Focus	Other agenda items			
16/12	Police and Crime Plan Mental Health - delivering against the commitments of the Mental Health Crisis Care Concordant.	<ul style="list-style-type: none"> <li>• Public questions</li> <li>• Report of the CSE/Complaints Sub Committee</li> <li>• General Issues</li> <li>• Work Programme</li> </ul>			

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