

Agenda

Date: Friday 7 April 2017

Time: 11.00 am

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



Map and Directions

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

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

1. Apologies for Absence

2. Declarations of Interest

3. Minutes

To agree the Minutes of the Meeting held on 3 February 2017

5 - 20

11.05am

4. Public Question Time

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

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

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

11.25am

5. Themed Item - Roads Policing

In his new Plan the PCC says that roads policing is a core part of policing. Thames Valley has the largest motorway network of any police force and

21 - 26

major trunk roads such as the A34 also cross the area. One of his key aims is for police and partners to address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians. Sue Brown, Team Leader Casualty Reduction Bucks County Council, Cheryl Evans Senior Road Safety Officer West Berkshire Council and Richard Owen, Operations Director, Road Safety Analysis have been invited for this item.

Areas for discussion include:-

- How the PCC will address his key aim in relation to road safety
- How the PCC holds Chief Constable to account on the Joint Operation with Hampshire and resourcing
- Policies on road safety including speed camera replacement and use of average speed cameras
- Issues being raised by residents on road safety issues
- Current initiatives in preventing road deaths

12.10pm	6.	<p>PCC and the wider criminal justice system</p> <p>Under the Police Reform and Social Responsibility Act 2011, there is a reciprocal duty for the Police and Crime Commissioner and certain criminal justice bodies to co-operate in ensuring an efficient and effective criminal justice system: Section 10 (3): ... make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area.</p> <p>The Panel would like the PCC to provide detailed information on how he and other criminal justice agencies are co-operating in ensuring that there is an efficient and effective criminal justice system in the Thames Valley and whether partners have similar or differing priorities and key aims as outlined in the PCC's new Police and Crime Plan.</p>	27 - 42
12.40pm	7.	<p>Report on the OPCC Strategic Delivery Plan 2017/18</p> <p>The Police Reform and Social Responsibility Act 2011 requires the PCC to produce and publish a Police and Crime Plan. In order to monitor delivery of the Plan during the year it is considered best practice to produce a Delivery Plan to facilitate effective management control and delivery of the PCC's objectives, and will help to demonstrate transparency, accountability and effective governance within his office.</p> <p>Please click on the link below for last year's Plan https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/policy-planning-and-performance/</p>	43 - 56
13.00pm	8.	<p>Report of the Complaints Sub-Committee</p> <p>Members are asked to note the report.</p>	57 - 58
13.10pm	9.	<p>Topical Issues</p> <p>To note and ask questions on the topical issues report and particularly to receive an update on:-</p>	59 - 66

- PCC's engagement strategy and role of Deputy PCC
- Updates on Police Funding Formula and collaboration with the Fire Service
- Any issues arising from the PCC Policy Planning and Performance meeting on 31 March 2017

13.30pm

10. Work Programme

67 - 68

For Panel Members to put forward items for the Work Programme including ideas for themed meetings and to consider if they would like any further discussion on the wider criminal justice system.

11. Date and Time of Next Meeting

16 June 2017

Committee Members

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

This page is intentionally left blank

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday 3 February 2017, in Olympic Room Aylesbury Vale District Council Gatehouse Road Aylesbury Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.41 pm.

Members Present

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

Officers Present

Clare Gray

Others Present

Matthew Barber (Deputy PCC), Francis Habgood (Thames Valley Police), Paul Hammond (Office of the PCC), Dr Louis Lee (Joint Independent Audit Committee), Anthony Stansfeld (PCC) and Ian Thompson (Office of the PCC)

Apologies

Councillor Emily Culverhouse (Chiltern District Council), Julia Girling (Independent Member), Councillor Chris McCarthy (Vale of White Horse District Council), Councillor Tony Page (Reading Borough Council) and Councillor Carol Reynolds (West Oxfordshire District Council)

87. Declarations of Interest

Cllrs Kieron Mallon and Iain McCracken declared an interest. Kieron Mallon as a Member of the Oxfordshire County Council Fire and Rescue Service and Iain McCracken, the Royal Berkshire Fire Authority.

88. Minutes

The Minutes of the Meeting held on 16 December 2016 were agreed as a correct record.

As the Panel had not received a response to the recommendations of the Preventing Child Sexual Exploitation Sub-Committee they asked the PCC to respond:-

Multi Agency Safeguarding Hubs (MASH)

The PCC had been visiting the MASH across the Thames Valley and particularly mentioned the good work being undertaken in a number of the MASH's. He had one main concern which was the lack of an Education Sector presence in the Hubs which he felt was critical to their success. He also expressed concern about the number of MASH in Berkshire and commented that they were too small to be as effective as they should be. Whilst the MASH do interlink, there ideally needed to be two MASH in Berkshire. He would undertake a review of the MASH after one year.

Language Schools

The PCC commented that this really was an issue for schools and OFSTED as language schools were currently unregulated on some safeguarding issues. He had talked to MPs about this issue. He would write a letter to the Education Secretary raising this issue of language schools and also this issue and also the issue of safeguarding in academies copying in the Police and Home Secretary.

Taxi Licensing

Cllr Sinclair asked that the Thames Valley wide meeting be set up as soon as possible to look at current issues regarding taxi licensing.

Action: Scrutiny Officer

The Panel asked the PCC to provide a formal response to the recommendations of the Sub-Committee.

Action: PCC

89. Public Question Time

There were no public questions.

90. Budget Task and Finish Group Report

As in previous years, the Thames Valley Police & Crime Panel formed a Budget Task & Finish Group to assist in discharging its statutory duty to scrutinise the Police & Crime Commissioner (PCC) for Thames Valley's proposed council tax precept for 2017/18. Cllr McCracken, the Chairman of the Budget Task and Finish Group presented the report. He thanked Ian Thompson and Linda Waters for attending the Group and updating Members on the PCC's draft budget proposals and also Members of the Group for their work.

The Chairman particularly referred to the following points:-

- The Government's continued commitment that no police force will face a cash reduction in their overall funding providing they maximise their precept, places Thames Valley Police (TVP) in a better financial position than anticipated 18 months ago but still equates to a real terms cut in income.
- The medium term financial plan (MTFP) is balanced in all three years. This has only been possible through the identification of £21.54m of budget cuts. The draft budget requires £10.5m of productivity savings in 2017/18 with a further £11m in the following two years.
- The impact of the new national funding formula for the allocation of core police grants – at this stage it is not known what impact the new formula will have or what additional grant top slices will be taken from the police grant in 2018/19 and later years.
- Considerable uncertainty around the Emergency Services Mobile Communications Project (ESN) – PCCs will need to pay local ESN costs, including data and connection charges, devices and installation as well as control room upgrades supported by specific grants reallocated through the 'core-costs' top-slice. It was recommended that an additional £1m be added to the Medium Term Capital Plan for this purpose.
- The significant cost increases required and delay in timeline for the Contact Management Programme including the shortage of IT technical skills within the Force to deliver complex projects and the need to employ contractors.

- Budget allocation for cyber-crime bearing in mind the figures for this in the latest national crime survey and the financial impact of local Forces investigating high profile cases (with reference to the recent HBOS case where the Force spent £7 million investigating the case).
- The impact on police officer and staff numbers next year (2017/18) is a net reduction of 59 police officer posts and an increase of 22 police staff/PCSO posts.
- Concern over the National Police Transformation Fund which was intended to help police reform and that this could be a 'pump priming' measure to help Forces transition over to the new funding formula.

A recommendation had been put forward which was debated during the next item as follows:-

1. That the Panel approve the Police and Crime Commissioner's precept for 2017/18 as set out in the OPCC report 'Revenue Estimates 2017/18 and Medium Term Financial Plan 2017/18 to 2020/21' subject to satisfactory responses to the questions raised at Appendix B of the report and any other supplementary questions asked at the Panel meeting on 3 February 2016.
2. That the Panel add its support to the PCC if any representations need to be made to the Home Secretary with regards to the setting of the revised Funding Formula.

91. Scrutiny of the proposed precept - Questioning of the Police and Crime Commissioner

The following questions were raised in relation to the proposed precept of the PCC:-

1. At the last meeting you were questioned on your 25 key objectives being deliverable. Please could you indicate how your budget supports your strategic priorities as follows:-
 - Vulnerability
 - Prevention and Early Intervention
 - Reducing Re-offending
 - Serious Organised Crime and Terrorism
 - Police Judgement and Reform

The PCC commented that the presentation format of the budget does not align with each individual priority in his Plan, but the Plan was a framework in which to prioritise his key objectives, the overall budget allocation to the Force and for commissioning other non-policing services. He gave an example of other costs that may be borne by the Force, which was the HBOS fraud case. His recent statement referred to the length and cost of the investigation, which has resulted in the case taking over 6 years to bring to court, 151 police officers and staff tied up in the investigation, and at a cost of more than £7m which has been borne by the householders of Thames Valley. The cost in time and money for a police force to take on a major fraud investigation is considerable and a judgement has to be made whether the £7m spent on this case, and police officer time, could have been better spent in pursuing other crimes, such as child sexual abuse, and the multitude of lower scale frauds perpetrated against smaller companies and the elderly.

There needs to be an agreed policy that if a major fraud is committed, and the Serious Fraud Office does not have the capacity to take it on, then the police force that investigates it is reimbursed by central government, or through a fine or costs imposed on the auditors, the bank and the offenders involved. In this case there does not appear to be a way to recompense Thames Valley Police and the Council Tax payers who part pay for their police force. The government should ensure that full restitution for the cost of prosecuting this case is made, and that every major fraud should be investigated. There is the Bellwin funding scheme which is designed to recompense authorities for the costs of emergency measures undertaken to safeguard life or property, or to prevent further suffering and inconvenience locally, during exceptional circumstances but authorities have to claim back this money. The special grant rules for the police require them to contribute 1% of the net budget before they can seek financial assistance from the Home Office.

The PCC also referred to a number of additional commitments which included the implementation of the new Apprentice Levy (£1.3m) and the Local Government Pension Scheme (£1.3m).

2. OPCC Risk 18 states the following 'with crime becoming ever more complex and challenging to investigate and demand in policing services increasing, the level of funding forecast for the next three years is insufficient to deliver the planned outcomes in the PCC Police and Crime Plan 2017 to 2021.' Yet you have stated that this budget supports the delivery of the Plan. Are you confident about delivery of your objectives ? How will you manage public and partner expectations in light of the 25 objectives above ?

The PCC referred to the response to the question above. He also clarified that the Risk Register presents simply a risk that the level of budget may be insufficient. To put this into context, the PCC mentioned that the MTFP requires revenue savings of at least £21.54m over the next three years, with £10.5m in 2017/18. This is over and above the £88.3m of cash savings already removed from the base budget in the last six years meaning that, over the nine year period 2011-2020, in excess of £109m will have been taken out of the base revenue budget. There was not enough funding to solve all priorities and funding for the South East was low compared to larger cities. There was also the unknown factor in the new funding formula which may be partly supported for a few years by the Police Transformation Fund.

3. Is the Force concerned about their capacity and capability to deal with cyber crime, terrorism, cse and complex crime bearing in mind there are risks around the retention and demand for specialist officers and trained detectives (plus changes in legislation which will make it less attractive for contractors to work for the public sector) which has not been allowed for within the MTFP?

The PCC reported that the Force was one of the best in dealing with cyber crime etc and the recent success with the major fraud case demonstrated this. He referred to the work of the SE Regional Organised Crime Unit and the SE Counter Terrorism Unit. With the current threat level for international terrorism in the UK being 'severe' the Unit were working hard to prevent terrorist attacks.

Revenue & capital

4. a) How does Thames Valley Police Force benchmark itself financially against similar Forces? (both in terms of grant budget received and areas of spend).
b) Hampshire (our collaboration partner) police's chief constable Olivia Pinkney and crime commissioner Michael Lane have written to government demanding more cash as they say they receive a quarter less funding than needed.
 - As they have a similar cash change 1.3% as Thames Valley will you be making any representations to the Government?
 - You have commented in your papers that the biggest area of concern is the assumption being made regarding future levels of government grant and precept income. As forward planning is more important than ever (key requirements of the Prudential Code for Capital Finance) are you comfortable with your contingency arrangements and use of reserves and balances ?

The PCC reported that Thames Valley Police Force benchmark well compared to other similar Forces. He referred to the Hampshire Chief Constable and PCC joining forces to highlight a funding shortfall which could severely impact the police force to Brandon Lewis the Minister of State. The PCC commented that Hampshire wanted to make their view known to the Minister and that he himself had tried to arrange a meeting with the Home Secretary. The police force were expected to do more with constrained budgets and were the place of last resort.

5. a) Please could the PCC provide an update of the Force Productivity Strategy and Priority Based Budgeting Review process.
b) How confident are you of the ability of the Force's productivity strategy and Priority Based Budgeting to keep on delivering the savings you need and are you concerned that this will impact on the objectives of the Police and Crime Plan including the Chief Constable's annual delivery plan objectives ? What is the governance around the Productivity Strategy?
c) What specific savings has the PCC made in the 2016/17 financial year? How were these savings justified and what has been the impact of these decisions on service delivery? In particular the Review of

Demand Led Operating Model has led to savings of £3.2m – please could you give a breakdown of how these savings will/have been achieved and impact on service delivery.

The PCC reported that productivity savings continue apace and that they were transforming service delivery. There were 28 initiatives which were being led by the Deputy Chief Constable and the information could be found in the agenda. The savings had been easier to achieve this year than the original forecast for last year. He was very confident that they could be achieved and commented that they only had a small forecast overspend on the current year's revenue budget at the moment. The productivity plan was key in driving through changes, especially the changes identified by the new demand led operating model and improved ICT systems and processes.

The new operating model had achieved savings by understanding demand and targeting resources so that they were in the right place at the right time. Improved processes have also been introduced in the way the force manages investigations, missing persons and in the processing of prisoners in custody and both of these initiatives have delivered efficiencies in terms of time, but also improved the quality of work officers are able to undertake because they are not being deployed to cover response incidents at the same time. Cultural changes have promoted and delivered a much more noticeable "one team ethos", and technological advances – particularly in the use of mobile devices have enabled a much more agile way of working with Officers who previously would have spent significant time in the Police Station, able to untie themselves from their desks and spend much more time in the community.

The PCC referred to the proposed changes to the governance of specialist policing capabilities delivered about the level of individual police forces, with a particular emphasis on collaboration. This was to enable major efficiencies but was causing some concern among police chiefs.

6. In your October report you said 'Should the Government review indicate that TVP may suffer a significant reduction in central grants then the recruitment and resourcing profile of the Force will need to be rapidly reviewed'. With current negotiations how likely do you think that this is to happen?

The PCC reported that they still had not been informed about the new funding formula but he was hopeful that it would not significantly impact the Force.

7. How do you scrutinise the budget to ensure value for money? How regularly do internal and external audit processes consider value for money? Please could you provide the Panel with an update on the audits being conducted into the criminal justice system and PCC Governance (which includes the effectiveness of the framework in holding the Force to account) and also the CCTV review

The PCC referred to the HMIC value for money review in which Thames Valley were graded 'good' so he was not concerned about this area. The PCC referred to the CCTV review and the recent media article which said that some Forces were not using CCTV as effectively as they could do. He commented that Thames Valley did use their CCTV more effectively than other Forces. He was talking to Local Authorities about CCTV as the use of it differed across the Thames Valley.

8. Under the Revenue Budget Summary you have other costs of £210,000 under PCC Controlled Expenditure – what does this include? Are you happy that with your possible increase in responsibilities that you have enough resources in your office to deliver effectively?

The PCC commented that this funding related to audit fees, corporate subscriptions, consultancies, treasury management, bank charges and custody visiting and that the cost of his office was one of the lowest in the Country.

9. Would the PCC or Chief Constable be able to say how many defibrillators will be deployed and is there an estimate on how many lives may be saved over the lifetime of the devices?

The PCC reported that some police cars did have defibrillators in them especially those where they were carrying firearms.

10. Do you feel that you have managed your property portfolio well in terms of selling properties at the right time in the market to gain the best possible capital receipts ?

The PCC commented that he was happy with the way the property portfolio was being managed.

11. Has any consultation been carried out on the budget as other PCCs have done?

The PCC reported that he was not going out to public consultation. He had followed Ministerial guidance on the level of council tax increases and had provided detail to the Panels Budget Task and Finish Group.

12. Community Safety Partnership Funding (Appendix 4 Current service) – will you be updating the formula allocation model before 2018/19 grant allocations are announced and how will you do this.

The PCC will inform the Panel when they undertake this exercise.

13. Can you see a change in responsibility by the public which is reducing demand on emergency services ? Have you any data on how your Demand and Vulnerability Model is reducing demand ?

The PCC referred to his previous comment on the new operating model and the fact that the Police were the service of last resort.

14. How will the Force work closely with partners to deliver cost savings when there is likely to be a withdrawal of partner funds with the public sector strain and the continued financial viability of the private sector e.g possible withdrawal of funds for the street triage scheme.

The PCC reported that he would continue to work with partners to deliver cost savings. However, as Local Authorities also had constrained budgets they had to sometimes make decisions that impinged on the police force which made their task more difficult.

15. The APCC Chair has welcomed the announcement that funding for victims' services in 2017/18 will be maintained at about the same level as 2016/17. In addition, they support the decision to repeat the £4.7m child sexual abuse fund. However they regret the decision to fund victims' services, once again, for only one year. As it stands PCCs are often unable to commission victims' services in the most effective way. As, importantly, service providers, including small charities who work hard to deliver services for some of the most vulnerable people in society, are unable to plan ahead and make the necessary strategic decisions. What do you think about this statement and are you able to put any plans in place for long term funding for domestic abuse and other key areas ? Will the Service Transformation fund for Violence against Women and Girls provide enough financial support to meet the level of demand for refuges in the Thames Valley ?

The PCC reported that he put plans in place for longer term funding by offering three year contracts rather than one year and therefore was taking a risk in this regard as the Government had failed to give them a degree of stability with their current funding arrangements.

16. Nationally HMIC noted: "we found evidence to suggest that some forces have reduced the pace and ambition of their plans since last year." The Government expects Police and Crime Commissioners (PCCs) and Chief Constables to do everything in their power to drive efficiencies at pace, and this settlement provides the opportunity to improve the quality of policing and continue to reduce crime.
 - a) Do you feel that the pace and ambition has reduced ? If not please give examples.
 - b) How ready do you feel in terms of meeting policing's own vision for 2025.

The PCC referred to the top slices/reallocations which were worth £812m in 2017/18, some 42% higher than in 2016/17. The majority of PCCs were not happy with the value of the Transformation Fund which had risen to £175m and was taking money away from their budgets to help with areas such as the potential transition of the new funding formula.

17. The recent HMIC Peel reports for the Thames Valley have commented specifically on the ICT Strategy and how it was fully aligned and supporting Force's objectives and confirmed that progress was good. Is the PCC happy with the current progress, particularly with the significant cost increases required during the last 12 months for the Contact Management Programme and the timely delivery of large capital schemes and challenges in recruitment in this area?

The PCC reported that the new Contact Management Programme had undergone a difficult start but that this technology was required to transform the police force and eventually produce savings. It was an important programme as their capabilities grow larger and linked in with Microsoft which was key.

Further to these questions the following points were noted:-

- Cllr McCracken referred to the new Policing and Crime Act and the budget implications of this, particularly relating to the cost of hiring consultants to help prepare a business case for the possible transfer of responsibility for the three fire and rescue services. The PCC reported that once an estimate had been made of how much it would cost, he would consider making a bid to the Police Transformation Fund but they would need to employ consultants to look at this in detail. There was a clear expectation that he would move ahead and produce a business case. They would be visiting the Sussex PCC who was one of the first to look at a business case for fire and they had a similar set up to the Thames Valley, having two fire and rescue services, one run by a County Council and the other by a Fire and Rescue Authority.
- Cllr Webb asked whether the Panel would have sight of the business case on emergency services collaboration. The PCC reported that the business case would be submitted to the Minister for consideration and there would be a public consultation. Cllr Webb asked about consultation with the Panel. The PCC reported that the Act only required the business case to be submitted to Government and to consult with the public and relevant local authorities. The Chairman commented that he would welcome the PCC keeping the Panel informed so that they could give their views on the subject and the PCC agreed that he would keep the Panel updated.
- Cllr Sinclair referred to the major fraud investigation and how the PCC will make representations to Government. The PCC reported that he would be putting more pressure on Government to finance fraud. The entire budget of the Serious Fraud Office is only £44m a year (40/50 staff), whilst for the City of London Police, who also investigate fraud (15 police officers), it is considerably less. When compared to a fraud of this size, then it is clear that far greater resources need to be made available to tackle the scale of the problem. The overall annual fraud and cyber-crime loss is put at nearly £200bn. Thames Valley were one of the very few Forces that could take on this case. The specialist capabilities of the police needed to be funded properly.
- Cllr Sinclair also referred to the funding for the voluntary sector and the need for certainty over funding to allow them to plan longer term. The PCC reported that the Ministry of Justice gave grant allocations for victim and witness services and as stated previously Thames Valley gave three year contracts with an option to extend for a further two years. They provided as much stability and security as they could and had taken on risk doing so.
- Cllr Sohal asked about the reduction in 59 officers and whether this was natural wastage. The PCC reported that there were no redundancies and that there had been a reduction of just 22 police staff.
- Cllr McCracken asked about protection of 'VIP' homes and the numbers involved. The PCC reported that there were a number of homes e.g at Windsor Castle but that the Force were well recompensed for this activity.
- The Chairman congratulated the Force and the PCC for the success in the recent fraud case which demonstrated how efficient the Force was in a major investigation.

On a vote being taken (two Members abstained), the Panel

RESOLVED

1. That the Panel approve the Police and Crime Commissioner's precept for 2017/18 as set out in the OPCC report 'Revenue Estimates 2017/18 and Medium Term Financial Plan 2017/18 to 2020/21' having received satisfactory responses to the questions raised at Appendix B of the report.
2. That the Panel add its support to the PCC's if any representations need to be made to the Home Secretary with regards to the setting of the revised Funding Formula.

92. Annual Assurance Report

Members received the Annual Assurance Report from the Chairman of the Joint Independent Audit Committee, Dr Louis Lee. The JIAC is a key component of the PCC and Chief Constable's arrangements for corporate governance and provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial management and reporting standards. This is the Committee's fourth Annual Report.

Dr Louis Lee presented the report which highlighted the following:-

- Based on the information they have seen collectively, or know about individually, they have assured the PCC and Chief Constable that the risk management and internal control environment in the Thames Valley is operating efficiently and effectively. Constructive challenges over the past twelve months on a wide range of topics have given the Committee access to information and meetings; the positive relationship with the PCC and the Chief Constable and senior staff has enabled the Committee to contribute to improved audit, risk management and internal controls.
- At their last annual report they had stated that they would retain a close interest in, and scrutiny of, the transformation of the ICT systems and infrastructure, which are recognised as being business critical, costly and in need of ongoing improvement. In June they received an update on ICT delivery. In March 2016 they received a confidential briefing on the critical issue of the sudden departure of the Interim Head of ICT and the subsequent review of the ICT Business Partner model for delivering the ICT Strategy. Whilst there were still a number of challenges to be overcome, the report highlighted the progress that had been made both in reducing the level of risk to the organisation and in restricting and reshaping of the structures and processes to deliver the new plan. They had also been invited to attend appropriate meetings of the ICT 2020 Vision Board and Force Transformation Board to see the corrective action being taken to overcome the problems identified earlier in the year and the progress being made to implement the five year ICT strategy.
- The external auditor issued a new significant value for money risk in relation to informed decision making, resulting from concerns around ICT procurement and the ICT Strategy.
- The External Auditor issued her Annual Audit Letter to the PCC and Chief Constable which was an unqualified audit opinion in respect of financial statements, an unqualified value for money conclusion and the audit completion certificate. TVP were one of the first local policing bodies national to have their accounts formally signed off by external audit and this was due to excellent project planning within and between the OPCC and Force Finance Departments and their effective working relationship with external audit staff.
- With regard to the Annual Governance Statement they had challenged officers as to why the various collaboration meeting were not being held in a timely manner given the importance of the subject area. A timetable for regular meetings have now been established and implemented but they would continue to monitor progress.
- The External Auditor also commented on the Chinese walls operating between the two audits of Thames Valley Police and Hampshire and reinforced the importance of effective governance of the extensive collaboration arrangements.

- The Single Equality Scheme has moved under objective 7 of the Force Delivery Plan and is subject to quality reporting to the PCC. The Equality and Diversity Annual Report will be presented to the Committee in June 2017.

During discussion Members made the following points:-

- Cllr Mallon referred to the Casey Review and asked what impact this had had on Equality and Diversity. Dr Lee responded that he hoped that the Chief Constable would change existing processes in view of this which should be included in the report that the Committee receive in June. The Chief Constable reported that a planning session was organised for next week to look at the issues raised in the Casey Review. The Delivery Plan was being finalised for next year which included this as an objective.
- Cllr Macpherson commented that the workload of the Audit Committee was large and asked how this was covered by the five Members and what support they received to undertake their roles. Dr Lee reported that they now have five Members but previously had three, so obviously all Members had to be present to be quorate. It was good to have five Members which meant that they could observe other Meetings, particularly with the issues that they had experienced with ICT. Audit Committee Members were now more integrated with the Force and acted as a critical friend. The PCC reported that it was difficult to find Members for the Audit Committee who had enough knowledge and experience.
- Cllr Webb referred to business continuity management and how this was governed. Dr Lee reported that this had changed in the last 12 months particularly with the departure of the Head of ICT. He referred to observing the ICT 2020 Vision Board which was attended by senior officers and that there had been a change in emphasis for ICT audits with a move away from auditing specific systems to a more inclusive review of project governance and programmes.
- Cllr McCracken asked about the Transformation Board. Dr Lee referred to the new ways of working with smart phones. The Transformation Board was chaired by the Deputy Chief Constable and all the Assistant Chief Constables also attended. Dr Lee commented that the Board was used to share good practice but was not used to challenge ways of working, which was probably undertaken at Chief Management Team level.
- Cllr McCracken then asked about the corporate risk register and particularly made reference to the Emergency Services Mobile Communications Programme. Dr Lee reported that the corporate risk register was looked at carefully and referred to the bi-annual risk business continuity meetings which would address any areas of concern.

Dr Lee was thanked for attending the Police and Crime Panel and for giving such an informative report.

93. Property Asset Management Plan Refresh

The Panel received the report on the Property Asset Management Plan (AMP) which established the overall strategic direction for management of the Thames Valley Police (TVP) estate, and provides the context for making key decisions on the future of individual properties and investment priorities. The current AMP was approved in 2014 and is refreshed in detail every two years so the next Plan covers the period 2016-2020. This reflects the latest recommended position on individual site retention, confirms an ongoing disposal programmed and required activity over the next two years to continue to improve how the Force manage estate assets.

Members noted that the drivers and enablers behind the Plan were as follows:-

- Increased budgetary pressure on reducing non-staff costs and the cost of the estate overall to achieve the savings target included within the Productivity Strategy.
- ICT facilitated Smarter Ways of Working – to reduce the size of accommodation requirements and increase the potential to release/replace additional sites in the future at operational, support and Headquarters levels.

- Local Police Area Operating Model, Digital Policing and Contact Management Programme – to enable change and reduce the need for space.
- The report includes information on disposal and acquisitions, collaboration, protecting the custody suite estate, future housing and population growth, overall estate change and performance and reduction in the neighbourhood office estate.

During discussion the following points were noted:-

- Cllr Egleton asked about using surplus property for income streams rather than generating capital receipts. The PCC reported that they were buying assets rapidly rather than leasing and that 88% of the estate was now owned, compared with 72% in 2010 and 82% in 2014. They have surrendered more leases and purchased Meadow House, Kingfisher Court and Fountain Court which were expected to produce revenue savings. Police houses needed to be sold as they were unfit for modernisation and it was more efficient to get rid of them. He referred to police stations in major towns and commented that a decision needed to be taken about whether it was cost effective to relocate. There were some areas where they had surplus property which was not being sold to ensure that the best value was obtained from the market as a potential income stream.
- Cllr Macpherson referred to the One Public Estate initiative (where funding will support public sector partnerships to work collaboratively on land and property initiatives, generating new jobs and homes, creating more joined up public services to local communities, and delivering savings for the taxpayer) which is progressing substantively in Berkshire, initiated in Bucks but not yet commenced in Oxfordshire and MK. What future projects are in the pipeline ? The PCC commented that this was being led by Local Authorities not the police and it was work in progress. However there was the wider issue of working with partners to provide services to the community in a cost effective way. A proposal was put forward that this should be looked at further by the Panel to look at co-location on a wider public sector scale but on a vote (10 in favour and 5 against) it was agreed that this did not fall in the remit of the Panel; although Members supported more collaboration, it was a council led initiative. It was agreed that the Scrutiny Officer should circulate the terms of reference of the Panel to remind Members of its remit.

Action: Scrutiny Officer

- Cllr Sinclair referred to the proposal for St Aldates Police Station in Oxford and the need for a central police presence relevant to the size of Oxford. Members noted that during the Priority Based Budget review this was identified for potential disposal, utilising the existing estate for most of the occupants, but with a substantive city centre replacement facility. It was an expensive building to maintain and the viability of a replacement would be assessed over the next 18 months. The Fire Service was keen to engage around a possible joint/co-located facility. The PCC commented that it would need to be central to Oxford and that the station would not be moved unless there was a good alternative.
- Cllr Sinclair then referred to the CCTV suite. The Chief Constable reported that the CCTV review had looked at how technology had advanced in recent years, particularly in terms of monitoring and the cameras. The recommendations from the review had not progressed as fast as he wanted, although some areas were further ahead than others. The PCC had made some capital funding available to support local authorities to invest in new technology and this would be used to encourage consolidation and collaboration where possible.

The Panel noted the refresh of the Property Asset Management Plan.

94. Report on the implications of the Policing and Crime Bill

Members received a report on the implications for Thames Valley on the Policing and Crime Act. The Policing and Crime Act will support the transformation of policing and the fire service by:

- Enhancing local accountability of the fire and rescue service by enabling directly elected PCCs to take over the governance from Fire and Rescue Authorities where a local case is made.

- Driving efficiency and better value for money by facilitating closer collaboration between all three emergency services and maximising the ability of chief officers to make best use of the police officers, police staff and volunteers in their workforce.
- Strengthening public confidence and trust in the police by radically reforming and simplifying the police complaints and disciplinary systems, including by providing for an enhanced role for PCCs and the IPCC and greater protection for police whistle-blowers.
- Ensuring the police and other law enforcement agencies have the powers they need to prevent and detect crime and protect children and young people from sexual exploitation.
- Strengthening the protections for those under investigation by the police by ensuring that there is a proper balance between the rights of individuals and the need to protect the wider public.
- Ensuring that those experiencing a mental health crisis receive the help they need, and that police cells are only used as places of safety in exceptional circumstances.
- Reforming firearms and alcohol licensing laws to better protect the public by preventing criminals and terrorists from exploiting loopholes in the Firearms Acts and strengthening the ability of licensing authorities to take action against alcohol driven crime and disorder.

The PCC commented that in relation to complaints none of the concerns that PCCs had raised in relation to vexatious complaints had been addressed. He also commented that he was not minded to take advantage of the enabling legislation which would allow him to take on responsibility for the front-end of the police complaints system and responsibility for all duties regarding ongoing contact with the complainant. The responsibility for undertaking the role of the appellate body would not transfer to PCCs until around June 2018. This could have workload implications for the Panel.

Cllr Birchley referred to the new reform which provided for a presumption in favour of releasing a suspect without bail, with bail only being imposed when it is both necessary and proportionate which would represent a big cultural shift for the police service. The PCC commented that this new provision related back to the issues with Operation Midland and the fact that some people were on bail indefinitely. However there was now a new offence of breach of pre-charge bail which related to travel for individuals arrested on suspicion of terrorism offences. The Chief Constable reported that there were now statutory time limits with regard to bail not lasting longer than 28 days which is extendable in complex cases. Computer systems would need to be updated to manage the change which will not come into force until the end of 2017 but this is affecting all Forces. A small number of additional staff would be needed to manage bail issues. There would be a degree of risk of releasing people on bail which will have to be managed carefully.

95. Topical Issues

Office of the PCC

Cllr Sohal asked whether any progress had been made in relation to Associate PCCs. The PCC reported that they were looking at the model used by the West Mercia PCC who had appointed community ambassadors on service contracts. The Panel welcomed this initiative.

101 site visit

A site visit to the control centre at Kidlington would be arranged for a small group of Members (6-8) and dates would be circulated.

Action: Scrutiny Officer

Local Policing

A video was shown on local policing.

<https://youtu.be/Ek9Mt-pliwA>

“The concept behind the new operating model is to deliver more efficient and smarter ways of working whilst ensuring that resourcing matches demand and that the right person is deployed to the right job at the right

time. Pilot schemes were launched on three of the Force's Local Policing Areas – Reading, West Berkshire and Milton Keynes, focusing upon different aspects of the proposed operating model and the results have been very encouraging. Through smarter and more consistent processes, which we are calling 'Smarter Resolution' time spent investigating specific crime types through to resolution has reduced significantly by around 30%. This in turn has enabled faster response times in relation to Immediate and Urgent Graded Incidents. "

Cllr Birchley referred to a recent press article in the Bucks Advertiser on the number of police officers in the Thames Valley falling by 3.3% between September 2015 and September 2016 which was the biggest drop in seven years. The Chief Constable reported that it was important to look at figures over the longer term rather than one year in isolation. There has been a reduction in 59 officers as a result of workforce modernisation but this had not impacted on service delivery and the Force were targeting resources to where they were most needed.

Cllr Birchley asked how the changes to local policing had been communicated to the public and whether it would be presented in Buckinghamshire at the Local Area Forums. The Chief Constable reported that the public would not notice much change and it was only an internal restructure to target resources more effectively. The PCSO's would remain the single point of contact which would avoid double or triple tasking. There will be a response team that deals with incidents which will then be looked at by the Investigation and Problem Solving Team.

Cllr Sinclair also suggested giving a presentation at the Neighbourhood Action Groups as they were concerned about the changes to local policing. He commented that it was important particularly for the problem solving teams to work in partnership with local communities so that problems are solved together not in isolation.

Cllr Egleton commented that there should be more communication about the changes to local policing and said that there was an item on this issue at his local Community Safety Partnership meeting. Whilst Members had received a letter from the Local Area Commander there should be further communication with parishes and the public as there were concerns about the new model and that there would be less visible policing. It was important for the police to explain how the new model was operating and the benefits it would bring to local communities with little impact on visibility. The Chief Constable reported that the new model was key to address crimes which were more complex in nature and required a different response such as cyber-crime which needed visible policing on the internet and serious organised crime.

Cllr Burke referred to past public surveys and the fear of crime and local communities needed visibility to feel safe. The Chief Constable reported that it was important to allocate resources to areas of most need. They had changed local policing so that police officers no longer used local police stations as a base and were visible in local communities using new technology to work more smartly. In terms of preventing crime an assessment was made at every incident to understand how this type of crime could have been further prevented. He emphasised the importance of the public taking more responsibility for their own safety.

Cllr Webb asked about how this would be structured within Local Police Areas. Each Local Police Area would have their own hubs to cover response and investigation but there would still be borderless policing.

Cllr Mallon asked about progress on reintroducing police helmets. The PCC reported that he was talking to people about this and most of them were very supportive of this.

Cllr Burke talked about the increase in burglary for Asian gold. The Chief Constable made reference to a spate of cases previously in North Oxford which had been dealt with effectively. This was a national issue due to the price of gold increasing. The PCC referred to the need for prevention and that some Asian weddings were widely advertised. Members noted that serious organised crime groups received inside information and sometimes Asian houses had markings on the front of their house which made them easy to identify.

CCTV

CLr Sinclair asked about the CCTV review and guidance for next steps. The Chief Constable reported that a report had been produced by external consultants and Oxford City should have a copy of that report. The PCC reported that this was a difficult area to address as the funding for CCTV differed across the Thames Valley. He would speak specifically with the Member after the meeting in relation to Oxford City and how this could be taken forward.

Elder Abuse

CLr Burke expressed concern about the high figures for elder abuse in Milton Keynes. The Chief Constable commented that it was important to be careful in interpreting the figures as this included elderly victims who had been affected by all sorts of different crimes. There was also a massive under reporting of elder abuse and an increase could be related to awareness campaigns in terms of reporting abuse.

96. Work Programme

Some Members had suggested that an item be put on the next agenda on roads policing and the joint operation with Hampshire. The PCC commented that road deaths had gone up recently which could be related to the number of new electronic driver information/entertainment systems now routinely incorporated in cars which were a distraction to the driver. The Chief Constable asked for further information on which areas the Panel were interested so he could provide the relevant background. This item was agreed.

The next meeting includes an update from the PCC on the Local Criminal Justice System. Members noted that the West Midlands Police and Crime Panel were undertaking an inquiry into how the PCC and other criminal justice agencies are co-operating to ensure that there is an efficient and effective criminal justice system with a particular focus on youth re-offending. Members welcomed a briefing from the PCC on the wider criminal justice system and his role as part of that. Following this discussion Members could then decide whether to look at a specific area, which could be a priority in his new Police and Crime Plan. Under the Police Reform and Social Responsibility Act 2011 there is a reciprocal duty for the PCC and certain criminal justice bodies to co-operate in ensuring an efficient and effective criminal justice system and the Panel could look at how the PCC discharges his responsibility. Members agreed this way forward.

97. Date and Time of Next Meeting

7 April 2017 at 11am at Aylesbury Vale District Council.

CHAIRMAN

This page is intentionally left blank



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

**INFORMATION REPORT TO THE
THAMES VALLEY POLICE AND CRIME PANEL
7TH April 2017**

**PCC RESPONSE TO THE RECOMMENDATIONS OF THE
PREVENTING CHILD SEXUAL EXPLOITATION (CSE) SUB-COMMITTEE**

Background

At its meeting held on 3rd February 2017, the Panel asked the Police and Crime Commissioner (PCC) to provide a formal response to the recommendations of the Preventing CSE Sub-Committee arising from its meeting held on 16th December 2016.

My responses are set out below.

MULTI-AGENCY SAFEGUARDING HUBS

Recommendation:

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

PCC Response:

The MASHs currently do this anyway. There will need to be a review of the performance of the MASHs at the end of this calendar year; I will discuss arrangements with the Chief Constable.

PERPETRATOR PROFILING

Recommendations:

That the PCC ask the Chief Constable:

- 1) What the current perpetrator profile was for successful prosecutions (including the number of successful prosecutions generally across the Thames Valley by type e.g. lone offender or gang related).
- 2) Whether it would be possible to develop some perpetrator profiling work similar to that of the East Midlands Network.

[NB

The East Midlands Perpetrator Profiling work had been driven by the East

Midlands Network, which is made up of the 9 local authorities who meet regularly with LSCB chairs to develop co-ordinated working, ensuring that all Councils are engaged with sharing good practice]

PCC Responses:

I will ask the Chief Constable if he can arrange for this profile to be prepared.

LANGUAGE SCHOOLS

Recommendation:

That the PCC should consider writing a letter to the Department of Education about the loophole in legislation, which should be jointly signed by Safeguarding Board Chairman.

PCC Response:

Agreed – I will write to the Dept. of Education in the next couple of weeks.

TAXI LICENSING

Recommendation:

That a Thames Valley wide meeting be organised with all Taxi Licensing Authorities to consider a consistent approach including the possibility of a regional database.

PCC Response:

I consider this matter to be the responsibility of local authorities to organise. However, the Deputy PCC (Matthew Barber) has agreed to speak at the Thames Valley-wide Taxi-Licensing Event on 19 May that is being organised by the Panel. In addition, the Chair of the Association of Police and Crime Commissioners (APCC), Dame Vera Baird has recently called on the Government to consult on new statutory guidance relating to licensing for private taxis to help prevent risk to vulnerable children by coordinated national action.

HOTEL WATCH

Recommendation:

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

PCC Response:

I will request a report from the Chief Constable.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

Report to the Thames Valley Police & Crime Panel

Title: Themed Item – Roads Policing

Date: 7 April 2017

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



Background

1. The reason for this item is to look at the PCC's performance on roads policing and how the Chief Constable is being held to account for the Joint Operations Unit with Hampshire Constabulary.

Thames Valley

2. The PCC in his draft new Plan has stated that roads' policing is a core part of policing. Thames Valley has the largest motorway network of any police force, and major trunk roads, such as the A34, also cross the area. Recent fatal accidents involving the use of handheld mobile telephones in cars and other distractions highlight the importance of prevention and the need for improvements in road safety. The Youth Survey conducted by the Office of the PCC says that 23% of young people worry about being hit by a car. His key aim is 'police and partners address road safety concerns, especially amongst vulnerable groups such as younger people, cyclists and pedestrians'. Another related key aim is to encourage accelerated up-take of new technology in order to prevent, reduce and detect crime.
3. Thames Valley Police's Roads Policing Unit (RPU) is a collaborated unit with Hampshire Constabulary. This makes it (combined) the second largest RPU in the country, consisting of 207 police officers in the Thames Valley Police side of the unit.
4. Its resources are focussed on delivering the national Roads Policing Strategy, which aims to:
 - Reduce road casualties
 - Deny criminals use of the roads by enforcing the law
 - Tackle the threat of terrorism
 - Reduce anti-social use of vehicles
 - Enhance public confidence and reassurance by patrolling the roads
5. The unit is made up of patrol officers, a proactive team (targeted at criminals using the roads), a Road Death Investigation Team, the Forensic Collision Investigation Unit , the

safety camera team, traffic management officers , the Fixed Penalty Support Unit, and is supported by a team of volunteers and Special Constables.

6. The team focuses its enforcement activity on the 'fatal four' offences of speed, distraction (including mobile phones), seatbelts and drink/drug driving as research shows that activity here is the most likely to reduce road death. Within national guidelines, a range of driver education courses are offered where appropriate as an alternative to prosecution. These are delivered in partnership with AA Drivetech. In addition, they work with colleagues from South Central Ambulance Service, the Fire & Rescue Services and Local Authorities to deliver the innovative and powerful 'Safe Drive – Stay Alive' presentation to over 15,000 young people a year across the region.

<http://www.thamesvalley.police.uk/aboutus/aboutus-depts/aboutus-depts-op/aboutus-depts-roads.htm>

7. Information from the recent budget report and a press article includes the following information on roads policing:-

- A review of the shift patterns within the Joint HC/TVP Roads Policing unit are estimated to reduce the establishment required for the unit, which will realise savings to TVP of £0.6m (budget papers)
- The Capital Budget includes £0.450 for the Safer Roads Partnership
- A press article in March 2016 referred to TVP upgrading all fixed speed cameras in the Force area to be replaced with more advance digital technology. The cameras will be upgraded at priority sites. Twenty cameras and site upgrades would be completed that year (2016) with a further ten cameras to be upgraded in 2017. The overall programme would last five years. The Capital Monitoring 2016/16 report refers to this as the Safer Roads Scheme and road safety camera upgrades are funded from safety camera income. The full budget for the year was up to £2.139m, with £0.602m currently spent and further commitments of £0.678m identified.

<http://www.getbucks.co.uk/news/local-news/fixd-speed-camera-upgrade-begins-11027941>

8. One of the issues raised by a member of the public to the Panel was whether the PCC should have a Deployment Strategy for speed cameras. Some PCCs do have these in place which explain their strategy in where cameras are deployed.

<http://www.suffolk-pcc.gov.uk/wp-content/uploads/2013/10/The-Operational-Approach-to-Speed-Enforcement.pdf>

<http://www.hertfordshire.gov.uk/docs/pdf/l/18339258/speed-management.pdf>

National information

9. The National Police Chiefs' Council has published a five year strategy on policing the roads in partnership. Points to note in the Strategy are as follows:-

- Prioritising enforcement and education on the fatal four offences
- No one single agency can deliver the reductions in casualties therefore it is important to look at greater levels of effective partnership working

10. A Police Foundation Report 'Is Roads Policing taken seriously enough'. Points to note are as follows:-

- Everyone is a potential killer – there is a distinction in people's minds between illegal behaviour and foolish mistakes, most people think they are in the second category and this to some extent has been the stance of policy makers. It was felt

that policy might do better to focus on the act rather than the perpetrator. A Ministry of Justice consultation which ended at the beginning of February was looking at the distinction between careless and dangerous driving and the level of maximum penalties.

- Roads policing should not be viewed in a vacuum and there should be better communication between officers involved in roads and non-roads policing
- Safer Roads Partnerships and Crime Reduction Partnerships need to work together to better identify risky behaviour and prevent accidents and other serious road-related incidents.
- Where should the focus lie – risk management, investigation of road accidents and/or prevention. Resource strapped police forces are not always able to employ forensic collision investigators. There was a suggestion that there should be a national unit for collision investigation which would enable officers to share knowledge and best practice. There was also another suggestion that the police could further improve roads policing by promoting more partnership based prevention.
- Due to the steady decline in accidents there was a concern that roads policing may be a victim of its own success and that PCCs may not see this as one of their key priorities. Whilst there has been a recommendation to have a national unit (see paragraph above) there has been discussion as to whether roads policing should be a specialist capability of the police but the common view is that it is core to routine local policing.
- Another recommendation was that it might help if people understood better how finances raised by cameras were used and road safety initiatives should be more widely publicised.

11. In terms of resourcing the RAC has produced a report which states that the majority of forces record year on year fall in full time roads policing officers. There are 1,437 fewer designated officers in 2015 than in 2010, which is a 27% reduction. A report to the Transport Select Committee called on the Government to support police forces in maintaining the number of specialist officers on the roads. It questions whether forces are increasingly turning to technology to enforce the law when the majority of motoring laws rely on a physical officer present to apply the law. Enforcement of the law and the behaviour of other motorists were two major concerns flagged by motorists. The Transport Select Committee warned that police cuts would stop some offences being detected.

12. Thames Valley was not in the ten top forces in reduction of roads policing officers. There was a reduction of 24 officers between 2010 to 2015 with 1 extra officer for 2014 to 2015 so there are 205 officers in total. A recent press article states that Hampshire Constabulary is moving forward with its plans to combine its armed response officers and roads policing teams and that the Isle of Wight will lose its two dedicated policing officers.

<http://wradio.co.uk/2017/02/16/police-and-crime-commissioner-defends-decision-to-merge-isle-of-wights-roads-policing-and-armed-response-units/>

<http://www.rac.co.uk/drive/news/rac-news/roads-policing-cut-will-dismay-drivers/>

<http://www.mynewsdesk.com/uk/rac/pressreleases/2015-sees-further-fall-in-numbers-of-dedicated-roads-policing-officers-1414666>

13. The number of specialist roads policing officers in the country fell from 7,104 to 4,356 between 2005 and 2014. Whilst, the total number of offences detected on roads in England and Wales went from 4.3 million in 2004 to 1.5 million in 2014, the number of

offences resulting in a fatality - which will always be recorded - did not fall. But the Home Office said in response to the Transport Select Committee "Her Majesty's Inspectorate of Constabulary has been clear that there is no link between police resources and crime levels and effective roads policing is dependent on a range of factors, from better driver awareness to increased use of fixed penalty notices. It said the enforcement of traffic offences was an operational matter for the police. According to Home Office research, traffic police officers spend about 26% of their time dealing with traffic incidents and only 5% of time on traffic related checks.

<http://www.bbc.co.uk/news/uk-politics-35805131>

14. Just looking briefly at what other PCCs are doing Northamptonshire PCC announced a road safety initiative in 2016 to help curb the number of injuries and fatalities experienced. The initiative will see the force invest in new technology such as mobile average speed camera systems and new camera vans equipped with night time enforcement systems whilst working more closely with parish councils to address the dangers caused by speeding and inconsiderate drivers. The PCC is also working with the County Council to make rural roads safer. Suffolk PCC has also introduced a new roads policing team.

<http://www.northantspcc.org.uk/pcc-to-announce-major-new-road-safety-initiative/>

http://www.eadt.co.uk/news/new_roads_police_unit_to_target_inconsiderate_idiots_who_risk_lives_on_suffolk_roads_1_4449764

15. Project partners from Birmingham City Council (BCC), Solihull Metropolitan Borough Council (SMBC), West Midlands Police (WMP) and the Office of the Police and Crime Commissioner have decided to adopt a system using average speed cameras because historically compliance with speed limits is far better than with mobile or fixed-point cameras.

<https://www.west-midlands.police.uk/latest-news/news.aspx?Id=4635>

Hertfordshire have also used average speed cameras to combat illegal racing and anti-social driving.

<http://www.hertscommissioner.org/2016-06-pccs-first-successful-road-safety-fund-bid-takes-shape-on-broxbournes-a10>

There is cause for optimism about the overall collision reduction benefits of average speed cameras. Taking account of overall trends, permanent average speed camera sites were found to, on average, reduce injury collisions, particularly those of highest severity.

http://www.racfoundation.org/assets/rac_foundation/content/downloadables/Average_speed_camera_effectiveness_Owen_Ursachi_Allsop_September_2016.pdf

16. West Sussex County Council and the Fire Service have developed a Local Road Safety Framework which sets out their safety targets and the actions they are taking to make the roads safer. It also compliments the national context set out by the Department for Transport statement on Road Safety (December 2015).

<https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/roads-and-travel-plans-and-policies/road-safety-framework-2016-2026/>

Other aspects of road safety

- Road policing impacts on all critical areas of police business – reducing road casualties, disrupting criminality, countering terrorism, anti-social driving, and patrolling the roads. Road policing is well positioned to deliver these outcomes, as the road network is essential for the movement of criminals.
- Cyclists believe roads policing should be given a much higher priority: there should be more and better trained road traffic police; road collisions should be thoroughly investigated and not just fobbed off as unfortunate 'accidents'; incident reporting

systems should be better designed; and all police forces should establish collision and near miss reporting systems. The link below shows an initiative by West Midlands for zero tolerance approach to close-passes of cyclists.

<http://www.bikebiz.com/news/read/close-pass-zero-tolerance-stance-is-best-ever-road-safety-initiative/020087>

<http://www.cyclinguk.org/police-and-crime-commissioners-should-prioritise-road-safety>

http://www.oxfordmail.co.uk/news/15169407.120m_cycling_vision_unveiled_to_get_county_riding_like_the_Dutch/

- Below is an article on bus lane cameras which make Councils £31m per year
<http://www.bbc.co.uk/news/uk-england-38957371>
- Motorcyclists as vulnerable users have a high number of casualties when weighted against the number of these types of vehicles on the road – powered two wheel vehicles are made up of 1% of road users but account for 21% of fatalities.
- A recent evaluation of 20pmh zones in Manchester has shown them to be ineffective. Officers have now carried out a long-term evaluation of the first phase - finding it has cut speeds by just 0.7mph. A report going before the Council admits there has only been a ‘marginal’ change, in line with other towns and cities that have introduced the measure.
<http://www.manchestereveningnews.co.uk/news/greater-manchester-news/20mph-speed-limit-manchester-stopped-12706663>
- Speed awareness courses
“Ministers will launch a crackdown on speed awareness classes after concerns that they do not change drivers’ habits and are a way for police forces to make money. Legislation drawn up by the Department for Transport will ban drivers from repeating the training, which is offered to motorists who are caught speeding. They pay to complete a course, instead of being fined and receiving penalty points on their licence. The option is popular because penalty points can significantly increase the price of your car insurance. Ministers will also set a cap on fees charged for completing the training and will insist that any money made from the system is invested in promoting road safety”
<http://www.thetimes.co.uk/article/ministers-slam-brakes-on-costly-anti-speeding-courses-k57l23m6j>
- A major project was carried out for Thames Valley Police and the Hampshire Constabulary into the effectiveness of a range of roads policing strategies. It identified that there are a number of gaps in the evidence as to the impact of the National Speed Awareness Course and it is "broadly unknown" in terms of its effect on repeat speed offences and future collisions. This recent TRL study for Thames Valley Police and Hampshire Constabulary is one of very few research projects which have tried to quantify the benefit of high profile traffic policing and targeted campaigns in the UK. The report found that more than 460 fewer road users would be either killed or seriously injured each year if drivers drove more safely
<http://www.bbc.co.uk/news/uk-36594584>
http://www.thamesvalley.police.uk/acc/effectiveness_of_roads_policing_ppr371.pdf

RECOMMENDATIONS for consideration:-

- **Form a Safer Roads Partnership for Thames Valley**
- **Consider the benefits of having a published Thames Valley wide Road Safety Framework which could include a deployment strategy for speed cameras**
- **Introduce average speed cameras in the Thames Valley**
- **Review number of road safety enforcement officers/constables across the Thames Valley**

Other background information

Reduction in officers

<http://www.essexlive.news/essex-police-officers-fear-lack-traffic-cops/story-29131010-detail/story.html>

<http://www.brake.org.uk/brake-blog/entry/pccs-roadsplicing>

<http://www.avonandsomerset-pcc.gov.uk/Document-Library/TERM-ONE/Newslettersbriefings/Website-version-PPC-Newsletter-6PP-AW.pdf>

Thames Valley staff commended for dealing with A34 crash

<http://www.bbc.co.uk/news/uk-england-oxfordshire-38661125>

Fewer roads police but more work than over

<http://www.polfed.org/newsroom/3950.aspx>

<http://www.brake.org.uk/events/15-facts-a-resources/facts/493-road-policing-in-the-uk>

<http://www.roadsafetygb.org.uk/news/5082.html>

Report to the Thames Valley Police & Crime Panel

Title: Proactive Scrutiny of Criminal Justice

Date: 7 April 2016

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



Nationally

Crest Report 'Taking back control of the criminal justice system'

'A cursory glance at the figures shows the extent to which our criminal justice system is failing. There are record backlogs in our courts, up 34% since March 2013, reflected in victims having to wait longer than ever to get justice: the average time taken from an offence to an offender receiving some kind of disposal has risen to almost six months (171 days) for all criminal cases, up 15% since 2010. Our prisons are overcrowded and on the brink of crisis. The same proportion of people leaving prison (60%) reoffend as over a decade ago. These figures threaten the fundamental integrity of the criminal justice system. Already, more than a third of the British population do not have confidence in the system's effectiveness. Only 55% of those who have been a witness say they would do it again. If victims and witnesses stop reporting crimes and giving evidence at court, the system will literally grind to a halt.

The government introduced Police and Crime Commissioners (PCCs) in 2012, in order to address the accountability deficit in policing. Yet whilst PCCs now have a mandate to improve policing and cut crime, their leverage over other parts of the criminal justice system is negligible. The Crown Prosecution Service and Courts Service are centrally managed institutions that report upwards to Whitehall, rather than downwardly to citizens. Prisons are heavily constrained by the National Offender Management Service (NOMS). Probation contracts are centrally commissioned by the Ministry of Justice.

In our paper we argue that local leaders should be empowered to join up services across a local area – in order to deal with the root cause of crime and end the cycle of repeat offending – rather than continuing to pay for failure '

The Crest Report then goes on to make the following points:-

- Charlie Taylor's report into youth justice - one of his most important recommendations was that local areas should be given responsibility for management of the youth justice system. Many of the levers for preventing young people from ending up in prison lie outside of criminal justice – in better education, health, or access to housing. Yet,

currently, local areas lack both the means and incentive to invest in alternatives to prison. Moreover, for those young people that do end up in prison, local areas should be given an opportunity to commission their own secure provision, enabling young people to stay closer to their families and communities rather than travelling miles to the nearest Young Offender Institution.

- Devolution should also extend into the way offenders are charged, prosecuted and sentenced. The rate at which crimes, such as domestic abuse and hate crime, are charged and successfully prosecuted and the number of successful trials vary hugely across the country. Yet there is virtually no local scrutiny of performance.
- Police and Crime Commissioners should be given a role in overseeing the performance of local prosecutors and magistrates' courts. And if PCCs want to change the way low level offenders are dealt with outside the court, or introduce New-York-style problem solving approaches within it, they should be free to work with the relevant criminal justice agencies in trying new approaches.
- Finally, devolution offers an opportunity to deal with the cycle of repeat offending, which drives so much of the cost of criminal justice. If PCCs or directly elected mayors were given responsibility for managing the budget for short sentenced prisoners or women prisoners, as well as a role in overseeing probation services, they would have a powerful financial incentive to invest in community alternatives, which are cheaper and more effective at both punishing and rehabilitating those offenders.

The **Police and Social Responsibility Act 2011** sets out a duty for PCCs as follows:-

“The PCC and criminal justice bodies (including the police, the Crown Prosecution Service (CPS), youth offending teams and probation) must make arrangements to provide an efficient and effective criminal justice system for the police area”

The report of **Frontline Consulting's fifth national conference for Police and Crime Panels** refers to the following in relation to criminal justice:-

- Good partnership working is key to a proactive approach to scrutiny and there is a duty under the legislation for the PCC to work with other criminal justice bodies in their area
- The appointment of PCCs is often cited as an expression of the Government's general commitment to devolved responsibility for service delivery and enhanced local, democratic accountability. Yet other criminal justice services have simultaneously been centralised, stripped of local accountability mechanisms or broken up. The Courts and Tribunal Service has been wholly centralised and its inspectorate abolished and the shape of the Probation Service fixed within the Ministry of Justice and a large part of it privatised.
- It is clear, that there are many challenges to reaching a point where local partnerships in criminal justice areas are truly effective. Reporting recently on six areas in England and Wales (Thames Valley not included) – HMIC, HM Inspectorate of the Crown Prosecution Service and HM Inspectorate of Probation found that there was little evidence that these partnerships, often chaired by the police or the PCC, were visible, accountable and influential bodies working successfully to improve the efficiency and effectiveness of the criminal justice system at a local level. The inspectorates were adamant that there was a compelling case for agencies to come together with a common purpose and specific aims with a new vision for partnership working.
- The report includes a case study of youth justice. There are currently 861 children and young persons in custody aged 10-17 which is less than one third of the number of children

who were in custody in 2007. There is also a reduction during roughly the same period in the number of children and young people being drawn into the youth justice system down from 110,000 to 20,500 per annum which is a 80% reduction. They have been accompanied by substantial reductions in costs, youth custody being a very expensive commodity. Young offender institutions, a secure training centre and several local authority secure homes have either been closed or their functions changed. This has been addressed in different ways such as pathfinder projects to encourage early intervention e.g restorative justice.

- Theresa May speech to Policy Exchange in February 2016 said ‘a number of PCCs have argued , youth justice, probation and court services can have a significant impact on crime in their areas and there are real efficiencies to be had from better integration and information sharing’.

HMIC Report

<https://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/local-criminal-justice-partnerships.pdf>

A joint inspection of local criminal justice partnerships by HMIC, HMCPSP and HMI Probation

Barriers to successful partnership working

There was broad consensus that the main barriers to establishing more effective local arrangements are fundamental differences in the drivers, structures, objectives and success criteria of the principal criminal justice agencies, which were seen as inconsistent and misaligned.

For example:

- Structures – the police service operates in a devolved structure, where performance targets have, to a large extent, been withdrawn and replaced by a single aim to reduce crime. Police forces are held to account locally by PCCs. By contrast, HMCTS, CPS, and the NPS are national organisations, accountable at national level with standard operating practices, performance measures and regional structures which are not coterminous, either with one another or with police force areas.
- Success criteria for individual agencies are not always reinforced with other agencies. The aim of making efficient use of court buildings can, in practice, undermine the aim of supporting and encouraging victims of crime to participate in the system. When courts are closed, victims may have to travel long distances to attend hearings, which may affect their willingness or ability to support the criminal justice process.
- Criminal justice agencies measure and record success differently, making it difficult to track progress. The police measure current cases, whereas both the CPS and HMCTS measure cases which have reached a conclusion. This makes meaningful comparison difficult. Some attempts have been made to overcome these obstacles, for example by agencies working together at regional (as opposed to local) level to implement national programmes such as digitisation; or by adopting individual agency performance measures to monitor progress locally. We conclude that there is limited flexibility for local criminal justice agencies to address the issues outlined above and make decisions that reflect local circumstances. This inhibits fundamentally the constituent parts of the system from working together towards the same set of outcomes. There was no consensus among those we spoke to during the inspection about how these issues might be resolved. However, there were calls for greater clarity about the role of LCJPs, for access to better shared data, and for solutions to the challenges partners faced in allocating time and resources in making boards work.

‘There is a compelling case for criminal justice agencies to come together, with a common purpose and specific aims, in an operating framework which delivers justice locally. We ..recommend that steps are taken by the leaders of the criminal justice agencies to provide greater clarity and direction, pace and purpose to inter-agency working at local, regional and national level’.

We recommend that, within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level. As a minimum, the review should include:

- an assessment of the health of the CJS locally, including its impact on victims and witnesses, especially the most vulnerable, and the extent to which perpetrators can expect swift justice;
- a local assessment of risk (informed by national threats, risks and harm) and the views and experiences of the public to inform local priority setting;
- the business and analytical support required for effective partnership planning, commissioning and co-ordination; and
- identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing.

The findings from this review should result in:

- a set of agreed local collaborative arrangements which have been refreshed and reinvigorated, which are visible to the public and which ensure that the right issue is tackled at the right level by the right agencies;
- an evidence-based, multi-agency action plan, with shared priorities, clear objectives and measurable outcomes which should be updated annually; and
- an agreed system for reporting progress nationally and to the public.

West Midland Police and Crime Panel Inquiry

- Held a one day scrutiny inquiry (20 March) into ‘supporting the PCCs wider criminal justice remit – case study of partnership working in the youth justice system’
- Members decided that it was sensible to focus on one area of work to use as a case study for exploring relationships.
- The partners who attended were the PCC, WM Police, Head of the Midlands Region Youth Justice Board, Public Service Reform Lead for Criminal Justice, Youth Offending Team Managers.
- Their key lines of enquiry can be found in the attached link:-
<http://westmidlandspcp.co.uk/meeting-20-march-2pm/>
- In addition the report refers to the Police Reform and Social Responsibility Act and its explanatory notes refers to the following ‘It is anticipated that these arrangements will involve the agreement of a protocol or memorandum of understanding between the various bodies setting out the matters in respect of which they will co-operate and the means by which they will do so’. In January 2017 the WM PCC reported to the Panel that this agreement had not happened.
- Areas that came out of discussion include the need for resourced prevention strategies and the need for closer working to ensure efficient and effective use of resources. Other areas included secure schools (see article below), the need for good role models, provision of services across the region e.g to deal with mental health, addiction, troubled families.
<http://www.bbc.co.uk/news/uk-38278829>
<https://www.theguardian.com/society/2016/dec/10/secure-schools-to-help-tackle-youth-crime>
<https://www.theguardian.com/society/2016/feb/09/youth-jails-should-be-replaced-by-secure-schools-finds-review>

Thames Valley

<https://www.thamesvalley-pcc.gov.uk/lcjb/>

Information on the Board from the PCC website

Local Criminal Justice Boards (LCJBs) bring together criminal justice organisations at police force area level to support joint working and improve services. The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency and credibility of the Criminal Justice System. By working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence.

The PCC currently chairs the Thames Valley LCJB and is working with them to reduce re-offending and improve the experience for victims and witnesses.

In the Thames Valley the LCJB consists of:

Police and Crime Commissioner (PCC)

Thames Valley Police

Thames and Chiltern Crown Prosecution Service (CPS)

http://www.cps.gov.uk/thames_chiltern/

The Crown Prosecution Service (CPS) was set up in 1986 and is the principal prosecution authority in England and Wales, and is responsible for:

- advising the police on cases for possible prosecution;
- reviewing cases the police have submitted;
- determining any charges in more serious or complex cases;
- preparing cases for court; and
- presenting cases at court.

Thames and Chiltern Crown Prosecution Service (CPS) is one of 13 CPS Areas across England and Wales and covers three police force areas; Thames Valley (Berkshire, Buckinghamshire and Oxfordshire), Bedfordshire, and Hertfordshire.

Her Majesty's Courts and Tribunals Service (HMCS)

Her Majesty's Courts Service (HMCS) is an executive agency of the Ministry of Justice (MoJ). It is responsible for delivering justice effectively and efficiently to the public. They are also responsible for managing the magistrates' courts, the Crown Court, county courts, the High Court, and Court of Appeal in England and Wales.

Thames Valley Probation

Thames Valley Probation Service works with people who have committed different types of offences, such as burglary, violence, car crime and sex offences. They provide probation supervision, offending behaviour programmes and specialist support services which aim to stop people committing further offences.

Thames Valley Community Rehabilitation Company

Thames Valley CRC is one of 21 Community Rehabilitation Companies in England and Wales. They work with all offenders on Community Orders, Suspended Sentence Orders or on licence from prison, except those who are high risk of serious harm or under MAPPA. They cover Oxfordshire, Berkshire and Buckinghamshire

Her Majesty's Prison Service

Her Majesty's Prison Service serves the public by keeping in custody those committed to prison by the courts. Her Majesty's Prison Service has a duty to look after prisoners with humanity and to help them to lead law-abiding and useful lives in custody and after release from prison.

Youth Offending Service

Youth Offending Teams (YOTs) are made up of representatives from the police, Probation Service, social services, health, education, drugs and alcohol misuse and housing officers. YOTs are crucial to the success of the youth justice system, which is overseen by the Youth Justice Board for England and Wales (YJB). The YJB works to prevent offending and reoffending by children and young people under the age of 18.

Legal Aid Agency

Provides civil and criminal legal aid and advice in England and Wales

The Board is further supported by Victim Support, Witness Service, Health (Public Health England and NHS England) and a representative of the Local Authority Chief Executives.

Priorities and Delivery 2016-17

<https://thamesvalley.s3.amazonaws.com/Documents/About%20us/TV%20LCJB%20Strategy.pdf>

The board will meet 5 times a year to review performance and to consider and approve any new initiatives.

Priorities are determined on an annual basis and have been agreed to be:

- Delivering improvements in performance across the Criminal Justice System (CJS), particularly with regard to increasing the proportion of effective trials.
- Identifying and creating efficiencies across the CJS including the delivery of digital working by all agencies and working with as little paper as possible.
- Improving victim and witness satisfaction - putting people at the centre of the CJS.
- Supporting the principle of facilitating the required Criminal Justice processes necessary to make Restorative Justice a timely, safe and efficient intervention in order to reduce re-offending and the risk of repeat victimisation.
- Reducing Re-offending – reducing crime, harm and risk by removing adult and youth offenders from the CJS, especially through the use of Integrated Offender Management.
- Improving access to health provision for offenders and reducing health inequalities.
- Supporting Children and Young People who are going through the CJS and increasing diversion from it, where appropriate.

The Board has several delivery groups, consisting of strategic and operational agency leads. The groups will be responsible for delivery of improved performance, achieving the priorities in their area of business through strong leadership, management and supervision.

Police and Crime Draft Plan

Quote from the Plan

‘The financial cut backs to the other public services, such as local councils, the Crown Prosecution Service and her Majesty’s Court and Tribunal Service can cause increased workload for the police’.

Related key aims include:-

- 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.

- Improvements in criminal justice experience and outcomes for victims of domestic and sexual abuse
- Improved use of technology by police, in order to prevent crime and support earlier intervention with known offenders.
- 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 are as effective as they could be.
- Improved data sharing on gangs with the aim of reducing exploitation of young people through gang membership and reducing and preventing violent crime.
- A modern offender management strategy addressing gaps in existing schemes and tackling offenders across the crime spectrum who pose the greatest risk of threat or harm. (The Integrated Offender Management Scheme has been operating a number of years in the Thames Valley and aims to bring together organisations to prioritise intervention with offenders who commit the most crime)

The OPCC Strategic Delivery Plan 2016-7 refers to Objective 4 (this relates to the PCC's last Plan) 'Identify and implement process for scrutinising individual and collective effectiveness of Local Criminal Justice Board (LCJB) partners and optimising joint performance – this process was to be considered at LCJB Planning Day

RECOMMENDATION

That the Panel ask all LCJB partners to complete a survey on partnership working with the PCC and a selection of partners to attend a themed meeting (this could be scheduled in for September Panel)

Background documents

Criminal justice system near breaking point

<http://www.bbc.co.uk/news/uk-36394842>

Charlie Taylor review

<https://www.gov.uk/government/publications/review-of-the-youth-justice-system>

<http://www.thamesvalley.police.uk/aboutus/aboutus-depts/aboutus-depts-cj.htm>

<https://www.mix96.co.uk/news/local/1886765/thames-valley-polices-pcc-against-court-closures/>

<https://www.clinks.org/.../Navigating%20the%20Criminal%20Justice%20System.pdf>

This page is intentionally left blank



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

INFORMATION REPORT TO THE THAMES VALLEY POLICE AND CRIME PANEL 7th April 2017

PCC AND THE WIDER CRIMINAL JUSTICE SYSTEM

Background

Section 10 (3) of the Police Reform and Social Responsibility Act 2011 states “The elected local policing body for a police area, and the criminal justice bodies which exercise functions as criminal justice bodies in that police area, must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area”.

Within the Thames Valley Police (TVP) area, those functions are exercised through the Thames Valley Local Criminal Justice Board (LCJB).

Constitution of the TV LCJB

All of the local criminal justice agencies are represented on the Thames Valley LCJB, namely:

- Thames Valley Police and Crime Commissioner
- Thames Valley Police
- Thames & Chiltern Crown Prosecution Service
- HM Courts & Tribunals Service
- Thames Valley Probation
- Thames Valley Community Rehabilitation Company
- HM Prison Service
- Youth Offending Service
- Legal Aid Agency

The board is further supported by Victim Support, Witness Service, Health – PH England & NHS England and a representative of the Local Authority Chief Executives.

Purpose and Vision

The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency and credibility of the Criminal Justice System (CJS). By

working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence.

Leadership Statement

The LCJB is committed to delivering a high quality of service to the communities of Thames Valley, focussed on the needs of the individual, irrespective of background. Together we recognise that trust, confidence and equality are key factors in being able to work successfully with our communities to reduce crime, harm and risk. All staff within each organisation will play a part in that.

Role of the Chairperson

Historically agencies have shared the role of chairperson between the Police, Courts, Probation and CPS lead officers. There has normally been a two year tenure period and succession has been in rotation and by the agreement of members of the Board. A collaborative, collective and committed approach to managing the work of the Board, rather than the adoption of voting, ensures mutual support to initiatives and a clear partnership focus to delivery of the purpose and vision. A deputy chair is usually nominated by the chairperson.

The current Chairperson, since January 2016, is the PCC for the Thames Valley (Anthony Stansfeld) and the deputy chair is the Chief Crown Prosecutor (Adrian Foster).

Priorities and Delivery 2016-17

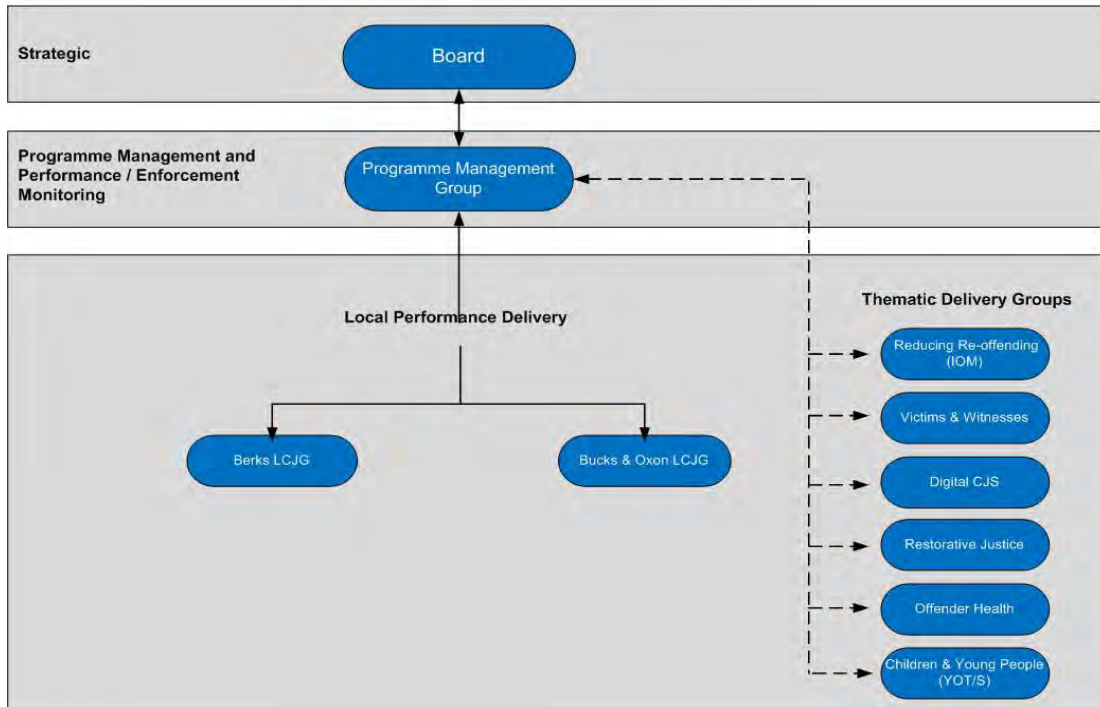
The board will meet 5 times a year to review performance and to consider and approve any new initiatives.

Priorities – priorities are determined on an annual basis and for 2016/17 they were agreed to be:

- Delivering improvements in performance across the Criminal Justice System (CJS), particularly with regard to increasing the proportion of effective trials.
- Identifying and creating efficiencies across the CJS including the delivery of digital working by all agencies and working with as little paper as possible.
- Improving victim and witness satisfaction - putting people at the centre of the CJS.
- Supporting the principle of facilitating the required Criminal Justice processes necessary to make Restorative Justice a timely, safe and efficient intervention in order to reduce re-offending and the risk of repeat victimisation.
- Reducing Re-offending – reducing crime, harm and risk by removing adult and youth offenders from the CJS, especially through the use of Integrated Offender Management.
- Improving access to health provision for offenders and reducing health inequalities.
- Supporting Children and Young People who are going through the CJS and increasing diversion from it, where appropriate.

Delivery - the Board has several delivery groups, consisting of strategic and operational agency leads. The groups will be responsible for delivery of improved performance, achieving the priorities in their area of business through strong leadership, management and supervision.

LCJB Structure 2016/17



Programme Management Group

This group has operational oversight of the whole programme of work and the performance of the criminal justice agencies. It reviews the work of the local (county-based) groups and the thematic delivery groups and reports back to the Board's strategic leads with its recommendations.

Digital CJS Thematic Delivery Group

Within the national programme, the group will effectively deliver digital working locally. Key business areas are:

- The transfer of digital evidence and case material to enable the CJS to operate with minimal paper (in and out of the courtroom).
- Embedding 'Transforming Summary Justice' TSJ (Magistrates Courts) and BCM (Crown Courts).
- The increased use of video links to reduce the amount of court attendance by both witnesses and offenders.

Victims and Witnesses Delivery Group

This group oversees victim and witness processes to ensure that the quality of customer service given is compliant with the Code of Practice for Victims and the Witness Charter. Maximising the attendance of victims and witnesses at Court, either in person or by video link, is a high priority, in addition to reducing unnecessary attendance and costs.

Restorative Justice Delivery Group

The LCJB is committed to supporting victims to access Restorative Justice (RJ) at all points in the CJS. Such provision should be available throughout Thames Valley, operate in accordance with nationally specified standards and meet the needs of both victims and offenders. The LCJB agencies commit to facilitating the required CJ processes to make RJ a timely, safe and efficient intervention, to reduce re-offending and the risk of repeat victimisation.

Reducing Re-offending Delivery Group

On behalf of the LCJB and Thames Valley Community Safety Partnerships (CSPs), the group provides strategic direction to all Integrated Offender Management (IOM) activities to provide an end-to-end offender management model. The group established a clear Reducing Re-offending Strategy that has been supported by all local authority chief executives and emphasises the need for integrated service delivery. It provides encouragement to increase support for IOM by partners, including the recently created Community Rehabilitation Company (CRC).

Offender Health Delivery Group

This group has been established to specifically develop partnership working between health and justice professionals, including commissioners and providers. Service provision has been mapped to develop clear pathways of support for service users with issues relating to drug and alcohol misuse, mental health and learning disabilities. A Needs Assessment has been developed to help reduce re-offending and negate health inequalities by improving access to local health provision.

Youth Justice

The Youth Offending Team Managers meet regularly and are supporting the LCJB focus on the needs of Children & Young people in the CJS. The focus of the group is to reduce first time entrants and re-offending, take steps to de-criminalise looked after children and support youth justice.

Local Criminal Justice Groups

The Local Criminal Justice Groups operate on a county basis, bringing local CJ partners together to deliver improvements to local performance and consider local delivery requirements in support of the LCJB priorities.

Delivery – Achievements in 2016/17

TV LCJB Priorities 2016 – 2017:

- Improving CJS Performance (inc. improving proportion of effective trials)
- Promoting a Digital CJS
- Victims and Witnesses
- Restorative Justice
- Reducing Re-Offending (IOM)
- (Offender) Health & Justice
- Children & Young People

Programme Management Group (PMG) – Chair: Adrian Foster (CPS)

- **Better Case Management and Transforming Summary Justice (TSJ)** continue to support performance improvement. Recent TSJ Q3 data showed across the year that the Effective Trial Rate improved 4%. Ineffective, Vacated and Cracked Trials equally all reduced in the Magistrates Court.
- The **Fast Track Domestic Violence Trials Initiative** continues to operate across the Thames Valley. More work has been done to reserve capacity for short notice court appearances particularly in Bucks and MK. This approach is being considered in Berkshire and Oxfordshire to further improve the delivery of much faster trials for DV victims.
- A new **National File Quality Assessment** was introduced in September.

Out of Court Disposals Group – Chair: Nigel Doak (TVP)

- This multi-agency partnership provides key scrutiny of Police and Youth Offending Teams delivery of Out of Court Disposals. The group completed **detailed scrutiny of 54 adult and youth cases** across 4 meetings. In 41 (76%) cases the decision recorded was agreed with by the panel members. In 13 cases (24%) the decision did not convince the panel. Of these 13 cases members either took the view that they disagreed with the outcome entirely in 5 (9%) cases or in the other 8 (15%) cases members were not happy leading to the requirement for further clarity. A system of feedback was agreed through the year and now **in each case officers receive commentary on the outcome.**

Digital CJS Group – Chair: Philip Densham (HMCTS)

- Case material for both Magistrates and Crown Courts is now provided routinely by digital means. Work has been completed in delivery of digital **Overnight Remand work** in Buckinghamshire since the summer of 2016 and now planned is the imminent implementation in Berkshire and Oxfordshire.
- In 2016 the group oversaw the embedding of **Single Justice Procedures** in Thames Valley; a back office court process which has successfully taken over the vast majority of local Traffic prosecutions, enabled by Postal Requisition and supported by the new national **Make a Plea on line** system. The process has significantly reduced local court waiting time for traffic matters from 205 days down to just 35 days.
- **Live Link** continues to enable Police Officers to give their evidence to local court by remote Video Links. Sites at Slough, Abingdon, Bicester and Aylesbury are reducing costs and time spent by the Police giving evidence at court. **New funding** from the Force has been agreed to supply 13 additional sites across the Force area and to join a more robust Video Link Network to ensure a more stable link and improve the quality of the evidence given.
- The **Remote Video Link** sites continue to support vulnerable or intimidated victims and witnesses, located at West Berkshire Council offices at Newbury and the Law Courts at Amersham. Changes to the Bicester site will mean moving the equipment to Banbury Magistrates Court.

Victims and Witnesses Group – Chair: Emma Garside (TVP) (Ruth Bowskill, CPS)

- Improved guidance has been provided to officers in their use of **Interpreters and Intermediaries**. The number of occasions where these are now correctly used is consequently improving.
- **Victim and Witness Complaints** - Locally we responded to the national report from the Victims Commissioner; information from all agencies regarding their individual complaints processes and points of contact were collated. A composite complaints information sheet was produced, circulated to all for use by all agencies and as a point of reference for complainants. This document is routinely available in witness rooms at court. The process for multiple agency complaints was consequently made more robust.
- In relation to **Victim Personal Statements (VPS)**, processes have been improved following a review of the MET Police guidance; received and adapted for TVP use, including the need for VPS inclusion at 1st Hearing File. The guidance is regularly sent to officers as part of VPS requests from the Evidential Review Officers and Witness Care Unit. It is also available on the force 'Knowzone'.
- A Victims Workshop (3rd Nov 2016) reviewed **Special Measures requests**

and Witness Notifications. Long delays had been acknowledged through the year and a new CPS case allocation process was introduced, with clear escalation routes for Witness Care Officers. This has enabled faster turn-around and earlier decision making for these requests, which ensures witnesses are informed of the outcome in a timelier manner.

- Local agencies have supported the CPS in delivery of their '**Speaking to Witnesses at Court**' initiative. Recent survey shows 95% happy with CPS Service and almost 9 out of 10 (89.5%) felt they were given enough information or support by the CPS to prepare them for the court experience.

Restorative Justice Group – Chair: Stephen Czajewski (James Hahn, TVP)

- The Restorative Justice Group has continued to support the work of Thames Valley RJ Services in **developing clear pathways for accessing RJ** by both victims and offenders.
- **Victim-led RJ** is increasing, supported by an Information Officer embedded in the Witness Care Unit. The Community Rehabilitation Company (CRC) has commissioned the **Offender-led RJ** work which is equally increasing. An initiative has commenced at Oxford Crown Court to capture some **Pre-sentence RJ** referrals. Finally, the prison governor for Springhill/Grendon prison has successfully introduced use of **RJ in Prison** and this approach is being shared across other prisons in Thames Valley.
- A successful conference was held in November to highlight the use of Restorative Justice and **celebrate 15 years of TVRJ Services**. The event brought together key stakeholders and professionals to hear about some excellent case studies and good practice examples, which has helped place them as a leading provider of RJ services.

Reducing Re-Offending (IOM) Group – Joint Chairs: Jason Hogg (TVP) / Gabriel Amahwe (CRC)

- Continuous **local review of Offender Resettlement & Rehabilitation Pathways** including Drugs and Alcohol, Accommodation, Education, Training & Employment and Health. These are now being supported by the new prison 'Through the Gate' services in addition to IOM teams.
- The Reducing Re-Offending Strategy has been consulted on with local CSPs and **new partnership approaches** are developing to implement packages of support for a wider cohort of offenders. The focus on Serious Acquisitive Crime has been expanded to include Domestic Abuse perpetrators, Organised Crime Group members and Sex Offenders.
- **Offender Electronic Monitoring arrangements** continue to be evaluated and extended across key areas of TV, which has greatly supported the supervision and monitoring of offenders. In some cases non-compliance evidence has supported prosecutions. Funding is secured for 2017-18.
- The **Community Rehabilitation Company** has embedded its transitional

arrangements and integrated further into Probation Service delivery, both in the community and in prison.

Health & Justice Group – Chair: Linda Stent (PH England)

- **Liaison & Diversion (Mental Health) Services** now operate across all custody and courts sites in Thames Valley. **New services at Milton Keynes** have come on line and this Thames Valley daytime service now provides screening and assessment for a high number of offenders in all main Police custody suites and for those appearing in court.
- **Milton Keynes MHTR** (Mental Health Treatment Requirements) Pilot continues to operate successfully. Orders directed by the court are supported by the services and the intervention and client support has delivered a highly regarded compliance rate. Further national pilots are being considered, although funding at Milton Keynes is under some risk.
- The work of this group has been acknowledged by the World Health Organisation and a presentation was delivered to an international Law Enforcement and Public Health (LEPH) conference in Amsterdam, highlighting the report '**Statistical Analysis of the Health & Well-being of Offenders supervised by Probation**' which was commissioned by the group.

Children & Young People – Chair alternates: YOT(S) Managers

- The YOT(S) Managers have overseen significant changes to structures and funding this year. They continue to manage Youth Justice Services, where **First Time Entrants and Youth Remand cases continue to reduce**. The Taylor Report and the Government Response will provide some further challenges throughout the forthcoming year.
- YOT(S) and local authorities have implemented the **De-Criminalisation of Looked after Children agreement**. Equally, YOT(S) have supported Thames Valley Police in agreeing to work within the **Concordat on Children in Custody** which ensures more appropriate (post charge) overnight accommodation; reducing these from 45 in 2015 to only 1 since Sept 2016.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley



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

**Report for Information
Level 1 public meeting on 31st March 2017**

Title: OPCC Strategic Delivery Plan 2017/18

Executive Summary:

The PCC's Police and Crime Plan 2017 - 2021 is a combination of policing and non-policing priorities, objectives and planned activities.

The Chief Constable will be held to account for delivering the long-term policing objectives and actions within the plan and year-on-year progress will be measured against the Force's 'Annual Delivery Plan'.

The PCC's Chief Executive, Chief Finance Officer and other members of his Strategic Management Team are responsible for ensuring that all non-policing objectives and actions within the Police and Crime Plan are monitored and delivered on a timely basis, as well as other 'business as usual' tasks and activities within the Office of the PCC (OPCC). Delivery Plan monitoring reports are presented to the PCC on a regular, quarterly, basis throughout each year.

Attached at Appendix 1 is a copy of the OPCC Strategic Delivery Plan for 2017/18. The plan comprises nine separate business areas, each containing a number of different activities and actions.

This Strategic Delivery Plan is a live document which is reviewed and refreshed regularly throughout the year, providing a rolling progress update. The Plan uses a 'Red/Amber/Green' (RAG) traffic light reporting system to highlight progress and status on delivery of commenced actions.

Recommendation:

- 1. That the PCC notes progress with the OPCC Strategic Delivery Plan 2016/17**

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL

1 Introduction and background

- 1.1 The PCC published his four year Police and Crime Plan 2017–2021 in March 2017.
- 1.2 The PCC holds the Chief Constable to account for Force service delivery against the relevant ‘policing’ targets, outcomes and measures within the Plan.
- 1.3 Within the Office of the PCC (OPCC), the PCC holds his Chief Executive, Chief Finance Officer and other members of his Strategic Management Team to account for delivery of the non-policing activities, targets and measures within the Plan, including those delivered by external partners and commissioned service providers, such as community safety partnerships and victims services providers, particularly when they receive funding from the PCC to do so.
- 1.4 Attached at Appendix 1 is a copy of the OPCC Strategic Delivery Plan for 2017/18. The Plan comprises nine separate business areas, namely:
 - 1. Communications, PR and Engagement
 - 2. Partnerships
 - 3. Commissioning and contracts
 - 4. Policy development
 - 5. Performance
 - 6. Use of OPCC resources
 - 7. OPCC financial management
 - 8. Internal audit
 - 9. Corporate governance
- 1.5 This Strategic Delivery Plan is a live document which is reviewed and refreshed regularly throughout the year to provide a rolling progress update. The Plan uses the following ‘Red/Amber/Green’ (RAG) traffic light system to highlight progress and status on delivery of commenced actions:

Green: Action on track
 or
 Action successfully completed

Amber: Action not on track or at risk
 or
 Outcome less than satisfactory

Red: Action significantly delayed or at severe risk of failure
 or
 Outcome unsuccessful

NB
 White: Action not yet due to commence

2 Issues for consideration

2.1 This is a new document which will be used throughout the financial to inform the PCC whether sufficient progress is being made on all tasks.

3 Financial comments

3.1 There are no specific financial implications arising from this report.

4 Legal comments

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

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

5 Equality comments

5.1 There are none arising specifically from this report

6 Background papers

Police and Crime Plan 2017-2021

<p>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.</p>
<p>Is the publication of this form to be deferred? No</p>
<p>Is there a Part 2 form? No</p>

Name & Role	Officer
<p>Head of Unit The Strategic Delivery Plan explains how the OPCC will monitor and implement the activities, targets and outcomes in the Police and Crime Plan will be delivered and implemented during 2017/18</p>	Chief Executive
<p>Legal Advice There is no statutory requirement to produce a strategic delivery plan to oversee delivery of the Police and Crime Plan.</p>	Monitoring Officer
<p>Financial Advice There are no specific financial implications arising from this report. Any additional expenditure required to deliver the non-policing activities from the Police and Crime Plan can be contained within existing PCC directly controlled budgets</p>	PCC Chief Finance Officer
<p>Equalities and Diversity No specific issues arising from this report</p>	Chief Executive

PCC STATUTORY CHIEF OFFICERS' APPROVAL

We have been consulted about the report and confirm that appropriate financial and legal advice have been taken into account.

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

Chief Executive

Date 24th March 2017

Chief Finance Officer

Date 24th March 2017

Appendix 1

Thames Valley OPCC Strategic Delivery Plan 2017/18 (as at 24.03.2017)

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

Business Areas which support delivery of the PCC's Police and Crime Plan

Business Area 1: Communications, PR & Engagement

OPCC activity & progress update

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.	2	Mar 2018	PCC/ DPCC	CH	•	
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.	2	Mar 2018	PCC/ DPCC	CH	•	
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	•	
1.4	Develop and communicate 'Safe Locations' Strategy to provide a network of accredited information points and champions to	2	Mar 2018	SM	CH	•	

Appendix 1

	improve communication with and access to support for vulnerable people.						
1.5	Implement fraud awareness initiatives with elderly and other vulnerable groups via roll out of the 'Safe Locations' approach.	2	Mar 2018	SM	CH	•	
1.6	Identify and accredit 3rd Party Reporting Centres for Hate Crime under 'Safe Locations' approach to improve reporting and access to support for victims of Hate Crime.	2	Mar 2018	SM	CH	•	
1.7	Develop a programme of events which involve use of the PCC's 'Lets Hate Hate' campaign to help improve Hate Crime awareness and reporting.	2	Mar 2018	SM	CH	•	
1.8	Develop and roll out Domestic Abuse (DA) campaign to increase opportunities for early intervention and prevention.	2	Mar 2018	SM	CH	•	
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	•	
1.10	Develop and communicate, with police and partners, public awareness of Cybercrime.	2	Mar 2018	SM	CH	•	
1.11	Review process for publishing progress against the Police and Crime Plan 2017-2021.		Dec 2017	SM	CH	•	

Appendix 1

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	Develop and implement Thames Valley Police (TVP) pathways into PCC-funded victims' services to replace Automatic Data Transfer (ADT) by end March 2018.		Mar 2018	PCC	SM	•	
2.2	Review and agree new CSF formula and implementation plan to begin in April 2018.		Oct 2017	PH	IT/SM	•	
2.3	Improve accountability of Local Authorities Community Safety Fund (CSF) allocations.		Mar 2018	SM	AB	•	
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	AB	•	
2.5	Identify processes for sharing and learning lessons from PREVENT activity across Thames Valley.	4	Mar 2018	SM	JK	•	
2.6	Develop and Implement 'Safe Locations' Strategy with a range of statutory, voluntary and private sector partners, incorporating 3rd Party reporting sites for Hate Crime and to promote Victims' First.	2	Mar 2018	SM	CH	•	
2.7	Chair Local Criminal Justice Board, and engage with key Delivery groups, to encourage more joined-up criminal justice system.	1	Mar 2018	PCC	SM	•	

Appendix 1

Business Area 3: Commissioning and Contracts

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	•	
3.2	Implement Thames Valley Specialist Counselling Service Plan, including full use of Apricot Case Referral Management (CRM)	1	Apr 2017	SM	EF	•	
3.3	Procure replacement for Victim Support's 'Local Support Service' giving universal (non-intensive) support provision across Thames Valley by Apr 2018.	1	Aug 2017	PCC	SM	•	
3.4	Agree and negotiate any contract extensions for existing PCC victims' services which are scheduled to be re-tendered in 2018.	1	Sep 2017	SM	WW	•	
3.5	Procure or deliver replacement services to support victims of any services not receiving a contract extension after 2018.	1	Mar 2018	PCC	SM	•	
3.6	Agree and manage interim year Domestic Violence funding arrangements and projects.	3	Aug 2017	SM	WW	•	
3.7	Agree and manage interim year arrangements for supporting victims of Hate Crime	2	Apr 2017	SM	CH	•	
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	AB	•	
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	•	
3.10	Agree, procure and manage projects funded by 10% CSF top-slice money, retained by the PCC.	1 - 5	Jun 2017	PH	SM	•	
3.11	Implement and manage any successful Violence Against	1 & 3	Jun	SM	WW	•	

Appendix 1

	Women and Girls (VAWG) bids....		2017				
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	•	

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		Dec 2017	SOG	SM	•	
4.2	Consider and support development of a Thames Valley Female Genital Mutilation (FGM) strategy.	2	Mar 2018	SM	WW	•	
4.3	Consider and implement agreed recommendations from OPCC review of the Domestic Abuse pathway.	3	Mar 2018	SM	WW	•	
4.4	Develop a Business Case for the possible transfer of governance responsibility for the Thames Valley fire and rescue services to the PCC: Allocation of project budget Appointment of consultants Preparation of draft business case (working with FRAs to gather information) Consultation on draft business case (with public, LA stakeholders and affected staff unions) and publication of summary of responses Development and submission of final business case to Secretary of State	5	Mar 2018	Dep PCC	PH	•	

Appendix 1

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	•	
5.2	Develop PCC participation in TVP service reviews conducted by the Deputy Chief Constable	July 2017	SM	GE	•	
5.3	Review and update the OPCC Performance Monitoring Framework	Oct 2017	SM	GE	•	

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 2 public bidding rounds.	Mar 2018	PH	IT/CH	•	
6.2	Administer the High Sheriff PPAF for 2017/18	Mar 2018	PH	IT	•	
6.3	Strategic review of all OPCC budgets, including Ministry of Justice (MoJ) grant funding, to ensure the most effective use of resources	Oct 2017	PH	IT	•	
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"> • Draft Strategic Delivery Plan (SDP) presented to SMG (24 March 2017) • Dep PCC appointed Jan 2017 • Review of Governance team concluded and appointments to new posts made (Feb 2017) • Review of Policy Development team currently underway 	

Appendix 1

	(linked to Victims' Services Re-design project)
--	---

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 14th May 2017	May 2017	IT	JB	•	
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	•	
7.3	Complete the 'Whole of Government's Accounts' (WGA) return and submit to HM Treasury	Sep 2017	IT	CHS	•	
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	•	
7.5	Agree 2017/18 revenue budget and issue the council tax precept to billing authorities	Jan 2018	PH	IT	•	
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	•	
7.7	Submit all grant returns in accordance with external deadlines	Ongoing	IT	JB	•	
7.8	Complete and submit all statutory returns in accordance with required timescales	Ongoing	IT	JB	•	
7.9	Undertake the VAT partial exemption calculation for 2017/18	Oct 2017	IT	JB	•	
7.10	Work with external advisors to explore VAT opportunities as appropriate	Ongoing	IT	JB	•	
7.11	Ensure all treasury management activity is conducted in accordance with agreed treasury management strategy	Ongoing	IT	CHS	•	
7.12	Work closely with Corporate Finance and the Enterprise Resource Planning (ERP) Implementation Team to ensure TVP is ready to go live	Ongoing	IT	JB	•	

Appendix 1

	in 2018.					
7.13	Create, maintain and operate the new digital account for the Apprenticeship levy	Ongoing	IT	JB	•	
7.14	Respond appropriately to any recommendations from HMRC's compliance inspection.	Mar 2018	IT	JB	•	

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	•	
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	•	
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	•	
8.4	Publish the approved Joint Annual Internal Audit Plan for 2018/19, following formal consultation with stakeholders.	Mar 2018	PH	IT	•	

Business Area 9: Corporate Governance

Appendix 1

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	•	
9.2	Oversee implementation of agreed actions contained in the 2016/17 AGS Action Plan	Quarterly	PH	LJ	•	
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	LJ	•	
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	•	
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	PH	LJ	•	
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	•	
9.7	Review and enhance OPCC compliance with the Data Protection Act 1998	Ongoing	PH	LJ	•	

This page is intentionally left blank

Report to the Thames Valley Police & Crime Panel

Title: Report of the Thames Valley Police & Crime Panel Complaint Sub-Committee

Date: 7 April 2017

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



Background

1. The Panel has a statutory duty to handle non-criminal complaints against the Police & Crime Commissioner for Thames Valley.
2. A Sub-Committee of the Panel discharges this duty on its behalf. The Chairman of the Sub-Committee is currently Cllr. Emily Culverhouse and the Vice-Chairman is Curtis James Marshall.
3. It was agreed that the Sub-Committee should submit its report to the Panel on a quarterly basis, when complaints had been considered.

Complaints Received

4. One complaint was considered at the Sub-Committee meeting on 3 February 2017.
5. The complaint was that the PCC had made no attempt – and therefore failed in his duty – to hold Thames Valley Police to account for a failure by that Force to investigate an incidence of excessive motorcycle noise. The complaint was not upheld but Members in their response did ask the Office of the PCC to look at the format of their response to complainants.
7. From July to December 2016 no complaints were received against the PCC. The Sub-Committee is meeting on 7 April 2017 to consider a complaint.

Recommendation

It is recommended that the Thames Valley Police & Crime Panel note the report of the Complaint Sub-Committee

This page is intentionally left blank

Report to the Thames Valley Police & Crime Panel

Title: Topical issues

Date: 7 April 2017

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



PCC Engagement Strategy

<https://www.thamesvalley-pcc.gov.uk/get-involved/engaging-communities/>

Communicating and engaging with the community, victims and other stakeholders is an important part of the role of the PCC and allows him to make evidence-based decisions which are centred on the views of the public.

The aim of the Community Engagement Strategy is to strengthen community and stakeholder involvement and improve the quality and consistency of the Office of the PCC (OPCC) engagement to allow opportunities for public and stakeholders to inform the PCC's priorities and activities.

The PCC is committed to following the following principles of engagement:

Transparency

- Make clear the purpose of any engagement activity and use the right methods to engage local peoples and stakeholders.
- Be clear about what can be influenced
- Use honest, accurate and unbiased information

Listening

- Listen and respond to individuals, communities and other stakeholders, enabling and empowering them to play an effective role of setting priorities and influencing decisions.

Inclusiveness

- Undertake fair and impartial engagement, aiming to seek the views of all communities, to ensure that they can inform issues that may affect them and make a difference.

Partnership

- Work with partners to reduce bureaucracy by having more joined up thinking, working and delivery.

The objectives of the Engagement Strategy are:

- To seek the views of local people, including hard-to-reach groups, voluntary groups and partner agencies to inform the PCC's Police and Crime Plan Objectives and to help him to hold the Chief Constable to account.
- To inform the PCCs funding decisions and other activity undertaken by staff of the OPCC under its Strategic Delivery Plan.
- To improve partnership working and coordination with partner agencies, including Thames Valley Police, to reduce duplication and improve consistency of services across Thames Valley.
- To obtain the views of victims and witnesses of crime in order to improve the quality of support services and victims' experiences of the criminal justice system.
- To communicate with the public on how the PCC is effectively discharging his duties, including holding the Chief Constable to account for policing in the Thames Valley.

Examples of other PCC engagement strategies can be found below:-

<http://www.durham-pcc.gov.uk/Document-Library/Reports/Draft-Comms-Engagement-Strategy-2013-FINAL.pdf>

Nottinghamshire Consultation, Engagement and Community Involvement Strategy 2016-20

<https://goo.gl/DKk9en>

Thames Valley Police and Crime Plan

The Plan was launched on 28 March 2017 and can be found below:-

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2017/03/police-and-crime-commissioner-launches-new-police-and-crime-plan/>

Eastern Region Police and Crime Panels Network Meeting (March 2017)

(This includes Herts, Essex, Thames Valley, Beds, Norfolk)

- The Essex Police and Crime Panel have considered the business case of the PCC in relation to collaboration with the Fire Service and this is now out to consultation with a possible implementation date of October 2017.
- Bedfordshire Police Force was considered inadequate by HMIC in the last effectiveness review and they have expressed concern about this rating. From recent press articles there are questions about whether the HMIC Inspectors should be inspected.
- Hertfordshire PCC has published his latest Plan which is called Police and Criminal Justice Plan
- There was a discussion about regional collaboration and how this was scrutinised – in the Eastern Region each Panel has asked their PCC the same questions to compare answers.
- Complaints – changes in relation to the Policing and Crime Act. The Home Office are aware of the fact that training will need to be considered for Police and Crime Panels. A public consultation is expected on 'super complaints' which will provide an avenue for organisations such as charities and advocacy groups to raise issues on behalf of the public about patterns or trends that could undermine legitimacy and support for policing. OPCCs have highlighted concerns in that super complaints could undermine the PCCs role as they have a statutory duty to monitor trends in police complaints. There are no timescales yet for the appellant body model which is expected sometime in 2018. The Home Office has indicated that there is nothing to stop PCCs moving to the appellant body function ahead of the enactment. There is a mixed response from PCCs about which complaints model to adopt with only a few PCCs being public about their model of choice.
- The National Conference for Police and Crime Panels is on Monday 6 November at Warwick Conference Centre – if Members would like to attend please could they contact the Scrutiny Officer.

- National Association – a meeting was held with Panels led by Frontline Consulting to consider the potential formation of an Association of PCPs. The overwhelming consensus of participants at the meeting was in favour of establishing a National Association. A Steering Group has been set up and a more detailed paper is being prepared hopefully for the Summer. The following issues were made:-
 - Having a simple inexpensive and non bureaucratic structure
 - Engaging Members and Officers
 - Focus on lobbying
 - Providing a mechanism to consult and agree common positions to feed through to the Home Office, APCC and others
- Feedback from the National Conference 2016 – a booklet is available from the Scrutiny Officer which covers the keynote session ‘Policing accountability and expectations and the workshops undertaken.

PCC Policy Planning and Performance meeting (31 March 2017)

<https://www.thamesvalley-pcc.gov.uk/information-hub/agendas-and-minutes/policy-planning-and-performance/>

HMIC – Police Effectiveness 2016

<https://www.justiceinspectorates.gov.uk/hmic/publications/peel-police-effectiveness-2016-thames-valley/>

An effective police force is one which keeps people safe and reduces crime.

Overview – How effective is the Force at keeping people safe and reducing crime

Thames Valley Police is good at keeping people safe and reducing crime. The Force is good at protecting vulnerable people and anti-social behaviour and it generally investigates crime well. It is also good at protecting vulnerable people and provides the right support to them in conjunction with partner organisations. It tackles serious and organised crime effectively and is well prepared to respond to national threats.

Thames Valley is good but the report also identifies areas where they could do more:-

Overview

- Address the other types of harm that offenders can cause, including domestic abuse
- With tackling serious and organised crime it is good to see how the force includes partner organisations in some of these disruption tactics, but this is an area that would benefit from more consistent partnership involvement and, in particular better sharing of information. In other forces, organised crime partnership boards have been used effectively to include partner organisations in the fight against organised crime. Thames Valley Police should organise a partnership board structure to address this.
- The Force has good arrangements in places to ensure that it can fulfil its national policing requirements and is well placed to respond to an attack which might require an armed response. The Force’s assessment is that its capabilities need to be increased in this area, an interim arrangements are now in place which it develops a long-term solution.

Preventing Crime, tackling anti social behaviour and keeping people safe

In order to understand the threat and risk faced by communities and to tackle crime and anti-social behaviour successfully, police forces need an effective model of local policing. The model should ensure that police officer and PCSOs can devote sufficient time to community engagement, targeted foot patrols and work with partners to protect communities and prevent crime. Thames Valley has good processes in place. The Force has good systems in place to collect and disseminate

data through the demand and vulnerability matrix. Thames Valley is good but the report also identifies areas where they could do more:-

- Engagement with the public – although in general the Force understands the communities across its area well, HMIC found that access to information about these communities is less assured. Many different ICT platforms are used to store this information and on occasion , the understanding of a community does not extend beyond the personal knowledge of important members of staff.
- HMIC found that staff in safer neighbourhood teams are sometimes taken away from their communities to cover staff shortage in other areas of the Force which can have a detrimental effect on community policing. A survey of members of neighbourhood teams, found that around half of all respondents from neighbourhood teams indicated that they performed duties away from this role at least once in the previous week.
- Officers in the Thames Valley make more use of powers to tackle anti-social behaviour than any other Force in England and Wales.
- The Force is keen to incorporate the concept of ‘evidence based policing’ in the services it provides to the public. Problem solving techniques undoubtedly have the potential to be strength in the Force. However, their impact is undermined by an inconsistent application of the techniques in some areas and the case management of problem solving operations is recorded differently across the Force area or is solely dependent on the knowledge of individual officers. This was identified as an area for improvement.

Investigating crime and reducing reoffending

- In Thames Valley the proportion of crimes where the outcomes includes action being taken against suspects slightly exceeds the proportion of crimes in England and Wales. The Force also arrests and prosecutes a greater proportion of offenders than elsewhere. The outcome framework gives a fuller picture of the work police do to investigate and resolve crime and over time all crimes will be assigned an outcome.
- The initial investigation response is critical for an effective investigation – it is important that Forces record evidence as soon as possible after a crime. However HMIC believe that the Office Based Research Team workload should be reviewed as some cases had a wait of up to four weeks before any active investigations begin. However, there are some assurances that all of these crimes are reviewed by supervisors who can escalate cases if necessary.
- During the last inspection there was a backlog for the forensic examination of some items of up to 8 months. This has improved to five months but further work needs to be undertaken.
- Supporting Victims – Service provided to victims is effective in most cases, however knowledge of the entitlements of certain victims, for example the right to give evidence by video link rather than attend court, was uncertain. There were also occasions when the obligation to keep the victim informed about the progress of enquiries had been overlooked.
- In terms of offending the Force takes a positive approach to apprehending people who pose a risk to the public. One of the areas noted was that knowledge of dangerous and sexual offender was less certain amongst front line staff. The Force is currently exploring more efficient working practices and has plans to increase the number of offender managers, as well as involving more neighbourhood officer and special constables in the monitoring of offenders.

Protecting the vulnerable and supporting victims

The Force has made good progress improving some areas of its work to protect vulnerable people and also in its ability to investigate so-called honour based abuse which has resulted in higher levels of identification of HBA in the Thames Valley.

- HMIC were impressed to see the level of analysis undertaken in the Oxfordshire MASH into the risks to missing children.
- Thames Valley has excellent processes in place to identify and assess vulnerability.
- HMIC noted that the Force does not have a consistent system for telling schools about pupils whose parents have been involved in domestic abuse. The Force recognises this is a gap as only those MASHs in the Force where there is an education department employee are able to exchange this information. The Force is planning to pilot a process known as Operation Encompass.
- There are robust and effective policies in place to identify links between missing children and CSE.
- Greater use is being made of Prohibition Notices – these measures restrain an offender from contacting a victim or returning to a victims home.
- HMIC was encouraged by the determination of the Force to prosecute offender even in the most difficult cases for domestic abuse.
- The Force use of community resolution was among the lowest in identified domestic abuse cases
- The rate of victims of domestic abuse who do not support police action is higher than the rate for England and Wales and the Force needs to understand the reasons behind this.
- Domestic abuse investigators still express concern about their individual caseloads and the Force is taking steps to address this.
- The Force has worked hard to develop MASH which work consistently well across several local authority jurisdictions.

Tackling Serious and Organised Crime

As at 1 July 2016 the Force was actively disrupting, investigating or monitoring 29 organised crime groups per one million of the population which compares to 49 OCGs across England and Wales. This low number could mean that the Force might not be identifying all active organised crime groups. It needs to build on its knowledge by using information from a wider range of sources.

- LPA staff identify groups of criminals who are referred to as Problem Crime Groups who present a threat which is not thought to be serious but nevertheless needs the attention of local officers. The Force should review its approach in this area as its current approach means that it does not have a single overall view of the nature of these groups which could mean some criminals are overlooked.
- HMIC also considers that the involvement of neighbourhood officers in tackling organised crime needs to be expanded.
- The Force generally responds effectively to organised crime, but it could improve results by making more effective use of partner organisations and by taking a longer term view of OCG management.
- Levels of knowledge about how to tackle organised crime are not consistent which could mean that they are over reliant on specialist staff to provide them with tactical advice.
- LPAs and CSPs have started to work together to tackle organised crime and this could be developed further is a strategic partnership board for the Force were to be developed.
- Thames Valley Police have been working with SEROCU to produce an action plan with Hampshire, Surrey and Sussex forces to improve collaboration arrangements and the

current action plan is more of a structured review of current arrangements. The Force need to ensure that the plan is agreed.

- HMIC also learnt that the Force does not routinely pass all of its highest risk OCGs to the SEROCU and uses its own resources to tackle them.
- HMIC believe more should be done to monitor the behaviour of OCG members in prison.
- The Force needs to do more to embed a longer term approach to dealing with organised crime.

Events organised

- Cyber crime conference on 28 March 2017 organised by the Panel and Bucks County Council to look at developing an action plan across the Thames Valley to help Community Safety Partnerships address cyber crime.
- Taxi licensing event on 19 May 2017 to look at cross border issues and the possibility of a regional database.

Published documents

Police Foundation blog – How efficient and effective are the police ?

<http://www.police-foundation.org.uk/news/256/15/How-efficient-and-effective-are-the-police>

A natural experiment into neighbourhood policing

http://www.police-foundation.org.uk/uploads/holding/projects/changing_world_paper_4.pdf

Press Articles

Statement by TVP following the Westminster terrorist incident

<https://www.thamesvalley.police.uk/news/general/thames-valley-police-statement-westminster-terrorism-incident/>

Use of Drones by the police

<http://www.thetimes.co.uk/article/flying-squad-of-drones-aids-officers-fbrbdfwhw?shareToken=ed817f51fba9d8f57f2ac77c59d2a597>

CSE

SUSPICIOUS' bruising on disabled siblings abused by their carer was overlooked by police and council workers, a report has revealed. But Thames Valley Police and Oxfordshire County Council's children's social care services missed an opportunity to uncover the abuse earlier, a serious case review by Oxfordshire Safeguarding Children Board (OSCB) revealed.

http://www.oxfordmail.co.uk/news/15125626.Opportunities_missed_to_uncover_despicable_child_abuse_earlier_report_reveals/?ref=ebmpn

http://www.oxfordmail.co.uk/news/15080604.Judge_demands_answers_from_police_after_delay_in_bringing_sex_offender_to_justice/?ref=ebln

Ten men have been charged with CSE offences

<http://www.bbc.co.uk/news/uk-england-oxfordshire-39442102>

Unauthorised Encampments Summit Report (West Midlands)

The summit, which was attended by MPs, other PCCs, senior police officers, council officials and members of the travelling community, heard how the number of unauthorised sites in the West Midlands has risen from 189 to 395 since 2011. An action plan has been drawn up, which will give greater protection for private businesses, increase the use of official transit sites with electricity and bathrooms and outline one set of protocols for all councils and the police to follow

http://westmidspcc.public-i.tv/core/portal/webcast_interactive/267027

http://www.dudleynews.co.uk/news/15085107.Action_plan_to_tackle_unauthorised_traveller_camps_revealed/?ref=mr&lp=15

Police in the Berkshire town have said that they will no longer chase shoplifters unless they steal more than £100 worth of goods.

<http://www.thetimes.co.uk/article/100-shoplifters-to-be-ignored-by-police-x859316qk>

<http://www.bucksfreepress.co.uk/news/15154434.Police-dismiss-claims-they-ignore-shoplifters-who-steal-less-than-100/>

Expert Constables

The pilot will run in the following forces: Thames Valley, Humberside, South Yorkshire, Cheshire, Lancashire, North Wales, West Yorkshire and the Metropolitan Police. The College of Policing (CoP) wants to recognise constables who are experts in their field by offering a select handful career development without promotion.

<http://constabulary.org.uk/2017/03/15/professional-recognition-for-expert-constables/>

Public Space Protection Order

Vale of White Horse District Council received 193 responses to its consultation about a potential public space protection order (PSPO) in Abingdon. The move would allow police officers to fine people creating 'vehicle-related noise nuisance', including blaring radio stereos, screeching tyres and revving engines.

<http://www.oxfordmail.co.uk/news/15086180.Town-reacts-to-plan-to-call-in-the-noise-police-to-tackle-loud-car-revving-your-say/?ref=ebIn>

County Lines

<http://www.oxfordmail.co.uk/news/15149769.Hundreds-of-teenagers-39-being-forced-to-run-drugs-for-city-gangs-39-/?ref=ebmpn>

<http://www.oxfordmail.co.uk/news/15166520.Teenage-39-drugs-runners-39-are-spared-jail/?ref=ebIn>

National articles

Taxi Licensing

The government is being urged to create a central database for taxi drivers in England and Wales.

<http://www.bbc.co.uk/news/uk-39248531>

<http://www.derbytelegraph.co.uk/historic-agreement-between-council-should-improve-taxi-safety-in-derby/story-30124186-detail/story.html>

<http://www.telegraph.co.uk/technology/2017/02/28/uber-claims-written-english-test-will-put-thousands-drivers/>

http://www.apccs.police.uk/press_release/apcc-chair-calls-safeguarding-action-issuing-taxi-licences/

Private bobbies

Two of Britain's most experienced former detectives are setting up a private police force to patrol and investigate crime in three of the wealthiest parts of London.

<https://t.co/3a4t9603p0>

<http://www.dailymail.co.uk/news/article-4283148/Private-police-force-investigate-crime-London.html>

Fire Service Collaboration

A council has rejected plans to give responsibility for the county fire service to the police and crime commissioner, it has been claimed.

<http://www.bbc.co.uk/news/uk-england-gloucestershire-38907701>

Local Business Case for Essex

www.essex.pcc.police.uk/.../Essex-Local-Business-Case-v7-1.12.16-PDF-for-FRA.pdf

This page is intentionally left blank

Thames Valley Police & Crime Panel Work Programme 2017

Date	Main Agenda Focus	Other agenda items
3/2	PCC Draft Budget – To review and make recommendations on the proposed precept for 2017/18 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • Annual Assurance Report • Report on implications of the Policing and Crime Bill • Estates Strategy • Topical Issues • Work Programme
7/4	PCC Revised Delivery Plan	<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub • Presentation from PCC on his role in the wider criminal justice system to understand in detail what areas the Panel should be including in their work programme • Topical Issues • Work Programme
16/6	PCC Annual Report Neighbourhood Policing and Community Safety Partnerships	<ul style="list-style-type: none"> • Election of Chairman/Appt of Vice Chairman • Public questions • Report of the CSE/Complaints Sub Committee • PCP Annual Report • Annual Review of PCP Rules of Procedure and Budget • Topical Issues • Work Programme

Date	Main Agenda Focus	Other agenda items
8/9		<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub • Topical Issues • Work Programme
17/11		<ul style="list-style-type: none"> • Public questions • Report of the CSE/Complaints Sub Committee • Six monthly progress report on PCC performance against his Strategic Objectives • Topical Issues • Work Programme