

Thames Valley Police and Crime Panel 2 February 2018

Agenda Item	Page No
7 SCRUTINY OF THE PROPOSED PRECEPT - QUESTIONS TO THE POLICE AND CRIME COMMISSIONER Attached is the Revenue Estimates 2018/19 and the Medium Term Financial Plan 2018/19 to 2021/22. The Medium Term Capital Plan and Reserves and Balances reports are attached as a supplement.	3 - 40
9 POLICE AND CRIME PLAN - PERFORMANCE Strategic Objective 2 Prevention and Early Intervention. The OPCC and Thames Valley Police Delivery Plans are attached as a supplement.	41 - 84

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Report for Decision to the Policy, Planning and Performance (Level 1) Public Meeting on 23rd January 2018

Title: Medium Term Capital Plan 2018/19 – 2020/21

Executive Summary:

The purpose of this report is to present the Medium Term Capital Plan (MTCP) for the 3 years from 2018/19 to 2020/21 to the PCC for formal approval of both the capital plan for the coming 2018/19 financial year and for the following 2 financial years for planning purposes. The Programme has continued to be extensively reviewed, challenged and prioritised since it was initially presented in November, with both existing and new projects assessed for achievability and overall financial impact within planned implementation timescales.

The aim of the MTCP is to support service delivery of the PCC's Police and Crime Plan and the Force Commitments. The Plan provides the Force infrastructure and major assets through capital investment, enabling the Force to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing strategies with our collaborative partners throughout policing and within the Criminal Justice system.

The MTCP for 2018/19 to 2020/21, recommended for approval today, comprises schemes costing £26.485m in 2018/19, which includes £15.124m of projects previously identified in the 2017/18 capital plan, but which have been re-phased to allow for planning and tendering procedures and £64.860m overall, over the 3 year period. As we progress towards the end of the financial year other re-phasing may present itself.

The MTCP presented today has a small remaining capital funding balance of £0.504m at the close of the MTCP period. The funding is principally through the use of reinvested capital receipts, substantial direct revenue financing, grant funding and the use of both existing PCC reserves and safer roads income. However there is an expectation that the Force will need to borrow approximately £5m towards the end of the MTCP to support the redevelopment of Reading police station.

The proposed 3 year MTCP presented for approval today (£64.860m) is in addition to the currently approved 2017/18 capital programme, adjusted for re-phasing to £30.145m, bringing total capital investment over 4 years between 2017/18 and 2020/21 to £95.004m.

The HM Treasury guidance on capital projects recognises that there is potential for project costs to exceed the initial assessment. This is called Optimism Bias – (OB) and relates to any project type, although it can be particularly impactful when relating to the development of Information and Communication Technology. The Force recommends that, based on the size of the MTCP, an Optimism Bias Reserve of £12m is retained to support this level of investment. This reserve will be created by transferring monies from the Improvement and Performance reserve, which will be reduced to just £0.1m by the end of 2020/21 as explained in the separate report on reserves and balances.

It should be noted that the MTCP is a prioritised programme of works for the Force to continue to develop over the coming years. As policing continues to evolve other investment opportunities and legislative changes to improve performance levels and efficiency of the service and to continue to align with other Criminal Justice Partners will no doubt present themselves and will need to be assessed against available resources.

Recommendation:

The PCC is asked to:

- Approve the draft capital programme for 2018/19 in the sum of £26.485m as set out in Table 1, which includes £15.124m of re-phased budget from 2017/18.
- Approve the financing of the capital expenditure as set out in Table 2.
- Approve external borrowing of £5m in 2020/21 to help fund long-term property projects
- Approve the 3 year Medium Term Capital Plan (2018/19 to 2020/21) for planning purposes at £64.860m (including re-phasing) as set out in Table 1.
- Approve the creation of an Optimism Bias Reserve to support the overall MTCP by transferring £12m from the Improvement and Performance Reserve.

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

Purpose & Introduction

1. The purpose of this report is to present the Medium Term Capital Plan (MTCP) for the 3 years from 2018/19 to 2020/21 to the PCC for formal approval of both the capital plan for the coming 2018/19 financial year and for the following 2 financial years for planning purposes.
2. The PCC was initially presented with the draft Plan in November 2017. Since then the Programme has continued to be extensively reviewed, challenged and prioritised, with both existing and new projects assessed for achievability and overall financial impact within planned implementation timescales. The Plan presented today (Appendix 1), totals £64.860m gross expenditure, which includes £15.124m of re-phased budget from 2017/18.
3. The aim of the MTCP is to support service delivery of the PCC’s Police and Crime Plan and the Force Commitments. The Plan provides the Force infrastructure and major assets through capital investment, enabling the Force to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing strategies with our collaborative partners throughout policing and within the Criminal Justice system.

Medium Term Capital Plan – Overview

4. The Medium Term Capital Plan is compiled with full reference to the current financial climate and the drive to reform the methods for delivering the policing service to maximise the level of resources directed to priority areas and improve overall productivity levels. The plan reflects the police finance settlement for 2018/19.
5. Key focuses of the MTCP are:
 - To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites and facilities and progressing the Asset Management Plan to deliver long term savings.
 - To ensure provision is made for the continued maintenance and development of ICT Technology through the ICT Roadmap and Digital Transformation Programmes, which allows the force to work with its collaborative partners, regionally and nationally, to develop new efficient and effective policing delivery models within the overall Criminal Justice System and improve overall service to the public.
 - The maintenance and replacement of other core assets where necessary e.g. vehicles and radios. This includes provision for the Emergency Services Mobile Communications Project (EMSCP), the national replacement of airwave services.
6. The cost and funding estimates within this draft capital programme are based on the best information available at the time. This can be standard building costs, desktop estimates or an estimate based on the experience of another force. Future inflation is reviewed annually as part of the budget development process and included where appropriate.
7. The HM Treasury guidance on capital projects recognises that there is potential for project costs to exceed the initial assessment. This is called Optimism Bias – (OB) and relates to any project type, although it can be particularly impactful when relating to the development of Information and Communication Technology. The Force recommends that, based on the size of the MTCP, an Optimism Bias Reserve of around £12m is retained to support the level of investment. This reserve will be created by transferring money from the Improvement and Performance reserve, which will be reduced to just £0.1m by the end of 2020/21 as shown in the separate report on reserves and balances.

Capital Programme – Summary

8. The MTCP builds on the existing capital plan approved in July 2017.
9. All existing and proposed new schemes are sponsored by chief officer leads and are reviewed by CCMT taking into consideration the strategic priorities of the PCC, the operational priorities of the Force and the risk associated with each scheme. The assumptions, scope and costs underlying each scheme are challenged as are the schemes themselves to ensure they remain justified given the economic climate. Figures within the MTCP reflect this and, as a consequence, some revisions have been made to existing programme schemes, as well as new ones introduced.
10. The planned gross expenditure within the MTCP totals £64.860m, which includes £15.124m of project budget re-phased from 2017/18 to allow for planning and tendering procedures. This is summarised in Table 1 below. A more detailed analysis is provided in Appendix 1, which details the various projects within each category of investment.

SCHEDULE 1 : DRAFT CAPITAL EXPENDITURE FORECAST SUMMARY

Jan-18

	Revised 2017/18 £000	Re- phased from 2017/18 £000	New Spend 2018/19 £000	Total Spend 2018/19	New Spend		Total 2018/19 to 2020/21 £000	Schedule Reference
					2019/20 £000	2020/21 £000		
Property	7,410	5,217	1,447	6,664	3,872	10,300	20,836	Schedule 2
ICT/ Business changes	16,595	2,900	8,754	11,654	7,167	3,373	22,193	Schedule 3
SECTU/ Tactical Firearms	1,557				-	-		Schedule 4
Equipment & Radio Replacement	1,486	7,007	-2,262	4,745	6,329	150	11,224	Schedule 5
Vehicles	3,097		3,421	3,421	3,593	3,593	10,606	Schedule 6
Capital Total to be Financed	30,145	15,124	11,361	26,485	20,960	17,415	64,860	
Financing Available	44,162			12,345	13,948	25,053	51,346	Schedule 7
Cumulative Funding Position	14,018			-122	-7,134	504	504	Schedule 7

11. The MTCP presented today has a small remaining capital funding balance of £0.504m at the close of the MTCP period. The funding is principally through the use of reinvested capital receipts, substantial direct revenue financing, grant funding and the use of both existing PCC reserves. However there is an expectation that the Force will need to borrow approximately £5m towards the end of the MTCP to support the redevelopment of Reading police station.
12. Funding of the MTCP is shown in more detail in Appendix 1, Schedule 7. The bottom row in this table and table 1 above shows the balance of accumulated capital reserves at the end of each financial year. This implies that at the end of 2018/19 there will be a minimal shortfall of £0.122m and a larger shortfall of £7.134m in 2019/20 i.e. that we plan to spend more in those years than we can afford to fund from available reserves and forecast capital income over those years.
13. In practice this is unlikely to happen exactly as indicated since planned expenditure is rarely incurred according to the original profile. The profile of actual expenditure will be monitored very closely to ensure that we do not commit more resources than we can afford to fund in each year and the PCC will be updated via the regular capital monitoring reports.

The Capital Programme – New or Revised Major Schemes

14. The significant new projects or scheme changes since the current MTCP was approved in July 2017 are listed below and for ease of identification are listed at the bottom of schedules 2 & 3 within appendix 1 and specifically highlighted within schedules 4-6. The vast majority of new projects have been previously presented to the PCC in Draft for review in November, but are included here again for completeness. Some projects will have been re-phased to reflect updated work profiles.

Property schemes – Schedule 2

15. The Property Services MTCP items are shown in Schedule 2 of Appendix 1. These schemes are necessary to meet a combination of key priorities, including maintaining operational performance and capacity as well as strategic asset management. The new prioritised project bids are listed at the bottom of the appendix, totalling **£5.389m**. As previously reported the existing scheme for Milton Keynes has identified a saving of **£0.453m** compared to the original budget and has been re-phased to reflect expected timelines. New or updated Property projects include:
- **Reading Police Station** – The project timescales have been reassessed and a later completion date in 2021/22 is now expected, moving some costs to later years, but also delaying the capital receipt until after the MTCP period. Final design plans remain uncertain pending decisions on locating ARV and Roads Policing which may impact on overall cost estimates.
 - **Windsor Station Replacement** - The original approved project reflected the preferred option to relocate the Police Station to the RBWM York House site. This is no longer achievable (planning issues) and the agreed fall-back option is to redevelop our current site. There is an expected additional cost of £0.100m, the expected timescales for completion are re-phased and the sale of the excess land will be reduced in scope and hence realise a smaller receipt. The sale proceeds are now profiled to occur after 2020/21, outside the MTCP period.
 - **CTFSO Accommodation** - An estimated £1.525m build for CTFSO accommodation at Sulhamstead. This includes an expectation that this should be fully funded from grant (included in schedule 7) and is therefore nil cost to TVP.
 - **Fountain Court Infrastructure work** - As part of the feasibility work prior to Fountain Court being purchased it was identified, in the pre-acquisition report, that there was a need for some infrastructure refurbishment work. This is now estimated at £2.750m, based on recent work on other parts of the building.
 - **Asset Management Plan (AMP) Works** – £1.014m - Investment required in a number of schemes to release £2.450m of capital receipts and generate revenue savings included in the MTFP.

Technology Schemes - Schedule 3

16. Over the last several months the ICT department has developed and presented a 5 year Strategy Roadmap of prioritised activities to continue modernising the legacy infrastructure and create a solid technology platform, from which the force can continue to transform working practices.
17. In addition, separate consultants were engaged to develop a Digital Transformation Portfolio (DTP) resulting in quantified initiatives to integrate digitised policing into the Criminal Justice System, improve digital investigation and intelligence and ensure frontline resources have the technology they require and improve digital public contact.
18. The PCC was presented with a summarised version of these two pieces of work and other ICT impact bids from across the force within the JCOG Change Programmes at the Joint

TVP/HC Collaboration Governance Board on 6th and 30 November and . The Force, along with its lead collaborative partner, Hampshire Constabulary have sought to include joint Tier 1 (Critical or Mandatory) and Tier 2A (High priority) proposals within the MTCP for approval. It is recognised that other lower priority bids have not been included for approval at this time, but the force may have to reconsider those over the coming years, subject to funding being available.

19. There are 29 new or updated ICT related projects included in the MTCP, 26 of which are collaborative, all of which have been previously presented to Joint Chief Officers or discussed in previous reports. Examples of the more significant projects are included below.
20. *Note: unless otherwise stated, ICT costs shown are the TVP share of total joint investment costs with Hampshire Constabulary or other partners.*

Examples of Tier 1 & Tier 2A Collaborated Projects include:

- **End User Devices:** A **£1.517m** uplift in provision over the 3 years (excluding later years) for the replacement of phones and BWV - End User Devices. This budget will support a staged replacement and ongoing provision of smartphones based on a 2 to 3 year hardware lifespan for 11,000 phones between both forces. The provision also includes a staged replacement budget for 1,250 BWV devices in TVP based on a 4 year lifecycle.
- **Increased Laptops and Reduced Desktops:** The ICT Roadmap identified that the roll out of laptops / reduction of desktops and a provision for ongoing replacements is an essential enabler to support the mobile vision. An additional **£2.775m** uplift (adjusted to reflect existing provision and excluding later years) has therefore been included which allows for a staged rollout of hardware and a replacement cycle of 3 years for 10,000 devices across both forces.
- **The Essential Upgrade to Windows 10** – Windows 8 is going out of support and manufacturers have stopped mass production of Windows 8 compatible machines – requiring the force wide upgrade to Windows 10 at **£2.466m**.
- **NPTC (National Police Technology Council – Upgrade to Office 365 – £0.822m** – This project is the implementation of Microsoft Office 365 which is an Office Productivity Platform enabling staff and officers to work more efficiently through remote working e.g. Skype, presence and team sites.
- **DEMS – Digital Evidence Management** – £0.493m investment in technology used for assuring the evidential integrity of digital evidence from point of creation to enabling transfer and presentation to court.
- **CMP** – Contact Management Platform – As previously reported, this project is nearing completion with go live expected to start in March 2018. This project has been the subject of some implementation delays resulting in an additional funding requirement of £1.644m across 2017/18 and 2018/19 being approved by the PCC on 12 December 2017

- **Enterprise Resource Planning (ERP)** - The ERP programme is currently engaged in a major re-plan/reset. Although definite go live dates are not yet available expectations are that it is now likely to be towards the end of 2019/20. This means that the internal project team engagement and hence associated costs will increase proportionately. A capital budget uplift of £1.1m to £6.1m is now requested, which includes £1m contingency. The KPMG contract is a fixed price contract so the external costs will not increase.
- **TVP Force Specific Investment:** A further **£1.837m** is identified for TVP specific projects including expansion of the number of electronic devices for Neighbourhood Officers, including further Body Worn Video and for the replacement of aged analogue PACE interview recording with a new digital solution.

Other Items – Schedule 4-6 Appendix 1.

Equipment & Radio – Schedule 5

- **General Annual Equipment Provisions:** Annual provisions for non-specific capital equipment purchases and ANPR installation replacements are also included for 2019/20 & 2020/21 adding **£0.200m** to the total plan costs.
- **ESMCP – Grant and Device costs:** An additional **£1.8m** has been included for ESMCP devices to align our unit price provision with the other SE forces at £800 each. This is believed to represent a prudent upper-end cost provision and increases the total budget to £4.8m for 6,000 devices. There is no specific provision for replacement of these items in future years although it is likely the cost will be absorbed to some extent in the phone and BWV replacement provisions. In addition, the £0.895m ESN grant received last year for control room upgrades has been recognised within the ESMCP project budget.
- **Fleet Vehicles:** Vehicle Fleet renewals through the Chiltern Transport Consortium (CTC) are included for year 3 - 2020/21 (£3.593m) and existing provisions uplifted by additional inflation (to £3.421m for 2018/19) to reflect recent price increase notifications from suppliers. This is also an area of potential risk for the future where the impact of Brexit and exchange rates may continue to have a negative impact on cost. The future replacement plans are regularly reviewed within CTC with an eye to future transport innovations. The impact of a move to a potentially more efficient and clean fleet fuel mix, possibly considering electric and hybrid motors are expected to be the subject of future reports over the next 12 months but will potentially require increased capital funding.

Funding of the Medium Term Capital Plan 2018/19 to 2020/21:

21. The MTCP, recommended for approval today, comprises schemes costing £64.860m gross expenditure over the 3 year period. This includes £15.124m of budget re-phased from the current capital plan. Re-phasing may be likely to fluctuate as we approach the end of the financial year. Assuming that external borrowing of £5m is approved for property

schemes in 2020/21 the MTCP has a relatively small funding surplus of £0.504m at the end of the current planning period. Funding of the MTCP is detailed in schedule 7 of Appendix 1 attached.

Capital Receipts

22. Capital receipts of £13.7m from Asset Management Plan (AMP) disposals, house sales, shared equity repayments and vehicle sales are expected to provide significant support to the overall plan over the 3 year period; AMP sales provide £8.81m of this funding. It should be noted that whilst a prudent approach to capital receipts in relation to both amounts and timing has been adopted, the receipts may vary from planned profiles.

Revenue Contributions

23. In recognition of the decrease and finite nature of future capital receipts and reserve funding significant additional revenue contributions have now been included in the MTCP funding strategy. Direct revenue financing will, in the future, likely provide the single largest contribution towards ongoing capital investment and asset refreshes. Over the next 3 years the force will increase its revenue support to £13.5m per annum from 2020/21 onwards providing £24.620m overall funding over the 3 years.

Capital Grant

24. Capital grant allocations have been largely maintained at current levels in the recent Police Grant Settlement and are anticipated to stay at £1.478m per annum for the next 3 years.

Police Transformation Grant

25. The Force will continue to seek to gain access to additional grant funding. This will most likely be through cost avoidance by being an adopter of technologies developed by the National Enabling Programme and the Digital Policing Programme. These programmes are funded via the Transformation fund and early adopters of these new national technology strategies.

Revenue Reserves

26. The 2018/19 to 2020/21 MTCP will draw down £1.493m from the Improvement & Performance (I & P) reserve and £0.093m from the risk management reserves. As previously indicated the HM Treasury guidance on capital projects recognises that there is potential for project costs to exceed the initial assessment, identified as Optimism Bias. It is recommended that a new £12m Optimism Bias reserve – (OB) be established to support the size of the MTCP investment. This reserve will be created by transferring monies from the Improvement and Performance reserve, which will be reduced to nil over the coming 3 years.

27. **It is therefore requested that the PCC formally approves:**

- External borrowing of up to £5m in 2020/21 to help fund long term property projects
- The establishment of a £12m Optimism Bias Reserve in reference to HM Treasury guidance on project costing.

Future Considerations

28. Beyond the MTCP period capital receipts from one off property sales and development will become increasingly more difficult to identify. In the years immediately following the MTCP there are currently only 2 identified potential receipts for Reading and Windsor Police stations which are thought to potentially release circa £9m. These were previously included within the MTCP period but, due to project timing, are now expected later.
29. Additional Revenue Reserve contributions are likely to be limited to support from the OB reserve for existing schemes only (no new schemes) until the existing schemes are complete and any unused funding released.
30. Revenue contributions to the Capital Programme have had to be increased significantly over the next 3 years in order to provide the Force with a realistic level of funding for the renewal of fixed assets and the maintenance of our technology infrastructure with a small amount of capacity for further investment.
31. The average level of capital investment over recent years **and** that which is planned for between 2017/18 and 2020/21 at £94.951m (average of £23.74m per year) cannot be funded past 2021/22, with renewable capital funding currently limited to about £15m per year from revenue contributions and grant. Investment beyond this level will require additional revenue contributions or borrowing.

Financing of the Capital Programme

32. Recommended financing of the capital programme 2018/19 to 2020/21 is set out in table 2 below:

	2018/19	Total 3 years
	£m	£m
Capital grant (including CTF SO Grant)	1.503	5.959
Capital receipts	6.766	13.731
Revenue contributions	2.340	24.620
Revenue reserves (Risk Management)	0.093	0.093
Revenue reserves (Improvement & Performance)	1.493	1.493
Third party contributions	0.150	0.450
Safer Roads Partnership		
Brought forward capital grant	14.018	14.018
Borrowing to support long term property assets		5.000
Cash flow timing	0.122	-0.504
Total Financing	26.485	64.860

Issues for Consideration:

33. Whilst the figures included in the MTCP are as accurate as possible it should be noted that a number of elements will continue to be developed and result in future change requests. These include:
- **Asset Management Plan (AMP)** schemes still require firm solutions to be identified; hence costs will be subject to variation. The timing of AMP schemes are partly dependant on availability within the market. In addition, currently leased premises will continue to be considered for purchase where it makes sound financial sense to do so. These are in addition to current AMP works.

- **Sale of Land** - The future development of Gowell Farm in Bicester for predominantly residential use as part of the North West Bicester Garden Village (former Eco Town), if successful, is anticipated to generate a sizable capital receipt. This is currently not included in the funding projections (schedule 6) due to significant uncertainty over scope and timing (potentially many years away) given the complexity and phasing of the future development. When realised, this income will support future capital projects.
- **Other External factors** – The full impact of Britain exiting the EU still remains unknown. There are potentially heightened risks around the value of sterling compared to other currencies and imports, including brought in skills through external suppliers that may continue to increase in relative cost. This could add additional pressures to the future programme.

Conclusion & Recommendation

34. The schemes included in the 2018/19 MTCP are considered by CCMT to be essential for enabling and improving future service provision through a more efficient estate and better use of technology. The Force MTCP is a prioritised programme of works. As policing continues to evolve other investment opportunities and legislative changes to improve levels and efficiency of service and to continue to align with other Criminal Justice Partners will no doubt present themselves and will need to be assessed against available resources.
35. The MTCP presented today for approval identifies total planned spend of £64.860m over the 3 year period 2018/19 to 2020/21. This includes £15.124m re-phased from the 2017/18 approved projects. This is likely to fluctuate as we progress towards the year end. Assuming the PCC approved new external borrowing of £5m in 2020/21 there is a small surplus of resources of £0.504m which will be carried forward to help finance capital investment in 2021/22.
36. Overall revenue contributions are being increased significantly to help support the capital programme, however this funding is unlikely to be sufficient in the years beyond the MTCP and so additional pressure is expected on the Force revenue budget beyond 2020/21 to continue to contribute and support the capital programme.

Recommendation:

The PCC is asked to:

- Approve the draft capital programme for 2018/19 in the sum of £26.485m as set out in Table 1, which includes £15.124m of re-phased budget from 2017/18.
- Approve the financing of the capital expenditure as set out in Table 2.
- Approve external borrowing of £5m in 2020/21 to help fund long-term property projects
- Approve the 3 year Medium Term Capital Plan (2018/19 to 2020/21) for planning purposes at £64.860m (including re-phasing) as set out in Table 1.
- Approve the creation of an Optimism Bias Reserve of £12m to support the overall MTCP, to be funded by a transfer from the Improvement and Performance Reserve.

Legal comments

37. The capital programme is an integral part of the overall budget package which the PCC must consider each year. These reports are presented to the PCC, in compliance with

the requirements of the Prudential Code and will demonstrate that capital investment plans are affordable, sustainable and prudent.

Equality comments

38. No specific implications arising from this report

Background papers

Annual capital programme 2017/18
 Relevant Project bid papers including the ICT Roadmap and Digital Transformation Portfolio summary.
 The MTFP 2018/19 to 2020/21
 Reserves, Balances & Provisions report - January 2018

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 there a Part 2 form? No

Name & Role	Officer
Head of Unit The Medium Term Capital Plan presented for approval today supports service delivery of the PCC's Police and Crime Plan and the Force's long term strategy. It required approval of up to £5m borrowing to fully fund the programme over the 3 years, leaving a small £0.504m surplus of funding.	Director of Finance
Legal Advice No specific issues arising directly from this report	Chief Executive
Financial Advice The Chief Constable is proposing a 3 year Medium Term Capital Programme which supports delivery of the PCC's Police and Crime Plan. The budget requires the use of £5m borrowing and the establishment of a £12m Optimism Bias reserve to support the overall programme. Capital reserves will be fully utilised by the end of the 4 year planning period	PCC Chief Finance Officer
Equalities & Diversity No specific implications arising from this report	Chief Executive

OFFICER'S APPROVAL

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

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

Director of Finance

Date 11th January 2018

Chief Finance Officer

Date 11th January 2018

SCHEDULE 1 : DRAFT CAPITAL EXPENDITURE FORECAST SUMMARY

Jan-18

	Revised 2017/18 £000	Re-phased from 2017/18 £000	New Spend 2018/19 £000	Total Spend 2018/19	New Spend 2019/20 £000	2020/21 £000	Total 2018/19 to 2020/21 £000	Total inc current year 17/18 to 20/21 £000	Later Years £000	Schedule Reference
Property	7,410	5,217	1,447	6,664	3,872	10,300	20,836		4,649	Schedule 2
ICT/ Business changes	16,595	2,900	8,754	11,654	7,167	3,373	22,193		3,747	Schedule 3
SECTU/ Tactical Firearms	1,557				-	-			-	Schedule 4
Equipment & Radio Replacement	1,486	7,007	-2,262	4,745	6,329	150	11,224		150	Schedule 5
Vehicles	3,097		3,421	3,421	3,593	3,593	10,606		3,593	Schedule 6
Capital Total to be Financed	30,145	15,124	11,361	26,485	20,960	17,415	64,860	95,004	12,138	

Financing Available	44,162			12,345	13,948	25,053	51,346	95,508	27,928	
Cumulative Funding Position	14,018			-122	-7,134	504	504	504	16,293	

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SCHEDULE 2: PROPERTY SCHEMES		TOTAL PROJECT COST	Re-phased	New Spend	Total	Re-phased from	New Spend	Total			Later years
		£000	2016/17 £000	2017/18 £000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000
Corporate Schemes											
	HQ South - C, D E & G block (Work and Demolition)	3,350	609		609			0			
	St Aldates Police Station	893	285	234	518			0			
	Sulhamstead - Imbert Court	2,535	24	1,200	1,224		1,200	1,200	75		
	Sulhamstead - White House	2,094	47	1,330	1,377		714	714	0		
	Milton Keynes- site wide works	3,695	698	102	800	543	1,757	2,300	443		
	Milton Keynes- windows	600		300	300		300	300			
	Buildings - Store	395		379	379			0			
Asset Management Plan (AMP)											
#	Reading Station Replacement	10,000	104	81	185	799	-564	235	750	6,500	2,274
#	Windsor Station Replacement	3,900	0	25	25	3,875	-3825	50	350	1,100	2,375
#	Newport Pagnell Replacement	121	120		120			0			
#	Wallingford Replacement	120		120	120			0			
#	Marlow Replacement	300	9	290	299			0			
	Bletchley Replacement	890		555	555		335	335			
	Chipping Norton Replacement	30	7		7			0			
	Fit out costs - AMP Replacement Budget	970	441	19	460		510	510			
	Total inflation allowance (Inc remaining non AMP inflation)	617	82	44	125		305	305	187		
	Asset Management Plan (AMP) total	16,948	762	1,134	1,896	4,674	-3,239	1,435	1,287	7,600	4,649
Carbon Management Works											
	Ongoing Voltage optimisation work	101	40		40			0			
	new works	363	167	100	267		93	93			
	Carbon Management Works: REC, Officer Safety Training Centre Sulhamstead & HQ South A-Block	464	207	100	307	0	93	93	0	0	0
New Funding Requirements for consideration											
	Windsor Station Replacement / Redevelopment	100			0		100	100			
	CTSFO - Long term accomodation	1,525			0		25	25	150	1,350	
	Fountain Court Infrastructure Works	2,750			0		50	50	1350	1,350	
New AMP works											
	Wokingham Office Relocation	278			0		25	25	253		
	Princes Risborough Replacement	334			0		20	20	314		
	Chipping Norton Replacement	172			0		172	172			
	Faringdon Police Office Replacement	230			0		230	230			
	Bracknell Police Station - Council to fully fund if proceeds	0			0			0			
	Total cost of New Bids	5,389	0	0	0	0	622	622	2,067	2,700	0
Total Property		36,363	2,632	4,778	7,410	5,217	1,447	6,664	3,872	10,300	4,649

Data processing

Ref	SCHEDULE 3: ICT SCHEMES and BUSINESS CHANGE	Previous Spend £000	TOTAL PROJECT COST £000	Total 2017/18 £000	Re-phased 2017/18 £000	New Spend 2018/19 £000	Total 2018/19 £000	2019/20 £000	2020/21 £000	Later years £000
	ICT CORE SCHEMES									
	EUD Replacement Budgets									
	End User Devices - Desktops and Laptops, Tablets and handheld devices.	699	4,239	2,258	-	716	716	566	-	-
	Network & Connectivity Infrastructure									
	Network & Connectivity Infrastructure	5,756	6,782	634	350	-	350	-	-	-
	Data Centres, Data Processing & Storage Infrastructure									
	Data Processing - New Data Centre, existing servers, ICT security and tools.	659	3,786	690	350	400	750	625	400	400
	PROJECT PORTFOLIO									
	ICT 2020 Capital Budgets									
	ICT 2020 Capital Budgets - 5 Year Plan	2,974	3,297	323	-	-	-	-	-	-
	Digital Policing Portfolio									
	Digital Policing Portfolio (DPP)	337	463	126	-	-	-	-	-	-
	Digital Contact / Contact Management									
	Digital Contact	9,461	17,545	6,972	400	712	1,112	-	-	-
	Digital Investigation & Intelligence									
	Digital Investigation & Intelligence	2,571	3,563	493	300	200	500	-	-	-
	Total - Digital First									
	Total - Digital First	-	209	209	-	-	-	-	-	-
	Digital Frontline									
	Digital Frontline	72	291	82	-	137	137	-	-	-
	DESKTOP OPERATING SYSTEM									
	Windows 8.1 Upgrade	2,900	3,052	152	-	-	-	-	-	-
	Police Secure Network (PSN)									
	PSN Migration & Citrix	634	1,706	1,072	-	-	-	-	-	-
	Control Rooms Projects									
	Total - Control Room Based Projects	113	150	37	-	-	-	-	-	-
	Monitoring Based Projects									
	Total - Surveillance Based Projects	-	925	925	-	-	-	-	-	-
	Other MTCP Projects									
	Other MTCP Projects	72	981	909	-	-	-	-	-	-
	ICT Service Improvement									
				-						

Data processing

Ref	SCHEDULE 3: ICT SCHEMES and BUSINESS CHANGE	Previous	TOTAL PROJECT COST	Total	Re-phased	New Spend	Total	2019/20	2020/21	Later years
		Spend £000	£000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	£000	£000	£000
	ICT Service Improvement	-	589	589	-	-	-	-	-	-
	NON ICT LED PROJECTS									
	ENTERPRISE RESOURCE PLANNING (ERP)									
	ERP - Enterprise, Resource & Planning Tool	1,453	6,100	1,548	1,000	440	1,440	1,660	-	-
	New Funding Requirements for consideration									
	Force Change Paper - Collaborative Tier 1									
Tier 1	Single Instance ESRI Gazeteer		214	-		214	214			
	Q-Pulse		25	25			-			
Tier 1	Enabl General Data Protection Regs GDPR		65	-		65	65			
Tier 1	Dig C Digital Contact - Online Services Enabler		(0)	-		(0)	(0)			
Tier 1	D first TWIF / Digital Case File (17/18 funding request)		375	250		125	125			
Tier 1	DI&I ANPR NAS Project		71	71		-	-			
	ICT RoadMap									
ICT T1	Infra HTCUCentral Storage Solution (uplift)		50	-		50	50			
ICT T1	Infra IL4 Confidential Infrastructure Refresh		164	-		164	164			
ICT T1	DTP Windows 10 Build only - No EUD provision		2,466	-		822	822	1,644		
ICT T1	DTP Laptops Rollout / Desktop Reduction		4,145	-		285	285	1,120	1,370	1,370
ICT T1	DTP Managed Mobility Service		247	-		137	137	110		
ICT T1	DTP End User Devices (EUD) Phones & BWV only		2,334	-		200	200	501	817	817
ICT T1	DTP Direct Access (Scaling VPN)		137	-		137	137			
ICT T1	Comm EUD Retender		192	-		192	192			
ICT T1	DII RMS - existing capital budget adjusted.		100	-		100	100			
ICT T1	Apps PSN Remediation		371	315		56	56			
ICT T2A	DTP NPTC - Office 365		822	-		411	411	411		
	Collaborative Tier 2									
T2A	Enabl Data Architecture		234	-		234	234			
T2A	Enabl Data Governance		137	-		137	137			
T2A	Dig C Digital Contact - Dev online services		420	-		332	332	88		
T2A	Dig C Digital Contact - Social Media Crime Reporting		160	-		127	127	33		
ICT T2A	New Network Infra Refresh (base budget required)		876	-		219	219	219	219	219
T1	D first DEMS (Digital Evidence Management)		493	-		493	493			
T2A	Enabl Data Visualisation		460	-		-	-	153	307	
T2A	Enabl Data Analytics and Demand Analysis		110	-		-	-	37	73	
	TVP only Tier 2A									
T2A	Devices for Neighbourhood Officers		1,760	-		838	838		84	838
T2A	DFL BWV - Personal Issue (Reduced Pooled option)		618	-		412	412		103	103
T2A	PACE recording Equip - cost uncertain		400	-		400	400			
	Other Items									
Existing	New CMP - Budget increase and contingency		-	-		-	-			
	New ERP -		-	-		-	-			
ICT T2A	New Estates Change (AMP)		-	-		-	-			
	Issues & Potential Removals									
Existing	CCTV - reprofiled & reduced prov.(£750k to £500k)		(250)	(750)	500		500			
Existing	T2B Existing - PSD Protective Monitoring - Removed		(175)	(175)			-			
T2B	T2B DII - Digitising Forensics 1 - Fingerprints - existing provision?		(160)	(160)			-			
			16,861	(424)	500	6,149	6,649	4,316	2,973	3,347

Data processing

Ref	SCHEDULE 3: ICT SCHEMES and BUSINESS CHANGE	Previous	TOTAL	Total	Re-	New Spend	Total			Later
		Spend	PROJECT	2017/18	phased	2018/19	2018/19	2019/20	2020/21	years
		£000	COST	£000	2017/18	£000	£000	£000	£000	£000
	TOTAL - ICT CORE SCHEMES	7,114	14,807	3,582	700	1,116	1,816	1,191	400	400
	TOTAL - PROJECT PORTFOLIO	19,133	32,771	11,888	700	1,049	1,749	-	-	-
	TOTAL - NON ICT LED PROJECTS	1,453	6,100	1,548	1,000	440	1,440	1,660	-	-
	TOTAL - NEW FUNDING BIDS	-	16,861	(424)	500	6,149	6,649	4,316	2,973	3,347
	TOTAL - ICT - OVERALL	27,700	70,538	16,595	2,900	8,754	11,654	7,167	3,373	3,747

REF	SCHEDULE 4: Grant/NCCP HQ funded	TOTAL PROJECT	Re-phased from	New Spend	Total	Re-phased from	New Spend	Total	New Spend	New Spend	Later
		Cost £000	2016/17 £000	2017/18 £000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	£000
	Equipment CITU & CTU	373			-			-			
	Vehicles CITU & CTU	1,738		585	585			-			
	Buildings - Unit 1	1,058		590	590			-			
	SECTU Equipment	382		382	382			-			
	NCA Crawley (Buildings Store)	-			-			-			
	Firearms Support Arrangement	(5)			-			-			
	TOTAL ACPO TAM funded	3,546	-	1,557	1,557	-	-	-	-	-	-

REF	SCHEDULE 5: Equipment & Radio	TOTAL PROJECT	Slippage from	New Spend	Total	Re-phased from	New Spend	Total	New Spend	New Spend	Later
		COST £000	2016/17 £000	2017/18 £000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	£000
	Annual Provision	605	98	100	198		100	100	100	100	100
	Video Conferencing	169			-			-			
	TSU equipment	475			-			-			
	Safer Roads (Hypothecation Equipment)	3,668	231	450	681	1,307	593	1,900			
	SEROCU	511			-			-			
		5,428	329	550	879	1,307	693	2,000	100	100	100
	ANPR - further static sites- partner funded	510		50	50		50	50	50		
	ANPR - replacement of installations/infrastructure	548	50	50	100		50	50	50	50	50
	ANPR	1,058	50	100	150	-	100	100	100	50	50
	Airwave replacement- ESMCP - overall project	2,181	0	332	333	1,426	-	1,426	279		
	ICCS	274			-	274		274			
	Airwave replacement- ESMCP - Funding uplift	1,000			-	1,000	(1,000)	-	1,000		
	Grant uplift	895			-		895	895			
	Airwave replacement- ESMCP - Devices	3,000			-	3,000	(3,000)	-	3,000		
New	Airwave replacement- ESMCP - New Devices Uplift	1,800			-		-	-	1,800		
	National radio system upgrade - ESMCP TVP costs	9,150	0	332	333	5,700	(3,105)	2,595	6,079	-	-
	Radio Replacements - Covert	881	(5)	5	-			-			
	Radio Replacements - Officers	2,852	44		44		50	50	50		
	Radio Replacements - Vehicles	805	86	(5)	81			-			
	ICT -Airwave	4,538	125	-	125	-	50	50	50	-	-
	Other grants	-			-			-			
	Total Equipment & Radio Replacement	20,174	504	982	1,486	7,007	(2,262)	4,745	6,329	150	150

	SCHEDULE 6: VEHICLES	TOTAL PROJECT	Slippage from	New Spend	Revised	Slippage from	New Spend	Total	New Spend	New Spend	Later
		COST £000	2016/17 £000	2017/18 £000	2017/18 £000	2017/18 £000	2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000	£000
	TVP Vehicle Replacement	23,925		3,097	3,097		3,421	3,421	3,593	3,592.51	3,593
	Vehicle Telematics (tba)	1,099			-			-			
	others - SRP/ADDITIONAL				-			-			
	Total Vehicle Replacement	25,024	-	3,097	3,097	-	3,421	3,421	3,593	3,593	3,593

SCHEDULE 7: RESOURCES REQUIRED TO FINANCE THE CAPITAL PROGRAMME

	2017/18	2018/19	2019/20	2020/21	Total 2018/19 to 2020/21	Future years
	£000	£000	£000	£000	£000	£000
Capital Balances Brought Forward 1/4/2017	17,366				-	
Estimated funding generated during year						
Capital Receipts including AMP	5,785	5,281	1,300	2,300	8,881	9,000
- House Sales	1,845	735	1,480	385	2,600	
- House Shared Equity repayments	300	300	300	300	900	
- Vehicle Sales	450	450	450	450	1,350	450
Revenue Contributions						
Vehicles	140	140	140	140	420	3,500
DRF	2,493	2,200	8,500	13,500	24,200	13,500
General Reserves	-	-	-	-	-	-
Borrowing						
Borrowing for Property Related Projects Capital (Reading)				5,000	5,000	
Third Party Contributions						
S106 or CIL Contributions	150	150	150	150	450	-
ANPR Contributions	-	-	-	-	-	-
Other Contributions	-	-	-	-	-	-
Capital Grants						
General	1,478	1,478	1,478	1,478	4,434	1,478
Specific grants (SECTU, SEROCU or T66)	1,557	-	-	-	-	-
Other government Departments/agency - CTFSO Grant	-	25	150	1,350	1,525	-
Assumed Home Office Funding for ICCS (TBC)	-	-	-	-	-	-
Reserves						
Earmarked Reserves -						
Improvement & Performance Reserve	9,649	1,493	-	-	1,493	-
Risk Management Reserve (Carbon Management)	368	93	-	-	93	-
Other Income						
Safer Roads Partnership	2,581	-	-	-	-	-
Transformation Fund	-	-	-	-	-	-
Property Schemes (borrowing)	-	-	-	-	-	-
Resources Available (inc B/F Capital Reserves)	44,162	12,345	13,948	25,053	51,346	27,928
Total Resources Programme Requires	30,145	26,485	20,960	17,415	64,860	12,138
Shortfall / Surplus in year (shortfall is a negative)	14,018	-14,140	-7,012	7,638	-13,514	15,790
Cumulative funding position (shortfall is a negative)	14,018	-122	-7,134	504	504	16,293

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Report for Decision to the Level 1 Public Meeting on 23rd January 2018

Title: Reserves, Balances and Provisions

Executive Summary:

The report provides information on the level of reserves, balances and provisions currently held and explains how some of these will be applied over the next three years to help support the revenue budget and capital programme.

Recommendation:

The Police and Crime Commissioner (PCC) is asked to:

1. NOTE the levels of reserves and balances currently held.
2. APPROVE the creation of the Optimisation Bias reserve
3. APPROVE the transfer of £12.001m from the Improvement & Performance reserve to the Optimisation Bias reserve
4. APPROVE, in principle, the planned application of reserves over the next three years to help support the revenue budget and capital programme, in particular:
 - a) the proposed drawdown from the Improvement & Performance Reserve as shown in Table 4 in Annex 1.

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL

1 Introduction and background

- 1.1 The Local Government Finance Act 1992 requires the Police and Crime Commissioner (PCC) to have regard to the level of cash reserves needed for meeting estimated future expenditure when calculating the council tax requirement.
- 1.2 Under Section 25 of the Local Government Act 2003, chief finance officers have a duty to report on the robustness of budget estimates and the adequacy of reserves when the PCC is considering his/her council tax requirement.
- 1.3 More recently, the Minister for Police, Fire and Rescue Services now requires all PCCs to be completely transparent in their use of cash reserves over coming years.
- 1.4 Attached at Annex 1 is a detailed report which provides information on the level of reserves, balances and provisions currently held, and explains how these will be applied in coming years to help support the revenue budget and capital programme.

2 Issues for consideration

- 2.1 The PCC needs to ensure that sufficient cash reserves are maintained over the medium to long term to ensure that future planned and unplanned (e.g. one-off emergency) operations and/or events can be funded without having a detrimental impact on normal day to day operational activities.

3 Financial comments

- 3.1 The PCC's policy is to maintain general balances around a guideline level of 3% of the annual net revenue expenditure budget with an absolute minimum of 2.5%. As Table 2 in the Annex shows, general balances are expected to stay above the 3% level throughout the 3 year planning period. The main budget risks that might impact on the level of general balances during 2018/19 are set out in Appendix 1.
- 3.2 The PCC also maintains earmarked reserves and an insurance provision to fund specific initiatives or meet areas of anticipated future spending. Earmarked revenue reserves are planned to reduce from £34.7m on 31st March 2017 to around £14.3m by the end of 2020/21, including £2.1m in the Conditional Funding and SEROCU reserves which are not available to support general operational policing. Further information is provided in paragraphs 13 to 22 in Annex 1 and in Appendix 2.
- 3.3 The insurance provision is currently fully funded and the adequacy of the reserve is assessed annually by a firm of qualified actuaries.
- 3.4 Capital reserves will be largely utilised by the end of the current financial year which means that alternative funding resources will be required to fund future capital investment. Further information is provided in the separate reports on the Revenue Estimates and the Medium Term Capital Plan.

4 Legal comments

- 4.1 The Local Government Finance Act 1992 requires the Police and Crime Commissioner (PCC) to have regard to the level of cash reserves needed for meeting estimated future expenditure when calculating the council tax requirement.

5 Equality comments

- 5.1 No specific equality or diversity issues to report.

6 Background papers

- 6.1 Local Government Finance Act 1992
6.2 LAAP Bulletin 99 – July 2014 – Local authority reserves & balances

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 report has been produced in consultation with the Director of Finance. It is fully consistent with and should be read alongside the Revenue Estimates report and the Medium Term Capital Plan.	PCC Chief Finance Officer
Legal Advice This report meets the requirement of the Local Government Finance Act	Chief Executive
Financial Advice This report meets the requirement of the Local Government Finance Act	PCC Chief Finance Officer
Equalities and Diversity No specific implications arising from this report	Chief Executive

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.

Director of Finance

Date: 12 January 2018

Chief Finance Officer

Date: 12 January 2018

Introduction

1. This report provides information on the estimated level of reserves, balances and provisions currently held and explains how some of these will be applied over the next three years to help support the revenue budget and capital programme.

NATIONAL GUIDANCE

2. In July 2014, CIPFA issued updated guidance on the establishment and maintenance of local authority reserves and balances, setting out the key factors that should be taken in account locally in making an assessment of the appropriate level of reserves and balances to be held.
3. In the written statement that accompanied the Provisional Police Grant report on 19th December 2017 the Minister stated '*You may be aware that police reserves currently stand at around £1.6bn, which compares to £1.4bn in 2011. We will be changing guidance to PCCs to ensure that police officers and the public have access to more detailed information on how PCCs intend to use this public money.*' This report complies with the new Ministerial requirement.

GENERAL REVENUE BALANCES

Background

4. In order to assess the adequacy of unallocated general reserves (otherwise known as general balances) when setting the budget the PCC, on the advice of the two chief finance officers, should take account of the strategic, operational and financial risks facing the authority. This assessment of risk should include external risks, such as flooding, as well as internal risks, for example the ability to deliver planned efficiency savings.
5. Table 1 examines how Thames Valley Police (TVP) currently complies with the 7 key CIPFA principles to assess the adequacy of reserves.

Table 1: Compliance with the 7 key principles

Budget assumptions	Current situation in Thames Valley
The treatment of inflation and interest rates	<p>TVP makes full and appropriate provision for pay and price rises. We have provided for future pay awards at 2% per annum and general inflation is linked to CPI.</p> <p>An informed assessment is made of interest rate movements.</p> <p>All individual expenditure and income heads in the revenue budget are prepared and published at estimated outturn prices.</p>
Estimates of the level and timing of capital receipts	TVP makes a prudent assumption of future capital receipts. Attached at Appendix 3 is a schedule of planned receipts over the next 3 financial years
The treatment of demand led pressures	<p>The Force is required to operate and manage within its annual budget allocation.</p> <p>The Chief Constable retains 2 central reserves to help finance large scale or corporate operations or issues. These are the 'Major</p>

	<p>Operations Reserve’ and the ‘Tasking Fund Reserve’. In addition the CCMT also holds a small reserve to deal with day to day changes in demand and pressure.</p> <p>The Force has been able to accommodate the additional costs arising from the various major incidents over the last 10 years without asking the PCC for additional reserve funding.</p> <p>The Force has already identified £12.8m of cash savings which will be removed from the budget over the next three years (2018/19 to 2020/21). This is over and above the £99m of cash savings that have been removed from the base budget in the last seven years (i.e. 2011/12 to 2017/18). This cumulative level of budget reduction (at least £112m) will inevitably mean that operational budgets will come under even greater pressure and/or risk of overspending in future years.</p> <p>Some government grants (e.g. DSP) are announced annually in advance and are cash limited. Any new policing pressures arising during the year will have to be funded from TVP’s own resources.</p> <p>TVP has created a number of earmarked revenue reserves to help finance specific, ad-hoc, expenditure commitments. Appropriations are made to and from these reserves on an annual basis, as required.</p> <p>Finally, general balances are used as a last resort to manage and fund demand-led spending pressures.</p>
<p>The treatment of planned efficiency savings/productivity gains</p>	<p>The Force has consistently achieved its annual efficiency target.</p> <p>Although the £10.5m of planned productivity strategy savings removed from the budget in 2017/18 will not be fully achieved in-year, expectations are that they will be delivered in 2018/19, The MTFP has been updated accordingly. Savings elsewhere in the revenue budget have been identified to cover any shortfall and an underspend is forecast.</p> <p>As explained above, over £99m of cash savings has already been taken out of the base budget with a further £12.8m required over the next three years.</p>
<p>The financial risks inherent in any significant new funding partnerships, collaboration, major outsourcing arrangements or major capital developments</p>	<p>The financial consequences of partnership collaboration working, outsourcing arrangements or capital investment are reported to the PCC as part of the medium term planning process. Where relevant, any additional costs are incorporated in the annual revenue budget and/or capital programme.</p> <p>As explained in the separate report on the</p>

	<p>Medium Term Capital Plan a new Optimisation Bias Reserve is being created which will hold sufficient funds to mitigate against cost and time over-runs for major capital investment projects. The value of this fund will be reassessed on a regular basis to ensure it remains at an appropriate level for the size, scale and complexity of the approved capital programme.</p> <p>There is clearly a risk that local authority partners will continue to withdraw funding as their own budgets are squeezed, or that the continued financial viability of private sector commercial partners will be exposed to risk in the face of an economic recession.</p>
<p>The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions</p>	<p>TVP has created a number of earmarked revenue reserves and provisions to meet specific expenditure items. These are referred to in more detail below.</p> <p>TVP maintains an insurance provision; the adequacy of which is determined annually by a firm of qualified insurance actuaries.</p> <p>The access criteria for special grants state that PCCs may be required to fund up to 1% of their net budget requirement themselves before Government considers grant aid. This applies on an annual basis.</p>
<p>The general financial climate to which the authority is subject.</p>	<p>On 19th December 2017 the Home secretary announce that core police grants would be maintained at the same cash level as in 2017/18 and that PCCs would be allowed to increase their council tax precept by up to £12 a year for a band D property. Subject to meeting national targets on efficiency and productivity the same funding settlement will also apply in 2019/20. .</p> <p>General inflation in the UK is higher than in recent years. CPI is currently 2.8% (Nov 2017). RPI is slightly higher at 3.9%.</p> <p>The 2017 police officer pay settlement included a non-consolidated 1% bonus. This cost £0.9m in 2017/18. The full year effect in 2018/19 is £0.65m.</p> <p>Base rate was increased for the first time in over a decade in November, raising it from 0.25% to 0.5%. The Governor of the Bank of England has indicated that any future increases will be minimal and gradual.</p> <p>The 3 year medium term financial plan reflects our local 'best estimate' of future inflation rates and increases in government grants and contributions.</p>

6. General balances are required to cover financial risks and uncertainties such:
 - unforeseen emergencies, such as a terrorist incident or major investigation;
 - changes in the demand for policing;
 - managing the timing of making savings;
 - costs of national programmes; and
 - uneven cashflows
7. Home Office special grant rules require us to fund the first 1% of net revenue expenditure for each incident before we can submit a claim for financial assistance. As such, in an organisation the size of Thames Valley, with a net budget in excess of £405m, the current policy is to maintain general balances around a guideline level of 3% of annual net revenue expenditure budget, with an absolute minimum level of 2.5%. This is felt to be an appropriate percentage and cash sum.
8. The current and forecast level of general balances is set out in Table 2 below.

Table 2: Predicted level of general balances

	£m	% of 2018/19 Draft Budget
Balance as at 31 March 2017	18.091	4.46%
Adjustment for late notification of c/tax changes	0.039	
Additional bank holidays	- 0.215	
Forecast revenue underspend 2017/18	0.455	
Forecast balance as at 31 March 2018	18.370	4.53%
Fewer bank holidays	0.215	
Fund police officer non-consolidated pay award	- 0.650	
Forecast balance as at 31 March 2019	17.935	4.42%
Forecast balance as at 31 March 2020	17.935	4.42%
Forecast balance as at 31 March 2021	17.935	4.42%

Commentary of the Table

9. The current forecast level of general balances at 31 March 2018 is £18.370m which equates to 4.53% of the net revenue budget requirement in 2018/19. There are proposals to use some of this money in 2018/19 to help fund one-off costs (e.g. the non-consolidated pay award) but the overall level remains above the agreed 3%. This is a healthy position to be given the planned reduction in earmarked reserves and the very difficult operational environment that the force continues to operate in.

Risk and Sensitivity Analysis

10. Attached at Appendix 1 is the Risk and Sensitivity Assessment for General Balances for 2018/19. This provides the PCC with more accurate, timely and risk based information on the type of issues that may have significant potential implications for the level of general reserves held, both now and in the near future.
11. The Appendix has been produced in accordance with the Force Risk Model and scores the likelihood of each risk occurring, and the impact that it would have on the level of general balances currently held, on a scale of 1-5 (with 5 being 'high risk' / 'high impact', respectively). The two scores are then multiplied to provide an aggregate risk score. The risks in the Appendix are ranked in order, with high risk, high impact issues being shown at the top of the list.

12. The two biggest risks are (1) that the additional costs of one-off operational incidents or in-year emergencies cannot be contained within budget or be fully grant funded by Government and (2) that the Force fails to contain expenditure within agreed annual budget limits, including unfunded national pay increases.

EARMARKED REVENUE RESERVES

13. The predicted position at 31 March 2018 for each earmarked revenue reserve - which has a specific purpose and particular timescale for its expenditure - is shown in Table 3 below.
14. The predicted annual movement in each reserve over the next 4 years (including 2017/18) is shown in Appendix 2. This shows that by the end of 2020/21 the overall level of earmarked reserves will be £14.3m, including £2.1m in the Conditional Funding Reserve and the SEROCU which are not available to help with general operational policing.

Table 3: Earmarked reserves

Reserve	Balance at 1 April 2017 £m	Predicted Movement in year £m	Forecast Balance 31.3.18 £m	Purpose of Reserve
Risk management reserve	0.461	- 0.368	0.093	To help 'pump prime' future risk management or carbon reduction initiatives.
Transport reserve	0.265	- 0.197	0.068	TVP share of the Chiltern Transport Consortium (CTC) reserves
Improvement and Performance reserve	26.300	- 22.070	4.230	Used to help fund one-off initiatives such as capital investment and property maintenance
Optimisation Bias	0.000	12.001	12.001	To fund any cost over-runs on the capital programme
Insurance	1.175	- 1.074	0.101	Funds held in case insurance provision proves inadequate to meet known liabilities
Community safety	0.149	0.117	0.266	To fund the PCC's community safety initiatives
Sub-total	28.350	- 11.591	16.759	
SEROCU	0.665	- 0.181	0.484	Provision held on behalf of the hosted regional organised crime unit to support infrastructure investment and risk management against in year grant cuts.
Conditional Funding reserve	5.706	- 2.626	3.080	The Force is actively engaged in a number of projects which are funded by government grants, contributions from partner bodies and other agencies. Income received can only be spent on the specified purpose.
Total	34.721	- 14.398	20.323	

Commentary on Table 3 and Appendix 2

15. The **Risk Management Reserve** is being used to fund one-off expenditure items in the capital programme in 2017/18 and 2018/19. It will then be fully utilised and the reserve will be closed.
16. The **Chiltern Transport Consortium Board** has agreed to limit its reserves to 3% of the devolved recharge for each force. The CTC is currently forecasting an overspend in 2017/18 which will be funded by an appropriation from this reserve.
17. The **Improvement & Performance (I&P) Reserve** is being used to fund essential one-off expenditure items which will improve performance or deliver efficiency savings. The special grant income from Operation Hornet (£1.992m) will be paid into this reserve, but £12.001m is being transferred to the new Optimisation Bias reserve. The remaining balance of £14.1m will be largely applied in full over the next three

years to fund one-off expenditure items in the revenue budget and capital programme, as shown in Table 4 below, leaving a small residual balance of £0.99m.

Table 4 – Proposed drawdown from the I&P Reserve

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Opening balance	26.300	4.230	0.998	0.154
Add special grant income from Op Hornet	1.992			
Transfer to the Optimisation Bias reserve	-12.001			
Kingfisher Court electricals		- 0.200		
Lodden Valley – lighting / asbestos		- 0.165		
Maidenhead – lighting / asbestos		- 0.415		
Newbury heating			- 0.130	
Meadow House air conditioning			- 0.440	
Temp CRED staff	- 0.770			
Force change initiatives	- 0.150			
UCI public enquiries	- 0.197	- 0.197		
ICT 2020	- 0.309			
ICT rationalisation	- 0.986	- 0.762	- 0.274	- 0.055
Capital programme	- 9.649	- 1.493		
Annual drawdown to fund one-off items	-12.061	- 3.232	- 0.844	- 0.055
Closing balance	4.230	0.998	0.154	0.099

18. HM Treasury guidance on capital projects recognises that there is the potential for project costs to exceed the initial assessment. This is called **Optimisation Bias** and relates to any project type, although it can be particularly impactful when relating to the development of new technology. The value of this reserve will be assessed on a regular basis to ensure it remains appropriate given the scale and complexity of the medium term capital plan. Given that the size of the annual capital programme is likely to reduce beyond 2020/21, the value of the reserve should also fall in value.
19. The **Insurance Reserve** is being held as a contingency against future increases in premiums and/or increases in the value of assessed insurance liabilities (see paragraphs 23 to 25 below). Up to £1.074m may be required to fund the increase in actuarially assessed insurance liabilities as at 31st March 2018. Please see paragraphs 24 and 25 below.
20. The **Community Safety Reserve** will enable the PCC to invest in one-off community safety initiatives such as the Hate Crime campaign and also help fund the new victim service redesign. The fund will increase in value during 2017/18 due to underspends within the OPCC, but we plan to increase spending on community safety initiatives, in support of the Police and Crime Plan, by £0.1m in both 2018/19 and 2019/20.
21. The **SEROCU Reserve** is held on behalf of the regional organised crime unit and is for future development and investment in regional infrastructure in support of the unit, as well as being held to also support potential in year shortfalls in central grant allocations.
22. The **Conditional Funding Reserve** holds monies that can only be spent on specific purposes; it is not available to general operational policing. There are plans to spend monies of new digital safety cameras and other safer roads initiatives during 2017/18 which reduce the value of the fund considerably.

PROVISIONS

23. The CIPFA Statement of Recommended Practice is prescriptive about when provisions are required (and when they are not permitted). Basically, a provision must be established for any material liabilities of uncertain timings or amount, to be settled by the transfer of economic benefits. In accordance with this statutory guidance the Thames Valley Police has established the following provision.

Insurance

24. A revenue provision exists for meeting ongoing claims under a self-insurance scheme. The insurance provision has recently been valued by our actuary, Marsh, Their provisional assessment of total liabilities as at 31st March 2018 is £8.08m which is £1.074m higher than the existing provision at 1st April 2017.
25. As part of the closedown process for 2017/18 officers will monitor and compare the actual fund size with the assessed liability. For planning purposes at this stage it has been assumed that the full difference of £1.074m will be required, which reduces the insurance reserve to just £0.101m

CAPITAL BALANCES

26. In addition to the earmarked revenue reserves and insurance provision referred to above, we also maintain three capital reserves. These are used to help finance the 3 year capital programme.

Capital grants unapplied

27. Each year we receive an allocation of capital grant from the Home Office to help finance our capital investment plans. Unlike some other grants, which can only be used for a specific purpose or have to be spent within a particular timeframe, this grant is very flexible in that it can be applied to fund our general capital programme and can be carried forward, without penalty, until it is required to finance capital expenditure.
28. The fund balance as at 1st April 2017 was £8.769m, but this will be largely utilised during 2017/18 to help finance the capital programme.
29. Future capital investment beyond 2020/21 will largely be dependent on revenue contributions, capital receipts and borrowing for new building projects.

Capital receipts

30. There are three main sources of capital receipt in Thames Valley.
- Sale of police houses
 - Sale of operational police properties to deliver the Asset Management Plan
 - Income from the sale of police vehicles is used to fund their replacements
31. The latest schedule of planned disposals and their estimated value is attached as Appendix 3.
32. To avoid having to pay 51% of all interest earned on the investment of capital receipts to the Government - as part of the loan charges grant calculation - capital receipts are applied to finance the capital programme as soon as they are received.

CONCLUSIONS

33. Current policy is to maintain revenue general balances close to an operational guideline level of 3.0% of the net annual revenue budget, with an absolute minimum level of 2.5%. The latest estimate of general balances at 31st March 2018 is £18.4m which equates to 4.5% of the draft revenue budget in 2018/19. At present a relatively small amount of money is required to fund one-off initiatives in 2018/19 but, based on current planning assumptions, the level of general balances should stay above the 3% guideline level through to 2020/21. This is an acceptable and appropriate position to be in as we continue the prolonged period of fiscal tightening and do not know, at this stage, the exact level of government grant support that we will receive in future years (i.e. beyond 2019/20).
34. Appendix 1 shows that there are a number of risks that may impact on the level of general balances currently held. There are two risks with a score of 8:
 - the additional costs of one-off operational incidents or in-year emergencies cannot be contained within budget or be fully grant funded by Government
 - the Force is unable to deliver, in full, the £2.5m of planned cash savings to be removed from the base budget during 2018/19
35. We have created a number of earmarked revenue reserves and an insurance provision to help fund specific initiatives or meet areas of future spending. In the main these are being applied over the next 3-4 years to finance one-off revenue and capital investment initiatives. Based on current planning assumptions, earmarked reserves will reduce from £34.7m on 31st March 2017 to just £14.3m at 31 March 2021, including £2.1m in the Conditional Funding Reserve and the SEROCU which are not available to fund general police expenditure. The application of these reserves will clearly be reviewed on an annual basis in light of current budgetary pressures and demands.
36. Based on current planning assumptions the 'Capital Grants Unapplied' reserve will be largely utilised by the end of the current financial year.

Background Papers

CIPFA LAAP Bulletin 99 – July 2014 “Local authority reserves and balances”

Risk and Sensitivity Assessment for General Balances in 2018/19

	RISK DESCRIPTION	RISK ASSESSMENT			SENSITIVITY
		Likelihood	Impact	Total	
1	The additional costs of one-off operational incidents or in-year emergencies cannot be contained within budget or be fully grant funded by Government	2	4	8	Home Office access criteria for special grants imply that the PCC will have to fund up to 1% of his net revenue budget (i.e. circa £4.0m) of these one-off costs from his own resources on an annual basis. Mitigating 2017/18 force operational contingency budgets held are approx: ➤ Major Operations £0.53m ➤ Tasking & Coordinating £0.59m
2	The Force fails to contain expenditure within agreed annual budget limits, including unfunded national pay increases	2	4	8	Continued monitoring and scrutiny arrangements and medium term financial planning.
3	The Force is unable to deliver, in full, the £2.6m of planned cash savings to be removed from the base budget during 2018/19	2	3	6	The residual risk is that we won't deliver the full £2.6m e.g. a couple of £m shortfall or slippage
4	The one-off cost of delivering ongoing savings, e.g. redundancy costs, termination of contracts, etc. cannot be contained within existing budgetary provisions	2	2	4	The PCC maintains the Improvement & Performance Reserve which can be used to help fund one-off costs such as redundancies, property and ICT adaptations. However, to date these costs have been contained within the annual revenue budget.

Risk Impact' Scoring Table

APPENDIX 1A'

Factor	Score	Political	Economic	Social	Technology	Environmental	Legal	Other Organisational
Guidance on criteria		Ability to respond to HMIC / Audit Commission/ Police Authority & Home Office performance requirements, including Partnership Objectives and potential damage to reputation if not met	Level of funding and Resources	Human Rights – diversity and the damage to reputation if requirements not met / adhered to.	Examples are: all communications equipment, IT infrastructure, hardware & software. Plus any forensic capability that uses technology	Breach of legislation & / or damage to environment through contamination or pollution with potential for legal action against TVP	Health & Safety legislation and regulations. Plus personal safety and all other relevant legislation.	Ref protective marking guide 2007 relating to Public Order; safety; law enforcement & infrastructure etc
Very Low	1	Failure to meet individual operational target	Up to £100.000	Minor contravention of internal policies.	Minor ICT project delay	Insignificant impact on the environment – no breach of legislation	Local incident – local review no legal or regulatory breaches	Protect Data Loss / compromise /misuse resulting in ltd impact on personal human rights or operational activity
Low	2	Failure to meet a series of operational targets – adverse publicity	Between £100.000 and £500.000	Increasing numbers in minor contravention of internal procedures.	Short term loss of non critical ICT	Minor impact on the environment with no lasting effects – no breach of legislation	Minor incident – review protocols No adverse publicity	Restricted Data loss/compromise/ misuse resulting in limited impact to personal human rights or operational activity
Medium	3	Failure to meet a critical target – impact on an individual performance indicator - adverse internal audit report prompting timed improvement / action plan.	Between £500.00 and £1 million	Medium impact incident. Appears in local media	Longer term loss of non critical ICT	Minor impact on the environment with some short term effects – potential breach of legislation	HSE involved in significant incident. Civil litigation receiving adverse publicity and financial cost to the Force.	Confidential Data loss /compromise/misuse causing embarrassment & loss of trust in the force & an adverse impact on personal rights or operational activity
High	4	Failure to meet a series of critical targets – impact on a number of performance indicators – adverse external audit report prompting immediate action. Highlighted in the local media.	Between £1 million and £10 million	High impact incident. Appears in national media once	Prevention of access to intelligence placing prosecutions at risk including front line officers/staff.	Serious impact on environment with immediate and medium to long term effects – breach of legislation / local media attention	Temporary HSE intervention due to major incident. Force is prosecuted and fines. Intervention by Police Authority	Secret Data loss/compromise/ misuse resulting in serious reputational damage to the force & a severe impact to personal human rights (threat to life) or operational activity
Very High	5	Failure to meet a majority of local and national performance indicators – possibility of intervention / special measures. Picked up in the national media	Greater than £10 million	High impact incident(s) or high no of officers / staff taken to court under Human Rights / Diversity legislation. Appears in national media consistently	Damage to critical systems including loss of 999 service	Significant long-term impact on environment – breach of legislation leading to prosecution & reputation damage	Potential Corporate manslaughter charge. HSE close with adverse report Home office intervention. Taken to court by European Commission.	Top Secret Data loss/compromise /misuse resulting in sustained reputational damage to the force, impact upon national security & a serious breach of personal human rights (widespread threat to life) or operational activity

'Likelihood' Scoring Table

Risk Likelihood	Score	Probability or Likelihood of Occurrence within the next 12 months
Highly Unlikely	1	Virtually impossible to occur (0 to 5% chance of occurrence)
Unlikely	2	Very unlikely to occur (6 to 20% chance of occurrence)
Possible	3	More likely not to occur (21 to 50% chance of occurrence)
Likely	4	More likely to occur than not (51% to 80% chance of occurrence)
Highly Likely	5	Assume almost certain to occur (81% to 100% chance of occurrence)

Appendix 2

Summary of revenue and capital balances

	Balance 31.3.17 £m	Forecast Balance 31.3.18 £m	Forecast Balance 31.3.19 £m	Forecast Balance 31.3.20 £m	Forecast Balance 31.3.21 £m
GENERAL REVENUE BALANCES	18.091	18.370	17.935	17.935	17.935
% of draft 2018/19 Net Revenue Budget	4.46%	4.53%	4.42%	4.42%	4.42%
EARMARKED REVENUE RESERVES					
Risk management reserve	0.461	0.093			
Transport reserve	0.265	0.068	0.068	0.068	0.068
Improvement and performance reserve	26.300	4.230	0.998	0.154	0.099
Insurance fund	1.175	0.101	0.101	0.101	0.101
Community safety	0.149	0.266	0.166	0.066	
Optimisation Bias	0.000	12.001	12.001	12.001	12.001
Sub-total	28.350	16.759	13.334	12.390	12.269
SEROCU	0.665	0.484	0.484	0.484	0.484
Conditional Funding reserve	5.706	3.080	2.580	2.080	1.580
Total Earmarked Revenue reserves	34.721	20.323	16.398	14.954	14.333
TOTAL REVENUE RESERVES	52.812	38.693	34.333	32.889	32.268
CAPITAL RESERVES					
Capital receipts	7.022				
Capital grants	9.825	0.422			
3rd party capital contributions	0.043				
Section 106 monies	0.475	0.325	0.175	0.025	
Total Capital Reserves	17.365	0.747	0.175	0.025	
Insurance provision	7.006	8.080	8.080	8.080	8.080
TOTAL CASH RESERVES	77.183	47.520	42.588	40.994	40.348

Forecast Capital Receipts

	Asset Management Plan £m	Housing £m	Equity loan repayments £m	Vehicles £m	Total £m
2018/19	5.281	0.735	0.300	0.450	6.766
2019/20	1.300	1.480	0.300	0.450	3.530
2020/21	2.300	0.385	0.300	0.450	3.435
Total	8.881	2.600	0.900	1.350	13.731

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Thames Valley OPCC Strategic Delivery Plan 2017/18 (as at 11.01.2018)

Business Areas: This Office of the Police and Crime Commissioner (OPCC) Strategic Delivery Plan update captures the activities and progress of the OPCC in support of delivering the PCC's Police and Crime Plan 2017-2021

OPCC Business Areas which support delivery of the PCC's Police and Crime Plan 2017-2021

Business Area 1: Communications, PR & Engagement							
<u>OPCC activity & progress update</u>							
Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
1.1	Develop and implement a calendar of communications activities addressing key Police and Crime Commissioner (PCC) priorities throughout the year.					Actions 1.1 & 1.2 now merged and superseded by a new replacement Action 1.12, below	
1.2	Develop and implement a calendar of engagement events at which to improve public awareness of the role of the PCC, activity to deliver the Police and Crime Plan and Victims First.					Actions 1.1 & 1.2 now merged and superseded by a new replacement Action 1.12, below	
1.3	Continue to develop and promote the 'Victims First Portal' to increase public knowledge of the impact of victimisation and increase access to support.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> The VF Portal will be reviewed before launch of the hub to ensure consistent messages Working with TVP Corporate Comms to ensure Victims First is relevant in Force communications There have been 7,000 visits to the website with 75 victim referrals. 	
1.4	Develop and communicate 'Safe Locations' Strategy to provide a network of accredited information points and champions to improve communication with and access to support for vulnerable people.	2	Mar 2018	SM	CH	Actions 1.4. & 1.6 now merged and superseded by a new replacement Action 1.13, below	

1.5	Implement fraud awareness initiatives with elderly and other vulnerable groups via roll out of the "Safe Locations' strategy	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> OPCC Comms Support Officer now recruited - Safer Locations work commencing via partner engagement and outline of strategy. 	
1.6	Identify and accredit 3rd Party Reporting Centres for Hate Crime under 'Safe Locations' strategy to improve reporting and access to support for victims of Hate Crime.					Actions 1.4. & 1.6 now merged and superseded by a new replacement Action 1.13, below	
1.7	Develop a programme of activities which involve use of the PCC's 'Let's Hate Hate' campaign to help improve Hate Crime awareness and reporting	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> The campaign has been publicised at events (e.g. Force Open Day) and been promoted digitally and offline. Promotion during Hate Crime Awareness week in October. Marketing material has been sent to LPA's, Parish Councils and local community groups to raise awareness. OPCC Comms Support Officer now recruited - Hate Crime awareness is key priority of Safe Locations strategy. 	
1.8	Develop and roll out Domestic Abuse (DA) campaign to increase opportunities for early intervention and prevention.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> Camden Council's coercive control campaign will be utilised by the OPCC in May/June 2018. Clare's Law will be developed through an off-shoot of the coercive control campaign and other new materials - going live in Feb/Mar. 2018 	
1.9	Develop and implement engagement to inform PCC policy development, particularly focussing on Black and Minority Ethnic groups (BME), Young and Elderly people.	2	Mar 2018	SM	CH	<p>Action 1.9 now deleted due to being superseded and replaced by other on-going work and/or to avoid duplication of effort elsewhere, e.g.</p> <ul style="list-style-type: none"> OPCC development of Victim First Touchpoints (links to Action 1.13) OPCC development of BAMER work (links to Action 3.11) TVP developing its own engagement with children & young people (based on outcomes of OPCC survey that informed the new 5 Year Police & Crime Plan) 	
1.10	Develop and communicate, with police and partners, public awareness of Cybercrime.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> PCC's 10% CSF top-slice being used to support targeted priorities - including cybercrime (links to Action 3.10). PCC will promote cybercrime projects once these are up and running. 	

1.11	Review process for publishing progress against the Police and Crime Plan 2017-2021.		Dec 2017	SM	CH	<ul style="list-style-type: none"> • Recent meeting with the Force to identify how the Delivery Plan can be more demonstrably aligned to PCC's 5 Year Plan - Force are progressing this. • OPCC working with its website designer to create an 'infographic' which can be updated to show delivery progress against the Strategic Priorities and Key Aims included in the PCC's 5 Year Police and Crime Plan (and can be downloaded for other reports). • Links to Action 5.3 - ongoing 'Review and update of the OPCC Performance Monitoring Framework' 	
1.12	Implement the 2017 Communication Strategy.	2	Mar 2018	PCC/ DPCC	CH	<ul style="list-style-type: none"> • OPCC is actively promoting a range of priorities within the Police and Crime Plan (e.g. Hate Crime week) • Opportunities for linking PCC and Dep PCC engagement events to organisational funding are being actively explored and pursued. 	
1.13	Develop a Victims First marketing strategy.	2	Mar 2018	SM	CH	<ul style="list-style-type: none"> • This is currently being developed and will incorporate plans for the Victims First 'Touchpoints'. 	

Business Area 2: Partnerships

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
2.1	Ensure Thames Valley Police (TVP) develop and implement new automated TVP victim referral pathways into PCC-funded victims' services, to replace Automatic Data Transfer (ADT), by end March 2018.		Mar 2018	PCC	SM	<ul style="list-style-type: none"> A new option has been identified but is subject to Apricot Software information assurance from TVP (links to Action 3.1) OPCC to purchase audit tool to address security concern. 	
2.2	Review and agree new Community Safety Fund (CSF) formula and implementation plan to begin in April 2018.		Oct 2017	PH	IT/SM	<ul style="list-style-type: none"> The Home Office has deferred further work on the development and implementation of a proposed new Police Grant funding formula until 2018 at the earliest. In these circumstances, the local review of the PCC's CSF formula will also be deferred for at least 12 months. 	
2.3	Improve accountability of Local Authorities' Community Safety Fund (CSF) allocations and spending.		Mar 2018	PH	JK	<ul style="list-style-type: none"> All 2017/18 Mid-year reviews received and signed off Nov 2017 	
2.4	Develop and implement approaches to improve engagement with Local Authority areas and Local Partnerships (e.g. Health and Wellbeing Boards, Safeguarding Boards, Community Safety Partnerships, Youth Offending Teams).	1 - 2	Mar 2018	PCC/ DPCC	SM	<ul style="list-style-type: none"> Discussion on PCC 'liaison posts' (or alternative - see next bullet point) is on hold. A new OPCC Policy Development Officer will be in post by Feb 2018 TV-wide partnership forums to be identified, together with OPCC engagement needs & requirements; frequency of meetings; level of OPCC staff time and resource commitment; benefits and costs of engagement, to inform options Deputy PCC is progressing supporting engagement with partners to represent and develop links with the PCC: <ul style="list-style-type: none"> Setting up meetings with all Local Authority members of the Police & Crime Panel to talk to them individually about their priorities and our partnership working (with links to CSP's) 	

						<ul style="list-style-type: none"> ○ Meetings with Local Authority Leaders, plus annual council presentations (with PCC) ○ Requested to be co-opted onto each of the 9 Health & Wellbeing Boards ○ Development with Safeguarding Boards on hold - subject to progress with H & W Boards and wider capacity issues. 	
2.5	Ensure greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.	4	Mar 2018	SM	JK	<ul style="list-style-type: none"> ● The first Prevent Virtual Learning Group Newsletter sent 21 Sept and second Newsletter sent 17 December ● There are currently 24 subscribers from across the 3 counties. Longer-term aim is for a 'virtual network' (owned by the OPCC) to be set up for all users. ● OPCC organised and supported the training of 6 new WRAP ('Workshop to Raise Awareness around PREVENT') facilitators for Oxon CSP (12 Oct) ● OPCC organised and supporting training of staff at Reading Borough Council on (10 Jan) 	
2.6	Utilise PCC Chairmanship of TV Local Criminal Justice Board (LCJB), and engage with key Delivery groups, to encourage more joined-up criminal justice system.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> ● Delivery Groups assigned to relevant Policy Officers. ● Task & Finish group set up to develop Domestic Violence (DV) perpetrator programme funded from PCC's CSF 10% top slice (links to Action 3.10). First group goes live in Jan 2018 ● PCC chairmanship of LCJB is due to end in January 2018 	

Business Area 3: Commissioning and Contract Management

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
3.1	Plan a co-located 'Victims First/Witness Care Unit Hub' to replace the Victim Support 'Victim Assessment & Referral Centre' (VARC), support counselling coordination and other agreed central support functions, by Apr 2018.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> • Hub has key operational functions in place (e.g. premises to operate from, resources, policies and procedures). • Operational manual drafted • Completion of Action is subject to resolving a database security assurance issue (links to Action 2.1) 	
3.2	Implement Thames Valley Specialist Counselling Service Plan, including full use of 'Apricot' Case Referral Management (CRM) system	1	July 2017	SM	EF	<ul style="list-style-type: none"> • Application process remains open for counsellors seeking approved status - two induction days planned in Jan & Feb. 2018 • Week commencing 23 Oct, a new hyperlink was issued and is now being fully utilised to enable PCC commissioned victim services and TVP Special Trained Officers which allow referrals to be made directly onto Apricot CRM • Improvements to Apricot CRM to capture contact and contact attempts • Hate Crime referrals will be incorporated as part of the Victims First Hub service 	
3.3	Procure replacement for Victim Support's 'Local Support Service' giving universal (non-intensive) support provision across Thames Valley by Apr 2018.	1	Oct 2017	PCC	SM	<ul style="list-style-type: none"> • Tender closed early Dec 2017 • Identified preferred provider on 20th Dec. • Contract formally awarded to Thames Valley Partnership on 10th Jan 2018. • Implementation and consultation period prior to TUPE ('Transfer of Undertakings Protection of Employees') handover • New service going live 1 Apr 2018 (links to Action 3.5). 	

3.4	Agree and negotiate any contract extensions for existing PCC funded specialist victims' services which are scheduled to be re-tendered in 2018.	1	Sep 2017	SM	WW	<ul style="list-style-type: none"> • SAFE! (young victims service) contract extension discussions progressing - contract extension letter sent. • Independent Sexual Violence Advisory (ISVA) service contract extension signed and returned • Restorative Justice (RJ) contract agreed in principle 	
3.5	Procure or deliver replacement services to support victims of any services <u>not</u> receiving a contract extension after 2018.	1	Mar 2018	PCC	SM	<ul style="list-style-type: none"> • Victim Support Local Support Service (LSS) will be replaced with Emotional Support and Advocacy (ESA) Service (links to 3.3). • A joint streamline model with 2 new Restorative Justice contracts has been proposed (contracts not yet signed) • Approval given to a single provider to provide a exploitation and complex needs victim support service as a pilot for 1 year. REHAB will provide this service across the whole of TV from 1 April (links to Action 3.8) 	
3.6	Agree and manage interim year Domestic Violence funding arrangements and projects.	3	Aug 2017	SM	WW	<ul style="list-style-type: none"> • Working with TV Local Authority commissioners for future collaboration with pooled budgets from 2018 (links to Action 3.9) <ul style="list-style-type: none"> ○ Oxon - bid awarded to Refuge ○ Berks - out to Tender ○ Bucks - arrangements in place. ○ All Black, Asian, Minority Ethnic and Refugee (BAMER) victim support service posts are in place. ○ Medium Risk Strategic Planning being progressed. 	
3.7	Agree and manage interim year arrangements for supporting victims of Hate Crime	2	Apr 2017	SM	CH	<ul style="list-style-type: none"> • OPCC has taken over helpline (and 3rd party reporting), website and App (same phone numbers and addresses maintained). • Post advertised to support Victims First service and Safer Locations strategy roll-out, including development of 3rd Party Reporting Centres. 	(C)
3.8	Agree and manage interim year arrangements for supporting victims of exploitation and modern slavery through the Independent Trauma Advisor (ITA) service	1	May 2017	SM	SM	<ul style="list-style-type: none"> • Approval given to a single provider to provide exploitation and complex needs as a pilot for 1 year. REHAB will provide this service across the whole of TV from 1 April (links to Action 3.5) • Budget identified - engaging with modern slavery networks and exploring local providers (links to Action 3.9) 	

3.9	Agree a commissioning strategy for future PCC investment in specialist victims' support services (e.g. co-commissioning opportunities, 'satellite hubs', integrated services)	1 - 3	Sep 2017	PCC	SM	<ul style="list-style-type: none"> • Interim plans are evolving to continue to provide specialist services alongside existing model. • Discussions taking place in various forums about change in longer term to services based on vulnerability or needs (low level versus complex) rather than crime type. • Co-commissioning opportunities for DV have been explored with Local Authority and Clinical Commissioning Groups (CCG) DV commissioners at meeting on 22 May 2017. Expressions of interest received from most areas - now being progressed with Oxon, Bucks, Slough and West Berks (links to Action 3.6) • Consideration being given to pilot wider ITA services - currently looking at providers (links to Action 3.8).
3.10	Agree, procure and manage projects funded by PCC's retained 10% CSF top-slice budget.	1 - 5	Jun 2017	PH	SM	<ul style="list-style-type: none"> • Delay in DV perpetrator scheme (£100,000 budget allocation) - now postponed to Jan/Feb 2018 (links to Action 2.6) • Female Genital Mutilation (FGM) (up to £100,000 budget allocation) and Cybercrime (up to £100,000 budget allocation) grant funding bid process for 2017/18 now completed (FGM links to Action 4.1; Cybercrime links to Action 1.10) • Now planning for top-slice 2018/19 (SMG agenda - Jan 2018)
3.11	Implement and manage the successful OPCC 'Black, Asian, Minority Ethnic and Refugee (BAMER) Project' bid in respect of the Home Office 'Violence Against Women and Girls Service' (VAWG) Transformation Fund scheme.	1 & 3	Jun 2017	SM	WW	<ul style="list-style-type: none"> • Successful BAMER bid to the VAWG fund (£400k awarded) - being managed by the OPCC. • BAMER Board now established with terms of reference and risk register in place • BAMER strategic post being recruited by Oxon. • BAMER outreach posts being recruited by LPAs.
3.12	Establish audit methodology and arrangements for improved oversight of PCC commissioned or grant funded local and specialist victims' services		Oct 2017	SOG	SM	<ul style="list-style-type: none"> • Audit processes have been tested • Tools provided by IA Team - opportunity to test due diligence going forward. • Audit plan in place (WW) - this will start again from April 2018

Business Area 4: Policy Development

OPCC activity & progress update

Ref.	Actions	Links to Strategic Priority	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
4.1	Develop skills of staff to inform long-term 'scanning' capability of OPCC regarding current, new and emerging policing and crime issues and trends		Mar 2018	SOG	SM	<ul style="list-style-type: none"> OPCC representation (SM) on TVP Journal Editorial Board - opportunity to shape Masters research on the Force (PCC sponsorship with focus on Futures) OPCC (GE) developing a Futures/horizon scanning model - initially for use within OPCC Policy Team. 	
4.2	Consider and support development of a Thames Valley Female Genital Mutilation (FGM) strategy.	2	Mar 2018	SM	WW	<ul style="list-style-type: none"> Projects in place with appropriate reporting from those funded FGM bids FGM Strategy Group took place on Oct 27th - next meeting 13 Mar 2018 (links to Action 3.10). 	
4.3	Consider and implement agreed recommendations from OPCC review of the Domestic Abuse pathway.	3	Mar 2018	SM	WW	<ul style="list-style-type: none"> Published - now available. 	(C)
4.4	Develop a Business Case for the possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC: <ol style="list-style-type: none"> i. Allocation of project budget ii. Appointment of consultants iii. Preparation of draft business case (working with FRAs to gather information) iv. Consultation on draft business case (with public, LA stakeholders and affected staff unions) and publication of summary of responses v. Development and submission of final business case to Secretary of State 	5	Mar 2018	Dep PCC	PH	<ul style="list-style-type: none"> Deputy PCC has engaged with all Thames Valley fire and rescue authority (FRA) representatives and has written to them (late May 2017) setting out proposals for the process by which the OPCC and the FRAs may together consider and take forward the Government's policy objectives regarding police and fire and rescue services collaboration, and governance of fire and rescue services. PCC and Dep PCC met with 3 lead FRA members (early August). Following review of options, and potential opportunities and constraints, joint decision taken that the PCC would <u>not</u> be actively pursuing any F&R service governance changes in the foreseeable future (e.g. until after next PCC elections in 2020 at earliest). Instead, the Dep PCC will join the joint FRS & TVP chief officer Steering Group and participate in the development of collaborative work being undertaken by the 4 services. Action 4.4 now deleted 	(C)

Business Area 5: Performance (Police)

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
5.1	Coordinate the production and publication of the PCC's 2016-17 Annual Report	May 2017	SM	GE	<ul style="list-style-type: none"> A final version of the report was presented to the Police & Crime Panel on 16 June 2017 An online version is published on the PCC's website. 	(C)
5.2	Develop PCC participation in TVP service reviews conducted by the Deputy Chief Constable	Aug 2017	SM	GE	<ul style="list-style-type: none"> Arrangements are in place to cover attendance for initial tranche of TVP's Service Improvement Reviews (SIR) during Qtr. 1/Qtr. 2. OPCC internal tracker in place to monitor SIR updates and capture PCC/ DPCC feedback. 	(C)
5.3	Review and update the OPCC Performance Monitoring Framework	Feb 2017	SM	GE	<ul style="list-style-type: none"> A refresh of the Performance Monitoring Framework is underway - this will be turned into a wider resource/reference for OPCC (links to Actions 1.11 & 5.2) A separate review of partnership performance monitoring will be undertaken when the new Policy Development Officer is in post PCC responded to HMICFRS consultation on introduction of new 'Force Management Statements' (18 Dec) HMICFRS launched a further consultation (22 Dec) in which it plans to revise its Force performance monitoring processes (NB This consultation indicates an attempt to make PCC's accountable to HMICFRS and which has a number of wider implications; PCC will respond to consultation by 29 Jan 2018). Introduction of FMS and new HMI Monitoring Process will require a further revisit of the OPCC Performance Monitoring framework within next 18 months. 	

Business Area 6: Use of OPCC Resources

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
6.1	Allocate 2017/18 Police Property Act Fund (PPAF) grant monies through public bidding rounds.	Mar 2018	PH	IT/CH	<ul style="list-style-type: none"> The PPAF application process closed on 21 September A panel meeting undertook an evaluation process of applications - a final list of recommendations was presented to the PCC and CC at the end of Nov. 2017 	(C)
6.2	Administer the High Sheriff PPAF for 2017/18	Mar 2018	PH	IT	<ul style="list-style-type: none"> Memorandum of Understanding (MoU) signed and funds transferred to the 3 High Sheriffs during May 2017. Proposals for funding being submitted to PCC/CC Level 2 meeting on a monthly basis 	(C)
6.3	Strategic review of all OPCC draft budgets for 2018/19, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2017	PH	IT	<ul style="list-style-type: none"> Review undertaken and presented to OPCC SMG in August 	(C)
6.4	Draft the PCC's 2018/19 OPCC Strategic Delivery Plan, including review of staff needs, capability and capacity	Mar 2018	PCC	PH	<ul style="list-style-type: none"> Not yet started Review will take into account current service pressures and commitments and any new Government medium-term policy agenda (including service and spending plans) as & when announced. 	

Business Area 7: OPCC Financial Management

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
7.1	Close the 2016/17 accounts in accordance with best practice by 14 th May 2017	May 2017	IT	JB	<ul style="list-style-type: none"> Accounts closed and Statements sent to EY on 18th May 	(C)
7.2	Liaise with external audit and then present the audited accounts to the Joint Independent Audit Committee (JIAC) prior to publication on the PCC's website	Sep 2017	IT	JB	<ul style="list-style-type: none"> Accounts have been formally signed-off at the Special JIAC meeting on 27th July (subject to completion of WGA audit) 	(C)
7.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Sep 2017	IT	CHS	<ul style="list-style-type: none"> Problems with locking and formally submitting the DCT for Cycle 1 resolved by DCLG on 31 August. Audit changes actioned on Cycle 2. External Audit completed their review on 28th September and it was submitted to CLG on the same day. 	(C)
7.4	Work with Corporate Finance to prepare and publish the medium term financial plan (MTFP) 2018/19 to 2020/21	Jan 2018	PH	IT	<ul style="list-style-type: none"> Medium term plans were prepared for presentation to PCC at level 1 meeting on 16th November Final budget papers being prepared for Level 1 meeting on 23.1.2018 	
7.5	Agree 2018/19 revenue budget and issue the council tax precept to billing authorities	Jan 2018	PH	IT	<ul style="list-style-type: none"> Budget will be finalised at Level 1 meeting on 23.1.2018 before being presented to Police & Crime Panel on 3.2.2018. Precept letters will be issued shortly thereafter 	
7.6	Update specific OPCC controlled budget allocations (e.g. OPCC, capital financing) and ensure they are reflected in the updated MTFP	Oct 2017	IT	JB	<ul style="list-style-type: none"> The draft capital budgets were updated in August 2017 - they will be revised for each iteration of the capital programme. In addition, we have prepared a modelling spreadsheet for corporate finance to use to assist in assessing the cost of ICT bids 	
7.7	Submit all grant returns in accordance with external deadlines	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.8	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	<ul style="list-style-type: none"> In progress, all deadlines achieved to date 	
7.9	Undertake the VAT partial exemption calculation for 2017/18	Oct 2017	IT	JB	<ul style="list-style-type: none"> The calculation has been completed. Thames Valley Police & PCC VAT group has a partial exemption of 2.27%, so is comfortably below the 5% threshold 	(C)

7.10	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	<ul style="list-style-type: none"> • Liaising with internal departments, HMRC & GT regarding finalising the successful claim for overpaid VAT on seized vehicle sales. HMRC have authorised payment for one aspect of the claim (approx. half the money) and we are in the process of negotiating for the remainder of the claim • A claim has been submitted for output VAT on income for supplies of information (e.g. to solicitors and insurance companies). HMRC are arguing that this would constitute unjust enrichment. We are awaiting correspondence from HMRC. • Royal Mail claim is ongoing and we are assisting Mischon de Reya as appropriate. 	
7.11	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	<ul style="list-style-type: none"> • In progress, all deadlines achieved to date 	(C)
7.12	Work closely with TVP Corporate Finance and the Enterprise Resource Planning (ERP) Implementation Team to ensure TVP is ready to go live in 2018.	Ongoing	IT	JB	<ul style="list-style-type: none"> • Continuing to work closely with key members of the ERP team in KPMG & TVP Corporate Finance. • Due to meet with KPMG & Microsoft to discuss the system's lack of compliance with the CIPFA code on fixed assets. • All current requirements for sprints have been met. 	
7.13	Create, maintain and operate the new digital account for the Apprenticeship levy	Ongoing	IT	JB	<ul style="list-style-type: none"> • Account created, now being monitored on a monthly basis. • Currently investigating why the "English percentage" figure is incorrect on HMRC's records (leading to a small reduction in levy available to spend) 	(C)
7.14	Respond appropriately to any recommendations from HMRC's compliance inspection.	Mar 2018	IT	JB	<ul style="list-style-type: none"> • Met with HMRC on 2nd June 2017. • TVP has been graded as "low risk" in part due to our good level of internal control, processes and knowledge. • HMRC are continuing to assess specific areas, but do not foresee any problems arising. • During Dec 2017, multiple pieces of information and documentation were sent to HMRC for their review and we are awaiting any feedback or comments from them. 	

Business Area 8: Internal Audit

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
8.1	Produce and present the 2016/17 Internal Audit Annual Report to the Joint Independent Audit Committee (JIAC) meeting on 21 st June 2017	Jun 2017	IT	NS	<ul style="list-style-type: none"> 2016/17 Annual Report was discussed at the Audit Board on the 30 May 2017 and the JIAC on 21 June 2017. 	(C)
8.2	Produce update reports on: (1) progress of 2017/18 Internal Audit Plan delivery and summary of matters arising from completed audits; and (2) progress of delivery of agreed actions in internal audit reports to the JIAC on a quarterly basis	Ongoing	IT	NS	<ul style="list-style-type: none"> 2017/18 Internal Audit Plan progress reports have been presented to the JIAC on 12 September 2017 and 13 December 2017. A final update will be presented at the March 2018 JIAC meeting. Progress in delivering agreed actions report has been presented to the JIAC on 21 June, 12 September and 13 December 2017. A further update will be presented at the March 2018 JIAC meeting. 	
8.3	Update the Internal Audit team's self-assessment in complying with the Public Sector Internal Audit Standards (PSIAS), and facilitate the completion and reporting of the external PSAIS assessment, due in the autumn 2017.	Dec 2017	IT	NS	<ul style="list-style-type: none"> The team's Public Sector Internal Audit Standards (PSIAS) self-assessment has been updated and the outcome, including any actions to address improvements, was discussed at the Audit Board on 30 May 2017 and the JIAC on 21 June 2017 - completed. Updates on the team's Quality Assurance and Improvement Programme (QAIP) were presented to the JIAC on 12 September and 13 December 2017, with all actions being completed. The team's external PSIAS assessment has been completed, with a very positive outcome. The assessment report has been presented to the November 2017 Internal Audit Oversight Group and 13 December 2017 JIAC. 	(C)
8.4	Publish the approved Joint Annual Internal Audit Plan for 2018/19, following formal consultation with stakeholders.	Mar 2018	IT	NS	<ul style="list-style-type: none"> The 2018/19 Joint Internal Audit Plan will be collated during Q4 2017/18. Once prepared, the plan will be submitted to the March 2018 JIAC meeting for endorsement. 	

Business Area 9: Corporate Governance

OPCC activity & progress update

Ref.	Actions	Due Date	Sponsor	Lead Officer	Current Status	R/A/G
9.1	Develop, agree and publish the 2016/17 Annual Governance Statement (AGS)	Jun 2017	PH	LJ	<ul style="list-style-type: none"> AGS completed via Governance Advisory Group in May 2017 The 2016/17 AGS will be presented as part of the Statement of Accounts at the Level 1 meeting on 28 July 	(C)
9.2	Oversee implementation of agreed actions contained in the 2016/17 AGS Action Plan	Quarterly	PH	LJ	<ul style="list-style-type: none"> The Governance Advisory Group agreed no action plan was necessary for 2016/17, as no significant governance issues had arisen 	(C)
9.3	Review and update (as and when necessary) the joint 2017/18 TVP/PCC Framework of Corporate Governance in readiness for 2018/19.	Mar 2018	PH	IT	<ul style="list-style-type: none"> No reviews required in 2017/18 to date Regular meetings of corporate governance advisory group in diary. First meeting held on Wednesday 10th January 2018 	
9.4	Review and operate an efficient and effective Independent Custody Visiting Scheme as required under section 51 of the Police Reform Act 2002	Ongoing	LJ	CHS	<ul style="list-style-type: none"> The scheme continues to be delivered efficiently and effectively by the (OPCC) Custody Visitor Scheme Administrator Annual report for 2016/17 was presented and noted by the PCC at the Level 1 meeting on 28th July. 	(C)
9.5	Support the OPCC to prepare for, and comply with, additional or changed responsibilities regarding police complaints resulting from the Policing and Crime Act 2017	Jun 2018	PCC	PH	<ul style="list-style-type: none"> Westminster Briefing event on complaints changes attended on 23 May 2017 with members of PSD PCC, CEO and Governance Manager attended APCC roadshow on complaints changes on 10 July 2017 CEO and Governance Manager liaising to organise potential working group with PSD PCC and CEO met with Head of PSD early August 2017. Head of PSD and CEO to review options for consideration by the PCC Home Office implementation timetable – facing delays of 6 months; main reforms to police complaints system not likely to be implemented until 2019 	
9.6	Review and enhance OPCC compliance with transparency requirements under the Freedom of Information Act 2000 and Elected Local Policing Bodies (Specified Information) Order 2011	Jun 2018	PH	LJ	<ul style="list-style-type: none"> Governance Officer now recruited and in post; this forms part of her job description and PDR OPCC Publication Scheme has been reviewed, updated and re-published 	(C)

					<ul style="list-style-type: none"> • Review of website undertaken by Governance Officer in June 2017 and amendments/additions made as necessary • TV OPCC received CoPaCC Transparency Award on 9 January 2018 	
9.7	Review and enhance OPCC compliance with the Data Protection Act 1998 in order to prepare for the General Data Protection Regulation	May 2018	PCC	PH	<ul style="list-style-type: none"> • Will liaise with TVP Joint Information Management Unit to determine OPCC requirements and necessary procedural changes, and to plan for implementation • Preliminary meeting held between OPCC and JIMU on 4 Jan 2018 • OPCC Governance Manager post now designated as the OPCC 'Data Protection Officer' 	

Thames Valley Police Delivery Plan Quarter 3 update

Executive Summary

This Delivery Plan update presents a snapshot of the force's activity in respect of the Delivery Plan 2017–18 during the period October to December 2017 (Quarter 3). It highlights successes and gaps to allow our stakeholders to assess our current position. Officers and police staff across the force have identified examples of new projects and initiatives which actively contribute to the key drivers outlined in both the force Delivery Plan and the Police and Crime Plan. Although the update focuses on new activities, it is important to recognise that the force delivers "Business As Usual" too as part of an ongoing commitment to our key aims and objectives.

Thames Valley Police is a large and complex organisation facing a range of challenges, particularly in respect of demand management and future resilience, and this is reflected within the detail of the Report. The force has an ongoing commitment to deliver activities which contribute significantly to "working together to build stronger, more resilient communities" whilst continuing to develop an improved contact management process. Working on demand management and Force resilience will enable effective and efficient use of our resources to keep our communities safe. The key highlights for Q3 include:

- **HMICFRS PEEL (Policing Effectiveness, Efficiency and Legitimacy) inspection** - Awarded an "Outstanding" efficiency rating as part of the PEEL inspection cycle, with particular reference to the Force's "sophisticated understanding of demand" and "innovative approaches to uncovering hidden demand".
- **The Operating Model** – New models of service delivery resulting from the Operating Model have started to embed in Q3, and the process of reviewing the impact of the Model has begun, with working groups to review Smarter Resolution, Supervisory Roles, and Investigative Skills Requirements and make recommendations on future needs.
- **Supporting the vulnerable** – The force has ensured it is operationally equipped to deal with changes to the Mental Health Act, and significant work has been delivered locally and force-wide to protect the vulnerable from exploitation in its many forms. There has been progress in delivering projects to support victims of crime and to ensure the vulnerable in custody have access to support. The force has delivered campaigns and community training in dealing with cybercrime, rural crime and hidden harm.
- **Force Resilience** – A Workforce Planning Gold Group is now in place to make strategic recommendations across the force to create stronger resilience, and Q3 shows a range of actions being taken both by Local Policing Areas and the People Directorate to ensure operational resilience, including the recruitment of 97 police staff investigators and further work to improve recruitment and retention. A Medium Term Workforce Plan has been developed to provide a strategic overview of resourcing 2017-2021. The force is actively reviewing routes of entry to the force so that it can deliver on requirements over this time period, and particularly to ensure that demand for policing services is being met to meet the changing needs of the public.
- **Demand Management** – The two local pilots presented and assessed in Q2 have now been rolled out force-wide for a further trial period to measure their potential impact on demand. The Policing Strategy Unit is proactively looking at operational guidance in areas where demand might be better managed.



i) Aligning the Delivery Plan and Police and Crime Plan

Section 1

1 An Emergency Services that keeps people safe and brings offenders to justice

LINKS TO KEY PCC THEMES

1.1 Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities

LINKS TO KEY PCC THEMES

Q3 update

- Following on from the review of the Multi-Agency Safeguarding Hubs in Q2, staffing arrangements and shift patterns are being confirmed to deliver the recommendations. This will improve and help deliver new activities
- The “Positive Relationship” programme for perpetrators of domestic abuse has been developed and promoted via Social Care leads and the Troubled Families programme, with 29 referrals in Q3 with delivery to begin in January 2018.
- Multi-agency Anti-Slavery Networks have been established for Buckinghamshire and Oxfordshire, with the potential of a Berkshire Anti-Slavery Network scheduled to be proposed at the Berkshire Chief Executives meeting in January 2018.
- Slough Local Policing Area has developed a multi-agency problem solving approach to organised crime, which combines the collective force of many agencies including Slough Borough Council (Housing, Trading Standards, Community Safety etc), Probation, Slough Children’s Services Trust and other agencies. This approach supports Operation Stronghold and is increasingly being considered as national best practice.
- The Policing Strategy Unit is developing operational guidance for the force to assist with the prevention of suicide by targeting individuals and locations and signposting towards relevant partners.
- The Policing Strategy Unit is undertaking a review and refresh of the serious sexual assault policy to include raising awareness of IDVA/ISVA services.
- The Oxford Domestic Abuse Unit pilot scheme outcomes are being analysed, with feedback expected in Q4.

1.1 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,
- Improved access to mental health care for those in contact with the criminal justice system.

1.5 Ongoing assessment by police of the benefits arising from Multi-Agency Safeguarding Hubs (MASHs), including the current arrangements of 9 MASH’s serving Thames Valley

4.3 A ‘dare to share’ culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults

4.4 Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

5.2 Clarifications of processes for referring on issues that sit best with other authorities.

1.2 Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft

Q3 update

- An “East Berkshire against Violence” conference was held for over 150 practitioners in Slough on 22nd November with speakers covering areas such as Female Genital Mutilation, forced marriage and domestic abuse.
- The Policing Strategy Unit is undertaking a comprehensive review and refresh of operational guidance concerning how to deal with cybercrime, with a focus on the young and the elderly.
- Following on from the Q2 Economic Crime Unit skills analysis, twelve Specials with IT backgrounds have been identified to help deliver community support around cybercrime.
- Local safeguarding frameworks to deal with Serious Organised Crime have been reviewed and relaunched.
- Major Crime are working with the National Referral Mechanism to safeguard victims of exploitation and slavery.
- To prevent the exploitation of vulnerable people, particularly in relation to “cuckooing” (out of town drug dealers taking over a vulnerable users address), Slough Local Policing Area has successfully secured partial and full closure of a number of premises where occupiers were being exploited.
- Match funding has been secured from the Office of the Police and Crime Commissioner and the Home Office to conduct a Strategic Framework Review on County Lines drug dealing, looking at our response across the Thames Valley.
- Two new multi-agency projects have been launched: one focused on protecting vulnerable adults from modern slavery and exploitation, and the second to problem solve the impacts of serious organised crime to support Operation Stronghold.
- The “Adults at Risk Operating Group” developed in Q2 held its first meeting to develop a stronger culture of sharing best practice, and sharing organisational learning from Operation Eagle (dealing with human trafficking)
- Learning from Operation Eagle (dealing with human trafficking) has been incorporated into new processes, which is intended to improve support to those at risk of exploitation.
- As a result of the Victims Code Campaign there has been an increase in Victims’ Code compliance across the force from 34% to 64% between June 2017 and November 2017. All victims are being given information about the Victims First website hosted by the PCC and there has been a significant increase in traffic to this website as a result

LINKS TO KEY PCC THEMES

1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered

1.3 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

3.1 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.

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators.

4.3 A ‘dare to share’ culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults

Delivery Plan 2017-18 Q3 Update

- Following on from the Q2 Economic Crime Unit skills analysis, twelve Specials with IT backgrounds have been identified to help deliver community support in respect of cybercrime.

1.3 Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators

Q3 update

- Currently 12% of the Integrated Offender Management programme cohorts have domestic abuse qualifiers.
- There is an ongoing review of the process for management of repeat offenders to create greater links with domestic abuse, developing the work from Q2.

LINKS TO KEY PCC THEMES

2.2 Increased focus by all agencies on preventing and tackling ‘peer on peer’ abuse.

3.1 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.

3.3 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.

1.4 Continuing to develop and increase our firearms capability and capacity in line with the changing national threat assessment

Q3 update

- The ongoing development of firearms capability and capacity has been delivered as Business as Usual.

LINKS TO KEY PCC THEMES

4.2 Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.

1.5 Improving file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions

Q3 update

- Major Crime is currently trialling a digital electronic file submission with the Crown Prosecution Service Complex Case Unit for a recent murder case. The effectiveness of the trial will be reviewed as the case progresses
- There has been a further rollout of the file quality pilot to all three counties of the force; with a primary function to ensure detectives are building compelling, strongly evidenced and fully complete case files at the point of first submission; which will improve efficiency and create capacity for our detectives and rape and serious sexual offence lawyers, but most importantly provide a better and timelier service to victims.
- The File Quality campaign: Be court-ready force-wide internal campaign launched on the 27 November to help improve prosecution file quality and secure justice for more victims of crime.
- As a result of the MK / Bucks Evidential Review Officer trial in Q2 a number of improvements have been implemented including creating consistent best practice, developing capacity for Force CID Detective Sergeants to prioritise and oversee investigations, and streamlining processes to further increase capacity.
- Major Crime are currently trialling a digital electronic file submission with the CPS Complex Case Unit for a recent murder case. The effectiveness of the trial will be reviewed as the case progresses.

LINKS TO KEY PCC THEMES

1.3 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

1.4 Improvements in criminal justice Experience and outcomes for victims of domestic and sexual abuse.

3.3) 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.

1.6 Adopting the new legislative requirements of the Policing and Crime Act 2017, including improvements to Bail Management

Q3 update

- There is further monitoring of the use of bail, although it is being carefully and sparsely used at this time. There continues to be no adverse incidents as a result of inappropriate release with or without bail and the percentage of those on bail is in line with other forces nationally.

LINKS TO KEY PCC THEMES

1.1 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,

Delivery Plan 2017-18 Q3 Update

- The Policing Strategy Unit delivered operational guidance offering greater support to vulnerable people supporting the changes linked to the Mental Health Act on the day of the introduction of the new legislation (11 December 2017).

- Improved access to mental health care for those in contact with the criminal justice system.

3.3 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.

5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.

5.2 Clarifications of processes for referring on issues that sit best with other authorities.

2 Working together to build stronger, more resilient communities

LINKS TO KEY PCC THEMES

2.1 Effectively communicate with our communities in order to raise awareness of key issues such as hidden harm, cyber, and cyber enabled crime and road safety to positively influence behaviour

LINKS TO KEY PCC THEMES

Q3 update

- A rural crime campaign was launched on 4 December, promoting access to specialist Rural Crime SPOCs and Wildlife Officers, with an aim to reduce crime in the rural community and around farms and small businesses.
- The Thames Valley Cyber Crime Strategy has been produced and so far has been adopted by Buckinghamshire, Slough and Bracknell Community Safety Partnerships to help deliver cybercrime awareness training to community groups.
- The Force was successful in its bid to the Office of the Police and Crime Commissioner’s Cyber Crime Grant Funding for Alter Ego productions to produce a bespoke theatre piece looking at healthy relationships online and performed to Year 6 students. Oxfordshire will have the production in the Summer term of 2018 with Berkshire and Buckinghamshire in the Autumn term of 2018.
- The third programme in the True Vision "Catching a Killer" series called "Bullet through the window" was aired on 7th December at 9pm on Channel 4. This series has helped to highlight the work of the TVP Major Crime Unit and bring attention to key areas such as coercive control, work of family liaison officers and the complexities of detailed investigation work.
- The #Protectyourworld cybercrime campaign was launched in November focusing on groups that have been identified as vulnerable online, including younger people, older people and small businesses. The activities included staying safe online competitions for under 18s, online safety Q&A sessions for the public and an online safeguarding session attended by 150 professionals working with vulnerable children and young adults
- Following on from the Economic Crime Unit’s working group on supporting victims of cybercrime and educating vulnerable people, 12 specials are now working across Local Policing areas to deliver this service.
- Work with Brake, the road safety charity, delivered the “Speed Down Save Lives” road safety week in November to reduce the number of road accidents.
- Slough have adopted the Home Office Violence Against Women and Girls strategy which was commended at the South Regional Home Office (Violence against Women Group) VAWG conference.

- 1.3 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
- 2.1 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).
- 2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.
- 2.5 Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.
- 5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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- Operation Holly was delivered to reduce the opportunity for motorists to drive whilst impaired by either drugs or alcohol and thereby prevent road casualties.
- The Policing Strategy Unit are working with the Cybercrime Unit to deliver comprehensive and user friendly guidance on how officers can support victims of cybercrime, to help reduce becoming a repeat victim.

2.2 Maximising intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse

Q3 update

- The Policing Strategy Unit has developed a NICHE (Records Management System) template for use in custody in order to assess the risk of suicide to suspects leaving custody. It also includes guidance about referrals to partner agencies and the importance of regular contact and updates about the investigation.

LINKS TO KEY PCC THEMES

1.1 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.

1.4 Improvements in criminal justice Experience and outcomes for victims of domestic and sexual abuse.

3.1 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.

2.3 Using predictive analytics to tackle Child Sexual Exploitation by identifying hidden harm

Q3 update

- The project is entering its last three months. Project boards have signed off the Coventry University evaluation and are working towards a proof of concept on all three models.
- A bid has been made for £80K from the force to fund staff to take the project further post March 2018. The force focus will be on the Social Network Analysis model in first instance.

LINKS TO KEY PCC THEMES

- 1.3 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
- 2.2 Increased focus by all agencies on preventing and tackling ‘peer on peer’ abuse.
- 2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.
- 4.3 A ‘dare to share’ culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.
- 5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

2.4 Encouraging and supporting communities to actively participate to build safer and more resilient communities

Q3 update

- Bracknell and Wokingham Cadet Scheme has successfully recruited additional Volunteer Cadet Leaders which has enabled us to take on a second intake of new Cadets, who have been actively involved in a range of community activities, further embedding them into the Local Policing Area whilst making best use of them in the community.

LINKS TO KEY PCC THEMES

- 1.3 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
- 2.1 Coordinated efforts by police and partner agencies to improve public awareness of measures to protect themselves from

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- Bracknell & Wokingham have increased their drive to gain new sign ups on Thames Valley Alerts. This has been focused on areas where there has been an increase in burglaries to support engagement with vulnerable communities. We now have 15,051 members of Thames Valley Alerts in the area.
- Cherwell & West Oxfordshire Local Policing Area launched the Safeguarding Children in Banbury (SCIB) project in collaboration with local schools.
- The Police and Crime Commissioner has agreed to fund a Healthy Relationships Programme, which will educate children about the importance of healthy relationships. The programme is being developed in both primary and secondary schools.
- Slough are supporting the development of the Innovation Hub within the Slough Children's Services Trust which aims to provide better support to children and families on the edge of care and provide earlier intervention. To support this, the force has seconded a police officer to work within the Hub, located within Council premises.
- A pilot of volunteers supporting domestic abuse victims is still running and the Domestic Abuse Unit is exploring further support functions around risk management, post November 2017.
- The skills audit of police volunteers was completed in Q3; this will allow the force greater access to specialist volunteers, once opportunities are promoted. Opportunities will start being promoted in January 2018.
- Field officers have been tasked to review Local Policing Areas' engagement plans and report back. A focus has been on how we can improve engagement with "hard to reach" groups. Recommendations from these reviews are expected in Q4.
- Planning for Active Communities Campaign Part 2 has been completed, sharing tools available to Local Policing Areas to recruit members into community forums and other activities and so increase community resilience. The campaign itself will launch in January 2018.
- Corporate Communications and Local Policing have launched a Task and Finish Social Media group to develop greater use of social media to communicate with the public and therefore increase engagement.
- Local Policing Areas have targeted burglary with peak seasonal trend analysis and other intelligence tools to make best use of our resources. This combined with collaborative operations utilising neighbouring forces has led to a dramatic increase in detected offences and offenders brought to justice.
- Figures from the Modern Slavery Helpline show a significant upward trend in reporting; 21 people contacted the helpline during October 2017, three times the monthly average recorded between August 2016 and August 2017. 10 cases of modern slavery were identified (compared to monthly average of three) and 25 potential victims were identified during this time (compared to monthly average of seven)

cybercrime, particularly targeting those most at risk (such as those at either end of the age spectrum).

2.2 Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

2.5 Police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians.

4.1 Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

2.5 Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder

Q3 update

- Bracknell & Wokingham have worked with their local communities to map home CCTV systems to gather evidence. This has already led to a successful prosecution.
- Partnership working with a local parish council within the Bracknell and Wokingham Local Policing Area who have provided their own speed detection equipment. They then forward the results for targeted enforcement.
- Chiltern and South Buckinghamshire are working on the development of a problem solving team, learning from successes in neighbouring areas and tackling what matters most to our communities: this has seen the area reduce anti-social behaviour through use of closure orders.
- The Cinnamon Network (an organisation working with communities to help the most vulnerable) are now working directly with Deputy Commanders as the Local Policing Area leads to initiate the 18 month projects agreed in Q2, with each area identifying the key areas of work they saw as local priorities.

LINKS TO KEY PCC THEMES

1.5 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

2.2 Increased focus by all agencies on preventing and tackling 'peer on peer' abuse.

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.2 Improved data sharing on gangs, with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime, especially knife crime.

4.1 Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

2.6 Working with partners to improve the use and accessibility of Restorative Justice in order for offenders to better understand the impact of their crime on their victims

Q3 update

- Following the nomination of Restorative Justice champions in Q2, there has been a continued growth in the number of referrals.
- Following a successful increase in restorative justice disposals launched in Q2 with improved processes and criminal justice outcomes, a restorative justice workshop is now being planned through working together with Citizens MK in Milton Keynes to promote use of restorative justice for hate crime and other offences.

LINKS TO KEY PCC THEMES

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators.

5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.

3 A modern police force which meets the needs of our communities

LINKS TO KEY PCC THEMES

3.1 Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities

LINKS TO KEY PCC THEMES

Q3 update

- Procurement are working with ICT to create a resourcing plan to ensure effective commercial support to the Digital Transformation Programme.
- The Digital Transformation Portfolio discovery stage was completed in September. A total of 37 project charters have been assessed for investment costs and resources and will be taken through the force change and financial planning processes before final project approval is given. All digital transformation opportunities are now prioritised against agreed criteria, linked to Force objectives.
- ICT are working to deliver a central cloud based storage solution for Body Worn Video footage which will enable the uploading and viewing of BWV footage from any TVP enabled workstation and provide an enabler to share footage with partners, including CPS and courts.

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

3.3 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.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

3.2 Transforming Information Communication and Technology (ICT) service delivery through the ICT 2020 plan

LINKS TO KEY PCC THEMES

Q3 update

- Financial and resource investment decisions are expected based on the agreed priorities for each initiative. Each initiative within ICT 2020 will then have clear deliverables, funding and resources allocated against it.

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

3.3 Delivering the underpinning technology and data requirements for the ICT 2020 plan, Regional Infrastructure Programme, Emergency Services Mobile Communications Programme and Enterprise Resource Planning Programme

LINKS TO KEY PCC THEMES

Q3 update

- The ARK data centre is now available to take on new or migrated services from legacy data centres. Services and performance levels are set to meet force needs for both Hampshire and Thames Valley, and in the future

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

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Surrey and Sussex, enabling closer working between these regional forces; whilst allowing us to meet future technological demands; ultimately improving force efficiency and effectiveness.

- There will be further planning on the Emergency Services Mobile Communications Programme (ESMCP) and Enterprise Resource Programme (ERP) to align the deliverables to force objectives, led by the business analyst added to the team in Q2.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

3.4 Developing new operating processes to maximise the benefits provided by the Contact Management Platform

Q3 update

- Some Local Police Areas are considering introducing an online “virtual Police Community Support Officer” tool as a way of managing demand and improving public accessibility and this is now being trialled.
- Reading is trialling Facebook use by Neighbourhood Policing Team, to reflect feedback from the public and to increase engagement.

LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

3.5 Developing the use of demand management methodologies to align the right resources to areas of need

The Operating Model is driven by the need to make better use of our limited resources to better meet demand, and this will continue to guide both operational and strategic decision-making.

Q3 update

- The Demand Management project charter has been completed and is being assessed for priority against a large number of projects within the Digital Transformation portfolio with an aim, subject to funding, to move to the initiation stage in early 2018.
- Through their work examining demand, the Policing Strategy Unit is looking at opportunities to align TVP and Hampshire processes. There is ongoing work to examine the response to unexplained deaths, cannabis factories and incidents classified as fear for welfare, and see if this can be improved to reduce demand.

LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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- Early indication is 35% of all Local Police Area crime goes through the “Smarter Resolution” process, 97% of this is filed after proportionate enquires or investigation with only 3% being allocated to officers within the iHubs.
- The Abingdon Custody “no interview” trial has now been rolled out across the force with the successes of the original scheme being reproduced, in time savings and positive outcomes. The initial pilot ends at the end of January 2018. It is believed that the new process will make a significant positive contribution to capacity and so improve public access to front line officers.
- Following the initial trial of Operation Retail in Q2, which saw demand relating to shoplifting and bilking offences fall between 70-90%, the trial has been rolled out across the force to see if these savings can be replicated.
- The new Local Operating Model was introduced in June 17 to help target resources and provide a more effective and efficient service. This is a significant driver for developing new fit-for-purpose activities across the force to meet the needs of our communities. Operating Model working groups have started to review Smarter Resolution, Supervisory Roles, and Investigative Skills Requirements to make recommendations about future needs.

3.6 Investigate, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners**Q3 update**

- Force Procurement are leading on joint work with Fire and Rescue Services within the Thames Valley to streamline procurement and supply chain operations, with a new warehousing model being discussed to improve efficiencies.
- The force is leading on work to harmonise uniform and equipment across the SE forces, to reduce costs.
- The Major Crime Unit are working closely with the Specialist Capabilities Programme on major investigations. The three focus areas, namely CCTV, Holmes and Investigative Review all have TVP Major Crime Unit representation.
- Change Management have aligned our project process across TVP Change, ICT and Hampshire Force Development.
- Change Management have started to align key project templates required at each gateway.
- Work is underway within the Strategic Governance Unit to align collaborative projects, programmes and portfolios for 18/19 based on budget decisions.
- Change Management is working with South East Regional Integrated Policing to explore regional collaboration opportunities.
- The Strategic Governance Unit has taken responsibility for the development of a force CCTV strategy, working in partnership with local councils and commercial partners to deliver a coherent strategy which identifies and sets out agreed strategic objectives, user requirements, service level agreements, a funding formula and clearly defined responsibilities for the future management of CCTV.

LINKS TO KEY PCC THEMES

1.5 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

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.

4.4 Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

5.2 Clarifications of processes for referring on issues that sit best with other authorities.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

4 A skilled and trusted workforce

- The Talent Management Programme has been refreshed into the Developing Potential Programme and was launched in November 2017.
- Mandatory training for line managers on Supportive Recovery Plans was launched in Q2 and as of December the force completion rate is 73%. The plans are part of the Force Wellbeing Strategy, and are intended to reduce the impacts of health and mental health issues on officers and staff, and so contribute to force resilience.
- Work has commenced across Local Police Areas to measure the wellbeing of officers and staff against the National Blue Light Wellbeing Framework, and to help plan future officer and staff support.

LINKS TO KEY PCC THEMES

- 2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.
- 5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.
- 5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.
- 5.4 Development of strategies to improve perceptions of police among young people.

4.1 Developing a corporate knowledge repository to create the ability to store, search access organisational knowledge and lessons learnt

Q3 update

- The Force launched a Force Academic Journal, to capture evidence based practices from staff and academic research to inform the development of policy and practice as well as stimulating discussion about a range of issues relevant to policing.
- An Evidenced Based Policing Research Board is being developed to provide governance and strategic oversight of the development of evidenced based practice across the force.
- The Force continues to be an active partner in the Centre for Policing Research and Learning in collaboration with the Open University and other Police Forces.
- The Corporate Governance and Service Improvement Department held an internal organisational learning conference to explore the meaning of organisational learning and develop a joint understanding of what it might mean for Thames Valley.

LINKS TO KEY PCC THEMES

- 2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.
- 5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

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4.2 Undertake activities to ensure our workforce are more reflective of the communities we serve

Q3 update

- A development day for black and minority ethnic staff hosted by the Support Association for Minority Ethnic (SAME) officers and staff was held in November 2017. It was well supported by approximately 60 officers and staff, and there was a focus on development and progression.
- Diversity tracker sheets have been developed for black minority ethnic officers, PCSOs and Specials to improve access to and the visibility of data across the force to inform areas for improvement at force and local levels.
- The force is working with Penna HR Solutions to review and develop our Employer Value and Branding Strategy to promote the force and opportunities within policing to encourage, maintain and develop a diverse workforce that reflects the communities we serve.
- In October, a new Direct Entry Scheme Superintendent and Inspector were appointed and have started their policing careers.
- The new Equality, Diversity and Inclusion policy statement is currently out for consultation with representational groups and the Police Federation, with launch and implementation expected early in Q4.

LINKS TO KEY PCC THEMES

5.4 Development of strategies to improve perceptions of police among young people.

4.3 Identify, understand and engage with our diverse communities to provide focused support

Q3 update

- Due to county lines issues the Bracknell and Wokingham Local Policing Area has a disproportionate stop and search rate for BME. To help explain this to the community they invited the stop and search single point of contact for the Independent Advisory Group to attend a shift and see how and when the powers are used, which resulted in positive feedback.
- Learning and Professional Development have delivered learning interventions to support engagement with diverse communities including the 2 day Neighbourhood Training Programme in support of the New Operating Model implementation.

LINKS TO KEY PCC THEMES

1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

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- The responses from the Corporate Communications two surveys focused on young people are being collated to feed into future strategy relating to young person engagement, and to help identification of future opportunities.

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

4.1 Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.

4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults

5.4 Development of strategies to improve perceptions of police among young people.

4.4 Developing the skills of our front line staff to recognise and respond appropriately to vulnerability

Q3 update

- The Domestic Abuse Investigation Unit have explored using staff and volunteers to deliver risk management work and are aiming to implement their findings post November 2017.
- A member of FCID is delivering training based on the findings and best practice identified in the Milton Keynes/Buckinghamshire Evidential Review Officer trial.
- Policing Strategy Unit has published guidance for officers on "Child Safeguarding – Initial actions" which includes how to record "The Voice of the Child".
- In September, the Policing Strategy Unit released operation guidance for supporting "adults at risk".
- The second pilot of the victim referral system was successfully launched in the Windsor and Maidenhead Local Policing Area. As a result of the positive responses, the Force Change Team and Criminal Justice are collaborating in preparation for a force-wide roll out in Q4.

LINKS TO KEY PCC THEMES

1.1 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
- Improved access to mental health care for those in contact with the criminal justice system.

1.2 Better understanding by police and partners of the extent and nature of elder abuse, followed by positive action taken to address the issues uncovered

1.3 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

1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse.

2.3 A coordinated strategy between police, health and local authorities to tackle FGM in Thames Valley, leading to improved reporting of FGM and evidences approaches on prevention.

3.4 Identification and implementation of best practice in the management of perpetrators of domestic violence, particularly focussing on serial perpetrators

4.5 Improving our response to hate incidents and crime

Q3 Update

- Classroom based training in how to respond to hate incidents and crime which was developed in Q2 has now started to be rolled out across the force.
- The Policing Strategy Unit has developed and will publish operational guidance to support officers' management of hate incidents.
- Each Local Policing Area has their own Hate Crime Action plan which is monitored at Hate Crime Operational Review Meetings to ensure a consistent approach.
- The HMICFRS thematic inspection of Hate Crime: qualitative and quantitative data information was shared in November 2017, with recommendations expected in Q4.

LINKS TO KEY PCC THEMES

2.4 Improved reporting and understanding of the prevalence and nature of hate crime across Thames Valley.

4.2 Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.

4.6 Embedding the recommendations from the National Children and Young People Strategy

Q3 Updates

- Disproportionality is continually monitored, and there have been positive outcome rates of stop and search on children and young people. This data is shared with the Stop and Search advisory group for independent review.
- We have a process in place to ensure every under 18 year old Stop and Search is scrutinised so no safeguarding opportunities have been missed.
- As part of Service Improvement reviews, Service Improvement are now capturing MASH referrals resulting from Stop and Search.

LINKS TO KEY PCC THEMES

- 4.3 A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.
- 5.4 Development of strategies to improve perceptions of police among young people.

4.7 Ensuring compliance with the National Crime Recording Standard and Home Office Counting Rules

Key outcomes from Q2

- Daily audits of key areas of risk within the crime recording process are undertaken alongside regular thematic auditing of National Crime Recording Standard compliance in relation to specific areas of the business, supporting the Risk Meeting process.
- The National Crime Recording Standard / Home Office Counting Rules training which was developed in Q2 has now started to be rolled out across the force and will support compliance.

LINKS TO KEY PCC THEMES

- 1.4 Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse.
- 5.1 Improved routes into services from police and other agencies for victims and witnesses who require support.

4.8 Increasing capacity through investigator recruitment and review of process to meet the demands of existing, new and emerging crime types

Q3 Update

- Force CID are working with People Services and Resourcing and Resilience to find capable PIP2 (Professionalising the Investigative Process) trained Police Staff Investigators to assist Force CID in delivering everyday services to victims.
- Ninety-seven police staff investigators have been appointed to support the investigative capacity of the force and are actively recruiting to additional positions. The investigator roles will help to build stronger cases and increase the number of convictions.
- The force is advertising for Specialist Entry Detective Constables and has received encouraging numbers of interest and applications for this new route of entry into policing.
- More CSIs are being trained in the Spektor forensic intelligence package to deal with cybercrime.

LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

4.9 Developing an Information, Communications and Technology Resourcing Plan to ensure that we recruit and retain skilled professionals who can support a modern, digitally enabled emergency service

Q3 Update

- The ICT resource demand and allocation process is being used to allocate resources to priority projects and to support future project proposals and identify how much change can be accommodated within the delivery teams.
- A project to deliver a new programme and project management tool is in the initiation stage. This programme and project management tool will further improve demand and supply planning for ICT resources.

LINKS TO KEY PCC THEMES

2.6 Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.

5.3 Encourage accelerate up-take of new technology in order to prevent, reduce and detect crime.

Section 2 Force Performance Summary for April to December 2017 (Provisional)

Delivery Plan Aims

Measure	Comparison	December
Reduce the level of residential burglary (dwellings)	3,555	4,331

Occurrences recorded as residential burglary (dwellings) on Niche between April and December 2017 increased from 3,555 to 4,331; an increase of 21.8%, (776 occurrences) compared to the previous year.

Measure	Comparison	December
Reduce the level of violence – All Violent Crime	23,178	25,365
Reduce the level of violence – Domestic Violence	7,386	7,476
Reduce the level of violence – Non-Domestic Violence	15,792	17,889

Occurrences recorded as violent crime on Niche increased by 9.4% from 23,178 offences to 25,365 offences between April and December 2017. There has been an increase in offences identified as domestic violence of 90 offences (1.2%) to 7,476 offences. Non Domestic violence offences increased by 13.3%.

Measure	Comparison	December
Reduce the level of rural crime	1,075	1,068

There were 1,068 occurrences on Niche between April and December 2017 which were identified as rural crime. This was a decrease of 7 offences (0.7%) when compared to the same period of the previous year.

Measure	Comparison	December
Increase the percentage of residential burglary investigations which result in prosecution or caution	10.4%	8.7%

The prosecution or caution rate for residential burglaries (dwellings) between April and December 2017 was 8.7%, a reduction from 10.4% in the same period of 2016. The number of investigations resulting in a charge, summons or caution has increased in the period from 371 to 377.

Measure	Comparison	December
Increase the percentage of violent crime investigations (non-domestic) which result in prosecution or caution	19.2%	13.5%

13.5% of non-domestic abuse related violent crimes were disposed of by means of charge, summons or caution between April and December 2017. This was a decrease from 19.2% in the same period of 2016/17 when 3,027 crimes were disposed of in this way. Note that these figures are based on offences where no domestic abuse identifier has been selected.

Measure	Comparison	December
Increase the volume of rape investigations which result in prosecution	94	96

96 rape occurrences were disposed of by means of charge or summons between April and December 2017. This was an increase from 94 in the same period of 2016/17. In the same period the number of offences recorded increased from 1,177 to 1,337. The resultant prosecution rate of 7.2% is less than the 8.0% achieved in 2016/17.

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Measure	Comparison	Trial Ready Files
Improve the quality of prosecution files submitted to the Crown Prosecution Service		
Complete	64%	65%
Minor Deficiencies	17%	15%
Insufficient to Proceed	19%	20%

A new national monitoring system for file quality was introduced by CPS in September 2016. The data for this measure is based on the information recorded under this new monitoring system. The comparison data is for January to March 2017 to allow for bedding issues to be addressed. Between April and December 2017; 7,485 files were reviewed by the Evidential Review Officers. 1,497 (20%) were deemed to be insufficient to proceed.

Measure	Comparison	December
Repeat victimisation rate for domestic abuse related crime	27.0%	27.2%

The level of repeat victimisation for domestic abuse related crime was 27.2% in between April and December 2017. This is an increase from 27.0% in 2016/17.

Measure	Comparison	December
Increase Confidence of Victims to report hate crime and incidents		
	1,079	1,384
Level of Racist Crime	54	149
Level of Faith Related Crime	120	145
Level of Homophobic Crime	10	17
Level of Transphobic Crime	79	174
Level of Disability Related Crime		
	1,147	1,336
Level of Racist Incidents	64	86
Level of Faith Related Incidents	108	189
Level of Homophobic Incidents	27	26
Level of Transphobic Incidents	102	188
Level of Disability Related Incidents		

The number of hate crimes has increased across all strands monitored. Non Crime hate incidents have increase across all strands with the exceptions of transphobic incidents where numbers are relatively low. A number of factors could be affecting this, including the terrorist attacks earlier in the year along with increased training for officers and staff resulting in improved recording.

Measure	Comparison	December
Reduce the demand on our service		
Total Calls for Service	439,862	440,301
Attended Calls for Service	215,183	199,363
Immediate Response Calls for Service	99,221	101,528
Urgent Response Calls for Service	77,309	70,579

In April to December 2017 the number of calls for service to Thames Valley increased by 439 – an increase of 0.1%. In the same period the number of calls for service which required police attendance (as measured by Command and Control) fell by 15,820 – a reduction of 7.4%. Many incidents are attended by arrangement or by appointment and this is not always reflected on Command and Control. The number of incidents which were identified as requiring an immediate response increased by 2.3% whilst the number shown as requiring an urgent response decreased by 8.7%

Measure	Comparison	December
Increase Confidence of Victims to report crime and incidents of Honour Based Abuse, Female Genital Mutilation and Forced Marriage	91	92
Level of Honour Based Abuse Crime	7	0
Level of Female Genital Mutilation Crime	2	2
Level of Forced Marriage Crime	194	155
Level of Honour Based Abuse Incidents	22	10
Level of Female Genital Mutilation Incidents	15	8
Level of Forced Marriage Incidents		

The number of crimes which have been identified as involving Honour Based Abuse have increased by 1 in the period April to December 2017 compared to the same period of 2016. However incidents of honour based abuse have decreased in the same time frame. Levels of reporting of female genital mutilation and forced marriage have also fallen in the same period

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