

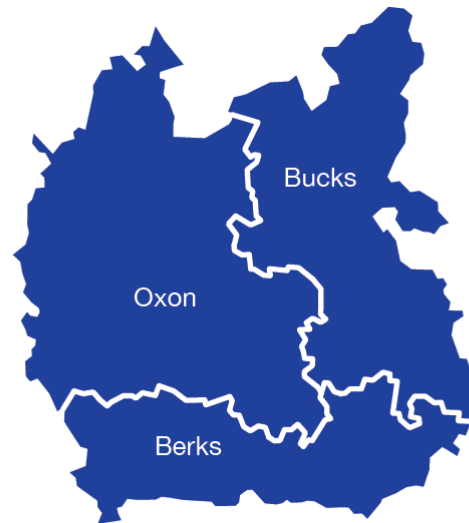
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Agenda

Date: Friday 16 December 2016

Time: 11.00 am

Venue: Olympic Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury Bucks HP19 8FF



Map and Directions

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 21 October 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 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. Draft Police and Crime Plan

11 - 64

Attached is the draft Police and Crime Plan - the PCC must have regard to the Panel's views on the draft Plan of which it is statutory consultee.

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|---------|--|----------------|
| 12.10pm | 6. Topical Issues | 65 - 78 |
| | The main topical issues for this item are to receive an update from the PCC on actions he is taking under his Delivery Plan on Mental Health and for Panel Members to comment on the recent letter sent to Local Authorities on the Community Safety Fund Allocations 2017/18. | |
| 12.30pm | 7. Report of the Preventing Child Sexual Exploitation Sub-Committee | 79 - 84 |
| | The Chairman will present the report of the Sub-Committee and ask the Panel to agree any recommendations in the report. | |
| 12.45pm | 8. Future Operation of the Panel | 85 - 90 |
| | Following comments from Panel Members to decide which option to take forward. | |
| 12.55pm | 9. Work Programme | 91 - 92 |
| | For Panel Members to put forward items for the Work Programme including ideas for themed meetings. | |
| 13.00pm | 10. Date and Time of Next Meeting | |
| | Friday 3 February at 11am. | |

Please note that the December meeting will be followed by a Confirmation Hearing for the Deputy PCC.

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 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

Minutes of the Thames Valley Police and Crime Panel held on Friday 21 October 2016, in Diamond Room, Aylesbury Vale District Council, The Gateway, Gatehouse Road, Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.00 pm.

Members Present

Councillor Julia Adey (Wycombe District Council), Councillor Patricia Birchley (Buckinghamshire County Council), Councillor Margaret Burke (Milton Keynes 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 Tony Page (Reading Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor Paul Sohal (Slough Borough Council), Councillor Quentin Webb (West Berkshire Council) and Councillor Ian White (South Oxfordshire District Council)

Officers Present

Clare Gray

Others Present

Francis Habgood (Thames Valley Police), Paul Hammond (Office of the PCC), Shona Morrison (Office of the PCC), Anthony Stansfeld (PCC) and Ian Thompson (Office of the PCC)

Apologies

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), Councillor Iain McCracken (Bracknell Forest Council) and Councillor Dee Sinclair (Oxford City Council)

Congratulations were given to Cllr Robert Courts who had been elected as the new MP for Witney.

67. Declarations of Interest

There were no declarations of interest.

68. Minutes

The Minutes of the Meeting were agreed as a correct record subject to the following amendment:-

Page 5- second bullet point before resolved 'Ms Girling referred to a 2014 article which related to the Crown Prosecution Service being criticised for continuing a case particularly on cost considerations. 'If

a case satisfies the evidential test and it's in the public interest to prosecute it, the CPS will prosecute'.

69. Public Question Time

There were no public questions.

70. Themed Item - Collaboration

The reason for this item was 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 (SPR).

PCC's have a legal duty to collaborate where it is in the interests of efficiency or effectiveness of their own or another police force. Collaboration agreements between police forces can also include other public sector organisations as well as the private sector. PCCs will also need to collaborate to meet their responsibilities under the SPR (this sets out a broad range of national threats and the need for a suitable response).

The PCC made the following points in his opening presentation:-

- The Government (Home Office) expected that collaboration would help Forces meet the twin pressures of financial constraint and the ability to meet new policing demands. However, this pressure to collaborate has caused some concern because of having a number of different agreements with different organisations and employees being on different terms and conditions.
- Thames Valley is more advanced than other Forces in terms of their collaborative work. They manage the SE Regional Units for Organised Crime and Counter - Terrorism which are very effective, and collaborate with Hampshire Constabulary on areas such as information and communication technology, joint information management unit and operations (e.g. firearms, police dog section and roads policing). Hampshire however is not part of the Chiltern Transport Consortium which is a collaboration between TVP, Hertfordshire Constabulary, Bedfordshire Police and the Civil Nuclear Constabulary.
- There is a national Specialist Capabilities Programme which will develop options for new models to support policing at a local level so that areas such as underwater search services etc. will be provided for a number of Forces rather than individual Force's having their own service. One proposal is for one Force to be responsible for providing a service for a number of Forces and who will be held to account for its provision.
- The National Police Air Service is a national collaborative venture involving all police forces across England and Wales and is very effective.
- In terms of Fire and Rescue Services the Government through the Policing and Crime Bill are expecting police forces to rationalise support services by collaborating with fire and rescue services. This Bill is still going through Parliament and PCCs are encouraged to produce a business case to submit to the Home Office on their proposals which could include the PCC taking over governance from their local Fire and Rescue Authorities and becoming the employer of fire and rescue staff (the governance model), the Chief Constable becoming a single employer for police and fire staff (single employer model) or the PCC being represented on Fire and Rescue Authorities (the representation model). The PCC was waiting until the legislation was in place before identifying which direction he should take. There were three Fire and Rescue Services in the Thames Valley and some form of collaboration would save money.

Skills in one area could also be used in another – for example you could have a tri service officer working with the police, fire and ambulance services.

Fire and Rescue Services

The Chairman commented that the Fire Service had been changing for some time with a number of firemen being trained as First Responders and was becoming more of a rescue service now that the number of fires were decreasing with increasing health and safety requirements. He referred to the recent National Police and Crime Panel Conference he had attended where Lincolnshire had given a presentation on blue light collaboration. They had been given a Government grant to rationalise services and put all blue light services in one building even though they retained their own sovereignty. <http://thelincolnite.co.uk/2016/06/blue-light-campus-proposed-for-lincoln-in-15m-emergency-services-shake-up/>

Cllr Burke asked what implications this would have on funding. The PCC reported that the Government has primary responsibility for funding the fire sector but that funding has fallen significantly and to mitigate the impact of the cuts fire and rescue authorities have sought to raise more funds through council tax and alternative business structures. For the police the main source of income is the Home Office Police Grant. The PCC can also raise additional revenue funding through council tax precepts (two thirds Government funding, one third Council tax in the Thames Valley) and there are also a number of grants that are ring fenced for national policing priorities. However, the Government is now looking again at new funding models for Forces in England and Wales. Funding arrangements would depend on whether or which new model is proposed for collaboration.

Regional Units

The PCC reported that the SE Regional Organised Crime Unit was hosted by the Thames Valley Police and brings together the current regional organised crime units under one structure. It was operationally aligned with the SE Counter Terrorism Unit.

Cllr Macpherson asked how efficient and effective were the current collaboration arrangements for these Units and also how organisations were collaborating on the PREVENT agenda ?

The PCC reported that governance of collaboration between Forces across the South East region was undertaken at the Regional Governance Board which has four meetings in 2015/16 where a performance summary is provided. In terms of Serious Organised Crime the PCC expressed concern that a number of the perpetrators were foreign nationals. Cllr Burke asked for figures on this and the types of crimes they were committing. The PCC reported that they were mostly European and that a number of serious criminals had been imported into England. He commented that free movement was an issue where crime was concerned. The information requested was restricted but the PCC would see what information could be put into the public domain.

The Chief Constable reported TVP have a specialist operations unit which includes the SE Serious Organised Crime unit (SEROUCU) and the Technical Support Unit which provides support, equipment and deployments against all types of criminality, and consultancy to the Force for major technical purchases and projects. There is a joint Assistant Chief Constable who exercises overall command of the regional serious organised crime and counter terrorism functions. The ACC attends the Regional Governance Board and represents SEROUCU at a national level with the National Crime Agency and other key stakeholders. The Regional Units will look at cross border threats including London and the Home Counties. Resources are directed to key threats.

The Counter Terrorist Unit receives national funding and again resources are directed to key threats, particularly looking at threats from areas such as High Wycombe and Slough. Local Authorities have a

statutory responsibility with regard to the Prevent agenda. The aim of the Prevent strategy is to reduce the threat to the UK from terrorism by stopping people becoming terrorists or supporting terrorism. Local authorities should establish or make use of an existing local multi-agency group to agree risk and co-ordinate Prevent activity. The police play an essential role in most aspects of Prevent work alongside other agencies and partners. They hold information which can help assess the risk of radicalisation and disrupt people engaged in drawing others into terrorism. A key objective for the police is to ensure that Prevent is embedded into all aspects of policing including patrol, neighbourhood and safeguarding functions.

Performance

Cllr Macpherson asked how outcomes were assessed? The Chief Constable reported that the performance framework was a 'Restricted' document and could not therefore be circulated, as it included information on recent cases including significant seizures of cash and drugs and cyber crime investigations. He would produce information for the Panel which can be shown in the public domain on what outcomes had been achieved.

Action: Chief Constable

The PCC referred to Operation Hornet which related to a current trial involving HBOS banking staff. This was a Thames Valley Police operation and the case was being heard in Southwark Crown court. The Chief Constable reported that this operation had been a significant burden on police resources and commented whether this should be picked up nationally.

<https://www.rt.com/uk/359070-banking-scam-trial-fraud/>

The Chairman, Cllr Egleton referred to the OPCC paper on collaboration (page 16 of the agenda) which referred to joint work with Hampshire and programme delays in a number of areas. The PCC reported that this was largely delays in the ICT Strategy. There were a number of different systems (NICHE) which made the project more complicated and they were obtaining advice from some ICT experts. The Chief Constable reported that there was an issue with infrastructure which needed to be updated so that it was fit for purpose and had good data storage. The PCC referred to body worn cameras and informed Members that several years of information downloaded from these cameras needed to be stored, which required a more powerful system.

Cllr Egleton asked if the rest of the Country was as advanced in collaboration as the Thames Valley? The PCC reported that they were quite advanced in this area. He was working with SE Police Forces on ICT and commented that it was important for areas with similar operational requirements to collaborate where possible.

Cllr Birchley referred to the SE Regional Organised Crime Unit and asked whether crime levels were falling – she referred specifically to a problem in her area relating to the theft of Christmas trees. The PCC reported that crime was increasing particularly with cyber crime and the use of the internet and the number of new crimes such as sexting and pornography. The Chief Constable reported that one of the benefits of collaboration was tackling criminals who do not recognise borders and can travel across a number of areas. There were analysts working on cross border activities with the Met, Buckinghamshire and Hertfordshire which had produced successful results. They were keeping a close eye on emerging trends such as child sexual exploitation, drugs and fraud crime. Traditional crimes were decreasing. The Chairman referred to an excellent presentation at his Community Safety Partnership meeting on Serious Organised Crime and cross border working.

Cllr Sohal also referred to cross border working and asked a further question about collaboration with the Met and also with the Mayor of London. The PCC reported that he had not had meetings with the

Mayor but with the Deputy Mayor who was responsible for policing. As referred to above they had an analyst undertaking cross border work and individuals were targeted across borders.

Cllr White asked about collaboration with organisations in the Midlands. The PCC reported that there was liaison with a number of regions undertaken by himself and the Chief Constable. Local Area Commanders undertook cross border work with neighbouring forces.

Governance and Accountability

The Vice-Chairman, Cllr Mallon commented that a lot of regional collaboration work had been undertaken before with the old Police Authority. He asked if there were any issues with governance and accountability such as duplication? The PCC reported that with 42 Police Forces there would always be a degree of parochialism and some Forces would not want to collaborate even if was logical to do so. Forces in the South East tended to be larger but some smaller Forces could be subsumed by collaboration. The Vice-Chairman then asked if there were any further opportunities for collaboration. The PCC reported that he would need to look at the Fire and Rescue Services as a result of the Policing and Crime Bill. He also referred to the Specialist Capabilities Programme which was looking at rationalising policing in respect of specialist functions and capabilities. In Autumn 2016, the Programme will present its initial findings and options to the Association Police and Crime Commissioners (APCC) General Meeting and the Chief Constables Council. Chiefs and PCCs will be provided with an overriding concept for the future, with initial evidence-based options for the future delivery of a range of specialist capabilities including surveillance, major investigations, armed policing and roads policing.

Partnership Working

Cllr Macpherson asked about collaboration with mental health services and what plans there were to strengthen this area? The Chief Constable referred to the Mental Health Crisis Care Concordat, which is a national agreement between services and agencies involved in the care and support of people in crisis. It sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis. A good example of how this was working was the street triage system which is a service where clinical mental health professionals accompany or assist police at mental health related incidents. The aim is to improve the overall experience and access to appropriate care pathways for persons with mental ill health who present to the police in a “crisis” state. This has reduced demand significantly. The Chief Constable commented that the next steps would be to discuss this with Health and Wellbeing Boards. Cllr Macpherson commented that it would be good for the police to attend when this is being discussed. The Chief Constable reported that the police were not invited to attend Health and Wellbeing Boards. The PCC commented that he would like more engagement with Health and Wellbeing Boards – he had written to them recently and only two Chairmen had responded.

Cllr Mallon then put the following recommendation (seconded by Cllr White) which was agreed.

RECOMMENDED

To liaise with the Hampshire Police and Crime Panel Chairman to look at scrutinising the decisions and actions of the two respective PCCs in respect of collaboration between both Force areas and to identify areas of mutual interest that could benefit from cross panel working.

71. Topical Issues

Commissioning

Shona Morrison Policy Development Manager OPCC presented a report on the proposed victims' services re-design. From 1 April 2015 the OPCC commissioned a range of services to assist victims to cope and recover from the consequences of crime. Based on learning from the first round of commissioning the PCC is intending to undertake a fundamental re-design of commissioned Victims' Services by 1 April 2018 which would include:-

- A central co-located 'Victims First' Hub with the Thames Valley Police Witness Care Unit.
- A number of actual or virtual satellite hubs
- 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.

The overall aim of this proposal was to provide a better service to victims of crime through co-ordination of witness care with enhanced, wraparound, emotional, practical and psychotherapeutic support for all victims. The outcome for victims of crime would be a better and more personalised service, with a single point of contact and co-ordinated care from point of report, throughout criminal justice proceedings, and beyond. Ms Girling, Independent Member commented that the new streamlined system looked better but asked why they were changing it. The PCC reported that it was a more efficient and rigorous system and it was an improvement in terms of directing where the funding was being allocated. The Policy Development Manager reported that the new system was more 'front loaded' to ensure that resources were prioritised to those victims who most needed them. Ms Girling then asked for progress on 'Track my crime' which provided information to victims and was informed that this would be going live shortly. Members welcomed the report.

Police helmets

Thames Valley Police replaced custodian helmets with peaked caps about five years ago but the PCC reported that he and the Chief Constable were now considering whether they should be brought back at the PCC felt they presented a smarter image, would improve public confidence in policing and provided head protection. Curtis James Marshall, Independent Member commented that as a special constable he welcomed this step as it helped in visibility and they would be good to wear 'on the beat' or within busy town centres. The MET used flat caps and helmets. Cllr Mallon thought this was a good idea for identification purposes. Cllr Birchley also thought it was a good idea as it would make police officers more imposing. Cllr Page commented that he could see the merits in the proposal but asked for more information including the views of the Police Federation.

Cllr Macpherson asked about police views on helmets. The Chief Constable reported that it depended on age. An extensive consultation had been conducted previously in Aylesbury as a pilot area where they had changed uniforms and some officers preferred the traditional helmet. Others found it uncomfortable. He would have a look at comments made on the previous consultation and the cost impact of re-introducing helmets particularly in a time of austerity.

Action: Chief Constable

Community Safety Fund allocation

Cllr Page asked when a decision would be made on the allocation. Ian Thompson reported that following the consultation above the majority of responses had suggested keeping the status quo or status quo with top slice. The PCC had now agreed in principle to keep the status quo with a top slice and they would be informing Local Authorities of their allocations in time for budget preparation. The PCC reported that whilst Council budgets were also under pressure this funding had to be used to provide good outcomes rather than supporting underfunded local authority service budgets.

Press articles

Cllr Birchley referred to a press article relating to the amount of sick leave for police officers rising and she asked how this impacted on the Thames Valley. The Chief Constable reported that the Thames Valley had low figures and stress related illnesses could often be related to issues at home rather than work. They had launched a 'Wellbeing Strategy' and also MIND champions to help officers who were feeling stressed and a referral could be made for further help if appropriate. Police officers are referred to the Head of Occupational Therapy if they were off for more than 28 days.

Police Houses

Cllr Burke asked whether empty police houses could be used to help people who were homeless. The Chief Constable reported that the Force had an Estates Strategy and that because of budget pressures it was important for them to get the best value for their estate so they had to go to the open market.

Modern Slavery

Cllr Sinclair asked for an update on modern slavery. The PCC reported that there had been one or two convictions for modern slavery. Cllr Sinclair asked whether there were any language problems in relation to this area. The Chief Constable reported that every police officer had access to an interpreter through a telephone system. New recruits with language skills were encouraged to apply to TVP as this helped break down barriers with minority communities.

<http://www.mirror.co.uk/news/uk-news/traveller-family-caught-camera-forcing-8361845>

Asylum Seekers

Cllr Burke asked how many areas had taken unaccompanied asylum seekers. Milton Keynes Council was deemed adequate and had taken in 40 people. The PCC reported that this was not his responsibility although he would support this area where he could.

OPCC Office Structure

Cllr Egleton asked what plans the PCC had for his Office. The PCC reported that they had now found a candidate for Deputy PCC which was Matt Barber, who was currently Leader of Vale of White Horse District Council. This would be subject to a confirmation hearing by the Police and Crime Panel. He was still keen to appoint 'Associate PCCs' and to have regional offices but was looking at the best way to achieve this. He had looked at other areas where Associate PCC had been appointed – West Midlands PCC had gone out to tender for their appointment and had received criticism for appointing them. The Chief Executive OPCC reported that West Midlands had appointed an Associate as a contractual service provider so that they could make a political appointment rather than a staff appointment. He commented that it was important to abide by the legislation. Cllr Egleton reported that other areas had appointed Associates and that it was important to have the new structure in place as soon as possible.

72. Recommendation Monitoring

This report has been made available to monitor the PCC and Panel Member responses on previous recommendations made by the Panel, particularly on themed items and to see whether any further action is required.

Cllr Sinclair referred to taxi licensing and expressed concern that there were 300 hackney carriages in Oxford City that were not licensed and therefore could be used for child sexual exploitation, human trafficking and selling drugs. The PCC reported that he would like to see changes in Government policy for taxi licensing as this was an issue across the Country. There was a legal loophole in the legislation.

Cllr Egleton commented that previous recommendations had referred to a dedicated taxi licensing officer for TVP and a national/regional database. He also expressed concern about the use of tinted windows in taxis which could hide children who were being exploited. There were some simple prevention methods available. Cllr Burke reported that unlicensed taxi drivers were coming into Milton Keynes from Northamptonshire and Luton.

Panel Members were asked to contact the Scrutiny Officer if they had comments on the responses provided.

73. Proposals for Future Operation of the Police and Crime Panel

Panel Members received a report on the future operation of the Panel. This was following a Learning and Development Session held in August to look at how the Panel was operating. Cllr Adey and the Scrutiny Officer had also observed a pro-active scrutiny session held by Hampshire Police and Crime Panel to see whether this was a model Thames Valley would like to use.

RECOMMENDED

That Panel Members send comments on the report to the Scrutiny Officer.

74. Work Programme

The Work Programme was noted. The item on mental health for the next meeting would be part of the topical issues report rather than a themed item in order to make sure there was time to discuss the draft Police and Crime Plan.

RECOMMENDED

That Members submit any items that they would like to be considered by the Panel in 2017 to the Scrutiny Officer.

75. Date and Time of Next Meeting

16 December 2016 at 11am at Aylesbury Vale District Council

CHAIRMAN

Report to the Thames Valley Police & Crime Panel

Title: Plan Task and Finish Group –
Report on Draft Police and Crime
Plan

Date: 16 December 2016

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



Background

1. Police and Crime Plans are a core planning tool for Police and Crime Commissioners and were introduced as a statutory requirement for all police force areas as part of the Police Reform and Social Responsibility Act 2011. Police and Crime Panels have a statutory duty to review and comment on the Police and Crime Plan and Annual Reports. Plans should include the following:-

- The PCC's police and crime objectives
- The policing the Chief Constable is to provide
- The Financial and other resources the PCC will make available to the Chief Constable to provide policing
- How the Chief Constable will report to the PCC about policing
- How the Chief Constable's performance will be measured
- Information about any crime and disorder reduction grants to be made by the PCC, and any conditions made.

The Panel has a statutory duty to review and make a report or recommendations on the draft Plan, or variation to it, to the PCC. The Police and Crime Panel has a duty to review the draft plan in its entirety and any changes to the plan, and is likely to focus on the Commissioner's objectives, the accountability arrangements in place and expectations in terms of performance.

3 A Police and Crime Plan can last for a PCC's whole term of office but most PCC's are refreshing and reviewing Plans on an annual basis. The PCC approach to this can be viewed via the following link (item 26):-

<http://sbdcs-spider2.southbucks.gov.uk/democracy/ieListDocuments.aspx?Cid=289&MID=2384#A111566>

4. Panels are well placed to ensure that the PCC is making all the relevant links and taking note of other strategic plans across the Force area.

5. The framework for the draft Plan was as follows:-

- The OPCC carried out consultations/surveys (utilising summer public events and an on-line survey as well as the statutory consultation with the Chief Constable) up to 30 October.
<https://www.thamesvalley-pcc.gov.uk/survey/>
- The draft Plan will be finalised by the end of November
- The Chief Constable will be consulted on 9 December
- The proposal is to publish the plan in January for implementation in April 2017, after the 2017/18 annual budget and medium term financial plan have been approved by the PCC and incorporated in the 'Resources' section of the Plan.
- The Plan will generally be refreshed every Autumn.

APACE Guidelines

6. The Association of Policing and Crime Chief Executives (APACE) which is the professional body which represents OPCC Chief Executives has produced a useful guide on Police and Crime Plans and this provides a good framework in which to scrutinise the draft Plan. The following paragraphs related to the APACE guidelines
<http://www.apccs.police.uk/wp-content/uploads/2013/11/Police-and-Crime-Plans-16-05-2012.pdf>

Public consultation and information sources

7. A robust and rounded consultation and engagement strategy will ensure that a variety of different methods are used. Options may include, for example, local population surveys and citizen panels, statutory victim satisfaction surveys, face to face consultation via public events and community meetings, dedicated on-line, postal, e-mail or telephone surveys, semi-structured interviews or focus groups, comments and complaints or findings from national surveys, such as the Crime Survey for England and Wales. More inclusive approaches will involve key stakeholders such as police, community safety and criminal justice partners and may be developed via a dedicated delivery group or joint strategic planning events.

Thames Valley

- The Thames Valley OPCC has used a variety of information sources to form the draft Plan.
- There has been a public survey including victims of crime and young people.
- There has been consultation with senior police leaders, key local stakeholder organisations including Community Safety Partnerships
- A good response was received to the public survey with 3,562 people completing the survey. As a comparison a similar area had a response of 2,626 people respond. The survey response was reasonably represented across the Thames Valley but there was a slightly poorer response in terms of population size from Slough and Buckinghamshire. The survey was advertised through the Thames Valley Alert system. A comment was made that the public who use Thames Valley Alerts may have a higher fear of crime than the public who do not use the system which could slightly skew the response. Other survey responses were obtained at events across the Thames Valley which would provide a more balanced view.
- There was a follow up survey to those who responded who were victims of crime which provided further information.
- There was under representation of BME groups.

The Plan

8. The PCC needs to decide what type of Plan best meets the needs of his local area. A broad high level plan, for example, may be more accessible to a wider range of audiences, but may also fail to provide a robust framework for accountability. A more specific service level agreement-style approach, on the other hand, may be more effective in driving particular areas of business but may also require more frequent review.
9. The Police and Crime Plan should be informed by a comprehensive understanding of local needs, resources and priorities and consider the views of the public, partners and other stakeholders. This evidence base will be important not only in determining the Police and Crime Objectives, but also in setting the framework for any performance targets set or community safety grants allocated.

Police and Crime Objectives

The Police and Crime Plan must set out the Commissioner's police and crime priorities and objectives, which will include any objectives for policing, crime and disorder reduction and the discharge of the Force's national or international functions.

10. Prioritising objectives – A smaller number of objectives should result in a more focussed and manageable plan. The Commissioner should consider whether all objectives are equally important or whether some are more critical than others. Objectives could be prioritised via a systematic risk-led process or following community and stakeholder consultation.

Thames Valley

- From the survey findings crime perceived as most prevalent was burglary, theft and drug offences. Crime causing most concern was burglary, violence and rape/sexual assault. BME Groups were more aware of violent crime and more concerned about hate crime. The majority of respondents felt safe on-line. Theft, bullying and road safety were of significant concern to young people.

Emerging themes for Thames Valley

- Vulnerability – managing demand on services through working together. This would be a key theme throughout the Plan. The OPCC were looking at better strategies for preventable demand to get the best use out of resources and increasing resilience in communities. Neighbourhood policing would also be a key theme throughout the Plan.
- Early intervention and prevention – safeguarding in physical and virtual space
- Reduce Reoffending – targeting and managing harm and risk
- Serious Organised Crime and Terrorism – improving the local response
- Police Ethics and Criminal Justice Reform – increasing the pace of change

Policing Requirement

The Police and Crime Plan must set out the policing of the area which the chief officer of police is to provide.

11. In setting out the policing of the area which the Chief Constable is to provide, the Commissioner may wish to consider:
 - Policing capacity and service strength, including officers, staff, PCSOs and Specials;

- The standard and quality of policing to be expected in the area, which may include for example, assurances with regard to call answering, response times and satisfaction

As part of the plan, it may also be important to define:

- the policing area itself, including any important demographic or geographic features;
- areas or populations with any specific needs or vulnerabilities;
- the roles and responsibilities of the Commissioner and Chief Constable;
- the principle of operational independence; and
- the wider community safety and criminal justice landscape.

12. The Chief Constable must have regard to the Home Secretary's Strategic Policing Requirement and the Commissioner should set out the implications of the Requirement for that area when setting out the policing required.

Commissioner may also wish to include within the plan:

- Local, regional and national approaches to collaboration and partnership working
- Details and benefits of any existing major collaboration activity – including anticipated savings or improvements in capacity and capability
- A section of the plan jointly owned by collaborative partners across the area

Resources

The Police and Crime Plan must set out the financial and other resources which the Commissioner is to provide to the chief officer of police.

13. The Commissioner should also consider any efficiency savings required and expectations in terms of providing value for money with the resources provided. This may include, for example:-

- Expectations with regard to deployment, demand management and overtime spend;
- Process improvement, streamlining support services and reducing bureaucracy;
- Savings with regard to procurement and any other wider overhead expenses; and
- Collaboration - In compliance with the Commissioner's statutory duties, the plan may also provide an opportunity to communicate any expectations or opportunities for collaboration to improve the efficiency or effectiveness of the force.

Performance

The Plan should include the means by which the chief officer of police will report to the Commissioner on his/her provision of policing and the means by which the chief officer of police's performance in providing policing will be measured

The Police and Crime Plan also requires the Commissioner to publish information that enables those living in the area to assess the performance of both the Commissioner and chief officer of police in exercising their functions.

14. Performance expectations clearly relate to the objectives set in the Police and Crime Plan;

- Performance expectations are relative to the resources available;
- Performance trends and positions relative to similar force areas are taken into account;
- Milestones are set where appropriate to drive and monitor progress;

- District and departmental performance expectations are considered where appropriate;
- Priority / stretching targets are clearly communicated and their consequences understood.

Grants and Securing Services

The Police and Crime Plan should include any crime and disorder reduction grants which the Commissioner is to make, including any conditions of such grants

15. Robust governance arrangements need to be in place to ensure that any commissioning activity:-

- Supports the effective delivery of the Police and Crime Objectives;
- Responds to local need and is informed by local assessments of risk and threat;
- Takes account of the views of the public and service users;
- Is achievable and realistic within the resources available;
- Has clear and transparent accountability arrangements;
- Provides sufficient value for money; and
- Is appropriately monitored and performance managed.

Regardless of the approach adopted, it will be important to ensure that:-

- Commissioning remains focussed on the outcomes the PCC is trying to achieve
- PCC commissioning cycle (understand, plan, do, review) recognises and embraces the planning cycles of other partners and stakeholder
- Systems and processes are not over-engineered – they should be flexible and responsive to change and guard against constraining options or stifling innovation
- Commissioning is outward facing, partnership and stakeholder focused and involves service users at each commissioning stage

Initial observations on the Plan

The Plan Working Group met twice and made the following comments on the draft Plan:-

General

- Members of the Working Group were disappointed about the report being sent late and felt that there was not enough information in the draft. It was difficult to comment without knowing the PCC's specific objectives.
- The detail in the paragraphs were good in understanding the PCC approach to each priority area but Members felt that this was too wordy, felt very technical, officer and source driven. Whilst it was important to maintain good links between the paragraphs there was a reasonable amount of repetition.
- There was a discussion about writing the Plan for the right audience. PCCs were originally appointed as a directly-elected, accountable local link between the police and the communities they serve to give the public a direct say in policing in their area. Therefore it is important to get the balance right between being a statutory public document foremost and the ability for it to be a good working document for partners.
- It was important to ensure that the PCC original manifesto was included in the Plan.

- There are lots of priorities and it was suggested that there should be a closer link with resources (rather than them just going in the annex) to make it clear resources are tight and what specific areas would be the PCC top priorities.
- A Member had observed the Hampshire Police and Crime Panel when the Plan was being discussed. She thought it would be useful for Thames Valley to have a look at the Hampshire Plan as she liked its structure and format. It also included a clear mission statement designed to make the public feel safer and the PCC oath.

Specific

- Front page was eye catching but should include reference to the three counties in the Thames Valley.
- Should how I monitor success be included at the front of the document? Also felt there needed to be clearer reference to the Delivery Plan and governance framework.
- In terms of the PCC objectives could the Plan say – this is the outcome I want to achieve – in order to do this my specific objectives are, the community needs to do this and it would be helpful if my partners could deliver the following
- Priorities have been placed logically eg vulnerability first then crime next – should the child be included first and should there be more of an explanation of why it has been structured this way ?
- The consultation response has been good compared to some other areas.
- Cyber crime – should this now be called digital crime so it is all encompassing?
- Does there need to be more of a split about what should be delivered nationally, regionally and locally ? The public will be interested mostly in local policing and whilst there is reference to the new model in the document, Members felt it would be helpful to say more about the current approach to neighbourhood policing – in particular following the PEEL document to manage public expectations ?
- The APACE document refers to having a section of the plan jointly owned by collaborative partners across the area – is this something the PCC has considered ?

RECOMMENDATION

That the Panel comment and make recommendations on the Plan and the Report of the Task and Finish Group



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR THAMES VALLEY

Title: Police and Crime Plan 2017 - 2021

Executive Summary:

Under the Police Reform and Social Responsibility Act 2011, the PCC is required to publish a Police and Crime Plan for his policing area. This covering report, which accompanies the attached draft Plan, highlights areas where the draft remains incomplete. The Plan is presented back to the Panel prior to final publication of the Plan by the statutory deadline of 31 March 2017.

Recommendation:

1. That the Police and Crime Panel receives and considers the draft Police and Crime Plan 2017-2021 and issues its report and recommendations to the PCC so as to enable the PCC to publish the finalised Plan by 31 March 2017.

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL

1 Introduction and background

- 1.1 The Police and Crime Panel at its meeting held on 16 December 2016 received a copy of the draft Police and Crime Plan 2017-2021. In accordance with section 28 (3) of the 2011 Police Reform and Social Responsibility Act 2011 (“the Act”), the Panel should review the Draft Plan and present a report with recommendations to the PCC. The PCC must give the Panel a response and publish any such response.
- 1.2 In accordance with the amended Police Act 1996, the PCC is required to ‘*obtain the views of the people in that police area, and the views of the victims of crime in that area*’ on the Police and Crime Plan prior to its publication. An online and in-person public survey has taken place and findings have been used to inform the Plan. Partner agencies and organisations, have also been engaged in the process of developing the plan.
- 1.3 Reports on the survey results will be made available on the PCC’s website prior to publication of the Plan by the statutory deadline of 31 March 2017.

2 Issues for consideration

- 2.1 The Chairman of the Panel wrote to the PCC advising that a Task & Finish Group of the Panel would be created to engage with the PCC on development of the Plan.
- 2.2 The following issues have been raised by the Task & Finish Group.

General

- Good first draft but Members were disappointed about the report being sent late on the Friday and felt that there was not enough information in the draft. It was difficult to comment without knowing Anthony’s specific objectives.
- The detail in the paragraphs were good in understanding Anthony’s approach to each priority area but Members felt that this was too wordy, felt very technical, officer and source driven. Whilst it was important to maintain good links between the paragraphs there was a reasonable amount of repetition.
- There was a discussion about writing the Plan for the right audience. PCC were originally appointed as a directly-elected, accountable local link between the police and the communities they serve to give the public a direct say in policing in their area. Therefore it is important to get the balance right between being a public document foremost and the ability for it to be a good working document for partners.
- It was important to ensure that the PCC original manifesto was included in the Plan – e.g there was no reference to rural crime.
- There are lots of priorities – should there be more of a link with resources (rather than them just going in the annex) to make it clear resources are tight and what specific areas would be the PCC top priorities – otherwise it could look like everything is a priority. Should there be reference to what is not a priority and an explanation why. What are the strategic risks of

setting or not setting particular objectives and what processes are in place to manage and mitigate those risks?

- A Member had observed the Hampshire Police and Crime Panel when the Plan was being discussed. She thought it would be useful for Thames Valley to have a look at the Hampshire Plan as she liked its structure and format. It also included a clear mission statement designed to make the public feel safer and the PCC oath.

Specific

- Front page was eye catching but should include reference to the three counties in the Thames Valley and military aircraft could look a bit threatening at this point in time !
- Should how I monitor success be included at the front of the document? Also felt there needed to be clearer reference to the Delivery Plan and governance framework.
- In terms of the PCC objectives could you say – this is the outcome I want to achieve – in order to do this my specific objectives are, the community needs to do this (I believe you were including this anyway) and it would be helpful if my partners could deliver the following
- Priorities have been placed logically eg vulnerability first then crime next – should the child be included first and should there be more of an explanation of why you have structured it this way ?
- The consultation response has been good compared to some other areas and you include reference to it in this document – but as it is still a small population will the PCC include all views as his own priorities ?
- Looking ahead – reference to the fire service – this needs to be included but because of its controversial nature – the wording needs to be looked at carefully
- Cyber crime – should this now be called digital crime so it is all encompassing?
- Does there need to be more of a split about what should be delivered nationally, regionally and locally ? The public will be interested mostly in local policing and whilst there is reference to the new model in the document – would it be helpful to say more about the current approach to neighbourhood policing – in particular following the PEEL document to manage public expectations ?
- The APACE document refers to having a section of the plan jointly owned by collaborative partners across the area – is this something you have considered ?

3 Financial comments

3.1 The Plan has been developed alongside the budget and precept proposals.

4 Legal comments

4.1 Section 5 (1) of the 2011 Act requires the PCC to “*issue a Police and Crime Plan within the financial year in which each ordinary election is held*”. For the first Police and Crime Plan this means no later than 31 March 2017.

5 Equality comments

5.1 No specific implications arising from the report

6 Background papers

6.1

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

Name & Role	Officer
Head of Unit This document is a draft Police and Crime Plan for 2017-2021	Chief Executive
Legal Advice This document complies with the relevant sections of the Police Reform and Social Responsibility Act 2011 as sighted in this report	Chief Executive
Financial Advice No specific implications arising from this report	PCC Chief Finance Officer
Equalities and Diversity No specific implications arising from this report	Chief Executive

PCC STATUTORY OFFICERS' APPROVAL

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

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

Chief Executive

Date

Chief Finance Officer

Date

POLICE & CRIME PLAN FOR THE THAMES VALLEY 2017 – 2021



Contents

1. My Commitment to You

2. Your Police Area

3. About the Police and Crime Plan

- Why I have issued a Police and Crime Plan
- How will the plan drive change?
- How I developed the plan
- What you told us

4. My Strategic Priorities 2017-2021

- **Vulnerability:** Managing demand on services through working together
- **Prevention and Early Intervention:** Improving safeguarding in physical and virtual space
- **Reducing Re-offending:** Targeting and managing harm and risk
- **Serious Organised Crime and Terrorism:** Improving the local response
- **Police Ethics and Reform:** Increasing the pace of change

How I will monitor success

5. Looking Ahead

Annex A : Our resources

- Finances and Resources
- Commissioning and Grants

Opening Statement



Anthony Stansfeld
Police and Crime
Commissioner for
Thames Valley



Four years ago I wrote the first Police and Crime Plan for Thames Valley. Since then there has been a period of change in policing, with budget cuts that now amount to £85m a year.

There has also been a significant change in the types of crime the police are dealing with. Thames Valley Police (TVP) has proved more resilient than most other forces in its ability to make the best use of technology, and to enter joint programmes with other Forces that have mitigated the loss of both staff and front line police officers, and deal with the emerging threats. During this time performance has improved in most areas. I set three priorities in my first plan, to protect vulnerable people, to reduce household burglary and to tackle rural crime. Household burglary is now lower than it was 43 years ago, and this low rate must be maintained. Significant improvements have been made in how we protect vulnerable people, and deal with rural crime. There is still progress to be made and I do not expect any let up on these priorities.

The financial cut backs to the other public services, such as local Councils, the Crown Prosecution Service, and Her Majesty's Court and Tribunal Service, can cause increased workload for the police. The cuts by Councils to Youth Offending Teams, Drug and Alcohol Teams, CCTV in urban areas, Wardens and the part funding of Police Community Support Officers (PCSOs) are concerning, and impinge on policing. This comes at a time when the population of the Thames Valley has increased year on year yet police staffing numbers have been reduced. We need to maximise the use of both Special Constables and volunteers to help address this.

If there is further integration of Fire and Rescue Services with the police this could bring further opportunities, such as the use of retained firemen as additional PCSOs or Special Constables. This would not only strengthen policing, but would mean that it would no longer

always be necessary to duplicate effort in many incidents which both services currently attend.

Technology has moved fast and has greatly improved many areas of policing. I am a supporter of increased use of Automatic Number Plate recognition (ANPR) on all our major roads. This technology greatly reduces the opportunity for serious criminals to roam across our police area and is also a major deterrent. I support the carrying of Tasers by trained police officers; they are less dangerous than batons and allow police officers to keep dangerous threats, especially people carrying knives or other weapons, at a distance for their own safety. Body worn video has also improved efficiency, not only in the increased number of guilty pleas but in their deterrent effect on bad behaviour towards police officers. Police officers, also, will be aware their behaviour is being monitored which, nationally, has led to a considerable drop in the number of complaints against police officers.

The prevention of child sexual abuse, both physical and on line, now takes up far more police time than in the past. These are complex and time consuming cases to investigate and prosecute and I would like to see an increased focus upon prevention. The most serious cases of abuse that go back many years have to be investigated, but ideally without detriment to investigating current cases. A balance based on assessment of the current threat, harm and risk, has to be drawn. There is also a danger in pursuing cases that are malicious, as has been shown in the Operation Midland cases pursued by the Metropolitan Police. A recent report by the Criminology Department of Oxford University clearly lays out the huge harm that can be done when innocent people are accused of these sort of crimes. Of course, all allegations must be taken seriously and followed up where the evidence exists. However those that make false allegations, often with the hope of financial gain, should be prosecuted with the full force of the law.

Domestic and sexual abuse is now dealt with in a far more sympathetic and effective manner. Police are better trained in dealing with victims and as a consequence, people are less reluctant to report. However, there are still improvements to be made in supporting victims through the criminal justice system and in developing strategies and programmes to deter and prevent perpetrators from re-offending.

The prevention of hate crime is the mark of a civilised society. We need to get this right. It is a difficult area to police and considerable judgement and common sense is required. We have carried out extensive training both within the police force and with the public to ensure we deal with hate crime appropriately.

At the time of writing, there had yet to be a successful prosecution for a perpetrator of Female Genital Mutilation (FGM) in the UK. It would be naive to suggest that as this is not reported, it is not prevalent in some communities. Until this is taken more seriously by all those in contact with potential victims, especially health workers and teachers, and reported to the police this crime of child abuse will continue. I would like to see a Thames Valley-wide strategy developed to tackle all aspects of FGM.

Slavery and people trafficking are not new crimes, but only recently have they come to national attention. TVP have been successful in prosecuting cases and have gained valuable experience in how to tackle this serious crime. I regard it as a high priority that exploitation of this nature is stamped out in the Thames Valley.

Roads policing is a core part of policing. Thames Valley has the largest motorway network of any police Force, and major trunk roads, such as the A34, also cross the area. Recent fatal accidents involving the use of handheld mobile telephones in cars and other distractions highlight the importance of prevention and the need for improvements in road safety.

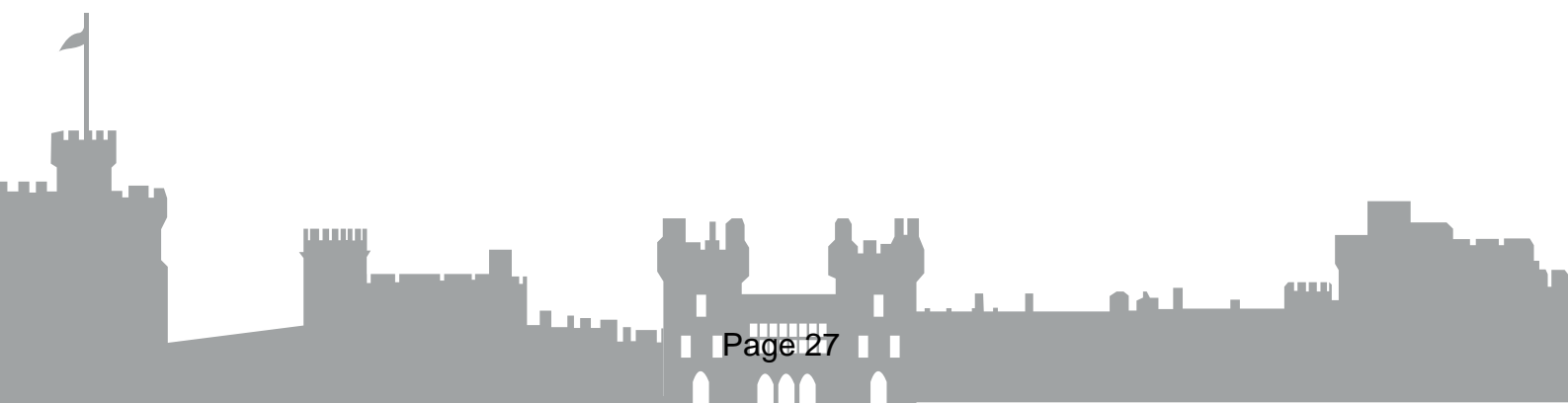
Seven years ago, TVP introduced a change in police officers' uniform. This resulted in the loss of police helmets, which were the traditional head gear for male officers. Other major police forces, such as the Metropolitan, Greater Manchester and West Midlands Police have retained helmets for police officers patrolling city centres. One of the constant criticisms of police is the lack of visibility of officers. I believe that the reintroduction of police helmets for daytime patrol in towns would go some way to redress this. I am therefore looking at carrying out a trial reintroduction of helmets in one of our larger towns during daytime patrol. If this proves successful it can be rolled out into our other urban areas.

Fraud and cybercrime are the chosen method of intelligent criminals to thief from the public. The latest study by Southampton University estimates an annual loss of £193bn and increasing. The loss within the Thames Valley alone is estimated to be over £2bn a year. That is enough to pay for HS2, Hinckley C and Trident in a year. Most of the loss is to overseas. Only a small proportion of major fraud cases can ever be investigated by the Police as the cost can run to several million pounds. However, large scale financial fraud cannot be ignored. This is not a victimless crime and TVP must continue to educate the public on how to protect themselves, and pursue cases where affordable and possible.

The ongoing threat from terrorism, both from groups based in the Middle East, and elsewhere, and their supporters in the UK, will continue to occupy a significant amount of police time and effort, both at a local level and centrally. I regard neighbourhood policing as an essential part of countering terrorism, both preventing and educating at the local level. Because of the success in preventing attacks in the UK there is a danger of complacency creeping in. Both the public and the police need to keep the utmost vigilance to prevent attacks occurring.

My office now has a comprehensive approach to commissioning services to support victims of crime and offer victims the option of Restorative Justice. I will ensure that services for victims in Thames Valley continue to evolve and provide efficient and good quality support. The best way to support victims of crime is to prevent them from becoming victims in the first place, so reducing crime and catching those that offend, are the primary aims of this Police and Crime Plan. My strategic priorities for 2017 – 2021 reflect this and are laid out in the latter part of this Police and Crime Plan under the following five themes:-

- Vulnerability
- Prevention and Early Intervention.
- Reducing Reoffending.
- Serious Organised Crime and Terrorism.
- Police Ethics and Reform.



Your Police Area



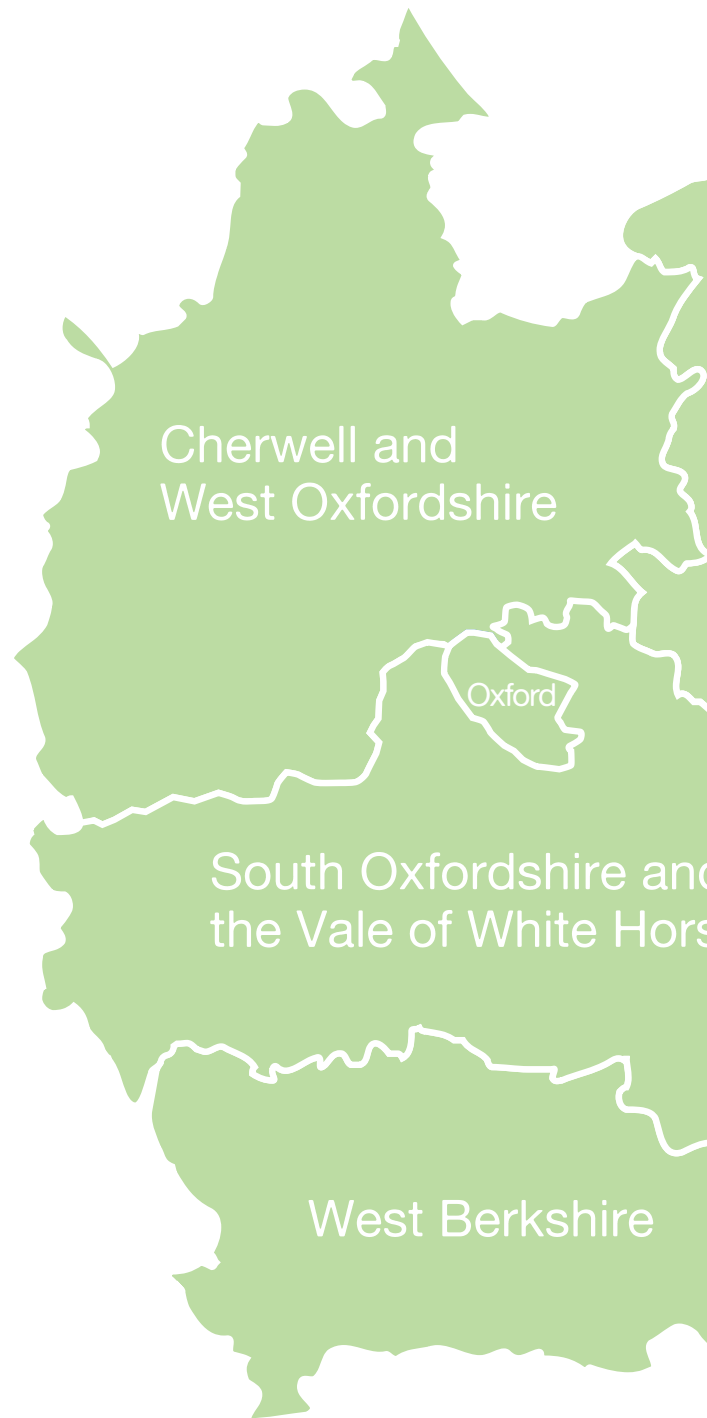
3,896
POLICE OFFICERS



2,504
POLICE STAFF



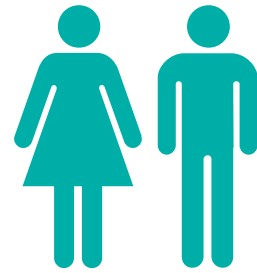
486
SPECIAL
CONSTABLES



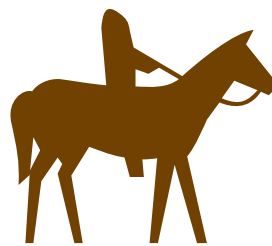


12
POLICE
AREAS

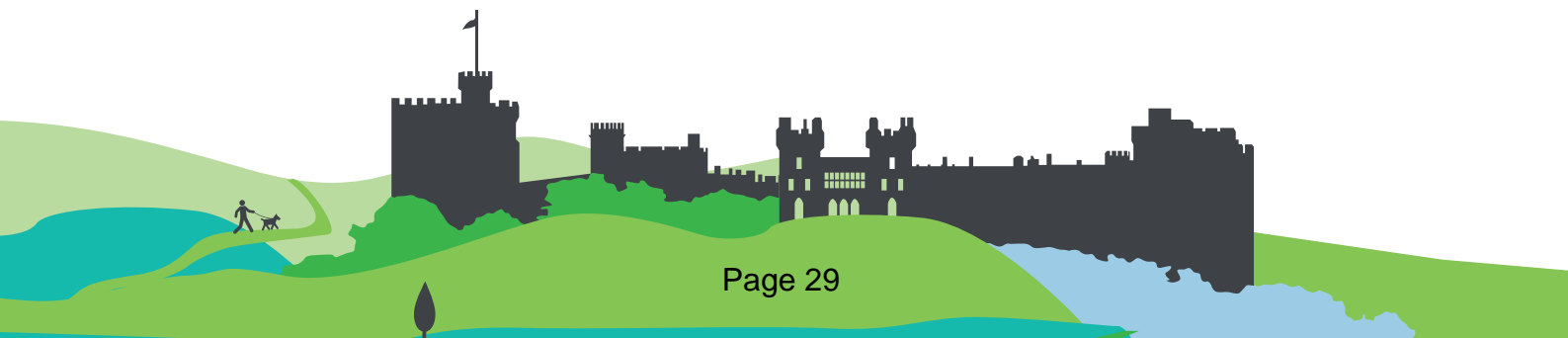
523
VOLUNTEERS



41
POLICE
DOGS



10
POLICE
HORSES



DEMAND

A total of 1,277,436 calls
for service in 2015/16

- 258,729 calls to 999

- 1,018, 707 calls to 101
(non-emergency number)

Only 20% of calls
are crime related

1 fear for welfare call
every 14 minutes

1 missing person call
every 42 minutes

Anti-Social Behaviour: 1 call
every 20 minutes

1 incident in a hospital
every 2.2 hours

1 incident in a Children's Home
every 6.7 hours

27,947 offenders
brought to justice

1 report of Domestic Abuse
every 11 minutes

*will be infographics

About the Police and Crime Plan

Why I have issued a Police and Crime Plan

My main role as Police and Crime Commissioner (PCC) is to be the voice of the community and hold the police to account. Elected by local people, I aim to improve communication between police and public, work in partnership across a range of agencies at local and national level, and ensure that a unified approach exists to preventing and reducing crime.

Under the terms of the Police Reform and Social Responsibility Act 2011, I must publish a Police and Crime Plan to communicate to the public, police and partner agencies my strategic priorities and aims for Thames Valley for the period through 2021.

My role provides a variety of other functions. In addition to setting police and crime objectives, I must:

- contribute to the national policing capabilities set out by the Home Secretary,
 - commission services or award grants to support crime and disorder reduction or to help victims or witnesses of crime and anti-social behaviour,
 - bring together community safety and criminal justice partners to make sure local priorities are joined up,
 - obtain the views of the people on crime and policing matters,
 - set the Force budget and determine the policing council tax precept.
- hold the Chief Constable to account for policing, ensuring that an efficient and effective police force is in place,

How will the plan drive change?

The responsibility for implementing this Police and Crime Plan ultimately rests with me. However, successful delivery of the Plan is a joint responsibility with the Chief Constable for Thames Valley Police (TVP) and local authorities. The strategic priorities and aims within my Plan will be addressed in greater detail through the TVP Annual Delivery Plan and other partners' service delivery plans, particularly Community Safety Partnerships (CSPs). CSPs were set up at district and unitary local authority level under the Crime and Disorder Act 1998 and are required to work together to develop and implement strategies to protect local communities from crime and to help people feel safe¹. CSPs and PCCs have a statutory duty to work together and to support each other in achieving our shared and respective priorities.

I will continue to provide grant funding to all upper tier and unitary local authorities as long as they are able to demonstrate they are delivering my aims and provide positive outcomes of their initiatives or projects. I also work closely with other public, private, community and voluntary groups and can award funding to support the delivery of the Police and Crime Plan (for further details of commissioning and grants, see Annex A).

How I developed the plan

A broad range of information has been used to inform my strategic priorities for the term of this Plan:

- Key public documents, including government strategies and policies, and academic research.
- Data analysis contained in strategic assessments, crime trends, evaluations of police performance (e.g. those undertaken by HMIC).
- Horizon scanning documents to identify future crime trends or drivers of crime.
- Consultation with the Chief Constable, other senior police officers and staff.
- Consultation with local authority Community Safety Managers.
- Surveys undertaken by my office to obtain the views of the public, (for a summary of survey findings, see What You Told Us)

¹ 'Responsible authorities' which form the core membership of CSPs are local authorities, police, fire and rescue authorities, probation and clinical commissioning groups.

What you told us

Throughout the summer of 2016 (June until September) my Office carried out a consultation to find out the views of the public on policing and crime. This involved a range of methods including stalls at

community events, use of social media, publicity in local media and outreach work to community groups. We also ran a separate consultation to find out the views of those aged between 11 – 17 years old.

Adult Survey

“Over 77% described themselves as feeling safe or very safe”

3562

ADULTS SURVEYED

57% said they had been a victim or witness to a crime

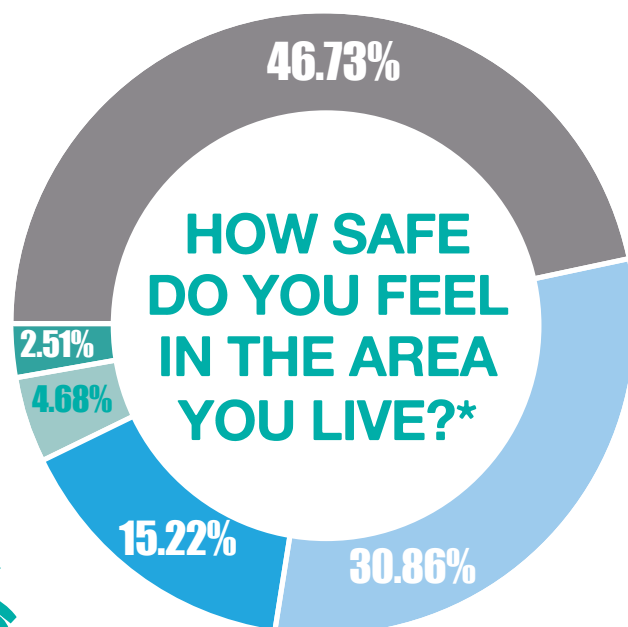
54% rated the police as doing a **good** or **very good** job

16% felt they didn't know or have information on how well the police were doing in their area

Despite feeling safe many people would like to see more police officers patrolling on the street



- Very unsafe
- Unsafe
- Neither
- Safe
- Very safe



Adult Survey

“Over 77% described themselves as feeling safe or very safe”

PERCEPTION OF CRIME

Bar chart detailing crimes of most concern and/or most frequent crimes

	What do think are most frequent crimes	Crimes of most concern
	%	%
Burglary	65.12	56.36
Child Abuse	0.86	8.17
Criminal Damage and Arson	21.57	13.03
Cybercrime	16.54	18.44
Domestic Abuse	6.32	5.18
Drug Offences	26.81	16.20
Fraud	8.90	9.87
Hate Crime	2.40	8.72
Rape and Sexual Assault	2.40	11.65
Robbery	8.56	12.46
Rural Crime	8.21	3.19
Stalking and Harassment	1.55	4.69
Theft	34.42	16.94
Violent Crime	5.26	11.07
Other	23.26%	5.20
Total		3476

CYBERCRIME

*Graphic detailing that

92.8% of respondents feeling “safe” online

79.7% of respondents feel that their children are “safe” online

1215

YOUNG INDIVIDUALS
AGED 11 - 17
SURVEYED

THOUGHTS ON THE POLICE

56%

trust the police

46%

said the police make them feel safe

28%

wouldn't or didn't know if they would report a crime to the police

14%

are intimidated by the police

EXPERIENCE OF CRIME

1 in 2

have seen violence between young people in the last year

35%

have seen young people doing drugs

1 in 4

have a friend who had been a victim of hate crime

35%

have a friend who was a victim of theft

WHAT WORRIES THEM?

33%

worry about violence

30%

worry about sexting, being inappropriately touched and/or having unwanted sexual comments directed at them

23%

worry about being hit by a car

1 in 2

worry about being a victim of theft

1 VULNERABILITY

2 PREVENTION
AND EARLY
INTERVENTION

3 REDUCING
RE-OFFENDING

4 SERIOUS
ORGANISED
CRIME AND
TERRORISM

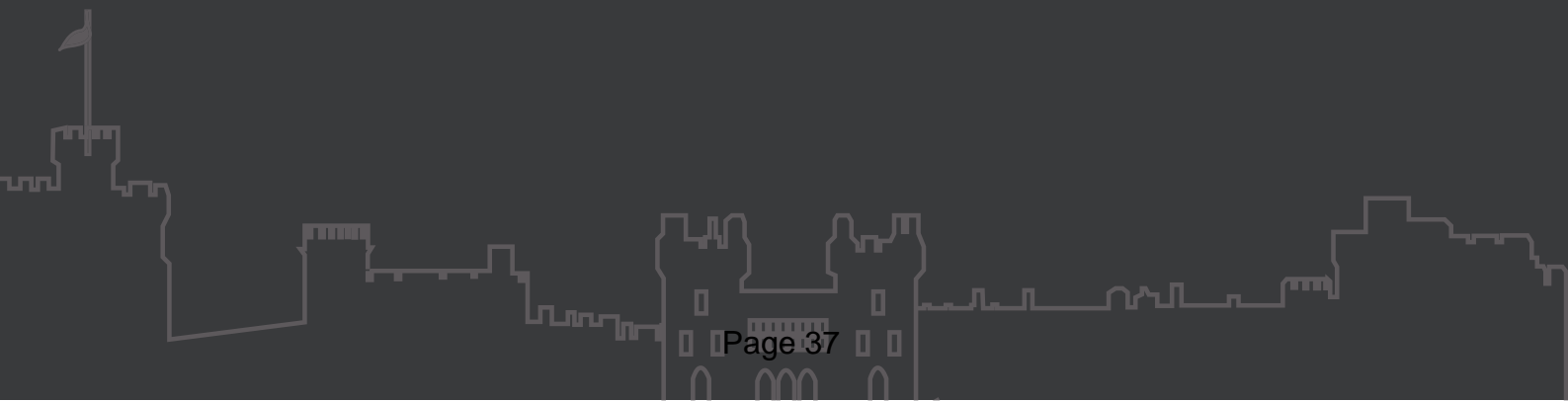
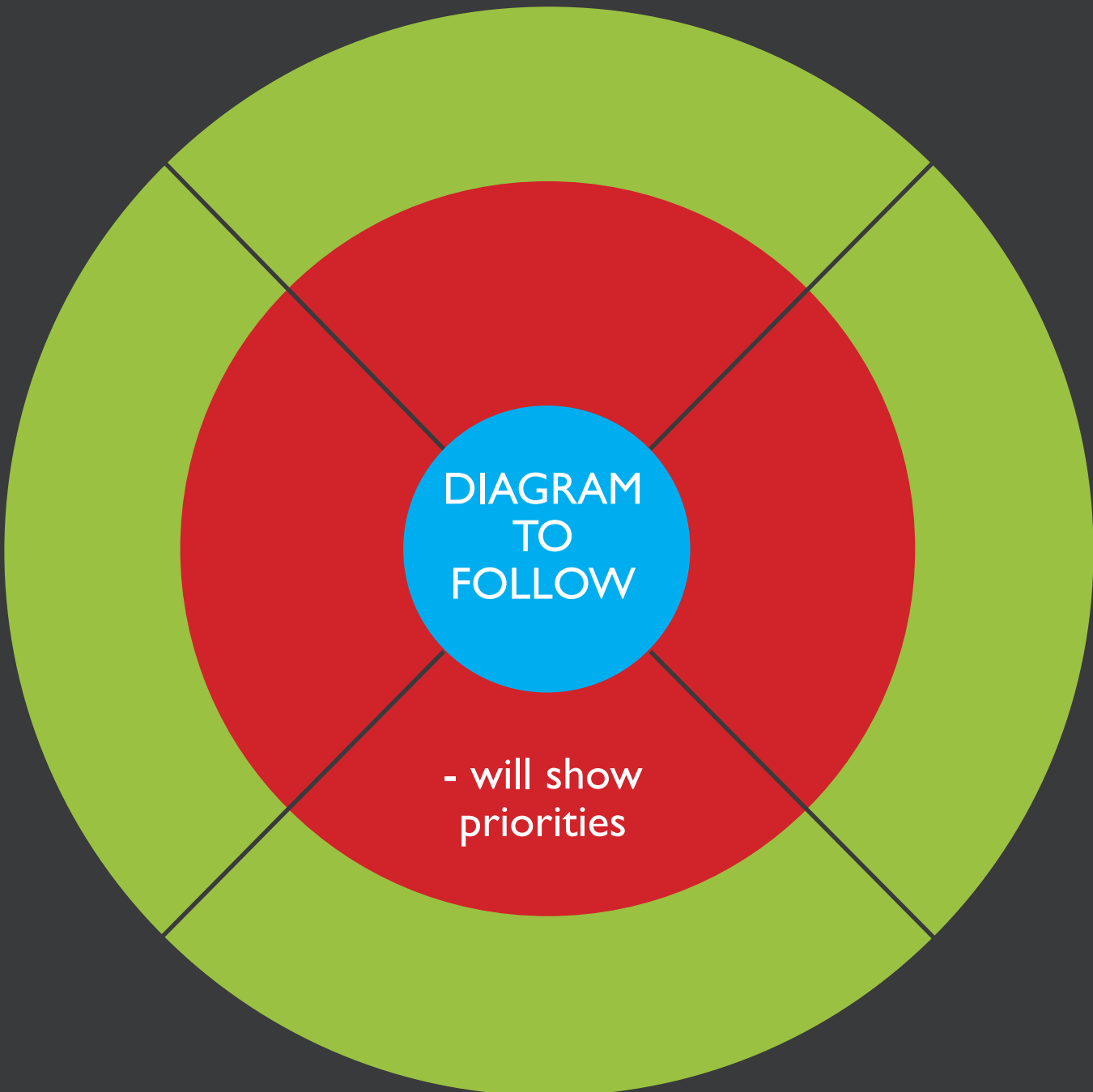
5 POLICE
JUDGEMENT
AND REFORM

My Strategic Priorities 2017-21

My 5 strategic priority areas are deliberately broad. I appreciate their interpretation must allow all organisations to address concerns in different ways responding to local needs and relative priorities. For example although vulnerable people, re-offending, and serious organised crime affects all parts of Thames Valley, the specific concerns of communities are likely to differ at a local level.

Where I do have quite specific concerns which have come to light through research undertaken to inform this Plan, I have highlighted these issues to encourage greater focus upon them by police and partners (see Key Aims boxes throughout this section). I will seek regular up-dates on progress against these key aims through governance arrangements (*see How I Will Monitor Success*).

Although I give equal weight to all five strategic priorities, the dual threads of 'Vulnerability' and 'Prevention' run throughout the plan and are therefore addressed first. Reducing crime through reducing re-offending and tackling the serious threats of organised crime and terrorism are addressed next. Police ethics and reform underpins all of the other areas therefore the key issues are captured under my 5th priority.



1

VULNERABILITY:

Managing demand on services through working together

Nationally mental health-related incidents account for up to

40%

of police time

Nationally, policing reform is underway to improve the management of risk and increase focus on prevention and vulnerability. Managing the more vulnerable members of our community in an effective way will allow the police and other organisations working together, to provide a better quality service, reduce problems that arise repeatedly and help reduce demand on services.

There are three overlapping areas I want to highlight in particular within the vast area of 'vulnerability':

- Mental health
- Adults at risk
- Service quality

Mental Health

The Five Year Forward View for Mental Health (2016) places a particular focus on tackling inequalities. Mental health problems disproportionately affects people who have had contact with the criminal justice system. Furthermore, many people's first experience of mental health care comes when they are detained by police under the Mental Health Act.

Nationally, mental health-related incidents account for up to 40% of police time. Thames Valley Police have made good progress in reducing the inappropriate use of custody to detain people under the Mental Health Act through the use of the Street Triage Scheme. This scheme involves deployment of a mental health practitioner when people experiencing mental ill health call police for assistance. The scheme aims to reduce the amount of inappropriate time police officers spend on mental health incidents and the unsatisfactory use of police custody as a 'place of safety'. When detention is unavoidable, improved access to mental health care through Liaison and Diversion Services are proving to be very valuable. To build on these successes, a clearer picture of those coming into contact with the police who may be experiencing mental health problems will allow an appropriate response by all agencies.

“Work closely with other agencies to deal with homelessness, mental health and addiction issues.”

member of the public

According to the Anti-Slavery Commissioner, there is growing evidence of current migration trends being used by human traffickers to target and exploit the most vulnerable, as well as concerns that vulnerable migrants could be exploited for the purpose of terrorism. Successful integration and settlement of new immigrant families is imperative for local cohesion and can also help with the reduction of serious crime and other harmful illegal practises, such as FGM, honour-based violence and forced marriages.

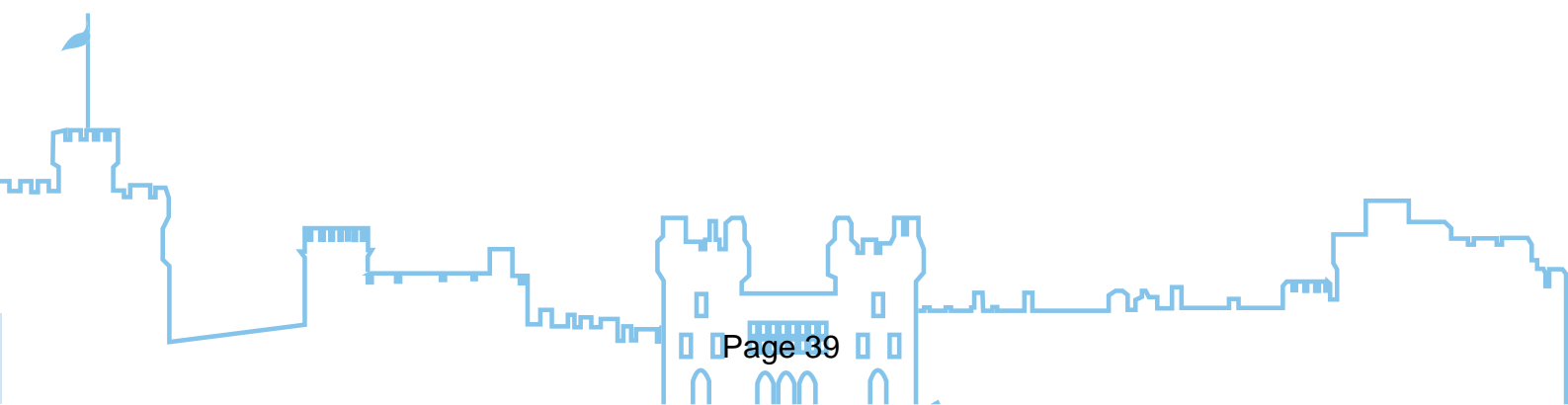
Adults at Risk

The police and other statutory partners have a critical role in protecting vulnerable people from abuse and exploitation. Local Safeguarding Adults Boards (LSABs) in Thames Valley meet regularly to discuss how vulnerable adults can be safeguarded from significant harm. The abuse and exploitation of older people and those with learning disabilities or age-related mental health problems are a growing concern.

There have been year on year increases in reported incidents of domestic abuse to Thames Valley Police since 2012. This has led to an increase in demand on specialist police resources. The offence of ‘coercive and controlling behavior in an intimate or family relationship’ (commonly referred to as coercive control) was introduced by Section 76 of the Serious Crime Act 2015. Research indicates that domestic abuse victims are at greatest risk if they have recently separated from a perpetrator who has a history of coercive control. The offence of coercive control has been introduced to allow for an earlier opportunity to identify and intervene.

“Victims of domestic abuse need to be given the confidence to speak out somehow.”

member of the public



1

VULNERABILITY:

Managing demand on services through working together

Service Quality

A perennial problem faced by the criminal justice system is the reluctance of victims of domestic and sexual abuse crimes to report to the police and support prosecutions. A recent report issued by the Crown Prosecution Service (CPS) highlighted an increase in successful prosecution and conviction rates for sexual and domestic abuse offences, including rape and child sexual abuse. However, the numbers remain disappointingly low. I aim to see improvement by Thames Valley Police in the volume of rape and domestic abuse investigations which result in prosecution. A review of the domestic abuse landscape conducted by my office is currently being undertaken to put forward recommendations for future service commissioning and delivery.

Children's and other services in Thames Valley have come under intense scrutiny since the Operation Bullfinch report was released in 2014 uncovering systematic sexual exploitation of young girls in Oxford. Whilst I do believe that lessons have been learned and vast improvements made in relation to the safeguarding of children in Thames Valley, I have a lingering concern that early opportunities to raise concerns about children at risk are still being missed. The recent Government proposal to introduce mandatory reporting of suspected child abuse and neglect, or an alternative duty to act, might go some way towards addressing this. However, I believe the answer lies with empowered professionals and care workers who are prepared to speak out, even when doing so may highlight failures in their own organisation's or colleagues' safeguarding duty.

Since 2013, nine Multi-Agency Safeguarding Hubs (MASHs) have been created across Thames Valley. A MASH is a centre which co-locates agencies responsible for safeguarding, and their data, in order to identify risks to children and other vulnerable people at the earliest opportunity. A recent stocktake of MASH's in Thames Valley identified a number of significant improvements in child safeguarding had been introduced, including better assessment and better and more efficient case management.

However, there remains potential for further improvement. I particularly want to understand whether one MASH for every upper tier local authority area is an efficient and effective arrangement.

“I really do think we need more awareness of domestic abuse and sexual violence as they’re largely hidden crimes and around them so much more than people realise...”

member of the public

Key aims:

- Improved recognition across the criminal justice system of mental health distress experienced by both victims and offenders, leading to
 - referral pathways into appropriate support agencies, and
 - improved access to mental health care for those in contact with the criminal justice system.
- Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered.
- Improved police awareness and robust prosecution of those practising ‘more hidden’ forms of abuse, including coercive control, stalking, harassment, honour based abuse (HBA) and forced marriage.
- Improvements in the criminal justice experience and outcomes for victims of domestic and sexual abuse.
- Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangement of 9 MASH’s serving Thames Valley.

2

PREVENTION AND EARLY INTERVENTION:

Improving safeguarding in physical and virtual space

80%

of cybercrimes are preventable by implementing simple safety measures' - GCHQ

A report by Her Majesty's Inspectorate of Constabulary (HMIC) noted 'The police service must place as much emphasis on preventing crime as it does on responding to and investigating crime once it has happened.' Prevention or earlier intervention with children, young adults, and people with multiple needs who come into repeated contact with the police is the key to ending 'revolving door' offending.

Prevention and early intervention are vast in scope but the following areas require particular attention:

- Cyber and digital crime (henceforth referred to as 'cybercrime')
- Young people at risk
- Perceptions of crime
- Whole place approaches

Cybercrime

Cybercrime has grown dramatically as the internet and social media provide the opportunity to commit crime and enable some crime types to be committed on a huge scale. The Office of National Statistics (ONS) estimated that 5.8 million incidents of fraud and computer crime were experienced by adults aged 16 and over in England and Wales to the year ending March 2016, exceeding the total volume of recorded crime across England and Wales over the same period. Cybercrime such as grooming, child sexual exploitation, fraud, data theft, phishing, trolling, malware, online scams, revenge pornography, stalking, and harassment are on the rise. Much of this criminality is unreported, unrecorded and as a result not fully understood.

The majority of adults in Thames Valley use the internet but, as my 2016 public survey revealed, relatively few have concerns about the safety of themselves or their children online. Similarly, almost one in five young people knew of someone who had been subject to online bullying or 'sexting' (intimate photos being sent) yet few young people were concerned about online crime.

The UK Government Communications Headquarters (GCHQ) estimates that 80% of cybercrimes are preventable by implementing simple safety measures and suggest more focus on raising awareness among young people, their parents and other vulnerable adults on the potential dangers of cybercrime.

“...we need more awareness around cybercrime for parents especially.”

member of the public

Young people at risk

Child Sexual Exploitation (CSE) has dominated the headlines in recent years. The cases of Rotherham, Rochdale and Oxford highlighted failures to protect children at risk and, together with media coverage of high profile cases involving well-known celebrities, have contributed to an unprecedented rise in reporting. In Thames Valley a 67% rise in crime recorded as CSE took place in 2015/16, and many of the victims were already known to authorities as frequently missing young persons. Disturbingly, a report produced by the Children’s Commissioner estimated that just 1 in 8 victims of sexual abuse ever come to the attention of statutory agencies.

Most sexual abuse of children is not organised. The NPCC has recognised an emerging trend known as ‘peer on peer abuse’, noted also within Thames Valley, where abuse is perpetrated by lone offenders just slightly older than the victim. This trend is concerning and I would like to see increased professional curiosity across all statutory agencies in relation to ‘peer on peer’ abuse.

FGM has been an offence in this country since 1985 yet at the time of writing, there had been no successful prosecutions in Thames Valley. Due to increased migration from practising countries, estimates of women and girls in the UK at risk of, or living with, FGM have risen dramatically. Areas in Thames Valley expected to experience a higher prevalence include Oxford, Slough, Reading and Milton Keynes and it is a key priority to understand and address reasons for under-reporting of FGM to the police.

Perceptions of crime

The public’s perceptions of crime have often been noted as being at odds with actual crime prevalence and the 2016 Thames Valley surveys arrived at similar conclusions. Most adults demonstrated more awareness and concern about ‘traditional’ crime types, such as burglary and theft, than newer forms of crime such as fraud or cybercrime. The devastating social effects of burglary cannot be underestimated and this will remain a policing priority. However, raised public awareness of financial and online crime must be achieved.

Views expressed about crime by BME communities and by young people in my 2016 Thames Valley crime surveys highlighted differences in concerns compared to other respondents. Although small samples of BME adults require the findings to be viewed with caution, greater awareness and concern about violent crime and hate crime may reflect a different experience of crime by those groups. Young people’s concerns centred on safety in the immediate physical environment – their neighbourhoods and routes to school - including concerns such as speeding, alcohol misuse and violence. Notably, young female respondents were more concerned about bullying and sexual crime, especially involving the internet and social media, than boys whose concerns centred on theft of property and physical violence.

“ It is a crime which cannot be insured against unlike household goods. So the result of fraud is devastating to individuals.”

member of the public

2

PREVENTION AND EARLY INTERVENTION:

Improving safeguarding
in physical and
virtual space

Whole place approaches

Despite increased focus on online criminality, many of the solutions proposed are offline and place-based. Police require more sophisticated understanding of risk and harm to move closer to an ethos of prevention, early intervention and stronger evidence-based practise. I am eager to see on-going development of TVP's demand profiling and data analytics capability incorporating, wherever possible, partners and other organisations' data.

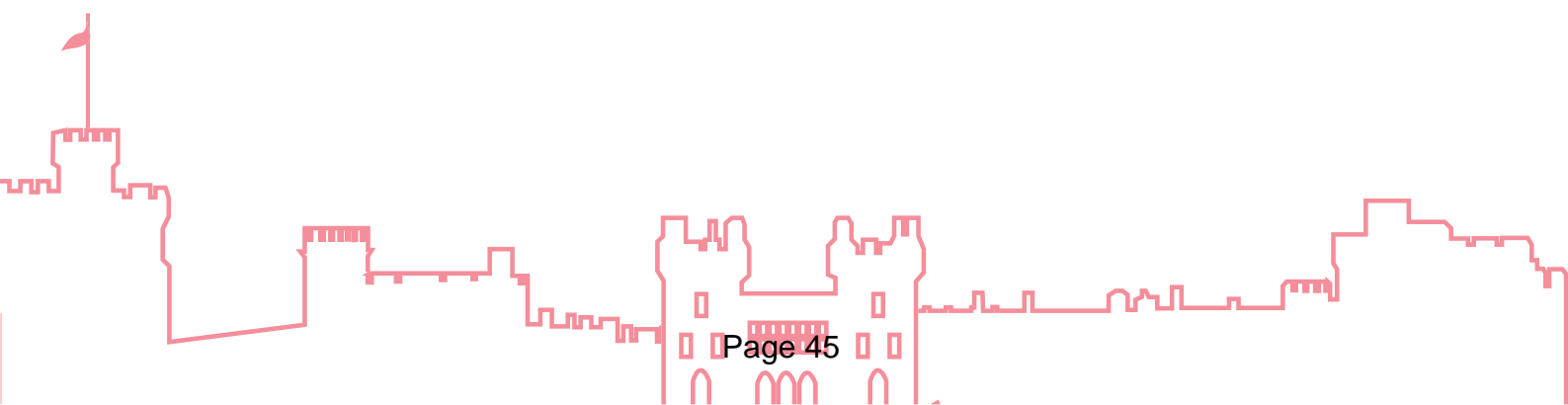
Technology provides policing with new opportunities for preventing and detecting crime and anti-social behaviour. CCTV, Automatic Number Plate Recognition (ANPR), body worn video (worn by police officers to record interactions with the public), and electronic tagging of offenders must all be utilised in appropriate circumstances to harden vulnerable targets, protect vulnerable people, and improve the quality and quantity of digital evidence. Body worn video may increase the rate of early guilty pleas by offenders, and pilot studies of electronic tagging (of offenders) indicate benefits such as reduced offending and considerable savings in police time. We have yet to exploit the full capabilities of these technologies and I am keen to see this progressed.

**“... I would like to
see a return to more
prevention-based
policing....”**

member of the public

Key aims:

- Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).
- Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.
- A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidenced approaches on prevention.
- Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.
- Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.
- Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.



3

REDUCING RE-OFFENDING:

Targeting and managing harm and risk

Drug and alcohol abuse is mentioned in

42%

of all serious case reviews in England involving death, abuse or neglect of a child.

Reducing re-offending requires tackling drivers of crime, such as the use and supply of illicit substances, as early and effectively as possible to reduce escalation and further risk to others.

Violent offending remains a concern, particularly when it involves knives or other sharp instruments due to the increased risk of death or serious injury arising. It is imperative that we take positive action to address violent crime, particularly carrying and use of knives.

An offender management strategy needs to consider risk and threat, rather than simply crime type and a modern offender management strategy needs to make best use of legislative and technological strategies and solutions.

There are three overlapping areas that I want to highlight in particular within the area of 'reducing re-offending':

- Substance misuse
- Violence involving weapons
- Offender Management

Substance Misuse

The 2016 Home Office 'Modern Crime Prevention Strategy' identified alcohol and drugs as two key drivers of crime and disorder. Data from the Office of National Statistics also indicate that alcohol may be responsible for over half of violent crime and at least a third of domestic violence. Furthermore, drug and alcohol misuse is mentioned in 42% of all serious case reviews in England involving death, abuse or neglect of a child. Household burglary, shoplifting and prostitution are also often committed to help fund a drug habit. Thus, despite evidence that the number of new users of the most harmful drugs (heroin and crack cocaine) is dropping, social harm remains high even from a small number of individuals.

The Government's Drug Strategy, due for release in December 2016, continues to emphasise a holistic approach to tackling substance misuse. This involves prevention, restricting supply chains and getting drug users into treatment to build recovery to reduce the harm caused to themselves and the risk they pose to people and communities around them.

Although limited evidence exists that media campaigns alone deter involvement in substance misuse, there is growing evidence that school-based interventions can have a preventative impact, and brief interventions at early

“I believe that illegal drug use/addiction is a major cause of crime and it should be a high priority for the police to break the supply chain, whilst more help should be available to get addicts clean.”

member of the public

contact points with health, criminal justice and social care services can help prevent escalation. In short, comprehensive action is required by police and partners, including the education sector, to prevent use of drugs and alcohol in the first place, and to intervene early with those who have developed problems of addiction.

Violence involving weapons

The rise in the reporting of violent offences across the country is a concern. In the 12 months to the end of June 2016, Thames Valley recorded violent crime with injury increased by twice the national average compared to the year before. Offences involving possession of weapons increased by 13%, although the addition of new offences has undoubtedly influenced the national figures.

Young people who become involved in gangs are particularly at a high risk of becoming involved in violent crime and other illicit activity, such as drug selling. The 2016 Government report Ending Gang Violence and Exploitation highlighted the role of knives in youth violence and the increased exploitation of vulnerable young people involved in gangs who can be groomed or coerced into moving or selling drugs (evidence suggests that Looked After Children

may be particularly at risk). The same report highlights the importance of good information sharing between all responsible authorities on gang-affected offenders to manage the risk offenders present and provide the vital support needed to help them leave gangs. I echo the call for better information sharing amongst agencies, both in terms of reducing the risk in areas where gangs are a problem and reducing the level of violent assaults involving knives and other bladed articles more generally across Thames Valley.

“tackle the more serious crime that concerns the public upon which police will be admired and praised. (Gangs for example).”

member of the public

Offender Management

The Integrated Offender Management (IOM) scheme has been operating for a number of years in Thames Valley. It aims to bring together organisations (including probation services, police, prisons, and CSPs) to prioritise intervention with offenders who commit the most crime and cause most harm to the community. While the traditional focus of the scheme has been on serious acquisitive crime, challenges such as domestic violence perpetrators, perpetrators of sexual crime, and organised criminals also require fully integrated approaches. In light of this, offender management is being reviewed in Thames Valley with the intention of ensuring that ALL high risk and high harm offenders across the crime spectrum are being managed appropriately. I intend to encourage and monitor closely these developments and the outcomes achieved.

3

REDUCING RE-OFFENDING:

Targeting and
managing
harm and risk

Offender Management

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We have a growing number of perpetrators of historical crimes and where they continue to pose a threat to society, they must be prosecuted and prevented from committing further crime. I am keen, however, to see police maintain a balanced approach to the issue of historical criminality and to ensure that investigative resources are used prudently. In some cases, there may be better means of addressing the harm caused and providing support for the victim than through the criminal justice system.

A controversial topic arises in the area of domestic violence when the prosecution is unsupported by the victim and, therefore, unlikely to succeed. There remains a duty on police and partners in those situations to address the continued risk to the current victim, but they must also tackle and manage the longer term threat posed by perpetrators to future partners. Addressing the on-going risks posed by perpetrators of domestic violence will be high on my agenda during my second term as PCC. I am particularly keen to see strategies evolve to reduce repeat episodes of domestic violence including in circumstances when couples remain together.

...I admire a lot the schemes in which criminals are taught a skill or a job, or they do something useful for the community, and admire when they are followed after release to avoid falling back in unlawful activities...

member of the public

Key aims:

- A review by police and other criminal justice partners on whether processes for identifying and referring individuals in contact with the criminal justice system into substance misuse services are as effective as they could be.
- Improved data sharing on gangs and violence, with the aims of:
 - reducing exploitation of young people through gang membership, and
 - reducing and preventing violent crime, especially knife crime.
- A modern offender management strategy for Thames Valley addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk or threat of harm.
- Identification and implementation of best practise in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators.

4

SERIOUS ORGANISED CRIME AND TERRORISM:

Improving the
local response

There are over

6,000

organised crime
groups active within
the UK with a number
in the Thames Valley

Under the 2011 Police Reform and Social Responsibility Act, PCCs are required to have regard to the Strategic Policing Requirement (SPR) issued by the Home Secretary when issuing or varying a Police and Crime Plan. The latest SPR issued in 2015 highlighted the following national areas of concern which must be addressed by each police force:

- terrorism
- serious and organised crime
- cyber-security incidents
- threats to public order and safety
- civil emergencies
- child sexual abuse and exploitation

At a local level, the police service are integral to minimising the risk of terrorism by preventing radicalisation, protecting public places, transport systems and critical infrastructure from attack.

Organised crime is serious crime which is coordinated and conducted by people working together on a continuing basis (Organised Crime Groups, or OCGs), often motivated by financial gain. OCGs are responsible for the trafficking of human beings, drugs, weapons, wildlife, historical and religious artefacts.

There are over 6,000 Organised Crime Groups (OCGs) active within the UK with a number operating in the Thames Valley. Therefore a combined national and local strategy is required.

In this section, I particularly want to highlight issues of local concern:

- Improving community resilience.
- Improving information sharing.

Improving community resilience

The Counter-Terrorism and Security Act 2015 and the Government's CONTEST strategy shape the national response to counter-terrorism. The aim is to reduce the risk to the UK and its interests overseas. The national response to domestic terrorism is coordinated between GCHQ, MI5 and the Police Counter Terrorism Command based in London, which coordinates the various Regional Counter Terrorism Units. The National Police Chiefs Council (NPCC) are developing a common approach with regards to tackling national threats such as terrorism and organised crime aligning resources across England and Wales.

I will monitor these developments and engage with my national counterparts regarding implementation strategies. I am particularly keen to see national approaches develop to support the police service investigate large scale financial fraud.

Locally, a strong response can be achieved by active partnerships sharing information to provide an enhanced understanding of potential threats and criminal activity. Thames Valley Police hosts the South East Regional Counter Terrorism and Organised Crime Units (SEROUCU and SECTU, respectively). Through these units, the police can counter serious national threats and receive expert capability and resources to advise and address local threats.

“I am aware of the massive effort required to manage the current terrorist threat and the resources demanded to address cybercrime, in addition to more traditional crime, domestic abuse etc...”

member of the public

An important government approach to preventing radicalisation, extremism and terrorism is the PREVENT strategy. This strategy is designed to safeguard individuals, and vulnerable people in particular from exploitation from extremists. PREVENT training has been a statutory obligation since 2015 for all front line professionals in contact with vulnerable people, such as education, health, social services and police. This strategy builds on work demonstrating that local communities can help to prevent and protect themselves

from radicalisation. I have particular concerns in relation to exploitation of those with mental health issues, rough sleepers and those within the prison estate in relation to the risk of radicalisation. I will continue to engage with communities across Thames Valley to understand their specific concerns, reassure, and raise awareness of counter-terrorism measures.

I am keen to see a more coordinated approach across Thames Valley to raising public awareness about serious organised crime and terrorism, to increase the dialogue between the public, local police teams and partnerships on both issues, and improve safeguarding of vulnerable people.

Improving information sharing

According to the National Crime Agency (NCA) in 2013, organised crime cost the United Kingdom around £24 billion and the figure is likely to be much higher today. The NCA's 2016 National Strategic Assessment of serious and organised crime highlights the top 5 threats to the UK as:

- Child Sexual Exploitation and Abuse,
- Organised Immigration Crime,
- Cyber-crime.
- Firearms
- High end money laundering

I would also include drug trafficking. Drug trafficking often involves organised criminals from outside of Thames Valley expanding their drug supply lines is becoming more prominent and it almost always involves exploitation of vulnerable persons. As well as children enticed into carrying or selling drugs (as discussed earlier under Reducing Re-offending), adults such as rough sleepers, or vulnerable people whose houses are taken over for the purposes of drug dealing ('cuckooed'), are also frequent targets of organised drug gangs.

4

SERIOUS ORGANISED CRIME AND TERRORISM:

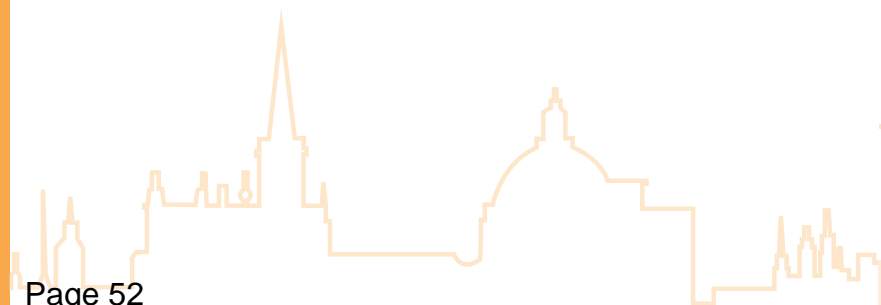
Improving the local response

Too frequently, crimes that exploit vulnerable people succeed due to failure of organisations to share information. All organisations must be prepared to 'dare to share' information to protect the most vulnerable. In parallel with my ambition to improve the willingness of staff to highlight organisational failings with regards safeguarding (discussed under priority 1, Vulnerability). I am keen to see organisations challenged when failure to share information is observed. I would like to see an information sharing culture emerge across Thames Valley with the shared aim of safeguarding vulnerable people.

Due to political turmoil in countries around the world, immigration crime such as human trafficking and exploitation is increasing. As well as creating a significant new group of vulnerable people, immigration crime also has the potential to 'import' dangerous criminals from overseas into our communities. Illegal migrants are at high risk of exploitation by traffickers who may require debt payment through forced labour, slavery, or by requiring the commission of other crimes. With regards the importation of people with existing criminal records, I am keen to understand if a link exists between those who have entered the UK illegally, and an increased risk of terrorism or local violent crime.

There needs to be closer engagement with the community they work with creating an ownership between the community and the police."

member of the public



Key aims:

- Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.
- A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.
- Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.
- Greater oversight across Thames Valley of implementation of PREVENT to identify lessons learned, share good practise and monitor use of Channel Panels.

5

POLICE ETHICS AND REFORM

Increasing
the pace
of change

Currently, Thames Valley Police is one of the country's top performing police organisations – something I am proud of and expect to continue. However, crime is changing and it is important policing changes to meet different demands. New legislative, digital and technological solutions must be introduced and exploited as quickly as practicable in order to prevent crime, manage excessive demand and communicate better with members of the public, especially victims of crime.

Public perception of the police is affected by numerous different and inter-related factors, such as visibility, accessibility and standard of communication at both individual and organisational level, as well as the quality of service provided. While satisfaction levels with Thames Valley Police remain high, there is always room for reflection and improvement.

Continuous improvement and Innovation

Against a backdrop of austerity and reduced budgets, I want to ensure that Thames Valley Police has the resources needed to maintain effective policing services. I appreciate this will be difficult to achieve. Also, I am mindful that the population of Thames Valley continues to grow and will inevitably impact on the volume and nature of future demand.

As part of its annual inspections into policing, Her Majesty's Inspectorate of Constabulary (HMIC) assesses the efficiency of police forces across England and Wales to ensure that the police service makes best use of the resources available. In November 2016, Thames Valley Police was rated 'good' by HMIC; it has a good understanding of the demand on its services and prioritises resources based on an assessment of threat, harm and risk. Furthermore, the service has taken action to uncover hidden demand such as child sexual exploitation and honour-based violence. On-going review of the evidence-base is necessary, however, to keep abreast of new challenges.

The renewed focus within policing on vulnerability has led to the roll out of the Safeguarding Vulnerability and Exploitation (SaVE) programme within TVP to ensure all officers and staff respond effectively to safeguarding incidents.

**“make better, earlier
use of technology”**

member of the public

Furthermore, a priority-based budget (PBB) review has led to the development of a new operating model which will ensure resources are focused on response policing, neighbourhood policing and investigation of crimes. These are strong foundations for a modern and ethical police force and I am keen to see measurable results in terms of public service. I intend to monitor areas such as training and compliance with the Victims Code of Practice, the use of statutory safeguarding measures such as Domestic Violence Prevention Notices (DVPNs) and Forced Marriage Orders, and also referrals from police to my commissioned support services for victims of crime.

“Show that the police, the Police and Crime Commissioner and the local authorities are proactive and accountable to the public.

member of the public

Excessive and unnecessary demand on the police must also be tackled. While TVP have developed a good understanding of the demand on their services, improved methodologies and techniques for understanding demand are required. Calls for service received by the police where another agency would have been more appropriate need to be mapped and understood, leading to clarification of the respective roles of different agencies. Ultimately, a better system for triaging and providing the most appropriate response to calls will deliver a more targeted and higher quality service to the public.

Reform should also be viewed in terms of how frontline officers and staff are equipped. ANPR, Tasers and body worn video are important tools for preventing and detecting crime; ICT infrastructure is fundamental for the efficient collection, processing and storage of evidence; and mobile devices increase officer

efficiency and visibility (as they remain out of police stations for longer). I will also expect regular updates and progress on operationally critical programmes, such as the Digital Policing Programme and Contact Management Programme from the Chief Constable. Ideally, I would like to see an accelerated uptake of operationally critical technologies by police. Thames Valley Police has a long-standing commitment to collaboration. This has reduced costs and improved services. The Joint Operations Unit with Hampshire Constabulary (incorporating specialist services such as firearms, roads policing and dog support) has realised savings of £6m annually. ICT collaboration has brought together investment from both forces for a single contact centre and a single ICT help desk. Also, a joint command and control system and customer portal are planned. I am keen to see further opportunities are explored with Hampshire Constabulary and other regional forces.

The Force also works well with other public sector organisations, including the ambulance and fire and rescue services. Collaboration with fire and rescue services has enabled joint working in a range of ways, including better use of estates, joint training and in appropriate circumstances, deployment of resources.

“It is a very positive activity for police officers to go regularly into schools, not only to communicate and educate pupils but also to increase the probability that those pupils will grow up as adults who are more likely to report criminal activity.”

member of the public

5

POLICE ETHICS AND REFORM

Increasing
the pace
of change

Perceptions of the police

Police can only operate effectively with the support of the public, which is fostered through a legitimate service with the public's true interests at heart. The public's sense of police legitimacy must be balanced by an institutional sense of legitimacy. The Code of Ethics developed by the College of Policing has been embedded across TVP and I will continue to stress the importance of the Code to the Chief Constable. According to research, police legitimacy and compliance with the law can be enhanced by improving the quality of everyday officer-citizen relationships.

Perceptions of the police among residents of Thames Valley were explored in the 2016 surveys conducted by my office. Findings suggest most adults are highly satisfied with the service provided by the police and think that they do a good job. However, some young people surveyed displayed less favourable perceptions. Only just over half of the young respondents stated they trusted the police and less than 50% said the police made them feel safe. Furthermore, 14% of young respondents felt intimidated by police and one in ten lacked trust in the police at all.

“I applaud any initiative that brings officers into non-confrontational contact with the younger community which I believe increases trust.”

member of the public

Key aims:

- Further development of demand profile methodology and evidence of regular review.
- Clarification of processes for referring on issues that sit best with other authorities.
- TVP evidence-base demonstrating compliance with the Victim's Code, including referral to other agencies for support.
- To encourage accelerated up-take of new technology in order to prevent, reduce and detect crime.
- Development of strategies by police to improve perceptions of police among young people.

How will I monitor success

With the support of a Deputy PCC and staff from my office, I will closely monitor the progress of the police, key partners and commissioned services in Thames Valley to ensure they are delivering against the strategic priorities identified in this Plan using the following methods:

- Quarterly ‘Police, Planning and Performance’ meetings held in public with the Chief Constable to ensure that the Force’s Annual Delivery Plan adequately reflects my strategic priorities and to review progress against the Force Plan.
- Key performance indicators are agreed annually with the Chief Constable to monitor specific areas where improvements are required.
- Monitoring the Chief Constable’s implementation of recommendations arising from independent inspections, reports and external audits.
- Receipt of an ‘Annual Assurance Report’ from the Joint Independent Audit Committee.
- Receipt of an ‘Annual Assurance Report’ from the ‘Complaints, Integrity & Ethics Panel (CIEP) which scrutinises and challenges the Force’s performance in handling police complaints and misconduct cases, and other issues of policing ethics, integrity and professional standards.
- Collaboration Boards, including the TVP/ Hampshire Collaboration Governance Board and the South East Region Collaboration Governance Board which scrutinise the performance of policing services delivered under joint collaborative arrangements and facilitate my ability to hold the Chief Constable to account for those services.
- Legally binding grant agreements or contracts with partners or service providers, which requires adherence to my published contract management strategy.³
- Regular meetings with the Thames Valley

Police and Crime Panel which reviews and scrutinises my decisions and actions, and monitors my delivery of this Plan.⁴

- Key police and partnership meetings, such as Community Safety Partnerships;
- Regular visits to local police areas and frontline agencies to witness the actions taken; and
- Visits to local communities around Thames Valley and public consultations through my website.

This Police and Crime Plan will be reviewed annually and, if required, up-dated as part of a cycle of assessment and planning. Potential reasons for up-dating include changes to the Strategic Policing Requirement⁵, resulting from significant new crime or policing challenges, or substantial budget variations. The Plan will be varied only when necessary. However, key information which will vary annually, such as the police budget and performance indicators agreed with the Chief Constable, will be re-issued accordingly and published on my web-site to correspond with the start of each new financial year.

³ My Contract Management Strategy can be accessed via this link: <https://www.thamesvalley-pcc.gov.uk/supporting-victims/thames-valley-commissioning/>

⁴ Section 28 of the Police Reform and Social Responsibility Act 2011 which introduced elected PCCs required a corresponding Police and Crime Panel made up of elected representatives from each local authority within the policing area with a remit, in broad terms, to review and scrutinise decisions made and actions taken by the PCC.

⁵ A Strategic Policing Requirement is issued by the Secretary of State under section 37A of the Police Act 1996.

Looking Ahead

We live in a world of fast-paced transition, therefore, writing a plan intended to set out a forward-view covering up to five years ahead is challenging. During the next five years we can expect to face significant changes in population growth, migration, rapid urbanisation, any financial and social consequences of BREXIT, as well as an exponential rate of change in some readily-available technologies. All of these factors will impact at a local level and upon the crime and policing landscape.

Also, the vision for policing and its relationship with wider emergency and public services, is undergoing change. The Policing and Crime Bill, once enacted, sets the path for closer collaboration with fire and rescue services. The national Policing Vision 2025 aims to align and when appropriate integrate local policing with other public services into multi-agency teams or hubs while delivering specialist capabilities, such as armed policing, through cross-force networks. In addition, devolution of some criminal justice system functions is being considered by the Ministry of Justice and Home Office. All of this change is likely to have implications for PCCs. It will also introduce opportunities to improve efficiency, effectiveness and local accountability and strengthen links between the police, the criminal justice system and other services, such as health, education and local employers.

During my first term, my office (in conjunction with the Chief Constable) set up the first independent Complaints, Integrity and Ethics Panel (CEIP). The Panel's purpose is to provide a transparent forum to monitor and encourage constructive challenge over the way complaints against police officers and staff (below the rank of Chief Constable), and integrity, ethics and professional standards are handled by TVP. The panel has worked well, and has been replicated

in other police forces. The remit of this panel will be broadened next year when the new Police and Crime Bill becomes law.

With the pace of change, it is important to maintain an eye on the future and consider what extent new emerging trends and challenges warrant a shift in focus or re-direction of resources that would impact on the delivery of this Plan. A recent Horizon Scan Report by the Business Continuity Institute identified the top ten threats concerning businesses across the world and included cyber-attack, data breach, acts of terrorism; indicating that policing problems are everyone's problems. Therefore, it is imperative for police services and PCCs to be mindful of emerging trends and developments and incorporate these into the strategic direction of policing at national and local level.

To that end, I intend to improve the horizon-scanning and foresight capability of the Office of the PCC (OPCC). Whilst we are already well-connected with the national policing futures forum and participate in TVP's Futures group and have established connections with a range of other local organisations with long-range interests, I intend to develop further links and strategic partnerships with business and community groups to share scanning insights. I also aim to improve communication and dialogue with the public and partners about the future landscape for crime and policing, including a 'Looking Ahead' section on my website and encouragement of police and CSPs to develop a more forward view within their own assessments and approaches.

Annex A : Our resources

Need text



Finances and Resources

Need text



Commissioning and Grants

Need text



For further information about the PCC, his plan, the budget or how you can get involved, get in touch with us using the contact details provided below or visit www.thamesvalley-pcc.gov.uk

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

Tel: 01865 846780

Email: pcc@thamesvalley.pnn.police.uk

Twitter: @TV_PCC

**If you would like this publication in any other format
please email: pcc@thamesvalley.pnn.police.uk**

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

**INFORMATION REPORT TO THE
THAMES VALLEY POLICE AND CRIME PANEL
16th December 2016**

UPDATE ON MENTAL HEALTH ACTIONS

Background

Management of Mental Health Crisis Inter-agency Partnership between Thames Valley Police and Health and Social Care Agencies relates to individuals who are in contact with the police, and police responses to such individuals generally fall into the following categories:

- Detained under S136 or with the authority of a warrant under S135 (1) of the Mental Health Act 1983 for removal to a Place of Safety.
- For those mentally disordered patients who are reported missing or absent without leave including execution of S135 (2) warrants.
- Those mentally disordered persons requiring transportation for admission or return to hospital or other places including emergency conveyance to the ED or other place for assessment.
- Persons detained in Police custody experiencing mental ill health who require assessment and support.
- Those persons for whom there is a fear for welfare amounting to a serious risk to life or limb.

The Police and Crime Plan 2013-2017 includes as a Strategic Objective “*Working together to safeguard the most vulnerable people and communities including people with mental health difficulties*” (Strategic Objective 2 – ‘Protecting Vulnerable People’).

The relevant ‘measure of success’ for this objective, as incorporated in the Police and Crime Plan, is “*Develop and implement a local Mental Health Concordat*”. This objective recognises that when people are presented to the police service in a mental ill health crisis state, working together with health and social care partners is both a necessity and a priority.

The previous 2015/16 version of the Office of the PCC (OPCC) internal ‘Strategic Delivery Plan’ incorporated the following Action 2.2 to monitor progress on the

delivery of the above requirements: “*Monitor TVP’s commitment to the Local Mental Health Crisis Concordat Partnership action plans*”. OPCC staff attended the Force’s Mental Health Steering Group where local action plans were developed and monitored.

Current position

The Mental Health Crisis Concordat Partnership has been rolled out across the Thames Valley. The Partnership comprises:

- Health Clinical Commissioning Groups (CCGs)
- Mental Health Trusts
- NHS Trusts and Foundations Trusts
- South Central Ambulance Service
- Local Authorities
- Thames Valley Police (TVP)

A Force-level mental health triage partnership group has been established which considers both strategic and operational best practice. Schemes exist in all counties in the Thames Valley and consist of a mental health professional crewed with a police officer responding to police commitments which involve a person with mental illness which is a contributory factor in the call.

Respective service commissioners ensure availability of sufficient, appropriately equipped and fit-for-purpose Health-based Places of Safety (HBPOS), including contingency considerations. This provision includes the appropriate level of qualified healthcare staff capable of managing acutely disturbed and/or agitated people. A Thames Valley Police (TVP) police station is no longer assumed to be the automatic second choice if the first choice HBPOS facility is not available. As a result the number of Section 136 detentions by officers has reduced in TVP.

Each partner has designated a senior manager from their organisation to be responsible for on-going day-to-day operational service monitoring, as well as being the day-to-day point of contact to resolve challenges arising from operational implementation.

The TVP Special Constable mental health training package is now complete for delivery in the New Year. Scoping work has been initiated by TVP to design an Emergency Services training package on the Mental Capacity Act 2005, in conjunction with Hampshire Constabulary.

Targeted work is underway with the South Central Ambulance Service to identify possibilities for improved commissioning and provision of ambulance transfer.

Performance information is monitored through local management groups and escalated if necessary.

A formal review of the Concordat Partnership involving those professionals from all partner organisations takes place at least every two years or sooner as necessary.

Outcomes

- A Mental Health Concordat was successfully developed and implemented across the Thames Valley – PCC Objective and Action **completed**.
- The number of Section 136 detentions by police officers has reduced in TVP.
- TVP police officers increasingly rely heavily on the triage partnership schemes during their hours of operation, which frees up a considerable amount of TVP police officer time and resources.
- The Triage Partnership Group is reviewing best practice from other areas and has invited Hampshire to give a presentation on their schemes (e.g. a mental health professional in the control room to provide telephone advice only; the Isle of Wight scheme which focuses on those people who present with the highest demand for all services).

Ongoing Challenges

- Staff recruitment and retention - challenges remain around recruiting from mental health to the triage partnership schemes as the hours of operation of the schemes are anti-social.
- Sustainability of funding - there is a potential significant risk to continued funding of schemes across Berkshire. Unlike Buckinghamshire and Oxfordshire schemes, the schemes in Berkshire are currently part-funded by the relevant local authorities. However, the local authorities have indicated they will be withdrawing funding (i.e. will not continue to fund beyond March 2017 for the West of county schemes and not beyond August/September 2017 for the East of county schemes, which started later). The Funding for schemes in other county areas appears more secure.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

Report to the Thames Valley Police & Crime Panel

Title: Topical issues

Date: 16 December 2016

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



National Association for Police and Crime Panels

At the National Police and Crime Panel Conference there was a discussion about the potential benefits of Police and Crime Panels having a national voice and more widely there appears to be growing support for the idea.

Whilst other parties involved have national associations, the Commissioners and the Chief Executives of the Commissioners' Offices, this is not the case for the Panels. The Panels have struggled to make their voice heard in their dealings with the Home Office in relation to the lack of clarity of the role and lack of any real powers to be able to hold a commissioner to account.

A number of benefits would appear to flow from having a national association:

- having a recognised voice to represent views at a national level
- providing support and development
- being better able to provide national leadership and influence change
- consulting members to develop consolidated views
- disseminating best practice, ensuring consistency and identifying efficiencies by working together
- taking co-ordinated action that can help remove barriers at a national level
- providing a forum for debate
- representing and promoting the interests of panels to key stakeholders and partners
- increasing the visibility and status of panels
- providing support and guidance
- enabling panels to prepare for change, for instance in becoming Police and Fire Panels.

The Panel is recommended to support the further investigation of the possibility of creating a national association of Police and Crime Panels.

Partnership working in Mental Health

National information

A recent press article states that police are being relied on as an emergency mental health service which could be related to cuts in mental health provision. Officers say there is an increase of more than 50% in a decade in the use of powers to detain people under section 136 of the Mental Health Act. It allows police to remove someone from a public place and take them to a place of safety. "There is a real risk the high number of cases that frontline police deal with is because the police are stepping in where other agencies would have provided the support." The number of instances of section 136 powers being used increased to 28,271 last year, up from 17,417 in 2005-06.

<https://www.theguardian.com/uk-news/2016/oct/09/police-forces-mental-health-section-136>

A recent report by Grant Thornton on Partnership Working in Mental Health says if the police are involved in attending an incident involving an individual with a mental health condition, then this can be an indication that the care system has failed that individual. Accessing mental health services is not always easy and facilities are not always available in the right place at the right time.

A joint briefing by the Mental Health Network (MHN) and the Association of Chief Police Officers (ACPO) highlighted emerging good practice to deliver improved care for people in mental health crisis. Around 50 per cent of detainees passing through police custody are said to have mental health problems; 70 per cent of the prison population has one or more mental health conditions; and detainees are at higher risk of suicide than the general population. Too many people in mental health crisis have been detained in police custody cells, when they need urgent mental healthcare and treatment instead.

In many cases the police involvement arise from s136 and s135 of the Mental Health Act 1983 and effective use of both powers requires fully joined up planning between the police, the ambulance service, the NHS or voluntary sector providers of the place of safety. From the police perspective, whether it is in the custody suites, the joint triage teams, any attendance at court or in emergency responses, dealing with people with mental health conditions place extra demands on police time.

Significant obstacles to more widespread collaboration and innovation remain, but there is increasing determination to overcome them. The biggest issues are:-

- Sharing information
- Relationships with commissioners – frustrations exist that small amounts of money are being withdrawn in the name of savings when the financial impact on the police, ambulance or fire services is likely to be far greater and cost the public more.
- Recognition that different areas required different solutions

Statistics show that of all the detentions under section 136 of the Mental Health Act 1983, in 36% of cases individuals were taken to police cells, not a place of safety with trained health professionals. The legislation was designed so that police cells could be used only exceptionally as places of safety. Police and Crime Commissioners have undertaken significant work nationally, regionally and locally to address this so that individuals with mental health needs, many of whom have committed no crime, get the health based response they need as they would for any physical health condition.

Thames Valley

HMIC has stated that protecting vulnerable people is a high priority for Thames Valley Police. The force has invested in training, investigative resources and new partnership structures to improve the service it provides. The force provides a good service identifying vulnerable people and generally responds well to them. For these reasons the force is judged to be good at protecting vulnerable people from harm and supporting victims.

Concordat

Police and Crime Commissioners and a number of national organisations have signed a pledge to improve crisis care for people with mental health needs across England. Care for individuals with mental health issues has been a serious concern for Police and Crime Commissioners for some time.

Thames Valley has a Mental Health Concordat. It sets out shared national principles to bring together a multi-agency response to individuals in mental health crisis. Police and Crime Commissioners will be a leading partner in delivering the local action plans that will deliver the Concordat's goals.

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2014/02/anthony-stansfeld-supports-mental-health-concordat/>

The Concordat core principles and outcomes are:

- Access to support before crisis point.
- Urgent and emergency access to crisis care with the explicit recognition that police officers should not have to consider using police custody as an alternative just because there is a lack of local mental health provision, or unavailability at certain times of the day or night.
- The right quality of treatment and care when in crisis.
- Recovery and staying well, and preventing future crises.

The OPCC report states that through partnership working police stations are no longer assumed to be the automatic second choice if the first choice Health based Place of Safety is not available. The number of Section 136 detentions by police officers has reduced.

As part of the mental health crisis care agreement (Crisis Care Concordat) to support people in a mental health crisis, 88 projects across England will receive funding to increase the number of health based places of safety. The funding will help to provide new crisis cafes and safe havens, street triage vehicles, and improve facilities for children and young people in crisis. Both Oxfordshire and Buckinghamshire have received funding for developing and refurbishing places of safety and a vehicle for safely conveying people. However the attached OPCC report states that there is a potential significant risk to continued funding of schemes across Berkshire.

In the Thames Valley Police Delivery Plan there is a target to continue to deliver TVP commitment to improving the response to those in mental health crisis through partnership working. Under this heading the following updates were given recently:-

- There has been significant multi agency collaboration at a national level to produce a memorandum of understanding regarding the use of police restraint within psychiatric inpatient units. This would be launched in the next couple of weeks.
- Targeted work is underway with the South Central Ambulance Service to identify possibilities for improved commissioning and provision of Ambulance transfer. Data from

custody is being shared with partners to help them understand the difficulties with delays in accessing appropriate transport for patients from custody.

- The Special Constable mental health training package is now complete for delivery in the New Year. Scoping work has been initiated to design an Emergency Services training package on the Mental Capacity Act.

Street Triage

The street triage project is an ongoing initiative that sees police and mental health services work together to ensure people get appropriate care when police are called to a person in distress. Thames Valley Police is working in partnership with Oxford and Berkshire Health NHS Foundation Trusts to provide an on-the-ground triage service for people experiencing mental health issues. The schemes are being funded by the Department of Health. Street Triage schemes are running in Oxford, Aylesbury, Milton Keynes, Reading, Wokingham, West Berkshire, Wycombe and Chiltern and South Bucks.

The Peel Report 2015 reported that there are a number of successful joint approaches between the police and health services across Thames Valley. In some areas of the force, police officers and mental health nurses jointly respond to incidents involving people with potential mental health concerns. The force assesses that this has resulted in a 30 percent reduction in the number of people with mental health problems who have to be taken into police custody for their own protection and safety.

Mental health and custody

The Bradley Report estimates that up to 90% of prisoners have one or more of five psychiatric disorders. There are about 16,000 mental health beds in the NHS, while the Centre for Mental Health estimates that about 21,000 people behind bars – a quarter of the total prison population – have a mental health issue. Keeping a person behind bars for a year costs about £40,000 – a third of the price of a private mental health bed.

Thames Valley Criminal Justice Board undertook a needs assessment in 2014 called 'Improving Health = Reducing Crime' in order to reduce health inequalities and the rates of re-offending. Last year the PCC awarded grants in relation to his objective 'Reducing Crime by Reducing Reoffending' which was aimed at helping offender rehabilitation programmes and drugs and alcohol services. The Thames Valley PCC also funds the Custody Intervention Program, to identify, assess and refer those brought into custody for mental health problems or learning difficulties. He was also reviewing the mental health implications that being a victim of crime can have, to make sure that funding is directed into supporting the needs of victims experiencing significant long-term harm to help them to recover from their experiences, especially for young people who have been victims of crime

Background documents

Mental health and policing briefing note

<http://www.nhsconfed.org/~media/173E13442E2C470997D3F87370211F7E.ashx>

PCC Policy Planning and Performance meeting (October 2016)

Issues raised at the July meeting

- There has been a reduction in the **volume of rape investigations** which resulted in prosecutions. In addition the Strategy Unit and CPS were working closely to make improvements to the quality and timeliness of rape files.
- The Deputy Chief Constable reported that the remaining two **MASH** went live early September but that consistency between MASH was required
- 10 incidents had been recorded with regard to **FGM** in the first quarter. The PCC also mentioned lack of engagement with Health and Wellbeing Boards in terms of responses to his letters.
- The **Specials** Headcount was decreasing
- The Minutes comment that the **Magistrates Court** in Berkshire was one of the worst in the County and there was no improvement in performance.
- The Thames Valley champion's network for **Hate Crime** has now been launched but performance issues were being monitored.

Issues of interest from the reports are as follows:-

Capital Budget Monitoring

- The **Contact Management Programme (p23)** continues to be the subject of a 'Back to Green' remediation plan with a rebased time line.

Revenue Budget Monitoring

- The finance report (p31) states that despite being lower than the target establishment the Forces applied vacancy factor, use of agency staff, overtime and the impact of maternity leave is creating pressure on the budget.

OPCC Delivery Plan

- One of the actions relates to developing an implementation plan for creating **community touchpoints** aiding safeguarding, advice and signposting to services. A Steering Group has been formed to develop this area.
- In terms of **missing children** and the issues in Slough the Force commented that they are working hard to get good local contacts. The PCC met with the Slough Children's Services Trust at the end of July.
- A **Domestic Abuse Commissioners' Network** was being developed to look at shared aims for future commissioning.
- There was an action to identify and implement a process for scrutinising individual and collective effectiveness of **Local Criminal Justice partners** to optimise joint performance.
- The OPCC was developing a strategic partnership with a University to inform OPCC long term scanning capacity regarding current, new and emerging policing and crime issues and trends.
- The possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC would be subject to the submission of a business case to, and approval by, the Home Secretary.

Thames Valley Police Delivery Plan

- **Improve the quality of prosecution files** submitted to the Crown Prosecution Service – Between April and September 1,980 files for anticipated not guilty pleas at first hearing and upgrade files for magistrate court cases were reviewed by TVP. 886 were deemed to be ‘not trial ready’. In 646 of these (32%) the issues were not previously identified by the Officer in Command. A new national case file quality assessment process went live in Thames Valley on 26 September and all files are now assessed against three new national criteria.
- Increase the **volume of rape investigations** which result in a prosecution - 61 rape offences were resulted in a charge or summons between April and September 2016 compared with 108 in the same period of 2015.
- The number of non-crime hate incidents increased from 634 to 1,046 an increase of 65%.
- 64 incidents were identified as being **honour based abuse or forced marriage** related offences between April and September which was an increase from 37 for the same period of 2015. A further 143 non-crime incidents were identified as having concerns in respect of honour based abuse or forced marriage but where no offences were identified, up from 79 for the same period last year.
- **Neighbourhood Policing** – Discussions on the development of the approach to Neighbourhood policing continue with key stakeholders. The results of the pilots in Reading, Milton Keynes and West Berkshire have been reviewed and fed into the development of the operating model.
- The Aylesbury pilot for the **repeat missing person strategy** is progressing well with partner agencies expressing interest in participation. A Milton Keynes pilot is due to be launched in the 3rd quarter.
- An audit has commenced with **MASH** around the effectiveness of referrals and how the quality of referral affects the outcome for the child. The audit is due for completion by the end of December 2016. TVP will continue to try and influence Local Authorities via ‘Head of Service’ meeting to improve technology for statutory meetings required under ‘Working Together’. The MASH programme benefits review is complete and the performance framework for child protection has a governance structure in place and an established operational group and lead.
- The Force plan has been revised to ensure that it is aligned to the National Strategy on human **trafficking/modern slavery**. Work is ongoing to ensure a consistent partnership approach is adopted across the Force area, particularly when considering victim pathways. A recent crime recording audit has highlighted some issues around the correct recognition and recording of Modern Slavery offences.
- A toolkit is now available on responding to the exploitation of vulnerable adults by **drug Organised Crime Groups/human traffickers**. This has been in the press recently included on Radio Oxford.
<http://www.wired-gov.net/wg/news.nsf/articles/County+lines+drug+networks+now+a+nationwide+issue+18112016131500?open>
<http://www.nationalcrimeagency.gov.uk/news/958-county-lines-drug-networks-now-a-nation-wide-issue>
<http://www.getreading.co.uk/news/reading-berkshire-news/drug-seizures-thames-valley-soar-12171057>
- Thames Valley Police have still not received any mandatory reports of **FGM** which have resulted in a full UK crime being recorded. Work is being undertaken in West Berkshire to launch a medical unit dedicated to FGM similar to the Rose Clinic set up in Oxford.
- TVP are trialling Facebook profiles to enable officers to engage with hard to reach communities.

- Progress has been made with Fire Service **collaboration projects** across three counties as well as engagement with South Central Ambulance Service. The 'One Public Estate' Berkshire project has submitted a fund bid for £500,000 with a decision awaited. Similar discussions are underway in Oxfordshire and Bucks.
- Local policing were represented at the PCC/Local Authority executives meeting to discuss the **Unauthorised Encampment Policy**.
- The concordat on children in custody will be released by the Home Office imminently and will show TVP as a signatory.

Financial Strategy and three year MTFP

- The latest Medium Term Financial Plan indicates that further budget cuts of at least £18m will be required over the next three years (2017-2020) but there are a considerable number of uncertainties and risks underlying the funding assumptions, hence the actual figure could be significantly higher e.g Brexit and the impact of the new policing funding formula. The budget will be discussed in detail via the Budget Task and Finish Group which will then report to the Panel at its meeting on 3 February 2017.

HMIC reports (HMIC tracker at p69 of the agenda)

Peel effectiveness

The overall summary from the HMIC is attached as an appendix. Thames Valley Police has been assessed as good in respect of the efficiency with which it keeps people safe and reduces crime. It has a comprehensive understanding of demand for its services and uses its resources to manage this demand well. The Force has sound financial plans that are likely to achieve further savings while improving efficiency.

In particular the following points were noted:-

- HMIC has not identified any causes of concern but has suggested one area for improvement – Thames Valley Police should ensure its understanding of the demand for its services, and of the expectation of the public, are up to date by regularly reviewing its evidence base. These reviews should be conducted alongside local authorities, other emergency services and partner organisations, to ensure that the force takes the necessary steps to meet current and likely future demand, including hidden demand.
- The force has a strategic threat assessment that considers how demand may change over the next few years and it is looking at the potential impact on demand of reducing resources in its partner organisations.
- Thames Valley Police has benefited from priority based budgeting by rationalising the operational bases used by its frontline staff and providing services more efficiently. Frontline staff have been relocated away from police stations to a smaller number of operational hubs which both reduces expenditure on premises and increases operational resilience.
- The force is not performing as well as it could at keeping victims of crime informed of progress relating to their case.
- Thames Valley Police has a long standing commitment to collaboration and has developed a number of significant collaborative programmes with its neighbour Hampshire Constabulary. However, the force considers that the complexity of its local authority landscape makes it difficult to establish force-wide collaboration with local councils. As a consequence it regards its first choice partners for joint ventures to be other police forces

in the region. The force has collaborated extensively with local partners in the use of buildings and premises. It currently has about 50 locations where it shares space with the fire and rescue service, a local authority, charitable organisations or as part of the multi-agency collaboration.

Community Safety Allocation outcome

The PCC has decided to allocate 90% of the overall fund to local authorities but will retain 10% for personal allocation and/or commissioning. The PCC intends to review and, if necessary, update the formula allocation model next year before 2018/19 grant allocations are announced.

Press Releases and published documents

Unsolved crime

“A police and crime commissioner has blamed budget cuts after it emerged that more than 80 per cent of crimes reported in Oxford during the first half of the year had not been solved. Anthony Stansfeld, police and crime commissioner for Thames Valley Police, expressed his concern after an investigation found that 5,599 of 6,791 cases reported in the city between January and the end of June were filed as “unsolved”. Mr Stansfeld claimed that investigations into historical crime had skewed the figures but conceded that they were worrying. “Thames Valley Police, like all other forces, have seen some significant changes over the last few years, with cuts to their government funding and more complex cases,” he said.

<http://www.thetimes.co.uk/article/80-per-cent-of-city-s-crimes-are-still-unsolved-it8pp3mv0> (this link is time limited)
http://www.oxfordmail.co.uk/news/14916883.REVEALED_More_than_80_per_cent_of_crimes_reported_during_first_half_of_this_year_go_unsolved_historic_cases_never_solved/

Good visual document showing different types of crime in the Thames Valley

http://www.ukcrimestats.com/Police_Force/Thames_Valley_Police

Serious crime rate trebles under new way of measuring

Serious and violent crimes increased at more than three times the rate recorded by police over the past five years, according to a new type of measurement. Crimes weighted on a severity index on the basis of the harm they cause society and individuals increased by almost 17 per cent compared with under 5 per cent on those reported and recorded by police in England and Wales. The Office for National Statistics (ONS), which published initial findings, said that the figures showed police were dealing with a more complex mix of crimes including serious, violent and sexual offending while the volume of offences such as theft fell or were stable.

<http://www.thetimes.co.uk/article/serious-crime-rate-trebles-under-new-way-of-measuring-b5wb7jm2s?shareToken=d0313f9e3bf81c59239e078f6885e940>

Hundreds of police accused of sexual exploitation

HMIC says abuse of authority for sexual gain was now the "most serious" form of corruption facing police in England and Wales. A report found that 306 officers, 20 PCSOs and eight police staff were involved in 436 reported allegations. The data also showed all but one constabulary had received at least one allegation, and that almost 40% of accusations involved victims of domestic abuse.

<http://www.bbc.co.uk/news/uk-38240524>
<http://www.thetimes.co.uk/article/forces-fail-to-crack-down-on-sex-pest-police-2kqbkrbvm?shareToken=efeb77f08279de073e38d7eaf9c72852>
http://www.oxfordmail.co.uk/news/14954062.Thames_Valley_Police_good_at_tackling_corruption_but_more_action_needed_to_root_out_abuse/?ref=mr&lp=28

Rape victims

<http://www.bbc.co.uk/news/uk-england-berkshire-38211795>

Slough MP says that rape victims have had to wait up to 20 months for specialist counselling.

Police morale survey

80.3% of respondents from Thames Valley Police felt that morale within the force is currently low.

[http://polfed.org/fedatwork/Pay and morale survey 2016.aspx](http://polfed.org/fedatwork/Pay_and_morale_survey_2016.aspx)

Missing Children

[http://www.sloughobserver.co.uk/news/14905454.Warning over child asylum seekers and trafficked children missing from care/?ref=mr&lp=20](http://www.sloughobserver.co.uk/news/14905454.Warning_over_child_asylum_seekers_and_trafficked_children_missing_from_care/?ref=mr&lp=20)

Hate Crime

Reported hate crime in the Wycombe District has gone up by almost 50 per cent in the last year, according to new figures by Thames Valley Police (TVP).

[http://www.bucksfreepress.co.uk/news/14925614.Reported hate crime up by almost 50 in Wycombe District/](http://www.bucksfreepress.co.uk/news/14925614.Reported_hate_crime_up_by_almost_50_in_Wycombe_District/)

Domestic Abuse

The number of domestic abuse cases reported to Thames Valley Police (TVP) have gone up by nine per cent in the past year. TVP is launching a new campaign this week aimed at supporting victims, and their families and friends called Safe at Home, which officials say will build on the work of the force's domestic abuse team that featured on BBC's Behind Closed Doors, a documentary focusing on domestic violence.

[http://www.bucksfreepress.co.uk/news/14920325.Domestic abuse on the rise in the Thames Valley/](http://www.bucksfreepress.co.uk/news/14920325.Domestic_abuse_on_the_rise_in_the_Thames_Valley/)

National article on child sexual abuse

The Independent Police Complaints Commission says it is handling 187 investigations into potential police failures in dealing with past child sex abuse cases in England and Wales (Thames Valley not listed).

<http://www.bbc.co.uk/news/uk-38086476>

Police will be forced to acquire a new "licence to practise" to work with sex attack victims and other vulnerable people.

The Home Secretary said the new qualification — which will be on top of traditional police training — was needed to improve the way that complex investigations into "high harm" crimes were carried out. She added that officers dealing with vulnerable victims required specialist skills in the same way as those conducting firearms operations and that too many probes were being blighted by inadequate standards.

<http://www.standard.co.uk/news/london/police-to-need-licence-for-sex-crime-cases-a3408481.html>

New police plan to mobilise communities and disrupt terrorists

An innovative police scheme that deploys teams of officers to disrupt criminals and terrorists in crowded places is calling on the public to play their part in making it a success.

<http://news.npcc.police.uk/releases/new-police-plan-to-mobilise-communities-and-disrupt-terrorists>

Government news

<https://www.gov.uk/government/publications/crime-policing-and-fire-news-update-december-2016/crime-policing-and-fire-news-update-december-2016>

<https://www.gov.uk/government/publications/policing-and-crime-bill-emergency-services-collaboration>

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Report to the Thames Valley Police & Crime Panel

Title: Report from the Preventing Child Sexual Exploitation Sub-Committee

Date: 16 December 2016

Author: Chairman of Sub Committee



Background

The Sub-Committee has met on 4 November 2015, 4 March and 2 November 2016. A list of the recommendations are included below. At the last meeting on 2 November a very useful meeting was held with the Local Children's Safeguarding Board Chairman representing Oxfordshire and also representing Buckinghamshire, Wokingham, West Berkshire and Reading. Similar themes were discussed relating to past recommendations and this report gives an update on new and past recommendations.

Multi Agency Safeguarding Hubs

Past recommendations

That the most effective MASH model be scrutinised by Sub-Committee Members and as appropriate Panel Members should promote the adoption and implementation by all local authorities across the Thames Valley of best practice. That the Sub-Committee look at the co-ordination of work undertaken by the MASH's across the whole of the Thames Valley. A further recommendation was made at the March meeting that whilst there was recognition that there was no one effective model for the 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 operational groups.

Both Chairmen were pleased with the operation of the new Units, which were part of the MASH, looking specifically at Preventing CSE (Kingfisher Unit and Swan Unit). During discussion they made the following points:-

- There was some value into looking at this across a Thames Valley wide area as all MASH faced some challenges and the MASH was an integral part of the assessment process.
- The PCC was still concerned about the set up of MASH in Berkshire and with current budget restraints whether they were sustainable in the long term and could be more effective. Fran Gosling Thomas who chaired three Boards in Berkshire reported that they all had slightly different models and were well supported by the police. She reported that the Safeguarding Boards of Berkshire did meet regularly and this could be one way to discuss this. The Pan-Berkshire Local Safeguarding Children Boards (LSCB) consortium is the collaboration of six LSCBs joining together on a wider multi-agency platform to work in

partnership. This allows for sharing of good practice and development of safeguarding opportunities towards improving outcomes for all children and young people across the Berkshire area.

- There was a Vulnerability Steering Group which looked at the performance of the MASH.
- A suggestion was made that all the Director of Social Services should meet to ensure that all children services arrangements were integrated well with the work of the MASH. If each area has a different 'front door' operation this would make MASH difficult to operate effectively.
- Another suggestion was made that it would be helpful for a menu of support to be hosted on one website in the Thames Valley (highlighting good practice) to help Boards develop strategies and toolkits in order to help support practitioners.

RECOMMENDATION

To ask the OPCC whether they would be prepared to host a Thames Valley wide meeting involving all MASH looking at information sharing, particularly current challenges and promoting areas of good practice.

Perpetrator profiling

Past recommendation

That the PCC and Panel Members lobby Government to implement the Bullfinch recommendation or to look at the opportunity to commission independent academic work subject to available resources due to limited budget.

Safeguarding Boards have developed some strategies to work with faith organisations and different communities to raise awareness of CSE and also looked at what community support should be put in place with statutory agencies, but it is an area which could be developed. Where patterns emerge through data, auditing etc. which raise concerns relating to ethnicity this would be addressed by the Board. Boards are not operational and are therefore unlikely to take action in relation to individual cases unless there is a Serious Case Review. The PCC and some Panel Members expressed concern that some of these perpetrators were exploiting children as a hate crime and that it should be viewed as such. They were also concerned that the recommendation above (from Bullfinch) had not been acted upon. The PCC agreed to find out what the current perpetrator profile was for successful prosecutions.

One of the Safeguarding Board Chairman had chaired a Board in the East Midlands. He referred to the East Midlands Perpetrator Profiling work which was a separate piece of work that had been driven by the East Midlands Network which is made up of the 9 local authorities who meet regularly with LSCB chairs to develop co-ordinated working. A regional network for safeguarding would be beneficial in ensuring that all Councils are engaged with sharing good practice.

RECOMMENDATION

- 1. That the PCC ask the Chief Constable what the current perpetrator profile was for successful prosecutions (including the number of successful prosecutions generally across the Thames Valley by type e.g lone offender or gang related)**
- 2. To ask the PCC whether he would consider asking the Chief Constable to develop some perpetrator profiling work similar to that of the East Midlands Network.**

Language Schools

Past recommendation

That the Scrutiny Officer should speak to the LSCB in Oxford to gain a better understanding of any issues concerning language schools and if necessary invite them to a future Sub-Committee meeting.

Ben Smith from Oxford City Council attended the meeting who informed Members of the recent discussions held at their Council which highlighted concerns regarding the lack of regulation for Language Schools operating in the city, and nationally. He also referred to the fact that if families looked after a child for less than 28 days they did not have to be checked (Disclosure and Barring Service). Both Chairmen were in agreement that all schools needed to buy into the safeguarding agenda with a clear system of accountability. This was an area where the Government needed to take a lead to enforce the non-statutory sector to engage with the safeguarding agenda. No organisation had any powers over this sector to enforce safeguarding arrangements. The PCC also had concerns about safeguarding in language schools.

RECOMMENDATION

- 1. That the PCC should consider writing a letter to the Department of Education about the loophole in legislation which should be jointly signed by Safeguarding Board Chairman. Reference should also be made to home education.**
- 2. That both Safeguarding Board Chairmen be asked if they would raise this issue at their National Association which was meeting shortly.**

Future of Safeguarding Boards

Past recommendation

That the Panel Members be asked to identify which of their Authorities scrutinise their LSCB's and at what frequency

The Wood Review which was led by Government looked at the effectiveness of Safeguarding Boards and reported that there were two areas to address:-

- introduce a more effective statutory framework to focus the arrangements on child protection and to ensure key agencies collaborate to deliver more effective services; and
- move away from an over prescriptive system to one that encourages and authorises local areas to determine how they organise themselves to improve outcomes for children and meet the requirements of the new framework.

Each local area would need to look at how they would set up these new arrangements. One Chairman commented that it was important to look at outcomes. A suggestion was made that this could be used as an opportunity to combine Boards and Local Authorities particularly with current funding issues, perhaps with an overarching Regional Board sitting with local Board arrangements (at least three). This would work well in the Thames Valley with the same Force and County boundaries. Both Chairmen agreed that working collectively as a partnership should bring better outcomes.

The Board Chairmen agreed that it would be helpful for Board Chairs to meet on a regional basis to discuss the Wood Report and identify next steps, outcomes and opportunities for closer working. Fran Gosling Thomas suggested a half day session in the new year. There is currently no indication when the Wood Review recommendations will be enacted in legislation.

Taxi Licensing

Past recommendation

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.

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. 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.

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.

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.

The recent Buckinghamshire Serious Case Review (not yet published) recommended that there should be more co-ordinated working between District Council Licensing Teams, the County Council Client Transport Team and Thames Valley Police, with a focus on improving information sharing. This reinforces the recommendations above. The review also recommended that HM Government should consider introducing a national central database of all licensed drivers, indicating whether any had been subject to any regulatory sanctions.

Since the Panel recommendations have been made the PCC (through the Chief Constable) has taken the following actions:-

- The TVP Licensing Team Manager has made arrangements for his team members to take responsibility and to act as local 'Single Points of Contact' 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 delivered by the same team.
- TVP Licensing Officer will liaise with their local authority counterparts and identify any local issues in relation to taxi licensing which can be signposted to the appropriate local neighbourhood teams for a collaborative approach to be developed.
- The Chief Superintendent will also ensure that Roads Policing was also liaising extensively with Councils.
- Chief Supt has also tasked the TVP Licensing Team Manager to liaise with Oxford City to develop an overview of taxi licensing which would be communicated to Neighbourhood teams and placed on the intranet.

However, there are some Councils in the Thames Valley who are operating less stringent regulations than others and are licensing taxi drivers from other areas. Therefore it would be helpful to facilitate a meeting with all Taxi Licensing Authorities to consider a consistent approach including the possibility of a regional database.

RECOMMENDATION

1. That a Thames Valley wide meeting be organised with all Taxi Licensing Authorities to consider a consistent approach including the possibility of a regional database.
2. That the PCC be asked to provide an update on recommendations 2,3 and 4.

Hotel Watch (not specifically referred to in the last meeting)

Past recommendation

That the PCC be asked whether it would be possible for the Hotel Watch Scheme to be rolled out across the Thames Valley.

This was an original recommendation made by a Select Committee Inquiry run by Buckinghamshire County Council. This recommendation was reviewed in April 2016 and the response was that some good progress has been made but there was still more to do. The recent Buckinghamshire Serious Case Review also stated that improving community engagement was required and further development of disruption schemes such as Night Watch and Hotel Watch. There has been a recent meeting with partners in Buckinghamshire to look at the scheme. Some of the challenges include reaching unlicensed premises, unmanned hotel desks at night, the impact of hotels getting it wrong and staff turnover. Each area was at different stages of development regarding the Scheme but partners were being proactive. They identified the components for a well-run scheme and shared good practice locally and nationally.

RECOMMENDATION

That the PCC be asked to give an update on the Hotel and Night Watch Scheme roll out in the Thames Valley.

Sexual Health Providers (not specifically referred to in the last meeting)

Past recommendation

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.

An officer who deals with National Executive for Sexual Health Commissioners put an item on CSE for their last meeting to look at safeguarding and discuss the issue of information sharing.

The Panel may wish to ensure that all Panel Members are liaising with Cabinet Members responsible for Public Health that the above recommendation is being implemented.

Safeguarding Logo (not specifically referred to in the last meeting)

Past recommendation

That partner agencies work together to develop a safeguarding logo which can be easily recognised and ensure that their websites have information on safeguarding on their front page with quick links to help sites.

The suggestion came from one Council but has been found difficult to enforce because there are strict rules which govern the front page of a Council website which relates to areas which are most used by members of the public. However, it would be helpful if Panel Members can review the accessibility of CSE information from the front page of their website. One County ensured that all their Councils had similar wording and links from the front page for example.

There is a Department of Education campaign around reporting a concern. They have a standard branding for this which has been shared across all Local Authorities. This can also be sent to partner organisations with a link through to the Safeguarding Board's website. It is important that all partners encourage people to pick up on and act on all signs of abuse, neglect or exploitation.

<http://www.bucks-lscb.org.uk/concerned-about-child/> (example)



It would be helpful if Panel Members can review the accessibility of CSE information from the front page of their website/Safeguarding Board website with the aim that all Councils in the Thames Valley area are using consistent links and wording, in particular using the logo above which is nationally recognised.

Other areas for consideration

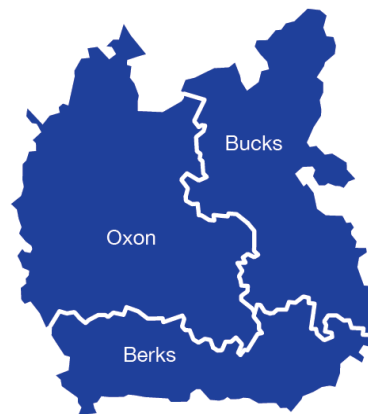
- Breast ironing
- Cyber enabled CSE – In the past five years the number of offences recorded by police of viewing child sexual abuse images under the Obscene Publications Act has more than doubled across the UK, reaching a total of 8,745 in 2015. As police close down other channels for exploitation , online exploitation will become even more of an issue.
- Whether the Sub-Committee would like to extend their terms of reference to wider forms of exploitation – there is an increasing number of children who are being groomed in relation to drug running.

Report to the Thames Valley Police & Crime Panel

Title: Future operation of the Panel

Date: 21 October 2016

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



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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Thames Valley
Police & Crime Panel

(01895) 837529
contact@thamesvalleypcp.org.uk
www.thamesvalleypcp.org.uk
@ThamesValleyPCP

Thames Valley Police & Crime Panel Work Programme 2016/17

Date	Main Agenda Focus	Other agenda items
16/12	Police and Crime Plan – To review and make recommendations on the draft Police and Crime Plan for 2017-21 and to receive a report from the Plan Task and Finish Group	<ul style="list-style-type: none"> • Public questions • Report of the CSE Sub Committee • Topical Issues – Mental Health (delivering against the commitments of the Mental Health Crisis Care Concordant) • Work Programme
3/2	PCC Draft Budget – To review and make recommendations on the proposed precept for 2017/18 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> • Followed by Confirmation Hearing for Deputy PCC • Public questions • Report of the CSE/Complaints Sub Committee • Annual Assurance Report • Report on implications of the Policing and Crime Bill • Estates Strategy • Topical Issues • Work Programme
7/4	PCC Revised Delivery Plan	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub • Presentation from PCC on his role in the wider criminal justice system to understand in detail what areas the Panel should be including in their work programme • Topical Issues • Work Programme



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Police & Crime Panel

(01895) 837529
contact@thamesvalleypcp.org.uk
www.thamesvalleypcp.org.uk
@ThamesValleyPCP

Date	Main Agenda Focus	Other agenda items
16/6	PCC Annual Report Neighbourhood Policing and Community Safety Partnerships	<ul style="list-style-type: none"> ● Election of Chairman/ Appt of Vice Chairman ● Public questions ● Report of the CSE/Complaints Sub Committee ● PCP Annual Report ● Annual Review of PCP Rules of Procedure and Budget ● Topical Issues ● Work Programme
8/9		<ul style="list-style-type: none"> ● Public questions ● Report of the CSE/Complaints Sub ● Topical Issues ● Work Programme
17/11		<ul style="list-style-type: none"> ● Public questions ● Report of the CSE/Complaints Sub Committee ● Six monthly progress report on PCC performance against his Strategic Objectives ● Topical Issues ● Work Programme