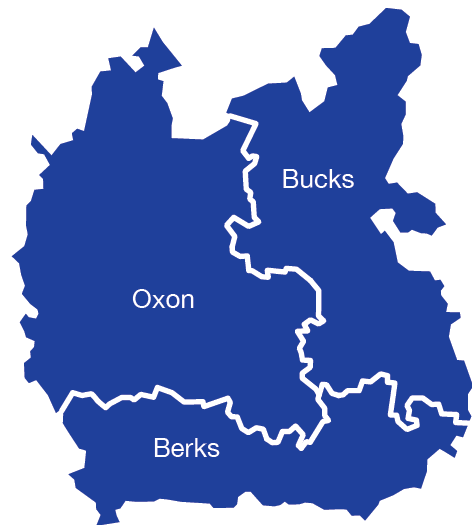


Agenda

Date: Friday, 27 January 2023

Time: 11.00 am

Venue: Paralympic Meeting Room,
Buckinghamshire Council
Offices, 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.

1. **Apologies for Absence**
2. **Declarations of Interest**
3. **Minutes** (Pages 1 - 14)

To agree the Minutes of the meeting of the Panel held on 18 November 2022 and of the Confirmation Hearing for the appointment of the Chief Constable held on 18 November 2022.

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 khalid.ahmed@oxfordshire.gov.uk at least three working days in advance of the meeting.

5. **Report of the Budget Task and Finish Group (11.05am)**

To consider the report of the Budget Task and Finish Group which meets on 19 January 2023.**TO FOLLOW**

Included will be written questions submitted in advance to the Police and Crime Commissioner. **TO FOLLOW**

6. Scrutiny of the Proposed Police Precept - Budget Papers from the Performance and Accountability meeting between the PCC and the Chief Constable (Pages 15 - 92) (11.20am)

The Panel will consider the budget papers which were presented to and agreed at the Performance and Accountability meeting between the Police and Crime Commissioner and the Chief Constable on 19th January 2022.

The Panel will be given the opportunity to question the PCC on the detail contained in the papers and the Panel will be asked to approve the Police and Crime Commissioner's precept for 2023/24 as set out in the OPCC report Four Year Medium Term Financial for 2023/24 to 2026/27.

7. Progress on Contact Management (Pages 93 - 98) (12.00pm)

To be provided with a progress report on the performance of Contact Management within TVP.

8. Arrest Data by Ethnicity, including Stop and Search and the Police Race Action Plan (Pages 99 - 116) (12.15pm)

The PCC has provided a report which was requested by the Panel to show TVP's arrest data by ethnicity. It also includes stop and search, and a progress report on the Police Race Action Plan.

9. Unauthorised Encampments (Pages 117 - 122) (12.30pm)

The PCC report contains a briefing on Force and LPA Unauthorised Encampment Performance data, training, and our response to Unauthorised Encampments (UE) in Thames Valley Police. It also contains an overview of how TVP are working with Local Authorities in the Thames Valley to provide a consistent response to Unauthorised Encampments.

10. Recruitment of Independent Co-Opted Member to the Panel (12.45pm)

The Panel is asked to agree that the one vacant position for an Independent Co-Opted Member be advertised on each of the Panel's Constituent Authorities' websites.

The Chair, Vice-Chair and other Member(s) of the Panel would be involved in the shortlisting and informal interviews of candidates, with the preferred candidate, reported to the Panel for confirmations.

The Panel is asked to agree the composition of the interview Panel.

11. Report of the Complaints Sub-Committee (Pages 123 - 124) (12.50pm)

To receive a report from the Complaints Sub-Committee on a recent complaint which was upheld against the PCC.

12. Updates from Chair of the Panel and PCC and Topical Issues report (Pages 125 - 134) (12.55pm)

To note and ask questions on the topical issues report and to receive updates from the PCC and the Chair of the Panel if required.

13. Work Programme (Pages 135 - 138) (13.00pm)

For Panel Members to put forward items for the Work Programme including ideas for themed meetings.

Date of next meeting: 24 March 2023

Membership

Councillor Keith McLean (Milton Keynes Council – Co-Opted Member) (Chair), Councillor Eddie Reeves (Cherwell District Council) (Vice-Chair), Councillor Balvinder Bains (Slough Borough Council), Councillor Robin Bradburn (Milton Keynes Council), Councillor Peter Brazier (Buckinghamshire Council - Co-Opted Member), Councillor David Cannon (Royal Borough of Windsor and Maidenhead), Councillor David Carroll (Buckinghamshire Council), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council), Councillor Emily Culverhouse (Buckinghamshire Council - Co-Opted Member), Councillor Neil Fawcett (Vale of White Horse District Council), Peter Gammond (Independent Member), Councillor Maria Gee (Wokingham Borough Council), Councillor John Harrison (Bracknell Forest Council), Councillor Simon Rouse (Buckinghamshire Council - Co-Opted Member), Councillor Karen Rowland (Reading Borough Council), Council, Councillor Geoff Saul (West Oxfordshire District Council), Councillor Diko Walcott (Oxford City Council), Councillor Richard Webber (Oxfordshire County Council), Councillor Howard Woollaston (West Berkshire Council) and one Independent Member vacancy.

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Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday, 18 November 2022 in Paralympic Meeting Room, Buckinghamshire Council Offices, Gatehouse Road, Aylesbury, Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.05 pm

Members Present

Councillor Keith McLean (Milton Keynes Council – Co-Opted Member) (Chair), Councillor Eddie Reeves (Cherwell District Council) (Vice-Chair), Councillor Robin Bradburn (Milton Keynes Council), Councillor Peter Brazier (Buckinghamshire Council - Co-Opted Member), Councillor David Cannon (Royal Borough of Windsor and Maidenhead), Councillor David Carroll (Buckinghamshire Council), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council), Councillor Maria Gee (Wokingham Borough Council), Councillor John Harrison (Bracknell Forest Council), Councillor Simon Rouse (Buckinghamshire Council - Co-Opted Member), Councillor Karen Rowland (Reading Borough Council), Councillor Claire Rowles (West Berkshire Council) and Councillor Richard Webber (Oxfordshire County Council).

Officers Present

Khalid Ahmed (Scrutiny Officer).

Others Present

Matthew Barber (Thames Valley Police and Crime Commissioner), Gillian Ormston (Chief of Staff, OPCC) and Martin Thornley (Chief Finance Officer, OPCC)

If you have a query please contact Khalid Ahmed, Thames Valley Police & Crime Panel Scrutiny Officer (Tel: 07990 368048; Email: khalid.ahmed@oxfordshire.gov.uk)

32/22 APOLOGIES FOR ABSENCE

Apologies for absence were submitted by Councillor Balvinder Bains (Slough Borough Council), Councillor Emily Culverhouse (Co-Opted Member – Buckinghamshire Council), Councillor Neil Fawcett (Vale of White Horse District Council) and Councillor Geoff Saul (West Oxfordshire District Council).

33/22 APPOINTMENT OF INDEPENDENT CO-OPTED MEMBERS OF THE PANEL

The Panel was informed that on 14 November 2022, the Chair and Vice-Chair of the Panel, with Councillor Simon Rouse interviewed candidates for the two vacant Independent Co-Opted Member roles on the Panel.

A point of clarification was raised by a Panel Member regarding the interview panel which was not politically proportional of the Panel and of the Thames Valley. The Chair outlined the process followed during the recruitment process and assured

Panel Members that the interviews were conducted consistently and fairly to the interviewed candidates. There was one successful applicant who was recommended to the Panel to appoint.

RESOLVED – (1) That the Panel confirmed the appointment of Mr Peter Gammond as an Independent Co-Opted Member of the Panel for a period of four years.

(2) That a recruitment process for the remaining vacant Independent Co-Opted Member be undertaken.

34/22 **MINUTES**

The Minutes of the meeting held on 23 September 2022 were agreed as a correct record.

35/22 **PREVENT - WAS IT FIT FOR PURPOSE?**

The Panel considered a report of the PCC on a Thames Valley perspective of PREVENT. PREVENT was part of the Counter-Terrorism and Security Act 2015 and is a measure that aims to reduce the threat of terrorism in the UK.

A report of the Panel's Scrutiny Officer was also provided which gave further information on the strategy.

The PCC drew the Panel's attention to paragraphs 13 and 14 of the report which showed that Channel cases for Extreme Right-Wing radicalisation (per million population by region) were higher than Channel cases for Islamist radicalisation. This created a different challenge for Counter-Terrorism in the South East, of which TVP was the Host force.

Members' Questions

(1) The PCC was asked whether he was confident in the information sharing and how did PREVENT share data with Police Forces.

[The PCC replied that from a Thames Valley police perspective, he was confident that data was shared across Police Force boundaries and with other public agencies. There were challenges with general data sharing across boundaries, not just relating to counter terrorism.]

Relationships on the ground were good with Community Faith Groups, although these could be improved. Often it was about reassurance rather than identification. Reference was made to recent unrest in Leicestershire and contact was made with groups in Milton Keynes and Reading regarding the threat of this spreading. Local neighbourhood groups had contact and relationships with Faith Groups.]

(2) From the data included in the report, Channel cases for Extreme Right-wing radicalisation are higher than those for Islamist radicalisation. Was the PCC

happy that this was working with Channel and what engagement was taking place with Extreme Right Wing groups?

[The PCC replied that the philosophy used was not a policy of Thames Valley Police. The data was proportions of PREVENT moving into Channel. Spread across the country and the total of referrals adopted by Channel case by region, was 82 per million of the population across England and Wales and for the South East it was 84 per million of the population. This was in line with the average and the data suggested that the PREVENT policy was working.]

The PCC pointed out that it was difficult to measure the success of PREVENT as the measurements were based around incidents that have not happened.

The PCC reported that it was difficult to engage with Extreme Right Wing groups or individuals as there were no easily identifiable leaders. However, it was easier to engage with Faith Groups as leaders were easily identified.]

- (3) The PCC was asked if he had details of the percentage of Extreme Right Wing groups and Islamist groups in the South East. The total of adopted Channel cases for the year ended March 2021 was 126 and the PCC was asked what percentage of these cases were from Extreme Right Wing groups?

*[The PCC replied that he would provide this information and email the details to Panel Members. **[ACTION:PCC]** It would be important to provide this information although it would not mitigate the risk. Some comfort could be taken from the figures that out of the 774 PREVENT referrals for the South East, 126 were adopted as Channel cases. This meant that 648 were not substantiated.]*

- (4) The PCC was asked how did TVP approach the differences between the Far Right and Islamists and how were the not as easily identified Far Right groups tackled?

[The PCC reported that he was not sure if he could provide a strategic governance perspective on an operational policing issue. However, the policing of these issues was carried out well, with the community often not noticing what has gone well. Community tensions were prevented, and the policing provided community reassurance.]

The PCC said visible policing provided reassurance to residents and were preventative in terms of quelling any tensions. In relation to the community tensions in Leicestershire, there were concerns between different faith groups at the tensions between different groups.

Reference was made to the attack at Forbury Gardens in Reading where work took place on TVP engaging with different groups and building relationships with LGBT groups. Preventative measures were put in place to offer residents reassurance.]

- (5) The PCC was asked how was the data for PREVENT used over time?

[The PCC reported that Thames Valley Police was the host authority for South East Counter Terrorism and there were joint meetings between PCCs where data was looked at relating to case work. This data was scrutinised in the areas where there were rises and falls in incidents.]

RESOLVED – That the reports and the information provided at the meeting be noted.

36/22

UPDATE ON COMMUNITY SPEEDWATCH

The PCC provided the Panel with an update on Community Speedwatch. Members were reminded that the new Community Speedwatch scheme was launched by the PCC in October 2021 in conjunction with Community Speedwatch Online and managed by Roads Policing.

The main difference of this scheme was that the scheme was out of the hands of Neighbourhood Policing teams. Starter kits were provided for residents and volunteers which included a speed detection device.

The Panel noted that there were 217 groups across the TVP footprint, comprising of over 1200 residents/volunteers, and the system has been set up so that Councils can access information on all schemes in their LPA/jurisdiction areas.

Members' Questions

- (1) The PCC was congratulated for the roll out of Community Speedwatch schemes in Thames Valley and from the data it looks like it is having an impact on recording speeding vehicles. However, there appeared to a disconnection between the collection of speeding data and actual enforcement. The PCC was asked for his view on this.

[The PCC agreed with the statement. Community Speedwatch was about education of motorists. The data used to be collected on paper on a voluntary basis, which the system did not enable a proper analysis of the data.]

The Panel was informed that a motorist could receive 3 letters over a rolling 6 month period with any further transgressions leading to a visit by a Roads Policing Officer to discuss driving behaviour. There could be further escalations should the behaviour continue and ultimately could lead to enforcement. Local Neighbourhood Policing Team could be tasked to carry out an enforcement package.

Reference was made to sites where there were persistent offenders. This could be an issue caused by the roads design which may need redesigning the road to mitigate the speed.]

- (2) Reference was made to resource and effort put into Community Speedwatch and the frustration at the lack of enforcement from the data gathered. Speeding hot spots were not being policed or enforced. The PCC was asked for his view on this.

[The PCC replied that the data provided should combat speeding vehicles. Resources used were primarily based on crash records and the need to look where the danger and speeding was on roads. The whole point was to build up the data and work on solutions for problem sites. There was a mismatch about community perception of what the aims of Community Speedwatch were.]

- (3) The PCC was asked whether Community Speedwatch volunteers were given advice on how to deal with threats they received and how many threats were given to volunteers?

[The PCC replied that these incidents were the exception rather than the norm. There were a minority of threats received and the level of abuse took on different types of abuse. Engagement took place with the officer who managed the scheme.]

There was a preview of sites before volunteers were deployed, looking at road safety for the site. The safety of the volunteer was of most importance and the practicality of volunteers going out at night and when it was dark based limitations on the scheme. Overall, volunteers were safe and issues of threats were not a big issue.]

- (4) The PCC was asked about the interactions which took place with local authorities on sites where it was determined that roads required speed being designed out.

[The PCC replied that there was a network of TVP officers and Council Highways and Road Safety officers who met regularly at a Thames Valley Road Safety Working Group to discuss road safety issues. There needed to be a new structure with a strategic group overseeing the work of the working group to enable the work to be carried out.]

The PCC referred to the need for a more joined up approach regarding communications to strengthen the work.]

- (5) The PCC was asked what steps could be taken to tackle night time speeding when Community Speedwatch schemes did not operate?

[The PCC generally pointed out that there was no shortage of Community Speedwatch volunteers and the data provided to officers of Highways Authorities could be promoted more to highlight where speeding was taking place.]

There could be more funding for new groups of volunteers to start up Community Speedwatch schemes, with the PCC providing start up equipment. It had to be accepted that it would be difficult to undertake Community Speedwatch in evenings, mainly because of the safety hazards. Police enforcement with camera vans would be a better solution.

The Chair commented that Milton Keynes Council had funded equipment and cameras to volunteers to monitor speeding. This helped TVP to detect other motoring crimes on sites such as using automatic number plate recognition and finding motorists with offences such as no car insurance, road tax etc.]

RESOLVED - That the report of the PCC, together with the information provided at the meeting be noted.

37/22

UPDATE ON RECRUITMENT AND RETENTION OF POLICE OFFICERS

The PCC provided the Panel with an update on the recruitment and retention of police officers within Thames Valley Police Force.

Reference was made to there now being more police officers in Thames Valley than ever before mainly due to the Uplift programme with the headcount of warranted officers standing at 4,772.

The Panel was informed there was still an issue of officers who were leaving the Force due to retirement, resignation or dismissal.

At the end of March 2023, the Initial Police Learning and Development Programme would be coming to an end. This was the strongest officer recruitment and the latest news was that a degree was to be no longer compulsory for new recruits.

The PCC reminded the Panel that newly recruited Police Officers had to previously obtain a degree qualification within 2 years as a recruited Police Officer. Apprenticeships for a period of three years, also had to obtain a degree qualification within this period.

The report included updates on retention measures and how to increase application levels from BAME and female applicants. There were encouraging progression in this respect.

The PCC referred to the scheme to recruit military service veterans to TVP.

Members' Questions

(1) The PCC was asked whether the different tier entry into TVP had any effect on the advancement of individuals?

[The PCC replied that there was no difference in the tier entry in terms of progression.]

(2) The PCC was asked what work was being carried out to ensure there was not a drop off of applications from ethnically diverse candidates? There were 22% applications from ethnically diverse backgrounds in the pipeline, yet only 14% of officer joiners were from BAME backgrounds.

[The PCC informed the Panel that an engagement team had been established to improve engagement with BAME and female applicants. There were a variety of reasons for applicants dropping off during the recruitment process. It could be that late in the process, applicants decide that the Police was not for them. There could be personal or family reasons for the change in mind.]

The PCC said that the engagement team would talk to the individual to find out the reason for their dropping out of the process. Progress was being made.]

- (3) The PCC was asked whether services such as the armed forces could work together with TVP to enable constructive relationships regarding transfers.

[The PCC replied that the challenge was to be more creative. There was already a good relationship with the Ministry of Defence and TVP made good use of Section 22 agreements to enable collaboration.]

- (4) The PCC was asked what TVP was doing to attract more women into the service. Additionally, what more could be done to improve the retention of women in the Police.

[The PCC replied that staff associations were working on this, and work was taking place on improving the recruitment of women. There have been successful women and officers from BAME. There were talks which would be taking place in girls' schools to improve recruitment.]

- (5) In relation to Police Community Support Officers (PCSO), the PCC was asked what could be done to recruit this vital resource, particularly for the work they carried out in the community such as with anti-social behaviour.

[The PCC referred to PCSOs who had progressed to Police Officers and who had become PCSOs to assess the attractiveness of a career in policing. There could be an option of tying in PCSOs to a time period and work was taking place on recruiting to the PCSOs vacancies.]

- (6) The increased number of Police Officers is most welcome, however, there still required work to be done on improving the ratio of Police Officers to the population of Thames Valley. Reference was made to the national vetting issues on the recruitment of Police Officers which had resulted in unsuitable recruits in the Police and the PCC was asked for his views on getting the right people in the Force.

[The PCC replied that by the end of the financial year it was forecast that TVP would have its highest number of Police Officers by per 1,000 population of Thames Valley.

Regarding problems with police vetting, the PCC was concerned at Police Officers who were particularly transferring between Forces, slipping through the vetting procedures. There was a strong culture within TVP where concerns regarding officers would be highlighted.

The Association of Police and Crime Commissioners would be discussing vetting to ensure that there was consistency across Forces, however, vetting is not always the issue, as any officer may fall foul of disciplinary or criminal issues in a few years. The culture of the Force was very important in terms of identifying problem officers.

In response to a comment regarding policing numbers in Milton Keynes and the lack of Police support for a recent bonfire, the PCC said he would provide an update after investigating. [ACTION: PCC].

(7) Reference was made to the policing numbers and that the increase in Police Officers belied residents' impression at the lack and visibility of Police Officers on the streets. The PCC was asked to comment on this.

[The PCC reported that the numbers were correct, but he agreed regarding visibility and that Police Officers on the street were important for crime prevention. Work needed to be done on improving visibility. Officers were in neighbourhoods and still in their policing areas, but they responded to other incidents.]

RESOLVED – That the report of the PCC and the information provided at the meeting be noted.

38/22 **MULTI AGENCY SAFEGUARDING HUBS**

The Panel noted that this item had been requested some time ago and had been placed in the work programme for 2022/23. The Panel membership had changed and therefore the reason for the item was not clear to some Members.

The PCC was asked to present a fuller report to a future meeting providing information on how the PCC was holding the Chief Constable to account for TVPs role and performance in the 9 MASHs within Thames Valley (six in Berkshire, one in Oxfordshire, one in Milton Keynes and one in Buckinghamshire). The information should provide details on how MASHs are coordinated across the Thames Valley and information on performance on safeguarding across the different size of MASHs across Thames Valley.

The information was noted.

39/22 **ANNUAL ASSURANCE REPORT 2021 FROM THE JOINT INDEPENDENT AUDIT COMMITTEE**

The Panel received the Annual Assurance Report 2021 from the Joint Independent Audit Committee to the PCC for Thames Valley and the Chief Constable of Thames Valley Police.

40/22 **HOST AUTHORITY FOR THE PANEL AND APPOINTMENT OF NAMED SUBSTITUTES FOR ELECTED LOCAL AUTHORITY MEMBERS AND CO-OPTED LOCAL AUTHORITY MEMBERS OF THE PANEL**

The Panel considered a report which informed Members that the Chair's local authority, Milton Keynes Council has indicated that it does not wish to take on the role of Host Authority for the Panel.

Members of the Panel were written to, inviting expressions of interest from their respective authorities to Host the Panel. There were no expressions of interest

submitted apart from the interest expressed by Buckinghamshire Council at the last Panel meeting.

Discussions have taken place between relevant officers at the present Host Authority, Oxfordshire County Council and Buckinghamshire Council who have expressed an interest to Host the Panel. Oxfordshire County Council has served notice that it will no longer be Host Authority and subject to approval of the Panel, the hosting function will be transferred from April 2023 to Buckinghamshire Council.

The Panel was informed that Buckinghamshire Council has asked, that consideration be given to Buckinghamshire Council being Host Authority for a 3-year period from 1 April 2023 to 31 March 2026, to provide continuity of support to the Panel. The reasoning behind the request for a 3-year period, is to enable Buckinghamshire Council to plan in terms of budget and staffing which is more difficult to do if the hosting arrangements are reviewed, and potentially changed, annually.

Discussion took place on the request for a three-year period and it was noted that there was no objection to Buckinghamshire Council's request, however, there was the proviso that the Chairmanship of the Panel could change in the three year period which could mean there would be another change of the Host Authority.

There was a request that the Panel's Co-opted local authority Members be afforded named substitutes as other local authority Members had. This was agreed by the Panel and the Panel Arrangements were asked to be updated to reflect this.

RESOLVED – (1) That the information reported be noted and the Panel approved that the hosting arrangements for the Panel be transferred from Oxfordshire County Council to Buckinghamshire Council from April 2023.

(2) That approval be given to Buckinghamshire Council's request that the hosting arrangements be for a 3-year period from 1 April 2023 to 31 March 2026, however, it was acknowledged that this could be reviewed should the Chairmanship of the Panel change, and his/her local authority should wish to take on the responsibility of being the Host Authority for the Panel.

(3) That the Panel Arrangements be updated with the change to hosting arrangements taking effect from 1 April 2023 through to 31 March 2026, subject to future decisions on the Chairmanship of the Panel and decisions on the Host Authority.

(4) That approval be given to the Panel Arrangements and Rules of Procedure being updated to include the appointment of named substitute local authority elected Members and Co-Opted local authority Members to attend Panel meetings in the absence of the appointed elected and Co-Opted Members.

41/22

REPORT OF THE COMPLAINTS SUB-COMMITTEE

The Panel received and noted a report from the Panel's Complaints Sub-Committee on three recent considered complaints against the PCC which were not upheld.

42/22 **UPDATE FROM THE PCC AND THE CHAIR OF THE PANEL AND TOPICAL ISSUES**

The Panel received and noted a report of topical issues relating to crime and policing.

A Member referred to an asylum seeker who had been moved to Buckinghamshire from London after allegations of a sexual offence. The PCC was asked to take this issue up with the Metropolitan Police regarding the potential safeguarding implications.

43/22 **WORK PROGRAMME**

The Panel was provided with the work programme for future meetings.

It was agreed that an update be provided on Race and BAME representation within TVP at a future meeting.

..... in the Chair

Date of signing

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday, 18 November 2022 in Paralympic Meeting Room, Aylesbury Vale District Council Offices, Gatehouse Road, Aylesbury, Bucks HP19 8FF, commencing at 1.40 pm and concluding at 2.40 pm

Members Present

Councillor Keith McLean (Milton Keynes Council – Co-Opted Member) (Chair), Councillor Eddie Reeves (Cherwell District Council) (Vice-Chair), Councillor Robin Bradburn (Milton Keynes Council), Councillor Peter Brazier (Buckinghamshire Council - Co-Opted Member), Councillor David Cannon (Royal Borough of Windsor and Maidenhead), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council), Councillor Maria Gee (Wokingham Borough Council), Councillor John Harrison (Bracknell Forest Council), Councillor Simon Rouse (Buckinghamshire Council - Co-Opted Member), Councillor Karen Rowland (Reading Borough Council), Councillor Claire Rowles (West Berkshire Council) and Councillor Richard Webber (Oxfordshire County Council).

Officers Present

Khalid Ahmed (Scrutiny Officer).

Others Present

Matthew Barber (Thames Valley Police and Crime Commissioner) and Jason Hogg (Deputy Chief Constable Thames Valley Police).

If you have a query please contact Khalid Ahmed, Thames Valley Police & Crime Panel Scrutiny Officer (Tel: 07990 368048; Email: khalid.ahmed@oxfordshire.gov.uk)

44/22

APOLOGIES FOR ABSENCE

Apologies for absence were submitted by Councillor Balvinder Bains (Slough Borough Council), Councillor David Carroll (Buckinghamshire Council), Councillor Emily Culverhouse (Co-Opted Member – Buckinghamshire Council), Councillor Neil Fawcett (Vale of White Horse District Council) and Councillor Geoff Saul (West Oxfordshire District Council).

45/22

CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF THAMES VALLEY POLICE

The Police and Crime Commissioner presented his report on the Chief Constable Recruitment Process. This report provided formal notification under the Police Reform and Social Responsibility Act 2011 from the Police and Crime Commissioner to the Police and Crime Panel that the Chief Constable recruitment and selection process has now been completed and the PCC's preferred candidate is Mr Jason Hogg, who was currently the Deputy Chief Constable of Thames Valley Police.

The Police and Crime Panel is required to consider the proposed appointment to scrutinise the appointment process and has a power of veto. The PCC must not make an appointment unless the candidate fulfils all the eligibility criteria.

The PCC provided details of his reasons for the appointment and details of the candidate's suitability for the role, including how this was assessed, and the proposed terms and conditions on which the appointment will be made. Also included were the role profile and an overview of the recruitment process.

The PCC introduced his candidate, Mr Jason Hogg and explained the reasons why he believed the candidate was the most appropriate to undertake this role. The Independent Member who was involved in the selection process, Mr Mark Beard High Sheriff, provided a report with his views on the suitability of the candidate for the post.

The PCC placed on record his appreciation at the soon to be retired Chief Constable John Campbell who had provided great service as Chief Constable.

The following points arose from questions to the preferred candidate:-

- Driving innovation – Project Vigilant which was an initiative where Police Officers carried out patrols in the night-time economy. Jason Hogg explained that he oversaw the drug diversion scheme and evidence based policing approach would be turned into an action.
- Violence against Women and Girls – Three years ago the Police response to Domestic Abuse needed improvement. Domestic Abuse has been made a core priority with arrests made more quickly and improved outcomes for victims. There would be a “hearts and minds” approach which included introducing a training video, “Save Lives”.
- Misogyny – This would have to be made totally unacceptable and make the streets safer with greater patrols in communities.
- Police Officer misconduct and identifying those in the Force – Much of the criticism of the Police conduct was for Police Officers of the Metropolitan Police with a number suspended for sexual offences. There had been a survey on women and the culture in the Police and a lot of women had commented there had been improvements in conduct and the culture, however, there still needed to be more improvements.
- Recruitment and Retention, BAME and Women in the Force – The Police Uplift programme was an opportunity to become more diverse. In the last 20 years the demographics of TVP had not changed. TVP had now 24% of new recruits from BAME with the work of the positive engagement team working on encouraging people to apply. There had been an increase in the number of female officers, with 44% of new recruits being female. TVP did not have a strong macho image of which some Forces had. There was a struggle for females applying for senior roles and conditions needed to change to enable more flexible working if requested.
- Collaborations with other forces on solutions to the recently publicised problem of vetting – Vetting was not the only solution to conduct, and behaviour problems associated with Police Officers. There was a difficulty in finding out what officers had done whilst in service. There needed to be the creation of a

culture within the Force where people had the confidence to come forward and speak up if there were behavioural comments which should be challenged.

- Neighbourhood policing and “Stop and Search” – At Police training new recruits are asked to take proactive actions such as “Stop and Search”. Data on “Stop and Search” was about to be published. Reference was made to working in Aylesbury where drug dealers from London travelled to and the use of “Stop and Search” was used to stop the dealing. In relation to neighbourhood policing, the present policing system had been overcomplicated. Neighbourhood policing was primarily about visibility and problem solving and providing assurance to residents. The present policing created too many silo teams. The public were reporting more crime and the Police had to improve its performance in relation to response time and solving crimes.
- Communication of good things which TVP do – There was a legitimacy crisis in the Police. Trust and confidence in the Police was important. Positive messages needed to be communicated and the Panel was informed that the new Chief Constable if confirmed, would be active on social media and visible on TV.
- Retention of Police Officers, particularly a large number who were no longer completing 30 years - Retention was a significant challenge in Thames Valley. Proximity to other Force areas and the Met Police paying higher salaries was an issue. TVP lost around 40 Police Officers a month.
- The recent PEEL Police effectiveness 2022 report assessed Thames Valley Police as requiring improvement in responding to the public and on good use of resources. What steps would be taken to tackle these issues? – The improvements had been made to the Contact Management System which would improve response times to the public. Response times to 101 calls was a national problem. Responding to calls regarding burglaries and keeping victims of crime updated needed to be improved.
- The steps taken if the candidate felt the Commissioner was preparing to do something which may stray into operational policing – There was already a strong working relationship with the PCC. The PCC was clear on his own role and that the Chief Constable had TVP’s operational independence. Reference was made to the joint working which takes place such as with Operation Deter. The PCC introduced Operation Deter as a zero-tolerance approach to knife crime. It started in Milton Keynes and was being rolled out in the force in other areas. Results being delivered were very encouraging in reducing knife crime.
- Community Speedwatch and increasing support to communities to combat speeding – Thames Valley had the biggest motorway network in the country with the number of speeding offences being high. There could be no promise of an enhanced response to speeding. There could be an increase in Automatic Number Plate Recognition to help communities but it would be difficult to enforce every speeding vehicle.

At this point the candidate and the PCC both left the meeting.

RESOLVED - That the public be excluded for the remaining discussion on the agenda by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to an individual.

47/22

DISCUSSION ON THE PROPOSED APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF THAMES VALLEY

Discussion took place by the Panel on the candidate's suitability to the post and whether he fulfilled the eligibility criteria.

RESOLVED - That, after having received assurance that a full open and fair selection and recruitment process had taken place, with the preferred candidate fulfilling the eligibility criteria, the Panel endorsed the appointment of Mr. Jason Hogg to the position of Chief Constable of Thames Valley Police.

..... in the Chair

Date of signing

Thames Valley Police

January 2023

Medium Term Financial Plan

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ACO Linda Waters – Director of Finance

Agenda Item 6

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- Reserves

APPROVALS

The PCC is asked to approve:

- Increase in Council tax of £15 per band D property to £256.28 for 23/24
- The 23/24 Revenue Estimates (MTFP) of £524.212m
- The 23/24 Capital Budget (MTCP) of £51.324m
- For planning purposes the Capital Budgets for the later 3 years of the MTCP 2024/25 – 2026/27 of £94.683m
- Approve the overall financing of the capital expenditure of £192.455m.
- The utilisation of reserves in 2023/24 of £10.029m.
- The utilisation of reserves in 2024/45 of of £5.838m

EXEC SUMMARY

Revenue Expenditure	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
Opening Budget	505,001	524,212	543,323	561,186
Inflation	23,708	13,695	11,388	13,246
Productivity Savings	-4,148	-7,414	-8,438	0
Growth	5,543	8,486	2,888	2,858
Reserves	-5,893	4,344	12,025	2,288
	524,212	543,323	561,186	579,578

Funded By	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget
Opening Budget	-505,001	-524,212	-543,322	-561,186
Council Tax	-18,301	-14,661	-15,149	-15,651
Government Grants	-910	-4,450	-2,714	-2,741
	-524,212	-543,322	-561,186	-579,578

Programme	2022/23 £'000	Future Years				Total	
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2022/23 to 2026/27 £'000	Later Years
Property	6,059	34,902	22,590	5,644	20,678	89,874	16,500
IT	8,094	8,095	3,411	16,564	4,931	41,093	
Other	31,586	8,327	6,690	6,969	7,207	60,780	
Total Spend	45,739	51,324	32,691	29,177	32,816	191,747	16,500
Financing Available	83,102	21,473	19,970	35,110	32,800	192,455	
Cumulative Funding Position	37,363	7,512	-5,209	724	708		

- Above is a summary of the Revenue and Capital budgets.
- These both balance over the 4 year period of the Revenue and Capital plan.
- However, decisions on property capital spend will include commitments outside of the 4 year programme.
- The budgets include some material inflationary increases given the global pressures on energy and supply chains as well as key assumptions on vacancy factors given the current tight recruitment market.
- The Revenue budget includes a £15 Council tax increase used to support public contact, strengthen public policing and crime prevention.

REVENUE OVERVIEW 2023/24 TO 2026/27

		Current Estimate for 2023/24 Budget	Current Estimate for 2024/25 Budget	Current Estimate for 2025/26 Budget	Current Estimate for 2026/27 Budget
Expenditure		£'000	£'000	£'000	£'000
Opening Budget		505,001	524,212	543,323	561,186
Inflation					
	General	2,544	926	725	730
	Police Pay	6,878	5,635	6,058	6,270
	Police Staff	3,635	3,108	3,158	3,224
	Specific	10,651	4,026	1,447	3,023
Inflation Total		23,708	13,695	11,388	13,246
Productivity Savings		-4,148	-7,414	-8,438	0
Growth		5,543	8,486	2,888	2,858
Reserves		-5,893	4,344	12,025	2,288
Revised Budget Requirement		524,212	543,323	561,186	579,578
Funded By					
Opening Budget		-505,001	-524,212	-543,322	-561,186
	Council Tax	-18,301	-14,661	-15,149	-15,651
	Government Grants	-910	-4,450	-2,714	-2,741
Revised Funding Budget		-524,212	-543,322	-561,186	-579,578

CURRENT REVENUE POSITION

- ▶ Balance budget across all years.
- ▶ Inclusion of Council Tax increase to £15 for 2023/24 and thereafter £10.
- ▶ General inflation has reduced to reflect realistic levels at 5.5%; 1.5%; 1.0% and 1.0% respectively in each of the next 4 years.
- ▶ Specific inflation rates are based on sector led rates and inflation for the 1st year are Electricity at 169%, Gas at 65%, Vehicle Fuels at 25%, Forensics at 20%, Premises at 7.1% and ICT at 6.5%.
- ▶ Pay inflation has been included at a base rate 2.0% per annum for both Police Officers and Staff across the MTFP period.
- ▶ A number of technology bids have been reflected in the plan aligning with Hampshire prioritisation.
- ▶ Funding is included for 80 officers in excess of PUP.
- ▶ Estates Custody reserve created to support future funding of custody programme.
- ▶ Reserves have been utilised to cover some excess inflation and one off expenditure items.

COUNCIL TAX INCREASE

- ▶ The Council tax increase has been budgeted at £15.
- ▶ This has allowed the force to increase budgets to support Public Contact, Strengthen Local Policing and Prevent Crime as well as cover inflationary pressures.
- ▶ The budget now includes the following in 23/24:-
 - ▶ Contact management £285k to improve 101 waiting time and contact with the public.
 - ▶ POLIT £190k addressing the backlog in cases and so protecting vulnerable children. With every 7 investigators in POLIT managing 200 cases per year the increase of 7 heads in year 1 and 9 heads going forwards should clear the backlog and improve performance.
 - ▶ VAWG £249k prevent violence against women and girls .
 - ▶ Major crime uplift of £254k preventing crime.
 - ▶ Excess PUP Officers £3.1m funding 80 officers in excess of PUP and strengthening public policing.
 - ▶ Citizens in Policing £600k supporting the recruitment of volunteer officers and strengthening public policing
 - ▶ CCTV £750k (including capex) for the development of CCTV estate preventing crime.

RISKS

- ▶ The MTFP includes productivity savings of £20m with around £15.2m coming from the Force Review by the end of 25/26.
- ▶ The budget includes £3.1m of costs in 23/24 and £4.1m in subsequent years to fund 80 Police Officers in excess of the PUP target.
- ▶ The budget includes provision for a 2% pay award in line with government funding, given the current economic conditions this is a financial risk.
- ▶ Given that over 75% of the budget is related to staff costs it is assumed that Police Officer numbers can be reduced by 25/26 to meet the Force Review target. If this is not the case then the achievement of the productivity saving is at risk.
- ▶ Due to the current high level of vacancies within Police Staff and PCSOs (currently in excess of 400), the vacancy factor for 2023/24 has been applied at 11.5% (circa 380 FTE), reducing to 5.90% (circa 195 FTE) over the period of the MTFP. This additional vacancy factor has reduced the budget in 2023/24 by £8.5m.
- ▶ These vacancies will need to be monitored carefully against any planned future savings in staff posts, to ensure that the savings are not double counted.

CURRENT CAPITAL OVERVIEW 2023/24 TO 2026/27

Programme	2022/23 £'000	Future Years				Total	
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2022/23 to 2026/27 £'000	Later Years
Property	6,059	34,902	22,590	5,644	20,678	89,874	16,500
IT	8,094	8,095	3,411	16,564	4,931	41,093	
Other	31,586	8,327	6,690	6,969	7,207	60,780	
Total Spend	45,739	51,324	32,691	29,177	32,816	191,747	16,500
Financing Available	83,102	21,473	19,970	35,110	32,800	192,455	
Cumulative Funding Position	37,363	7,512	-5,209	724	708		

- Over the MTCP (including 22/23) it is anticipated that capex spend will be approximately £191.7m and this is matched with funding of £192.4m giving a slight surplus of £0.7m.
- However, inflationary pressures are impacting the construction industry which, given the size of the planned property spend, may have a knock on to future costs.
- There are large building projects in flight and planned in the budget extending out past the end of this MTCP period.
- These affect both the medium and longer term funding and drive a financing strategy which in itself impacts the interest receipts TVP receives and are reflected in the revenue budget.
- After utilising reserves there is still a cumulative deficit in 24/25 of £5.2m to be managed.

CAPITAL PROJECTS 2023/24 TO 2026/27

Programme	2022/23 £'000	Future Years				Total 2022/23 to 2026/27 £'000
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Property	6,059	34,902	22,590	5,644	20,678	89,874
IT	8,094	8,095	3,411	16,564	4,931	41,093
Other	31,586	8,327	6,690	6,969	7,207	60,780
Total Spend	45,739	51,324	32,691	29,177	32,816	191,747

Property

- The Property spend in 23/24 is primarily Atlantic House (£14.8m) and the Forensic Build (£15.9m).
- The Forensic build continues into 24/25 at £13.1m and this year also includes £5.7m for Loddon Valley refurbishment as an enabler to the custody strategy.
- 25/26 includes £2.5m for the commencement of the Maidenhead Custody suite with £19.1m in 26/27 and a further £16.5m outside of this budget period.

IT

- Of the total £33m spend over the next 4 years £14m is for device refresh and £12m is for ESMCP in 25/26.

Other

The other spend of £29.2m over the period is primarily on vehicles (£24.8m), Radio Replacements (£1.5m) and Safer Roads (£1.2m).

MTCP RISKS AND OPPORTUNITIES

- ▶ Inflation in the construction sector is high and TVP are seeing pressures come through on existing and planned projects. While we have taken this into accounts there is a risk that these costs increase as contracts are let for new planned projects.
- ▶ With the current tight labour market, attracting resources to manage the major property and IT projects is difficult leading to slippages in planned projects and a potential knock to operational performance.
- ▶ With the large Forensics build of £29m across 23/24 and 24/25 there is a possibility that elements of this project could be delayed.
- ▶ The Capital funding assumes a moderate level of S106 funding at £100k per annum and could be exceeded.
- ▶ £8.6m of the estates reserves have been utilised to manage the capital financing.
- ▶ Funding of the current programmes is with a significant utilisation of the finite asset sales (£31m). These one off sales will not continue to support the programme into the future.

RESERVES

Projected Balances at						
General & Useable Reserves	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027
General Reserve	-£20,390,201	-£20,130,772	-£15,727,703	-£15,987,100	-£15,987,100	-£15,987,100
% of NRE	4.28%	3.99%	3.00%	2.94%	2.85%	2.76%
I&C*	-£10,313,728	-£12,995,003	-£13,721,145	-£9,438,654	-£9,438,654	-£9,438,654
Covid Support	-£3,122,295	-£2,923,622	£0	£0	£0	£0
PUR Infrastructure	-£3,765,000	£0	£0	£0	£0	£0
CCTV	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000
SDCM	-£4,000,000	-£4,000,000	-£1,000,000	£0	£0	£0
Estates & Custody	-£3,000,000	-£3,000,000	-£2,571,085	-£1,755,965	-£14,353,308	-£29,238,387
ESMCP - Capital	£0	£0	£0	£0	-£12,000,000	-£12,000,000
	-£25,201,023	-£23,918,625	-£18,292,230	-£12,194,619	-£24,791,962	-£39,677,041
	-£45,591,224	-£44,049,397	-£34,019,933	-£28,181,719	-£40,779,062	-£55,664,141

* Includes potential 2022/23 £5m underspend



FINANCIAL PLANS RECOMMENDATION & STRATEGY 2023/24 – 2026/27

This paper recommends that the Financial Plans are approved, and incorporates the financial strategy under which the plans have been developed.

1. APPROVAL REQUESTED

The PCC is requested to approve the following papers:

- This paper
- Capital Strategy
- Revenue Budget for 2023/24
- Medium Term Financial Plan for 2023/24 to 2026/27
- Capital Budget for 2023/24
- Medium Term Capital Plan for 2023/24 to 2026/27
- Drawdown of Reserves proposed for 2023/24 and 2024/25, as shown in the Appendix to this paper

The PCC is requested to propose the Council Tax Precept increase of £15 (Band D) to the Police and Crime Panel.

2. RECOMMENDATION

Process

The medium term plans are presented by the Chief Constable (CC) for the PCC to approve. The force has undertaken a challenging process to shape plans to meet funding constraints, with significant time at the Chief Constable's Management Team (CCMT) spent reviewing individual bids and the overall budget. The budget has been consulted during development through meetings between PCC's CFO and CC's FD and further discussions including the

PCC, and Deputy CC. This has allowed challenge of assumptions, review of options, proposal of changes and agreement on direction through the process.

Risks

It is important that the main financial risks are identified and adequately addressed through the plan. The three main risks within the plan are:

1. Estates capital requirements, many of which fall outside the four years of the MTFP. The MTFP supports the capital requirements by ensuring reserves are built up and the revenue plan includes funding for long term capital. This avoids the “cliff edge” scenario where MRP and interest costs make significant capital investment unaffordable.
2. Efficiency Programme and Force Review. The budget includes a challenging efficiency target. The force including the CC-designate, is committed to this plan, due to the operational improvements expected as well as the cost efficiencies. The MTFP includes rapid delivery of cash savings through the plan, and there is a risk that savings are realised later. Note also the overlap between Police Officer Numbers, PUP, Vacancy Gap and Efficiency savings. These areas will need to be carefully reviewed over the coming year to inform the next version of the MTFP. Mitigating these risks, note that there is no saving recorded in Year 4 and this does give some scope for delays – there would be a call on reserves, but only for a limited time period and therefore the approach is reasonable.
3. There is a significant risk on funding for pay rises. The budget includes a 2% payrise only, assuming that anything above this will need government funding. Ministerial advice has been to budget “appropriately” in light of potential payrise above 2%. Whilst a small increase above 2% could be funded through more severe cuts or spend of reserves, an increase in line with CPI inflation of 11% is not feasible. We expect that significant pay rises would have to be supported by additional grants.

Strategic Alignment

The budget supports TVP’s policing plan and aligns with the PCC’s strategy. In particular, the budget supports the neighbourhood policing focus in the PCC’s “Crimefighters” strategy through the 80 additional officers and funding for Special Constables; and there is funding to improve call centre responsiveness.

Appropriate Level of Reserves

General balances are expected to continue at 3% during the life of the plan, providing cover to manage funding pressures in the last resort, but without tying up resources which could be

used to deliver our priorities. The plan shows a drawdown of reserves in the early years to support investment and meet inflationary pressures. As the force review savings kick in during later years, funds are allocated to earmarked reserves to fund expected capital expenditure in the long term.

Recommendation

The proposed plans support long terms sustainable finances based on reasonable, if challenging, assumptions. Therefore this is a suitable basis for financial planning, and the PPC's CFO and CC's FD recommend this plan for PCC approval.

3. FINANCIAL STRATEGY

This section states the principles under which the medium term plans have been developed.

Financial planning is undertaken to secure TVP's long-term financial position; and make the best use of available funds to support the delivery of priority services, in particular the PCC's four year Police and Criminal Justice Plan and the Force Strategic Plan. Our approach to creation of the financial plans is that they are:

Prioritised

- Make the best use of limited resources, striving to improve resource allocation
- Rigorous review of growth bids to ensure alignment with priorities

Efficient

- Maintain the focus on efficiencies and productivity through the Force Productivity Strategy and the Force Review;
- Effective procurement and commissioning of goods and services;
- Analyse and challenge all areas of the force to deliver VFM;
- Work with all partners (incl other forces) to deliver savings, resilience and performance;
- Optimise size and utilisation of our asset portfolio.

Realistic

- Careful consideration of external influences including economic context, government funding decisions and changes in demand;
- Continuation of TVP's strong track record of good financial management during times of financial constraints supporting the credibility of savings plans;
- Consideration of the balance of risk and opportunity in plans.

Sustainable

- Facilitate strategic investment for new technology, infrastructure and business change;
- Understand impact of environmental sustainability strategy and maximise opportunities;
- Consider long term sustainability including investments required beyond 2026/27.

Reserves

Our policy is to maintain general balances around a guideline level of 3% of annual net revenue expenditure budget, with an absolute minimum level of 2.5%. General balances are used as a last resort to manage and fund demand-led spending pressures. Earmarked reserves are created to fund specific initiatives or meet areas of anticipated future spending (including beyond the four years of the plan). Appropriations are made to and from these reserves as required.

Financial Management

TVP applies the standards in the CIPFA Financial Management Code of Practice to deliver the financial strategy. The Code emphasises that a high-quality long-term financial strategy will not itself promote financial sustainability. It will be dependent on contextual factors (leadership and governance) and the effectiveness of the whole financial management cycle (including budget setting, stakeholder engagement, use of business cases and performance monitoring).

Reference Documents

Related strategy documents:

- Capital Management Strategy
- Treasury Management Strategy

Implementation of the financial strategy is underpinned by:

- Joint Corporate Governance Framework
- Financial Regulations (and Chief Constable's Financial Instructions)

January 2023

Appendix: Summary of General and Useable Reserves

Projected Balances at						
Reserve	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027
General Reserve	-£20,390,201	-£20,130,772	-£15,727,703	-£15,987,100	-£15,987,100	-£15,987,100
% of NRE	4.28%	3.99%	3.00%	2.94%	2.85%	2.76%
I&P *	-£10,313,728	-£12,995,003	-£13,721,145	-£9,438,654	-£9,438,654	-£9,438,654
Covid Support	-£3,122,295	-£2,923,622	£0	£0	£0	£0
PUP Infrastructure	-£3,765,000	£0	£0	£0	£0	£0
CCTV	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000	-£1,000,000
SDCM	-£4,000,000	-£4,000,000	-£1,000,000	£0	£0	£0
Estates & Custody	-£3,000,000	-£3,000,000	-£2,571,085	-£1,755,965	-£14,353,308	-£29,238,387
ESMCP - Capital	£0	£0	£0	£0	-£12,000,000	-£12,000,000
	-£25,201,023	-£23,918,625	-£18,292,230	-£12,194,619	-£24,791,962	-£39,677,041
* Includes potential 2022/23 £5m underspend						
	-£45,591,224	-£44,049,397	-£34,019,933	-£28,181,719	-£40,779,062	-£55,664,141

Other Reserves

Projected Balances at						
Reserve	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027
Conditional Funding	-£3,425,323	-£3,425,323	-£3,425,323	-£3,425,323	-£3,425,323	-£3,425,323
Transport Reserve	-£1,026,221	-£1,026,221	-£1,026,221	-£1,026,221	-£1,026,221	-£1,026,221
Insurance Reserve	-£1,626,000	-£1,626,000	-£1,626,000	-£1,626,000	-£1,626,000	-£1,626,000
SEROCU	-£3,656,000	-£3,656,000	-£2,711,000	-£2,711,000	-£2,711,000	-£2,711,000
Community Safety	-£2,110,000	-£2,110,000	-£1,910,000	-£1,710,000	-£1,710,000	-£1,710,000
	-£11,843,544	-£11,843,544	-£10,698,544	-£10,498,544	-£10,498,544	-£10,498,544

Capital Reserves

Projected Balances at						
Reserve	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027
Capital	-£29,138,433	-£37,362,710	-£7,511,808	£5,209,192	-£723,808	-£707,808
	-£29,138,433	-£37,362,710	-£7,511,808	£5,209,192	-£723,808	-£707,808
Total Funds	-£86,573,201	-£93,255,651	-£52,230,285	-£33,471,071	-£52,001,414	-£66,870,493



Report for Decision Performance and Accountability Meeting on 19th January 2023

Title: Four Year Medium Term Financial for 2023/24 to 2026/27

1 Purpose of Report

- 1.1 To inform the PCC of the key issues affecting the finances of Thames Valley Police over the next four years.
- 1.2 This report recommends a draft revenue budget and council tax precept for the Police and Crime Commissioner (PCC) to approve, subject to final notifications on the council tax base from local authorities.

2 Decision Required

- 2.1 The PCC is asked to notify the Police and Crime Panel:
- 2.2 That, subject to final taxbase notifications, the council tax requirement for 2023/24 be set at £245,160,938
- 2.3 That any variation in the final amount of council tax income be appropriated to or from the Improvement & Performance Reserve
- 2.4 The revenue estimates for 2023/24 as set out in Appendix 1
- 2.5 That the police element of the council tax for 2023/24 be set at £256.28 for properties in Band D, with the charge for other bands as set out in Table 1, for comparison appendix 2 shows the comparison band D precept across all forces.

Table 1 – Council tax 2023/24

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	$\frac{6}{9}$	170.85
B	$\frac{7}{9}$	199.33
C	$\frac{8}{9}$	227.80
D	$\frac{9}{9}$	256.28
E	$\frac{11}{9}$	313.23
F	$\frac{13}{9}$	370.18
G	$\frac{15}{9}$	427.13
H	$\frac{18}{9}$	512.56

3 Background

- 3.1 This budget is prepared with the background of unprecedented inflationary increases, a tight recruitment market with the force currently holding around 450 staff vacancies, supply chain shortages and volatile currency markets with uncertainty about future government spending. All of these have an impact on the costs and funding over the next four years and beyond.
- 3.2 In December 2022, the financial settlements for forces were announced and these fell in line with the previous CSR expectations which were included in the Medium Term Financial Plans (MTFP) for Thames Valley.
- 3.3 The December 2022 settlement also gave PCCs in England the flexibility to increase their precept income by £15 (for a Band D household), an increase to the previously announced cap of £10. At this stage it is unclear as to whether this is a one off increase or for the remainder of the CSR. For the purposes of planning, Thames Valley have assumed this to be a one off increase with the cap returning to £10 in future years.
- 3.4 To manage the competing financial pressures and ensure a return on the Police Uplift Programme officer investment, the force is undertaking a Force Review of operational structures and has established a programme to understand, predict and influence demand.

4 Overview of the Medium Term Financial Plan

- 4.1 The review and development of the revenue budget is an annual exercise with each year's budget and associated council tax precept considered and approved in isolation. However, decisions taken in the course of approving the revenue budget will often have longer-term consequences, as will those in approving the capital programme. The four-year MTFP and MTCP brings together these medium term consequences and allows a more comprehensive view to be taken of the PCC's overall financial position. It is imperative that the PCC knows the full extent of the financial consequences he will be committing to in future years when he considers and determines the annual budget.
- 4.2 The MTFP is formulated to provide financial stability, as far as we can, on the best estimates we can make at this time with the information and knowledge we have.
- 4.3 The force expects to exceed the PUP allocation for TVP in 2022/23 (244) by around 80 FTE and budgets include additional expenditure across the proposed MTFP period to maintain these additional officers. These officers are a significant boost to the force but the recruitment and training commitments, especially with our current levels of wastage, should not be underestimated. The in-depth training they require, covering 2 or 3 years depending on entry route, does impact our level of deployable resources and delay the operational benefit of their recruitment.
- 4.4 For the purpose of the PUP uplift, we have assumed that we will need to maintain at

least the approved PUP growth (609 over three years) for the next two financial years as a minimum. The above over recruitment and planned retention should give us sufficient flexibility to achieve this position.

- 4.5 The Police service, both nationally and locally, is going through a period of reform to adjust to the financial challenges created by excessive inflation and respond to the increasing complexity and quantum of crime. This reform requires investment in well-trained officers and staff, as well as the new technologies that will facilitate the change in the way policing services are delivered. This investment increases the financial pressures and will be carefully managed by the force and considered as part of the Force Review.
- 4.6 The MTFP presented today attempts to address the immediate and longer term requirements for policing to maintain and improve the service and performance delivered in the increasingly complex policing environment. The MTFP sets out options for the level of police service which is affordable based on the current funding assumptions and potential for Council Tax increases.

5 Four Year Revenue Forecast

- 5.1 Significant work has been undertaken by the force over the last 12 months to support service delivery and address the financial changes facing the force. The MTFP incorporates the financial outcomes and requirements identified from this internal work alongside the financial impacts of external influences.
- 5.2 The budget options presented today aim to support the delivery of the PCC priorities
- Strong Local Policing (Improving public contact, Strengthening Community Policing & embedding crime prevention)
 - Fighting Serious Organised Crime
 - Fighting Cyber Crime and Fraud
 - Improving the Criminal Justice System
 - Tackling Illegal Encampments
- 5.3 and force priorities :
- Reduce crime & incidents
 - Bring more Criminals to Justice
 - Protect the vulnerable
 - Improve satisfaction among victims
 - Value our workforce
 - Use our resources wisely
 - Maximise benefits of digital technologies

- 5.4 Recruitment, of not only Police Officers, but also Police Staff, remains very high on the risk registers of the force, and any variation against the plans can have a significant impact on the forces budgets and financial projections.

6 Medium Term Financial Plan

- 6.1 The summary of the 4 year plan currently stands as:

Table 2 – Current 4 Year MTFP

	Current Estimate for the Budget 2023/24 £'000	Current Estimate for the Budget 2024/25 £'000	Current Estimate for the Budget 2025/26 £'000	Current Estimate for the Budget 2026/27 £'000
<u>Expenditure</u>				
Opening Budget	£505,001	£524,211	£543,322	£561,185
Inflation				
General	£2,544	£926	£726	£730
Pay	£10,513	£8,743	£9,216	£9,494
Specific	£10,651	£4,026	£1,447	£3,023
Productivity Savings	-£4,148	-£7,414	-£8,438	£0
Growth	£5,543	£8,486	£2,887	£2,857
Reserve Funding	-£5,893	£4,344	£12,025	£2,288
Revised Budget Requirement	£524,211	£543,322	£561,185	£579,577
<u>Funded By</u>				
Opening Budget	-£505,001	-£524,211	-£543,322	-£561,185
Council Tax	-£18,300	-£14,661	-£15,149	-£15,651
Government Grants	-£910	-£4,450	-£2,714	-£2,741
Revised Funding Budget	-£524,211	-£543,322	-£561,185	-£579,577
Estimated Shortfall/(Surplus)	£0	£0	£0	£0
Cumulative Shortfall/(Surplus)	£0	£0	£0	£0

- 6.2 As can be seen from the above, based on current assumptions, the plan is balanced in in all four years.
- 6.3 It should also be noted that whilst we have provided a four year plan, the current CSR announcements only cover the first two years, and as such years 3 and 4 grant increases have been assumed to be 1% annually i.e. a real terms cut based on current inflation rates.

7 Preparation of the Medium term Financial Plan (MTFP)

- 7.1 The following section will show how the budget is updated for inflation and other cost pressures, starting from the base point of the previously approved MTFP. A copy of the full four year revenue forecast is attached at Appendix 3.

MTFP Assumptions

- 7.2 In compiling the MTFP, the following assumptions have been used as the basis of the plan for the next 4 years:
- General inflation is applied at 5.5%; 1.5%; 1.0% and 1.0% respectively in each of the next 4 years;
 - Specific inflation rates are based on sector led rates, actual contract rates and, given the current position, we have assumed high inflation for one or two years then reversing or dropping back in years.
 - The inflation rates for the 1st year are Electricity at 169%, Gas at 65%, Vehicle Fuels at 25%, Forensics at 20%, Premises at 7.1% and ICT at 6.5%.
 - Pay inflation has been included at a base rate 2.0% per annum for both Police Officers and Staff across the MTFP period;
 - Due to the current high level of vacancies with Police and PCSO's (currently in excess of 400), the vacancy factor for 2023/24 had been applied at 11.5% (380 FTE), reducing to 5.9% (195 FTE) over the period of the MTFP.
 - The increase in Council Tax Precept is initially set at £15 (6.22 %) for 2023/24, reducing to £10 per annum for the remainder of the MTFP, albeit that the Council Tax Precept is only a legislative provision set out for the next two years and is the decision of the PCC.
 - Council tax billing base is to increase by 2.0% in each of the 4 years;
 - Main Government Grants will increase by £5.21m in 2023/24 including the ring fenced increase for PUP Officers, and £4.45m in 2024/25, based on estimates of total funding being applied to policing over the next 2 years from the budget statement. Years 3 & 4 have been assumed at a 1% increase;
 - The funding for PUP increases is included within the Grant Uplifts stated above;
 - The use of reserves to support the MTFP & MTCP but these will be significantly committed by the end of the four-year period;
 - The future investment in technology, and infrastructure, whether direct capital purchase or revenue service contracts, will need to be funded by revenue, given the finite nature of reserves and the very low level of annual capital grant.
- 7.3 The final assumption continues to reflect the increasing demand for investment in technology and the estates strategy. The provision within the MTFP for the direct funding of capital has been maintained to provide an annual fund of £13m from 2022/23; in addition provision has been made for an Estates reserve given the significant financial requirements. This is seen as a sensible approach to secure future financial sustainability.
- ### ***Inflation***
- 7.4 This additional cost does not relate to any increase in service, but is required just to maintain the existing base level of service.

- 7.5 As stated, inflation is having a large impact on the MTFP creating uncertainty over future cost predictions. Overall inflation for 2023/24 adds £23.7m (average rate of 4.6%) to the annual budget, a further £13.7m in 2024/25 (average rate of 2.61%), £11.4m in 2025/26 (average rate of 2.1%) and £13.2m in 2026/27 (average rate of 2.3%).
- 7.6 General inflation has been included at 5.5% for 2023/24, dropping down to 1.5% in the following year, with 1.0% per annum thereafter. This has added £2.5m to the budget for 2023/24, with a further £2.4m over the following 3 years.
- 7.7 Pay awards have been set at 2.0% per annum for both police officers and staff, in line with government funding, plus allowances for increments (net of wastage) which will add £10.5m in 2023/24 and a further £27.5m over the following 3 years.
- 7.8 In addition to these increases in general and pay inflation, specific inflationary increases for the likes of energy, facilities, services contract, fleet and ICT have added additional pressures to the base budget of £10.6m in 2023/24 and a further £8.5m in the following 3 years.
- 7.9 We have assumed specific high inflation for one or two years and then a fall back to more reasonable rates in future years. For example on Electricity we have assumed 169% in year 1 that holds flat in year 2 and then a reduction of 42% in year 3 dropping to 2% in year 4.

Committed & Statutory Growth

- 7.10 This section deals with the items within the budget, which the PCC is committed to by means of previous decisions taken, national agreements or statutory payments.
- 7.11 The main significant changes that have occurred in this section for the 2023/24 period include:
- Adjustments to reflect one off and reserve funded items in prior years.
 - The PUP profiles of expenditure have been realigned to reflect the estimated recruitment schedules bringing the total additional investment for 2023/24 to £6.0m
 - Police Pay and Allowances have been realigned to take account of the increased pay award, SE allowance and Bonus Payments of £6.5m.
 - Police Staff Pay has been realigned including recognition of the PSC awards of £1.6m.
 - The Police Staff & PCSO vacancy factor has been increased to 11.5% taking the vacancy factor to £12.6m, an additional £8.5m.
 - Adjustments to allow for the in-year approval of Detention Officers shift allowances and the uplift in Exploitation posts for the MASH of £1.2m
 - The net cost of transferring 13 Officers to the ROCU as part of the PUP uplift is £0.4m
 - Inclusion of Integrated System Support of £0.8m that was approved last year but was not funded.

- A reduction in DHEP training fees as other entry routes are maximised, reducing costs by £0.4m
- Prior year NPAS estimated savings have been reversed of £0.4m.
- Interest Receipts have been increased to £5.2m in line with current levels and forward predictions, an increase of £4.5m.
- Inclusion of £1.5m of addition overtime reflecting the fact that existing overtime budgets are not realistic.
- Review and alignment of budgets following detailed spend analysis has resulted in reductions of £2.5m being a drop in IT of £1.6, Property of £0.4m and an additional savings target of £0.5m. Offset against this is the increase in overtime as per above
- Growth of £1m over two years for the necessary refurbishment of the showers at Sulhamstead has been included.
- The ring fenced grant funding for PUP officers has also been increase from £4.1m to £8.4m, with the difference being offset against increases in the main police grants.

7.12 Further details are provided at Appendix 4.

Essential Growth

7.13 This element of the budget contains growth for those items which are deemed to be necessary to maintain the current levels of service within Thames Valley. The main significant changes having been applied in this section for 2023/24 include:

- Adjustments to reflect removal of prior year growth now covered by BAU funding or is no longer required of £2.1m
- Continuation growth for changes to officer safety training requirements at £0.2m
- Inclusion of essential IT projects including: MOPI Implementation, replacing the AVLS Systems, Data Cloud Migration and Windows upgrades and increased storage for NICE DEMS, coming to £1.3m.
- Continuation of the Smarter ways if Working initiative £0.1m.
- Uplift to support the force vetting team to address current recruitment of £0.4m.

7.14 Further details are provided at Appendix 4.

Service Delivery Improvement

7.15 This element of the budget deals with areas of operational improvement and includes growth to reflect the priorities of the force.

Over the past few months, the force has been going through its annual planning process, whereby all areas of the force are able to express and submit bids to their chief officers for additional investment and funding, for scoring against the force priorities, need and benefit. The CCMT then reviews the highest scoring bids against

the long term strategic direction of the service, those which will contribute the most towards the service provided by the force and are viewed as affordable, are included within the MTFP.

The main changes for 2023/24 include:

- Adjustments to reflect removal of prior year growth now covered by BAU funding or is no longer required of £0.6m
- Inclusion of £3m to maintain the estimated over recruitment of officers in the current year of an additional 80 FTE to support Local Policing
- Inclusion of £0.9m for the Taser expansion / refresh programme as agreed last year as a strategic investment.
- Inclusion of £0.3m in relation to the Contact Centre Digital Strategy preferred option and £0.2m for the RPA team to support the work to improve public contact
- POLIT - An establishment increase for POLIT to investigate the continued rise in the online abuse of children and exchange of child abuse imagery - £0.2m rising to £0.4m in the following year.
- Domestic Abuse - Funding is requested for three new police staff posts to enable an enhanced approach to long-term DA problem solving, supporting the vulnerable - £0.1m
- VAWG - A new force strategic priority for TVP. VAWG is and will remain an on-going national, regional and local priority. VAWG work also links into RASO and DA strategy - £0.3m rising to £0.5m in the following year.
- Funding to bring the Forensics Collision Investigation Unit operating model to national standards and support investigations - £0.2m
- Citizens in Policing - To support development of citizens in policing function and develop Specials in TVP to support community policing - £0.6m
- Additional funding for Major Crime to ensure investigation can be dealt with fully in house rather than bringing in additional external resources - £0.3m
- Inclusion for the ongoing revenue support costs for Dashcam's as an invest to save bid £0.1m
- As part of the Force review – estimated costs of £1.6m over two years have been included.
- Further investment in CCTV and upgrades to systems as well as aligning the ownership of the systems is included at £0.8m
- Upgrades to the forces financial systems to enable efficiency savings - £0.1m
- Changes to the custody healthcare contract to ensure the resilience of healthcare cover in the custody suites - £0.2m

Reserve Funded Including Support & Infrastructure

- 7.16 Reserves are utilised to fund one off items of expenditure which do not have an on-going commitment. These items of growth are funded from reserves:

- Funding for excess energy inflation of £2.5m for 2 years, this currently assumes no government support past 30 March as details are awaited.
- Funding of a number of one off investments including; Digital Contact Strategy and the RPA Platform for the first 2 years, the force review implementation costs; financial system upgrades
- Significant property maintenance schemes are essential to maintain the operation usability of our estate but do not increase the value of the estate. As in previous years these are planned to be funded from reserves albeit they will be considered during the year.

7.17 Further details are provided at Appendix 4.

Funded By

- 7.18 Home Office main grants have increased by £0.9m for next year with an assumed increase of £4.5m year 2, which is based on the overall announced settlement for policing nationally as per the October 2021 budget statement.
- 7.19 Assumed increases of 1% per annum are included for Home Office Grants for 2025/26 and 2026/27.
- 7.20 The Special PUP uplift grant has increased by £4.3m, the split between the increase in core grant and special grant is unclear.
- 7.21 The MTFP currently includes an increase in the Council Tax Precept rate of £15 for 2023/24 which equates to approximately £14m. Annual increases per annum over the following 3 years have been assumed at £10 per annum, albeit there is only legislative provision set out for this in the next two years.
- 7.22 The increase in the Council Base (i.e. number of households paying council tax) has been set at 2.0% per annum, together with an expected deficit on collection of £0.5m in 2023/24.

OPCC Budgets

- 7.23 The overall OPCC budgets have been scrutinised leading to an overall net reduction in the budgeted spend levels for 2023/24 of £0.13m.
- 7.24 This is set against an increase in the specific grant for the Commissioning of Victim Services of £1.64m, which is directly offset by an increase in expenditure of £1.64m within the OPCC budgets.

Force Productivity Strategy

- 7.25 The Force has a long history of delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing.
- 7.26 The financial and operational demands facing the force mean that it is more important than ever that the continuous review, challenge and improvement principles,

underlying the Productivity Strategy continue to ensure we focus our resources on our priority areas. However it has to be acknowledged that we are currently constrained in our scope to deliver savings by the requirements to maintain our police numbers in relation to the national PUP and hold these until at least March 2024.

7.27 To continue the focus on productivity and efficiency a Force Review is being undertaken determining the most efficient operating models across front line policing and the support functions. The productivity savings plan represents approximately £4.8m from established savings initiatives and £15.2m from this Force Review. Savings from the Force Review are phased reasonably evenly over years 2 and 3 but the review itself will identify the correct profile as the project moves forwards.

7.28 A copy of the full Productivity Strategy is attached at Appendix 5.

8 Establishment Changes

8.1 The Police Uplift Programme, the national drive to increase police numbers by 20,000 across the service, has seen TVP receive funding for an additional 609 officers over the three years 2020/21 to 2022/23.

8.2 This growth in police numbers is a massive boost for the force is giving us a real opportunity to review our workforce mix, which has in the past been partly driven by the ability to recruit officers and the financial implications. The Home Office drive to increase numbers and ensure a real uplift in headcount does however place restrictions on the force in relation to reducing officer numbers through efficiency improvements.

8.3 The force expects to exceed the PUP allocation for TVP in 2022/23 (244) by around 80 heads and budgets include additional expenditure to maintain these additional officers over the MTFP period.

8.4 The assumption is that TVP needs to maintain the allocated PUP uplift numbers until at least March 2024 but not the additional 80 heads.

8.5 By attaining the full PUP allocated recruitment then the overall officer establishment for TVP funded officers will increase to 4,444 FTE, which represents a circa 16% increase from 3 years ago. Including the additional 80 FTE that have been budgeted over and above the PUP allocations, means that the establishment for 2023/24 will be set at 4,524.

9 Budget Risk & Uncertainties

9.1 As with all planning and assumptions, there are a number of risks and issues which have yet to, or cannot be, quantified. These are highlighted and explained below in the National and Local subsections:

National

- 9.2 The budget assumes that TVP needs to retain the approved PUP officers (609 over the 3 years) until at least the end of March 2024. If this requirement is extended then this may impact the Force Review and savings identified.
- 9.3 It is assumed that TVP does not need to maintain excess PUP officers past April 2023 although these are fully funded within the MTFP. Again, if the requirement to hold these posts is extended this will impact the future costs.
- 9.4 Given the current economic conditions Pay Inflation could be significantly higher than the 2.0% budget provision. A 1% increase would add an additional £3.8m (fye) to the overall pay budget and create a deficit from year 1. Increases above the 2% which were not funded by government would have to be funded from reserves in the short term with the potential for additional savings in the longer term.
- 9.5 Inflation and supply chain issues are already having an impact on prices and availability and these could add significant cost pressures to the budget.
- 9.6 The McCloud Judgement on police pensions could have a serious future impact on the costs falling to forces although the Government has confirmed they will support these additional costs. This is unlikely to hit until 2024/25 at the earliest due to the tri-annual review of pension provisions.
- 9.7 A review of the National Funding Formula is still anticipated although not until 2024/25 at the earliest. The impact on TVP could be positive or negative but we would expect some transitional arrangements to mitigate significant grant changes.
- 9.8 The current low strength of the £GB could lead to increased costs, especially around USD priced goods or services such as software licences.

Local

- 9.9 Recruitment of both Officers and Staff will provide significant challenges over the next 12 months, not just in obtaining the required numbers, but also in ensuring they can and do receive the required training for their roles. In addition to this, an inability to recruit ICT and Property support staff will impact key investment projects as well as BAU workload.
- 9.10 In addition, new methods of training have increased the time officers spend in training. This means that we have a higher percentage of officers in training and hence not available for deployment, and the average length of experience of our officers in reducing, depleting the overall level of skills and knowledge within the organisation. As we move away from increasing police numbers to stabilising and with the additional benefit of being able to continue the non-degree entry routes the level of abstraction for training will reduce.

- 9.11 The new Force Review savings target is ambitious and has yet to identify the key areas of the savings, also this will inevitably add additional strains on the current BAU, especially support departments like ICT.
- 9.12 There will need to be careful consideration of the savings targets in conjunction with the increased level of vacancies factored into the early years of the budget. This will be carefully managed by the Finance team to avoid any double counting of savings/vacancies.
- 9.13 Police overtime spend continues to outstrip the available budget and, even with a budget increase, spend needs to reduce by approximately £1.5m.
- 9.14 Unquantified demand, whether new operational demand or investment requirements, for example to utilise a national technology initiative may impact on the estimates presented today.

10 Report Conclusions and Recommendations

- 10.1 The MTFP is based on a set of realistic assumptions and provides our best judgement of the financial position as it currently stands. The proposals within the MTFP ensure that resources are targeted towards priority business areas that support the delivery of key strategic objectives, or are necessary for the effective management of policing risk.
- 10.2 Given the current economic conditions information is changing very rapidly, for example interest rate forecasts, and there are a number of significant uncertainties and risks over information which is currently unavailable and outside of the control of the force. The most significant relates to the level of 2023 pay awards which will not be known until the middle of next year albeit we may get further indications before that time.
- 10.3 We still face considerable capacity and financial challenges so improving future productivity and efficiency is going to be key. For example investing in our Forensic technical services will increase our capability and capacity in this vital area, whereas the continued investment in our technological estate to facilitate remote working is enabling us to strategically re-think our physical estate requirements with significant savings now realistically achievable in the future.
- 10.4 Our continued focus on the productivity strategy, including the Force Review will not only meet the HO requirements, but will ensure we continue to focus the maximum level of resources on our priorities.
- 10.5 The recommendation today is therefore to support the future strategic objectives of the PCC and TVP by increasing Band D council tax by the full £15 for 2023/24

Revenue Budget Summary 2023/24

	2022/23 Budget	Inflation	Savings	Virements	Growth	2023/24 Budget
<i>PCC Controlled Expenditure</i>						
Commissioned Services	£6,385,921	£358,758	0	372,238	1,448,969	£8,565,886
Democratic Representation	£162,098	£5,674	0	3,611	0	£171,383
OPCC	£1,298,014	£35,759	0	75,515	35,527	£1,444,815
Other Costs	£180,136	£12,106	0	40,000	21,955	£254,197
	£8,026,169	£412,297	0	491,364	1,506,451	£10,436,281
<i>TVP Operational Budget - Direction and Control of Chief Constable:</i>						
Employees	£411,566,244	£10,814,940	-2,451,316	9,492,553	12,156,908	£441,579,329
Premises	£17,821,754	£5,226,882	-56,799	0	-443,213	£22,548,624
Transport	£11,306,160	£1,344,205	0	3,654	0	£12,654,019
Supplies & Services	£77,631,656	£4,830,963	-1,639,996	-3,225,562	1,508,506	£79,105,567
Third Party Payments	£11,966,757	£1,387,193	0	6,565,318	1,351,081	£21,270,349
Force Income	-£30,985,495	-£308,268	0	-9,941,306	-559,903	-£41,794,972
Specific Grant	-£21,441,038	£0	0	-1,478,021	-5,944,406	-£28,863,465
	£477,866,038	£23,295,915	-4,148,111	1,416,636	8,068,973	£506,499,451
<i>Net Capital Financing Costs:</i>						
Capital Financing	£16,732,487	£0	0	0	248,024	£16,980,511
Interest on Balances	-£704,000	£0	0	0	-4,521,000	-£5,225,000
	£16,028,487	£0	0	0	-4,272,976	£11,755,511
<i>Appropriations to/from Balances:</i>						
Appropriations	£3,080,454	£0	0	-1,908,000	-5,651,899	-£4,479,445
	£3,080,454	£0	0	-1,908,000	-5,651,899	-£4,479,445
Cost of Services	£505,001,148	£23,708,212	-4,148,111	0	-349,451	£524,211,798
<i>Funded By:</i>						
Council Tax - Surplus on Collection	-£1,574,423	£0	0	0	574,423	-£1,000,000
Council Tax Precept Income	-£226,286,014	£0	0	0	-18,874,924	-£245,160,938
Formula Grant	-£88,432,450	£0	0	0	-307,074	-£88,739,524
Legacy Council Tax Grants	-£15,278,329	£0	0	0	0	-£15,278,329
Police Current Grant	-£173,429,932	£0	0	0	-603,075	-£174,033,007
	-£505,001,148	£0	0	0	-19,210,650	-£524,211,798
Total Funding	-£505,001,148	£0	0	0	-19,210,650	-£524,211,798

Band D Council Precept by Force

Appendix 2

	2021-22 Precept	2022-23 Precept	Precept Income 22/23	Total Income 22/23*	Precept/Total
	£	£	£m	£m	
Northumbria	143.84	153.84	62	343	18%
West Midlands	177.55	187.55	136	696	20%
Essex	208.53	218.52	143	356	40%
West Yorkshire	211.28	221.28	148	542	27%
Hertfordshire	213.00	223.00	102	248	41%
South Yorkshire	213.04	223.04	82	315	26%
Sussex	214.91	224.91	143	347	41%
Kent	218.15	228.15	149	379	39%
Greater Manchester	218.30	228.30	178	715	25%
Cheshire	225.44	235.44	91	233	39%
Lancashire	226.45	236.45	106	344	31%
Hampshire	226.46	236.46	167	410	41%
Merseyside	226.97	236.97	90	400	22%
Bedfordshire	227.09	237.09	53	137	39%
Durham	230.24	240.24	43	149	29%
Wiltshire	231.27	241.27	64	142	45%
Thames Valley	231.28	241.28	226	512	44%
Devon & Cornwall	236.56	246.56	153	377	41%
Suffolk	237.69	247.68	64	151	43%
Staffordshire	238.57	248.57	88	234	38%
West Mercia	240.19	249.66	114	263	43%
Avon & Somerset	241.20	251.20	145	362	40%
Derbyshire	241.60	251.60	82	216	38%
Humberside	243.21	253.20	71	224	32%
Nottinghamshire	244.26	254.25	83	251	33%
Cambridgeshire	247.59	257.58	76	174	44%
Leicestershire	248.23	258.23	86	227	38%
Warwickshire	252.96	262.71	57	123	46%
Dorset	255.58	265.58	78	159	49%
Cleveland	265.73	275.73	44	157	28%
Lincolnshire	266.31	276.30	66	146	45%
MOPAC	267.13	277.13	849	3,242	26%
Northamptonshire	268.04	278.04	70	161	44%
Gloucestershire	270.08	280.08	66	140	47%
North Yorkshire	271.06	281.06	87	181	48%
Cumbria	272.16	282.15	49	129	38%
Norfolk	278.01	288.00	88	196	45%
Dyfed-Powys	275.56	290.16	67	130	52%
Surrey	285.57	295.57	151	275	55%
South Wales	287.72	302.11	152	353	43%
Gwent	287.96	303.80	68	159	43%
North Wales	302.61	316.80	94	185	51%
City of London			0	74	0%
Weighted Ave	239.93	250.15	4,933	14,555	

*Total Income defined as Govt formula, NICC, ringfenced PUP, and Council Tax incl legacy & precept grants

		<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>
Annual Opening Budget		£505,001,148	£524,211,798	£543,322,476	£561,185,636
Inflation					
General Inflation		£2,544,285	£925,978	£725,513	£729,674
Police Pay Inflation		£6,877,658	£5,635,260	£6,057,707	£6,270,003
Police Staff Inflation		£3,635,059	£3,108,139	£3,157,951	£3,223,835
Specific Inflation		£10,651,210	£4,025,773	£1,446,782	£3,022,646
Total Inflation		£23,708,212	£13,695,150	£11,387,953	£13,246,158
Productivity Plan Savings					
Central Initiatives		-£500,472	-£7,207,389	-£8,300,000	£0
Collaborative Initiatives		-£250,000	£0	£0	£0
E&E Initiatives		-£2,126,036	-£206,700	-£137,800	£0
E&E PUP Initiatives		-£1,271,603	£0	£0	£0
Total Productivity Savings		-£4,148,111	-£7,414,089	-£8,437,800	£0
Committed & Statutory Growth					
Prior Year Adjustments					
116 Remove Temporary Funding for Oracle Licencing		-£270,000	£0	£0	£0
117 Remove Temporary Funding for Windows Server Licences		-£270,000	£0	£0	£0
123 Remove Temporary Funding for Merger Team CMP Data Quality		-£197,000	£0	£0	£0
134 Phased Removal of One-Off Funding for Upgrade Out of Support Business Support Systems		£0	-£1,000,000	£0	£0
Pay & Allowance Adjustments					
105 Additional Growth for Increase in Officers from National Uplift Programme		£6,016,231	£0	£0	£0
127 Anticipated Future Uplift in the Police Pension Scheme Employer Contributions		£0	£2,250,000	£0	£0
128 Anticipated Future Uplift in the Staff Pension Scheme Employer Contributions		£0	£835,000	£928,000	£0
175 Realignment of Police Pay Budgets Including Growth for Increased SE Allowance		£5,550,000	£0	£0	£0
176 Growth for Increase in Police Bonus Payments		£1,000,000	£0	-£1,000,000	£0
177 Realign Police Staff Pay Budgets Including Recognition of PSC Awards		£1,600,000	£0	£0	£0
178 Recognition of Police Staff & PCSO Vacancy Levels		-£8,500,000	£2,500,000	£2,000,000	£1,600,000
179 Detention Officer Shift Allowance		£750,000	£250,000	£0	£0
188 Transfer of SEROCU Year 4 PUP Officers		£400,561	£0	£0	£0
In-Year Approved Growth					
181 Exploitation Capacity Within MASH		£484,718	£0	£0	£0

182	Integrated Systems Support Team	54£824,000	£0	£0	£0
Service Delivery & Compliance					
76	Review of Debt Charges	-£1,976	-£7,474	£0	£0
92	DHEP Officer Training Route	-£414,000	£0	£0	£0
93	Changes to Loan Charges Grant	-£400	£1,309	£366	£0
174	Growth For NPAS Services	£434,776	£0	£0	£0
180	Review of Interest Receipts	-£4,521,000	£1,675,000	£900,000	£200,000
183	Removal of Foreign Nationals Income	£137,150	£0	£0	£0
184	Review and Alignment of Budgets Following Deatiled Spend Analysis and Forecasts	-£1,007,163	£150,519	-£3	£0
196	Refurbishment of Showers for Imbert Court	£500,000	£0	-£500,000	£0
197	Review of the OPCC Held Budgets	-£137,555	£0	£0	£0
201	Review of Interest Receipts as a Consequence of Internal Borrowing	£0	£44,000	£190,000	£279,000
202	Increases in Ring Fenced Grant for PUP	-£4,300,000	£0	£0	£0
Committed & Statutory Growth		-£1,926,158	£6,698,354	£2,518,363	£2,079,000

Tier 1 - Essential Growth

Operational Delivery					
162	Data Quality Development	-£248,275	-£21,746	£8,406	£8,406
163	Officer Operational Safety	£156,454	£0	£0	£0
185	MOPI Review, Retentiond and Deletion Implementation	£191,136	-£191,136	£0	£0
198	Replacement of Automative Vehicle Location System (AVLS)	£213,000	-£213,000	£0	£0
Technology Investment					
160	Upgrade and Refresh Key ICT Infrastructure	-£1,119,691	-£317,513	£0	£0
161	ICT - System Upgrades and Development Programme 2022/23	-£149,479	-£822,954	£0	£0
186	ICT - System Upgrades and Development Programme 2023/24	£738,867	-£423,592	-£238,458	£0
200	NICE DEMS Storage	£200,000	£0	£0	£0
Support & Infrastructure					
88	Improved Investigative Capacity and Process for Complex Crimes	-£491,000	£0	£0	£0
95	ISO Accreditation for FCIU	-£92,000	£30,000	£0	£0
103	Property Maintenance - Provision for Future Years	£0	£500,000	£1,000,000	£0
164	Smarter Ways of Working	£100,000	-£271,131	-£250,000	£0
187	Uplift to the Force Vetting Team	£394,095	£0	£0	£0
Tier 1 - Essential Growth		-£106,893	-£1,731,072	£519,948	£8,406

Tier 2 - Service Delivery Improvement

Operational Delivery					
165	Forensics Improvement Programme	£1,729	£1,092,382	-£227,589	£66,034
166	Rolling Uplift in Officer Numbers	£3,047,939	£1,705,000	£705,000	£705,000

167	Taser Refresh and Uplift Programme	55£921,577	£191,081	£191,081	£0
169	Strong Local Policing	-£451,924	£0	£0	£0
170	Strong Local Policing & Improving the Criminal Justice System	-£87,680	£0	£0	£0
171	Strong Local Policing, Improving the Criminal Justice System & Serious Organised Crime	-£45,000	£0	£0	£0
173	Improving the Criminal Justice System	£55,159	£215,000	£0	£0
189	Contact Centre Digital Strategy & RPA Platform	£529,935	-£67,444	£0	£0
190	POLIT Staffing Uplift	£190,245	£233,386	-£18,750	£0
191	Domestic Abuse Standard Support Performance	£56,075	£53,075	£0	£0
192	VAWG Increase in Staff	£248,759	£248,759	£0	£0
199	Forensics Collision Investigation Unit - New Operating Model	£243,000	-£24,000	£0	£0
203	Investment to Develop the Citizens in Policing Programme	£600,000	£0	£0	£0
207	Professionalising the Major Crime Unit Investigation and Reducing External Support	£254,047	£254,047	£0	£0

Support & Infrastructure

193	Dashcams - Revenue Support	£112,400	-£27,000	£0	£0
195	Force Review	£800,000	£0	-£800,000	£0
204	Investment and Upgrade to CCTV Services	£750,000	-£445,000	£0	£0
206	Upgrades to Aptos Financial Systems	£141,800	-£118,800	£0	£0
208	Custody Healthcare - Implementation of 24/7 Healthcare Rota	£208,163	£208,163	£0	£0

Tier 2 - Service Delivery Improvement		£7,576,224	£3,518,649	-£150,258	£771,034
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Reserve Funding

Operational Delivery

74	Police Officer Reserve Funding for Bank Holidays	-£204,872	-£436,141	£220,763	£0
75	Police Staff Reserve Funding for Bank Holidays	-£35,853	-£76,325	£38,633	£0
82	UCPI/ IICSA Public Enquiries	£0	-£197,000	£0	£0

Support & Infrastructure

77	Community Safety Fund Expenditure	£0	£0	-£200,000	£0
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Appropriations From Reserve

84	Appropriations to/from the I&P Reserve	£731,240	-£4,816,731	£4,282,491	£0
85	Appropriations to/from General Balances	-£3,909,275	£4,662,466	-£259,396	£0
86	Appropriation to/from Earmarked Reserves	£3,251,085	£2,283,795	£7,942,463	£2,287,736
148	Appropriations to Covid-19 Support Reserve	-£2,724,949	£2,923,622	£0	£0
156	Cease PUP Infrastructure Reserve Funding	-£3,000,000	£0	£0	£0

Reserve Funding		-£5,892,624	£4,343,686	£12,024,954	£2,287,736
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Annual Net Budget Requirement	56 £524,211,798	£543,322,476	£561,185,636	£579,577,970
Annual Cash Budget Increase	£19,210,650	£19,110,678	£17,863,160	£18,392,334
Annual Percentage Budget Increase	3.80%	3.65%	3.29%	3.28%

Funding Changes

Annual Opening Funding -£505,001,148 -£524,211,798 -£543,322,476 -£561,185,636

Police Grants

69	Police Grant Funding Changes	-£603,075	-£4,450,000	-£1,829,795	-£1,848,093
70	Formula Grant Funding Changes	-£307,074	£0	-£884,325	-£893,168

<i>Total Police Grants</i>	-£910,149	-£4,450,000	-£2,714,120	-£2,741,261
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Council Tax

71	Council Tax Precept Changes	-£14,349,204	-£9,757,459	-£9,952,608	-£10,151,660
72	Council Tax Surplus on Collection Changes	£574,423	£0	£0	£0
73	Council Tax Base Changes	-£4,525,720	-£4,903,219	-£5,196,432	-£5,499,413

<i>Total Council Tax</i>	-£18,300,501	-£14,660,678	-£15,149,040	-£15,651,073
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<i>Total Change in Funding</i>	-£19,210,650	-£19,110,678	-£17,863,160	-£18,392,334
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Total Annual Funding	-£524,211,798	-£543,322,476	-£561,185,636	-£579,577,970
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Annual Shortfall / (Surplus)	£0	£0	£0	£0
Cumulative Shortfall / (Surplus)	£0	£0	£0	£0

Analysis Of Growth Items

Appendix 4

Ref	Details	2023/24	2024/25	2025/26	2026/27
<u>Committed & Statutory Growth</u>					
	1				
Prior Year Adjustments					
116	Remove Temporary Funding for Oracle Licencing Reverse prior year funding to bridge the licence gap over the next 3 years to get into a position whereby if we are audited, we will not be exposing the organisation to financial risk. We will be looking to carry out work with a Third Party to detail the exact risk and a plan to mitigate this.	-270,000	0	0	0
134	Phased Removal of One-Off Funding for Upgrade Out of Support Bus Phased removal of prior year funding for upgrading legacy Business Support systems	0	-1,000,000	0	0
117	Remove Temporary Funding for Windows Server Licences Reverse prior year temporary funding to close gaps on our Microsoft Licence estate over the next two financial years as identified by our 3rd party licence review (entitlement vs consumption). Two year funding required.	-270,000	0	0	0
123	Remove Temporary Funding for Merger Team CMP Data Quality Remove 6 Additional 2 year FTC posts @ BB3F to manage the expected increase in data quality issues arising from CMP implementation.	-197,000	0	0	0
Total Prior Year Adjustments		-737,000	-1,000,000	0	0

Pay & Allowance Adjustments

175	Realignment of Police Pay Budgets Including Growth for Increased S Realign the Police Pay Budgets to take account of the New Establishment and changes to NI Rates as well as the increase in the SE Regional Allowance	5,550,000	0	0	0
176	Growth for Increase in Police Bonus Payments Increase in Bonus Payments, specifically in relation to Hard to Fill Positions & Detective posts	1,000,000	0	-1,000,000	0

Ref	Details	2023/24	2024/25	2025/26	2026/27
177	Realign Police Staff Pay Budgets Including Recognition of PSC Award	1,600,000	0	0	0
	Realign police staff pay budgets to take account of NI and prior year pay awards, and recognition of the November agreed PSC Award				
178	Recognition of Police Staff & PCSO Vacancy Levels	-8,500,000	2,500,000	2,000,000	1,600,000
	Vacancy Factor to Represent the Anticipated Level of Staff & PCSO Vacancies				
179	Detention Officer Shift Allowance	750,000	250,000	0	0
	Growth to fund a new allowance for Detention Officer shift working				
128	Anticipated Future Uplift in the Staff Pension Scheme Employer Con	0	835,000	928,000	0
	Future Uplift in the Staff Pension Scheme Employer Contributions. Three year valuation has set rates at 16.60%, 17.50%, and 18.50%				
127	Anticipated Future Uplift in the Police Pension Scheme Employer Co	0	2,250,000	0	0
	Anticipated Future Uplift in the Police Pension Scheme Employer Contributions				
188	Transfer of SEROCU Year 4 PUP Officers	400,561	0	0	0
	Transfer of 13 FTE Officers to the SEROCU which were initially allocated to TVP as part of the National PUP				
105	Additional Growth for Increase in Officers from National Uplift Progr	6,016,231	0	0	0
	Full year effect of the increase in Officer numbers as a consequence of the National PUP				
Total Pay & Allowance Adjustments		6,816,792	5,835,000	1,928,000	1,600,000
In-Year Approved Growth					
181	Exploitation Capacity Within MASH	480,218	0	0	0
	MASH require an establishment uplift to incorporate a new centralised 'front door' for Exploitation following the disbandment of Missing and Exploitation Hubs.				
182	Integrated Systems Support Team	824,000	0	0	0
	Funding for the previously agreed centralised specialist ICT team to support the forces major Crime and Intelligence systems.				
Total In-Year Approved Growth		1,304,218	0	0	0

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
Service Delivery & Compliance					
184	Review and Alignment of Budgets Following Detailed Spend Analysis	-1,007,163	150,519	-3	0
	An in depth review of the Force Budget requirements using historical and predictive spend patterns				
92	DHEP Officer Training Route	-414,000	0	0	0
	Reduction in the costs associated with the DHEP officer recruitment stream, and 2 additional Police Now Courses				
93	Changes to Loan Charges Grant	-400	1,309	366	0
	Changes to Loan Charges Grant				
202	Increases in Ring Fenced Grant for PUP	-4,300,000	0	0	0
	Increases in Ring Fenced Grant for PUP as part on the annual Home Office funding settlement				
201	Review of Interest Receipts as a Consequence of Internal Borrowing	0	44,000	190,000	279,000
	Realignment of potential interest receipts based on estimates of capital funding and internal borrowing.				
180	Review of Interest Receipts	-4,521,000	1,675,000	900,000	200,000
	Rebalance the expected level of Interest Receipts based on market rates				
76	Review of Debt Charges	-1,976	-7,474	0	0
	Anticipated revenue changes associated with changes to borrowing requirements as the capital programme funding is reviewed.				
183	Removal of Foreign Nationals Income	137,150	0	0	0
	Income has ceased as part of Government Initiatives and Legislation.				
174	Growth For NPAS Services	434,776	0	0	0
	Increase in budget requirement for the use of National Police Air Services (NPAS) based on 2022/23 Charges				
205	GROWTH TAB FOR REALIGNING BUDGETS ONLY - SHOULD ALWAYS D	0	0	0	0
197	Review of the OPCC Held Budgets	-137,555	0	0	0
	A detailed review and alignment of the budgets held by the OPCC.				

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
196	Refurbishment of Showers for Imbert Court Refurbishment of Showers for Imbert Court which are now outdated and could become a health and safety risk.	500,000	0	-500,000	0
Total	Service Delivery & Compliance	-9,310,168	1,863,354	590,363	479,000
Total Committed & Statutory Growth		-1,926,158	6,698,354	2,518,363	2,079,000

Tier 1 - Essential Growth

2

Operational Delivery

162	Data Quality Development Remove one-off funding for Investment in technology and tools to ensure that the quality of data is maintained within our various data repositories, and that access to that data is easily obtainable and delivered in a useable and robust format.	-248,275	-21,746	8,406	8,406
198	Replacement of Automatic Vehicle Location System (AVLS) Replacement of the current end of life system which supports radio locations into CMP and also vehicle progress and location in relation to incidents and responses.	213,000	-213,000	0	0
163	Officer Operational Safety Investment in key safety equipment and training requirements to meet national standards and ensure all officers can deploy safely to all operational demands.	156,454	0	0	0
185	MOPI Review, Retention and Deletion Implementation Implement and Complete Review, Retention and Deletion (RRD) with our core systems	191,136	-191,136	0	0
Total	Operational Delivery	312,315	-425,882	8,406	8,406

Technology Investment

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
160	Upgrade and Refresh Key ICT Infrastructure Work to upgrade and refresh key elements of the forces ICT infrastructure in order to ensure security is maximised and operational delivery of ICT systems remains stable and available at the point of service requirement.	-1,119,691	-317,513	0	0
161	ICT - System Upgrades and Development Programme 2022/23 Remove one-off funding for work to upgrade core systems to the latest versions, maximising security of the systems and utilising new functionality in support of operational policing and frontline delivery.	-149,479	-822,954	0	0
186	ICT - System Upgrades and Development Programme 2023/24 Programme of work to upgrade core systems to the latest versions, maximising security of the systems and utilising new functionality in support of operational policing and frontline delivery.	738,867	-423,592	-238,458	0
200	NICE DEMS Storage Increase in our strategic digital storage solution as further content is collected and required to be stored digitally.	200,000	0	0	0
Total	Technology Investment	-330,303	-1,564,059	-238,458	0
Support & Infrastructure					
164	Smarter Ways of Working Investment in technology and equipment to embrace new ways of working, taking account of officers and staff wellbeing as well as optimising the delivery of services in the most efficient way.	100,000	-271,131	-250,000	0
103	Property Maintenance - Provision for Future Years Property Maintenance - Provision for Future Years	0	500,000	1,000,000	0
95	ISO Accreditation for FCIU ISO Accreditation for FCIU, joint funded with HC	-92,000	30,000	0	0
88	Improved Investigative Capacity and Process for Complex Crimes Reduction in temporary uplift in training resources implemented for the PUP uplift	-491,000	0	0	0
187	Uplift to the Force Vetting Team Uplift of 9 FTE additional staff within the Force Vetting Unit, making the funded establishment secure to help relieve backlogs.	394,095	0	0	0

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
Total	Support & Infrastructure	-88,905	258,869	750,000	0
Total	Tier 1 - Essential Growth	-106,893	-1,731,072	519,948	8,406

Tier 2 - Service Delivery Improvement

3

Operational Delivery

171 Strong Local Policing, Improving the Criminal Justice System & Serio

Remove one-off funding for improving data analytics and reporting to support investigations.

-45,000 0 0 0

199 Forensics Collision Investigation Unit - New Operating Model

The national operating model for forensics collision investigation is under review and all forces are expected to adopt the new model when agreed.

243,000 -24,000 0 0

207 Professionalising the Major Crime Unit Investigation and Reducing E

The resource increase is critical to sustaining and developing the MCU response to murder, kidnap and complex investigations and reducing the need to surge into incident rooms lessening force-wide impact on detectives. There is a critical need to adhere to new digital evidence guidelines and legislation in an ever increasing, time consuming and complex area of homicide investigation.

254,047 254,047 0 0

169 Strong Local Policing

Remove one-off funding to support the implementation of Pronto and the CMP implementation team.

-451,924 0 0 0

203 Investment to Develop the Citizens in Policing Programme

Investment to Develop the Citizens in Policing Programme and put in place a robust infrastructure to enable expansion of public support to policing

600,000 0 0 0

165 Forensics Improvement Programme

Long-term strategic investment in delivering the quantity and quality of forensic services needed for modern day policing within a fully accredited and purpose developed environment. A five-year investment programme totalling £19.9m. Forensics Science is critical to all aspects of policing not least identifying more perpetrators and bringing them to justice.

1,729 1,092,382 -227,589 66,034

Ref	Details	2023/24	2024/25	2025/26	2026/27
192	VAWG Increase in Staff In April 2022 TVP released its VAWG Action Plan, based upon the pledges set out in our VAWG Strategy 2022-23. The action plan is one year in length, but VAWG and our obligations as a Police Force are not going to end in March 2023, and will likely become an ongoing Force Strategic Priority. On this basis, this growth sets out to put in place a staff and funding structure that allows the VAWG agenda to strengthen and for the actions we have promised our internal and external stakeholders to be achieved.	248,759	248,759	0	0
191	Domestic Abuse Standard Support Performance Increase in staff within the Domestic Abuse teams to improve support to victims of DA, building support and trust with victims to increase positive outcome against offenders.	56,075	53,075	0	0
190	POLIT Staffing Uplift Increase in staffing levels in the POLIT team to help clear backlogs in cases and also increase the positive outcome rate to at least 80%, meaning more offenders are brought to justice.	190,245	233,386	-18,750	0
189	Contact Centre Digital Strategy & RPA Platform IT investment to improve contact management performance and reduce the 101 call response times by the use of RPA technology.	529,935	-67,444	0	0
170	Strong Local Policing & Improving the Criminal Justice System Remove one-off funding for the development of the RASSO teams.	-87,680	0	0	0
166	Rolling Uplift in Officer Numbers To have a rolling increase in officer numbers to match the expected increase in demand based on population growth within the Thames Valley, year on year.	3,047,939	1,705,000	705,000	705,000
167	Taser Refresh and Uplift Programme To refresh and equip the majority of front line officers with Taser technology, and upgrade older devices to the latest models over the next 5 years. A five-year investment programme starting from year 2 of the MTFP totalling £6.6m. The safety of the public and our officers by apprehending offenders is paramount to all our priorities.	921,577	191,081	191,081	0

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
173	Improving the Criminal Justice System Improving custody management and capacity and improving services to victims by enabling easy and succinct feedback. Initiatives to include: Video Relay Service (VRS) + Video Remote Interpreting (VRI); Detention Officers Uplift in numbers; Victim satisfaction survey & collaborated support team; Major Crime Intelligence Analysts increase; Major Crime Intelligence Officer Uplift; Custody Health Monitoring - Project Planning; Central Redaction Unit - 1 Year Trial.	55,159	215,000	0	0
Total	Operational Delivery	5,563,861	3,901,286	649,742	771,034
Support & Infrastructure					
208	Custody Healthcare - Implementation of 24/7 Healthcare Rota Provision of HCA's in the custody environment provides significant support to the HCPs. It is anticipated that a HCA provision will reduce the demand placed on the HCPs and increase retention for Mountain Healthcare staff allowing Thames Valley Police to reduce the use of the "low risk model", reduce travelling for operational staff and provide greater support to the LPAs.	208,163	208,163	0	0
193	Dashcam's - Revenue Support On-going revenue support to manage the implementation of Dashcam's in police vehicles.	112,400	-27,000	0	0
195	Force Review Support funding to help embed and implement the overall force review, which will require a dedicated team for the implementation as well as support costs for the likes of ICT changes and system reconfigurations.	800,000	0	-800,000	0
206	Upgrades to Aptos Financial Systems Upgrades and developments to the forces financial systems to enable efficiency savings to be made and data to be accessed more readily.	141,800	-118,800	0	0
204	Investment and Upgrade to CCTV Services Investment and Upgrade to CCTV Services throughout the Thames Valley area	750,000	-445,000	0	0
Total	Support & Infrastructure	2,012,363	-382,637	-800,000	0

<i>Ref</i>	<i>Details</i>	<i>2023/24</i>	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>
	Total Tier 2 - Service Delivery Improvement	7,576,224	3,518,649	-150,258	771,034

Reserve Funding

4

Operational Delivery

74 Police Officer Reserve Funding for Bank Holidays

Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base annual level of 8.

-204,872	-436,141	220,763	0
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75 Police Staff Reserve Funding for Bank Holidays

Funding from general reserves for additional Bank Holiday overtime due to the fluctuation in the number of Bank Holidays per financial year from the base annual level of 8.

-35,853	-76,325	38,633	0
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82 UCPI/ IICSA Public Enquiries

Funding for temporary staff to support the national undercover policing and child sexual abuse enquiries.

0	-197,000	0	0
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Total Operational Delivery

-240,725	-709,466	259,396	0
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Support & Infrastructure

77 Community Safety Fund Expenditure

Community Safety Fund - Reduction in funding from specific earmarked reserve.

0	0	-200,000	0
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Total Support & Infrastructure

0	0	-200,000	0
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Appropriations From Reserve

86 Appropriation to/from Earmarked Reserves

Community Safety Funding From Earmarked Reserve

3,251,085	2,283,795	7,942,463	2,287,736
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85 Appropriations to/from General Balances

Appropriations to /from General Reserves

-3,909,275	4,662,466	-259,396	0
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Ref	Details	2023/24	2024/25	2025/26	2026/27
156	Cease PUP Infrastructure Reserve Funding	-3,000,000	0	0	0
	Cease PUP Infrastructure Reserve Funding now the programme is at the end of the 3 year cycle.				
148	Appropriations to Covid-19 Support Reserve	-2,724,949	2,923,622	0	0
	Appropriations to/ from the Covid-19 Support Reserve				
84	Appropriations to/from the I&P Reserve	731,240	-4,816,731	4,282,491	0
	Appropriations to /from the Improvement and Performance Reserve				
Total	Appropriations From Reserve	-5,651,899	5,053,152	11,965,558	2,287,736

Total Reserve Funding	-5,892,624	4,343,686	12,024,954	2,287,736
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Police Grants

6

Police Grant Funding

69	Police Grant Funding Changes	-603,075	-4,450,000	-1,829,795	-1,848,093
	Police Grant Funding Changes				
Total	Police Grant Funding	-603,075	-4,450,000	-1,829,795	-1,848,093

Formula Grant Funding

70	Formula Grant Funding Changes	-307,074	0	-884,325	-893,168
	Formula Grant Funding Changes				
Total	Formula Grant Funding	-307,074	0	-884,325	-893,168

Total Police Grants	-910,149	-4,450,000	-2,714,120	-2,741,261
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Ref	Details	2023/24	2024/25	2025/26	2026/27
	Council Tax				
	Council Tax Precept				
71	Council Tax Precept Changes				
	Council Tax Precept Changes @ £15 increase for 2023/24	-14,349,204	-9,757,459	-9,952,608	-10,151,660
Total	Council Tax Precept	-14,349,204	-9,757,459	-9,952,608	-10,151,660
	Council Tax Base Increase				
73	Council Tax Base Changes				
	Council Tax Base Changes - the number of contribution households within the Thames Valley area.	-4,525,720	-4,903,219	-5,196,432	-5,499,413
Total	Council Tax Base Increase	-4,525,720	-4,903,219	-5,196,432	-5,499,413
	Council Tax Surplus/Deficit on Collection				
72	Council Tax Surplus on Collection Changes				
	Council Tax Surplus on Collection Changes	574,423	0	0	0
Total	Council Tax Surplus/Deficit on Collection	574,423	0	0	0
Total	Council Tax	-18,300,501	-14,660,678	-15,149,040	-15,651,073

		RAG Grading	Police	2023/24 Year 1 Staff	£	Police	2024/25 Year 2 Staff	£	Police	2025/26 Year 3 Staff	£	Police	2026/27 Year 4 Staff	£	Police	TOTAL Staff	£
Central Initiatives																	
24	Savings from Contract Renewal for Telecoms - Rephased	Green	0.00	0.00	443,673	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	443,673
36	Estate Rationalisation	Amber	0.00	0.00	56,799	0.00	0.00	10,000	0.00	0.00	315,000	0.00	0.00	0	0.00	0.00	381,799
44	Force Review Programme	Amber	0.00	0.00	0	0.00	0.00	4,000,000	0.00	0.00	4,000,000	0.00	0.00	0	0.00	0.00	8,000,000
45	Force Review Programme - Part II	Amber	0.00	0.00	0	0.00	0.00	3,197,389	0.00	0.00	3,985,000	0.00	0.00	0	0.00	0.00	7,182,389
			0.00	0.00	500,472	0.00	0.00	7,207,389	0.00	0.00	8,300,000	0.00	0.00	0	0.00	0.00	16,007,861
Collaborative Initiatives																	
6	ICT Licencing Spend Reduction	Amber	0.00	0.00	250,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	250,000
			0.00	0.00	250,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	250,000
E&E Initiatives																	
21	Working Smart Programme	Green	0.00	0.00	100,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	100,000
23	E&E - People Services Delivery Model	Green	0.00	0.00	264,616	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	264,616
26	Front Counters Opening Length and Locations	Green	0.00	0.00	87,058	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	87,058
28	Savings from the Printing Strategy Implementations	Green	0.00	0.00	45,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	45,000
30	Reduction in LPA Resourcing Requirements	Green	0.00	0.00	91,308	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	91,308
33	Force Crime - M&E Hubs	Green	0.00	6.00	293,424	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	6.00	293,424

		2023/24				2024/25			2025/26			2026/27			TOTAL		
		RAG	Year 1			Year 2			Year 3			Year 4					
		Grading	Police	Staff	£	Police	Staff	£	Police	Staff	£	Police	Staff	£	Police	Staff	£
29	Implementation of Pronto	Amber	0.00	0.00	300,000	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	300,000
32	ICT CMP Replatform Savings	Amber	0.00	0.00	0	0.00	0.00	206,700	0.00	0.00	137,800	0.00	0.00	0	0.00	0.00	344,500
43	Police Staff Investigator (PSI) Programme Review	Amber	0.00	0.00	944,630	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	0.00	944,630
			0.00	6.00	2,126,036	0.00	0.00	206,700	0.00	0.00	137,800	0.00	0.00	0	0.00	6.00	2,470,536

E&E PUP Initiatives

9	Change of the Workforce Mix in Contact Management	Amber	0.00	20.00	770,280	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	0.00	20.00	770,280
31	Criminal Justice - Workforce Mix	Amber	-11.00	11.00	501,323	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	-11.00	11.00	501,323
			-11.00	31.00	1,271,603	0.00	0.00	0	0.00	0.00	0	0.00	0.00	0	-11.00	31.00	1,271,603
			-11.00	37.00	4,148,111	0.00	0.00	7,414,089	0.00	0.00	8,437,800	0.00	0.00	0	-11.00	37.00	20,000,000



Report for Decision to the Performance and Accountability Public Meeting on 19th January 2023

Title: Four Year Medium Term Capital Plan 2022/23 to 2026/27

1 Purpose

- 1.1 The purpose of the report is to present to the PCC the updated Medium Term Capital Plan (MTCP) for 2022/23 through to 2026/27.
- 1.2 This report forms part of the medium term financial planning which includes the medium term revenue forecasts and the movement of reserves..

2 Executive Summary

- 2.1 The aim of the MTCP is to support service delivery of the PCC's Police and Criminal Justice Plan and the Force Strategic Plan. The Plan provides the Force infrastructure and major assets through capital investment, enabling the Force to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile. The MTCP is presented as a 4 year forecast in line with the MTFP (Revenue Forecast).
- 2.2 The MTCP, recommended for approval today, comprises schemes costing £45.739m in 2022/23 and £51.324 in 2023/24, with the final 3 years of the plan totalling £94.683.
- 2.3 The Custody 2030 programme is a TVP strategic programme to rationalise and renew the TVP Custody estate. The enabling work to refurbish Loddon Valley plus the initial build at Maidenhead falls within the current MTCP whereas the timing for the other elements needs to be established but a significant portion will fall outside of the current MTCP.
- 2.4 Other Potential, Longer-term initiatives outside of the current MTCP (years 6 – 10+) are not recommended at this time but are reference to provide a longer term view.

Future Years (current to 5 years)

- 2.5 All schemes have been reviewed and refreshed for inflation however the current market conditions are creating significant pressures on the programmes, especially marked within the construction industry.
- 2.6 The Strategic Estates Group have continued to work with the force to establish the operational requirements and property opportunities across the organisation. As the business cases are approved in principle by the organisation they are included within the MTCP such as the initial stage of Custody 2030.
- 2.7 The ICT programmes have been uplifted to incorporate the refresh budgets for 2026/27, of £4.9m. The end user replacement programmes have been reviewed including the computer replacement cycle and body worn videos plus growth of £1m to facilitate the contact centre digital strategy to alleviate the 101 call times has been incorporated.
- 2.8 The vehicle replacement programme reflects the additional year within the MTCP plus the initial estimates of expenditure requirements and associated costs as we move to an electric fleet have been incorporated both for infrastructure and price differentials.
- 2.9 The financing proposed includes the utilisation of the PUP reserve for FIU Build and radio / car for officers. Improvement and performance reserve for dashcams and contact centre digital strategy plus utilisation of the Estates reserve for the Forensic Investigation Unit new build and the Custody refurbishment. The custody new build at Maidenhead is proposed to be funded by borrowing. Progress of asset management plans continues however by the end of the programme there is anticipated to be limited further availability of the capital receipts from these finite assets.
- 2.10 The Available funding of £0.708m across the MTCP excluding the custody programme and other significant indicative investments.

Recommendation:

The PCC is asked to:

- Note the overall 4-year Medium Term Capital Plan (2023/24 to 2026/27) at £146.007m as set out in Table 1. Total over the 5 years 2022/23 – 2026/27 of £191.747m
- Note the capital programme for 2022/23, in the sum of £45.739m as set out in Table 1.
- Approve the annual budget of £51.324m for 2023/24 as set out in table 1
- Approve for planning purposes the budgets for the later 3 years of the MTCP 2024/25 – 2026/27 of £94.683m
- Approve the proposed financing of the capital expenditure as set out in Table 2.

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

3 The Medium Term Capital Plan 2022/23 – 2026/27

- 3.1 The MTCP builds on the existing capital plan approved in November 2022.
- 3.2 The Forces current and future construction programmes are experiencing significant inflationary pressures such as the budget for Atlantic House has had to increase by 50% though an element of this is due to the original contractor going into receivership. The Forensic new build has been revised due to a change of scope and the current market conditions creating a significant rise in this programme budget. In addition to these bespoke programmes, an anticipated 12% rise in the construction industry and vehicle purchase is anticipated for 2023/24, dropping to 8% in 2024/25 and 4% in future years.

4 Current Year 2022/23

- 4.1 The revised annual Capital budget for 22/23 is therefore £45.7m.

Re-phasing

- 4.2 Resource availability across the Property Services and ICT teams, alongside supply issues including long lead time caused by current global supply issues, have led to the need to prioritise projects and hence the need to rephrase some schemes into future years already this year.
- 4.3 Further slippage may occur which will be managed as part of the yearend closedown.

5 Future Years (current to 5 years)

5.1 The planned gross expenditure within the 2022/23 to 2026/27 MTCP totals £191.747m (including £45.739m in 2022/23) including Custody 2030 – Loddon Valley refurbishment and initial Maidenhead new build. The current proposed programme is fully funded. The updated Capital Plan is summarised in the schedule below.

Table 1 - MTCP Budget Summary

Programme	Total Project Budget	2022/23 £'000	Future Years				Total 2022/23 to 2026/27 £'000
			2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Property -							
Western Hub - SEROCU	8,133	1,938	133.4	-	-	-	2,071
Atlantic House	26,807	420	14,841	-	-	-	15,261
Maidenhead Court Building	2,867	734	-	-	-	-	734
Forensics New Build	30,001	907	15,927	13,088	-	-	29,922
Windsor	2,523	-	1,047	756	720	-	2,523
Custody 2030 - Loddon Valley	5,670	-	-	5,670	-	-	5,670
Custody 2030 - Maidenhead	38,966	-	866	-	2,500	19,100	22,466
Estates Decarbonisation		-	175	-	-	-	175
Fire Compartmentation	2,466	-	116	916	916	516	2,466
EV Charging	3,396	-	312	962	1,062	1,062	3,396
Corporate Projects		946	752	1,198	446	-	3,342
AMOP Projects		881	732	-	-	-	1,613
Maintenance Provision / Other Projects		234	-	-	-	-	234
Total		6,059	34,902	22,590	5,644	20,678	89,874
Technology & Business Change -							
Digital Technology Enablers		239	-	-	-	-	239
Digital First		760	380	-	-	-	1,140
ESMCP		84	-	-	12,000	-	12,084
Forensics Improvement Program		400	-	-	-	-	400
PRONTO		150	-	-	-	-	150
Next Steps		-					-
RMS		308	-	-	-	-	308
Data Quality		-					-
CCTV		200	232	-	-	-	432
CMP		729	702	-	-	-	1,431
Working Smart		-					-
Device Refresh Programme		2,702	4,374	2,264	3,545	3,912	16,796
ICT Roadmap		419	349	-	-	-	767
ICT Infrastructure		1,651	1,601	747	619	619	5,237
Other Projects		453	457	400	400	400	2,110
Total		8,094	8,095	3,411	16,564	4,931	41,093
Other Capital Equipment -							
Vehicles		4,458	5,576	6,010	6,250	6,927	29,221
Dashcams		-	506	-	-	-	506
Grant Funded		25,746	-	-	-	-	25,746
Equipment / Radio Replacement		1,382	2,246	680	719	280	5,307
Total		31,586	8,327	6,690	6,969	7,207	60,780
Grand Total							
		45,739	51,324	32,691	29,177	32,816	191,747
Financing Available							
		83,102	21,473	19,970	35,110	32,800	192,455
Cummulative Funding Position (Existing Programme)							
		37,363	7,512	(5,209)	724	708	

6 Annual Planning

- 6.1 All new business bids are prioritised as part of the annual planning process against the same matrix taking account of benefits and cost. The highest priority projects are detailed in the MTFP for funding consideration. It is assumed all new bids will be funded from DRF, those which are capital in nature will be included in the MTCP when approved.
- 6.2 The MTCP has been updated for the inflationary effects on existing schemes circa £20.5m and the addition of the final year plus a few key strategic projects.

Property

- 6.3 The Strategic Estates Group ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure, maintaining core sites and actively progressing the Asset Management Plan. The expenditure under this heading is therefore related to the timing of the disposal of assets and the level of capital receipts.
- 6.4 The Forces current and future construction programmes are experiencing significant inflationary pressures.
- 6.5 Western Hub refurbishment is progressing well with completion on both buildings due in 2023, the estimated finally outlay could be higher than currently budgeted with the current market conditions, opportunities on funding, including additional grant and the SERCOU reserve will be clarified.
- 6.6 Atlantic house (including carpark) has had to increase by 50%, a further £5m, although an element of this is due to the original contractor going into receivership.
- 6.7 Improving Forensic Performance is a strategic priority for the Force hence options and designs are being formulated for the replacement Forensic facility. The new build will offer additional space to cope with increases in demand and the aim of developing regional capacity. The programme has been increased by £20.4m to reflect the requirement for a new building with a change in scope coupled with the current market conditions. The estimated cost of building is now £30m.
- 6.8 Windsor replacement proposal is anticipated to be £2.5m (an increase of £1.7m) however the capital receipts are also anticipated to be £1.2m higher.
- 6.9 Loddon Valley refurbishment and Maidenhead Custody – See 7.2. The first stage of the Custody 2030 programme is included, including the first year design team costs and the refurbishment of Loddon Valley, followed by the initial work on the Maidenhead new build with £28m falling in the current MTFP, recommended to be funded from borrowing.
- 6.10 Fire Compartmentation additional work needs to be undertaken on TVP estate to ensure we comply with the statutory fire regulations circa £2.5m.

- 6.11 Electronic Vehicle Charging - This project is a key part of the overall TVP Carbon Reduction programme. The programme would in due course develop EV charging capacity across the majority of TVP sites. There will be a need to provide charging infrastructure across a significant portion of the TVP estate. To allow this to happen it may mean that the power capacity to individual buildings/sites will need to be increased through the installation of new electrical sub-stations as well as replacement of items such as cabling and distribution boards. Any infrastructure installed will need to be flexible and allow for additional charging to be installed without the need for further major work.
- 6.12 The generic allowance of £2m per annum for future schemes has been removed (releasing £6m). All future programmes would need to be captured as part of the overall process.

ICT/Business Change revenue funded projects

- 6.13 The ICT programmes have been uplifted to incorporate the refresh budgets for 2026/27, of £4.9m. The generic allowance of £1.5m per annum for future ICT schemes has been removed (releasing £4.5m), however a £0.4m per annum (total £1.6m) has been included for the ICT recharges.
- 6.14 The end user replacement programme has been reviewed including the computer replacement cycle, given the significant change in the way we work and the rapid move to remote working means we have moved to more laptops and less desktops. In addition, the requirements for body worn videos have been reviewed but the replacement programme is currently out to retender.
- 6.15 The Contact Management focus group has identified the minimum digital strategy to alleviate the pressure in the control rooms call handling which needs capital invest of £1m, starting in the current year.
- 6.16 The further phase WIFI rollout has been included at £0.3m.

ESMCP Airwave Replacement - RESERVE

- 6.17 Due to National issues it is now anticipated to be delivered outside the current timeframe and hence the expenditure on the new radios will fall in the future. To ensure the funds are available we have created an ESM Reserve with the existing budget £12m and hence are showing this commitment within the expenditure forecast.
- 6.18 The delayed airwave replacement ESMCP programme means our existing Airwave radios will continued to be in use for longer than expected hence we need to replace those which have reached their end of life circa £1.5m.

Vehicles

- 6.19 The annual vehicle replacement budgets have been inflated adding an estimated further £2.9m to the programme, the addition of an additional year has added

£6.9m including an element for EV vehicles whilst across the other years the differential in price of EV vehicle has added £1m.

- 6.20 The opportunity to add Dashcams to all TVP fleet vehicles has been included with an anticipated outlay of £0.5m.

7 Potential Future Programmes

- 7.1 The following potential programmes fall partly or entirely outside of the current MTCP. At this time the business cases regarding these schemes have not been completed and hence no decision/ recommendation has been made to proceed with these schemes, they are included to provide visibility of potential future considerations.

Custody

- 7.2 The Custody 2030 programme is a TVP strategic programme to rationalise and renew the TVP Custody estate. Criminal Justice reviewed the current custody provisions and identify what will be required to allow TVP to operate and manage the custody estate that is efficient, compliant and fit for purpose. The Estates aspects of the Programme encompasses three major work streams, these are: New Custody Suite Berkshire circa £38.5m of which £21.6m falls (and is included) within the current MTCP, Refurbishment of the retained sites circa £15m with the work at Loddon Valley £5.67m included in 2024/25 to enable the closure of Maidenhead. The potential New Custody Suite Oxfordshire circa £24.5m and the remainder of the refurbishment works are currently outside the MTCP. The project management and design team needed to managed this significant programme, currently £0.8m is included in 2023/24 the first year.
- 7.3 As identified in table 1 £22.5m is included for Maidenhead new build including the design team and £5.7m for the refurbishment of Loddon Valley. However further costs could materialise in the current MTCP for project management and refurbishments whilst the balance in respect of Maidenhead and any further new builds will be in period 5 to 10 years.

Other Strategic Estate Considerations

- 7.4 The Contact Management Consolidation being the physical location of the Control Room and Police enquiry staff is desirable and has an indicative investment cost of circa £7.5m but no investigation has been initiated at this time.
- 7.5 JICT Data Centre - The request encompasses multi-year funding for Legacy Data Centre Consolidation, via cloud migration, or migration of applications into a single data centre, in alignment with the JICT hosting strategy and in support of Thames Valley estates requirements to refresh and modernise existing data centres into smaller, compliant facilities circa £5m. Further work regarding the migration to the cloud will influence the size of the future bid
- 7.6 The Estates Decarbonisation within the MTCP, only includes the initial survey. This is a long- term programme of work that will seek to substantially reduce the carbon footprint of the TVP estate by the use of low and zero carbon technology, and other methods to reduce energy usage. This indicative investment includes programme and design teams £0.5m per annum followed by construction cost £1.5m which will extend for several years

investing in e.g. new air source heat pumps/ insulation circa currently £6m. The funding requirements will be determined by the governments direction of travel and financial support..

- 7.7 Learning and Developments in conjunction with Property have identified that ideally we would have a Northern Training Hub, the indicative investment costs are in the region of £13.5m.

8 Funding of the Medium Term Capital Plan 2022/23 to 2026/27

8.1 The Resources required to fund the capital programme are identified below.

Table 2 - Resources Required to Finance the Capital Programme

	Revised Budget					Total 2022/23 to 2025/26 £000s
	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	
Surplus Funds Carried Forward	28,541					28,541
Predicted Capital underspend 22/23	1,038					1,038
Capital Receipts from Finite Asset sales	6,052	4,165	1,200	19,510	600	31,527
Earmarked Reserves	7,161	4,208	5,670	-	-	17,039
Direct Revenue Financing	14,495	13,000	13,000	13,000	13,000	66,495
Borrowing	-	-	-	2,500	19,100	21,600
Specific Grant & 3rd Party Contributions	25,814	100	100	100	100	26,214
Total	83,102	21,473	19,970	35,110	32,800	192,455

8.2 Available funding of £0.708m exists at the end of the 5 year period.

Capital Outturn 2022/23

- 8.3 The current monitoring is anticipating a £1m underspend of the current proposed programme.

Asset Sales

- 8.4 The value of asset sales over the MTCP period has been updated to reflect the expected timing of non-residential sales. Overall £29m of the £31.5m asset sales relates to police buildings and houses.
- 8.5 It is worth reiterating that towards the end of the programme these one-off sales tail off and will not continue to significantly support the programme beyond 2025/26 as the asset lists are significantly reduced and receipts become sporadic.

Reserves

The current programme reflects the proposed draw down from three reserves utilising £17m (2022/23 - 2024/25). Including the application of £6.8m from Police Uplift Programme for the Forensic Investigation Unit build £5.8m plus £1m to facilitate the additional vehicles and ICT equipment required for these additional officers. Secondly £8.7m from the Estates £3m to contribute to the FIU building plus £5.7m for the Custody refurbishment and finally £1.6m to be appropriated from the Improvement and performance reserve toward the Contact Centre digital strategy and dashcams.

Direct Revenue Financing

- 8.6 Direct Revenue Financing (DRF) is included at a minimum of £13m per annum; As we move forward about £12m per annum is required to just maintain core equipment levels in terms of computer equipment, BWV, other equipment and vehicles. This will absorb the majority of DRF in future and leave little scope for investment.
- 8.7 This places a significant burden on the revenue budget. In future years it is assumed new bids will either be funded from DRF or borrowing, directly affecting the revenue budget as reserves and capital receipts are exhausted.
- 8.8 The level of DRF will be kept under review each year as the direction of travel for technology items is revenue style contracts rather than capital investment.

Borrowing

- 8.9 Borrowing is only recommended for funding significant Property developments where there is a long-term benefit to the force. At this time additional borrowing of £21.6m has been included in relation to the Maidenhead custody project, this position will be assessed in relation to other major property scheme.

Specific Grant Funding

- 8.10 The CT Logistics and Communications Centre (LCC) programme of £25.8m. This is a fully grant funded programme.

9 Recommendations

- 9.1 The PCC is asked to note/approve:
 - Note the overall 4-year Medium Term Capital Plan (2023/24 to 2026/27) at £146.007m as set out in Table 1. Total over the 5 years 2022/23 – 2026/27 of £191.747m
 - Note the capital programme for 2022/23 in the sum of £45.739m as set out in Table 1.

- Approve the annual budget 2023/24 in the sum of £51.324m as set out in table 1
- Approve for planning purposes the budgets for the later 3 years of the MTCP 2024/25 – 2026/27 of £94.683m
- Approve the overall financing of the capital expenditure as set out in Table 2 £192.455m.

10 Legal comments

10.1 The capital programme is an integral part of the overall budget package which the PCC must consider each year. These reports are presented to the PCC, in compliance with the requirements of the Prudential Code and will demonstrate that capital investment plans are affordable, sustainable and prudent.

11 Equality comments

11.1 No specific implications arising from this report

12 Background papers

Relevant Project bid papers
The MTFP 2022/23 to 2026/27
Reserves, Balances & Provisions report - January 2023

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.

Is there a Part 2 form? No

Name & Role	Officer
Head of Unit The MTCP now totals £146.007m over the 4 year period 2023/24– 2026/27, with the annual budget for 2022/23 £45.739m	Director of Finance
Legal Advice No specific issues arising directly from this report	Chief Executive

Financial Advice	PCC Chief Finance Officer
Equalities & Diversity No specific implications arising from this report	Chief Executive

OFFICER'S APPROVAL

We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.	
We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.	
Director of Finance	Date
Chief Finance Officer	Date



Capital Strategy

2023/24 – 2026/27

January 2023

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THAMES VALLEY POLICE

CAPITAL STRATEGY

1 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Police and Crime Commissioner (PCC) and Thames Valley Police and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term TVP is used to refer to the activities of both the PCC and the Force.

2 Scope

This Capital Strategy includes all capital expenditure and capital investment decisions for TVP. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

3 Capital Expenditure – Definition

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to TVP generally for a period of more than one year, e.g. land and buildings, ICT, business change programmes, equipment and vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital programme is TVP's plan of capital works for future years, including details on the funding of the schemes.

4 Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Annual Treasury Management Strategy Statement.

The CIPFA Treasury Management Code recognises that some local authorities are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all police forces in England and Wales, TVP does not have a General Power of Competence, which gives councils the power to do anything an individual can do provided it is not prohibited by other legislation. As such, TVP is prevented from entering into commercial investment activities.

5 Links to other corporate strategies and plans

The PCC produces his Police and Criminal Justice Plan every four years. The current version covers the period 2021 – 2025.

The Chief Constable produces a Force Strategic Plan which is updated annually.

To support these overarching documents a number of interrelated strategies and plans are in place, such as the Financial Strategy, Medium Term Financial Plan, Medium Term Capital Plan, Capital Strategy, Asset Management Plan and the Treasury Management and Annual Investment Strategy.

The operation of all these strategies and plans is underpinned by the Code of Corporate Governance which includes Financial Regulations and Contract Procedure Rules.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

6 The Capital Budget Setting Process

6.1 Introduction

At any given time TVP is committed to rolling medium term revenue & capital plans that usually extend for 4 years setting out the anticipated level of expenditure and the associated funding. These plans are drawn up, reassessed and extended annually and, if required, re-prioritised to enable TVP to achieve the aims and objectives established in the PCC's Police and Criminal Justice Plan, the Force Strategic Plan and to support national drivers like the National Policing Vision for 2025.

The Medium Term Capital Plan provides the TVP infrastructure and major assets through capital investment, enabling TVP to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile.

Key focuses of the Capital Programme:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites, improving core training facilities and progressing the Asset Management Plan.
- To ensure provision is made for ICT & Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance, development and replacement of other core assets (e.g. vehicles and communication infrastructure) to maximise the advantage of new technology and reflect legislative changes.

The plans acknowledge the constrained financial position of TVP and maximise both the available financial resources and the capacity that TVP has to manage change projects.

Planning also takes into account indicative capital requirements beyond the initial four years to ensure decisions taken in the medium term support long term sustainability.

6.2 Force Collaboration & Wider Sector Engagement.

Although TVP has its own Capital Strategy and Medium Term Capital Plan the national drivers that encourage local and regional forces to collaborate, such as cost and resource sharing, along with structured collaborations and national plans, can have a significant influence on local decision making.

Therefore an important element of the TVP Capital Strategy is to acknowledge regional and national partnership working, both with other forces and in the wider context of engagement with Local Authorities & Councils, other

Emergency Services and the Crown Prosecution Service, to improve overall service to the public.

6.3 The Capital Budget Setting Process & Timetable Overview.

For any particular budget setting year, the process for TVP starts during the summer of the preceding year with the Governance & Service Improvement Department and other key Stakeholder groups for both TVP and other Collaborative Forces agreeing the timetable and communication strategy to be adopted to secure investment requirements and ideas from the stakeholder groups covering the key criteria, such as:

- Achievement of high level agreed PCC, Force, Regional and/or National outcomes;
- Maintenance of the essential infrastructure of the Force;
- Development of improved Force wide capability
- Adjustments to existing prioritised plans / projects.
- Rationalisation & modernisation of estates
- Carbon management & Health and Safety
- Invest to save schemes.

Bids for consideration will be submitted into Force Change teams for both TVP and collaborative Forces in order that a joined up approach is made to capital investment.

Each bid will only progress if supported by the appropriate chief officer. The bids are then scored via the Forces' Prioritisation Matrix, which provides considers key factors in assessing the importance of the bid. The bids will then be presented to and extensively reviewed by the Chief Constables Management Team and Joint Force Chief Officer Groups with an initial view of potential affordability.

Typically a costed draft Medium Term Capital Plan will then be presented to the PCC late autumn, providing views on affordability and potential funding issues and options.

A final version of the Medium Term Capital Plan will be presented to the PCC in the following January for approval, reflecting the known funding position and any further developmental work on the plan.

The formal PCC approval sets the capital budget for the following year, and acknowledges the intention for planning purposes of the remaining years of the Medium Term Plan.

6.4 Affordability and Financial Planning.

The overall financial position of TVP and hence the scope for future capital expenditure must take into consideration the combination of the revenue budget, capital programme as well as the position on reserves. The revenue and capital budget positions are intertwined as achieving the TVP priorities may require revenue expenditure or investment in capital items, depending on what is needed, and one impacts the other.

The revenue Medium Term Financial Plan will identify the potential financial position for TVP for the next four years and will include forecasts on inflation, committed growth requirements, forecast productivity and efficiency savings, assumptions around grant and council tax funding and any other information introduced during the budget process.

The revenue position influences the capital position in terms of potential affordability of support for Direct Revenue Financing (DRF) or debt charges (for external borrowing) whereas the capital bid process influences the revenue position in terms of both revenue consequences of capital programmes and also the requirement to financially support capital investment, either through DRF or external borrowing.

The extent to which the annual revenue budget, through the 4 year forecast, is expected to be able to support the capital programme is a key factor to overall financial planning and is becoming more so as other sources of funding cease to be available.

6.5 Capital Sustainability.

The financial position is changing. For many years TVP has benefitted from substantial capital reserves, supported by the sale of operational buildings and/or police houses or from revenue reserves assigned to capital investment.

As we move forward through the next 4 years and beyond the picture moves away from funding of the capital programme through use of accumulated reserves and into a position of funding through either DRF or external borrowing for specific projects. This is expected to be during a continued period of revenue pressure and uncertainty.

The TVP Strategy is therefore to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings into the future through more efficient and mobile use of police personnel, enabled by improved Information and Communication Technology systems and other core infrastructure, for example, a connected vehicle fleet and building assets.

The TVP investment strategy will also be influenced by and take account of national visions for policing, regional and local priorities.

6.6 The Formal MTCP Approval Process

As indicated, the PCC receives the updated Capital Programme in January each year as part of the overall suite of budget reports.

The PCC approves the overall borrowing levels as part of the Treasury Management Report. The taking of loans, if required, then becomes an operational decision for the PCC's Chief Finance Officer who will decide on the basis of the level of reserves, current and predicted cash flow, and the money market position whether borrowing should be met from internal or external borrowing.

Once the PCC has approved the capital programme, expenditure can be committed against these approved schemes subject to the normal contract procedure rules and the terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations, borrowing or leasing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by the PCC, capital expenditure is then monitored on a regular basis.

7 Individual Project Management

Capital projects are subject to high levels of scrutiny. The precise scrutiny will vary dependant on the type of project and may be influenced by size or by the makeup of regional involvement. Each project will have a Project Manager and potentially a team to implement the project.

Typically, projects will have a dedicated Project Board which, if part of a larger programme, may sit under a Programme Board. Programme and Project Boards will have a Senior Responsible Officer.

Detailed oversight is further provided through ICT Project Management Office, the Strategic Estates Group and Force Change Boards.

Regional Projects or Programmes may also report into Regional Boards.

8. Project Funding

Once an approved capital project is initiated, proportionate project funds are released to project managers in stages, called Stage Gates, rather than funding being released in full at the start of the project.

Depending on project size the initial limited release of funds will enable a project to be started and relevant project documentation (e.g. a detailed

business case) to be completed. Once that has been satisfied further funds will be released in stages at specific project review points or stage gates within existing project management processes, which will be defined and agreed with project managers at the start of the project and linked to observable project progression points.

This enables the Force to link the release of funds to key project milestones or progress points and enable improved visibility of project progress relative to variances.

9 Monitoring of the capital programme

The Director of Finance will submit capital monitoring reports to the PCC on a regular basis throughout the year. These reports will be based on the most recently available financial information. These monitoring reports will show spending to date and compare projected expenditure with the approved capital budget.

From 2022/23 onwards we are also monitoring revenue programme costs alongside capital expenditure in order to measure and monitor the overall cost to TVP of designing and implementing specific capital schemes.

For proposed in-year amendments to the annual capital budget, for new schemes not already included in the medium term capital plan, the Director of Finance will prepare a business case for submission to the PCC for consideration and approval, including details on how the new scheme is to be funded.

Monitoring reports presented to the PCC at his liaison meeting with the Chief Constable.

In addition, for those business change programmes where a formal Board has been established, a detailed scheme monitoring report is presented to each Board meeting.

10 Performance Management

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, the Chief Constable is required to check that outcomes have been achieved.

Post scheme evaluation reviews should be completed by TVP for all schemes over £0.5 million and for strategic capital projects.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects.

11 Funding Strategy and Capital Policies

This section sets out TVP policies and priorities in relation to funding capital expenditure and investment.

11.1 Government Grant

With effect from 2022/23 general Home Office capital grant has ceased. We still have an amount of accumulated capital grant from previous years, which has been brought forward in the Balance Sheet, that will be applied in coming years.

Specific capital grants may be received for agreed capital works. This applies to TVP as well as the regional policing units for which TVP is the lead force (e.g. Counter-Terrorism Policing and the Regional Organised Crime Unit).

11.2 Capital Receipts

A capital receipt is an amount of money which is received from the sale of an item on the fixed asset register. They cannot be spent on revenue items.

These capital receipts are used to help finance the capital programme. Unfortunately, the pool of assets available for sale is rapidly declining and the financial support these receipts provide is diminishing rapidly.

11.3 Revenue Funding

Recognising that the pool of assets available for sale is declining direct revenue funding (DRF) is seen as a sustainable funding alternative. An appropriate provision for DRF is included in both the annual revenue budget and the medium term financial plan. As TVP moves forward this will become the limiting factor for capital investment as it balances annual revenue funding priorities with long-term capital investment strategies.

11.4 Prudential Borrowing

Local Authorities, including the Police, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported financially by the Government so TVP needs to ensure it can fund the repayment costs. The TVP Minimum Revenue Provision (MRP) Policy sets out a prudent approach to the amount set aside for the repayment of debt.

Due to the ongoing debt charges (i.e. MRP and external interest charges) TVP will currently only consider external borrowing for long-term estate projects.

11.5 Reserves and balances

Unspent capital grant and capital receipt monies can be carried forward in the Balance Sheet until they are required to fund the capital programme.

TVP also uses money held in earmarked revenue reserves to help fund capital expenditure. The Estates & Custody and ESMCP reserves will be used to ensure funding is available for essential capital spend.

HM Treasury guidance on capital projects recognises that there is a potential for project costs to exceed the initial assessment. This is called Optimism Bias and relates to any project type, although it can have a particularly high impact when relating to the development of complex ICT or business change programmes.

All new capital schemes in the MTCP will need to include an appropriate element for Optimism Bias and funding will be sought appropriately, essentially identifying the Bias as part of the project cost used to influence prioritisation decisions.

11.6 Third party capital contributions

On occasion TVP will receive income from a third party (usually a local authority) who have agreed to contribute towards an asset (e.g. ANPR cameras) that TVP will own.

11.7 Leasing

TVP may enter into finance leasing agreements to fund capital expenditure. However, a full option appraisal and comparison of other funding sources must be made and the Director of Finance and the Chief Finance Officer must both be satisfied that leasing provides the best value for money method of funding the scheme before a recommendation is made to the PCC.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

Items funded through leasing will be included in the MTCP.

12 Procurement and Value for Money

Procurement is the purchase of goods and services. TVP has a Procurement Department that ensures that all contracts, including those of a capital nature, are legally compliant and best value for money.

It is essential that all procurement activities comply with prevailing regulations and best practice as set out in the Code of Corporate Governance, which includes Contract and Financial Regulations. Guidance on this can be sought from the Procurement team.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

13 Partnerships and Relationships with other Organisations

Wherever possible and subject to the usual risk assessment process TVP will look to expand the number of capital schemes which are completed on a partnership basis and continually look for areas where joint projects can be implemented. In support of this initiative:

- TVP has a joint ICT Department with Hampshire Constabulary and a number of ICT and business change programmes are being delivered collaboratively.
- Other capital schemes, most notably new technology programmes, are being delivered across the SE region in support of the SE Regional Information Technology (SERIT) strategy.

Although TVP procures capital items on behalf of other consortium partners only TVP related expenditure which will be included in the fixed asset register will be included in the medium term capital plan and the annual capital budget.

14 Management Framework

The PCC has given legal consent for the Chief Constable to own short life assets, such as ICT, equipment and vehicles.

Although the PCC owns all land and buildings, on a day to day basis, the Head of Property manages the estate on his behalf.

The Director of Finance manages the medium term capital plan and the annual capital budget and provides regular updates to the CCMT who, collectively, maintain oversight of planned expenditure.

The PCCs Chief Finance Officer is responsible for developing and then implementing the Treasury Management Strategy Statement, including the Annual Investment Strategy.

During the budget preparation process the CCMT take a strategic perspective to the use and allocation of TVP capital assets and those within its control in planning capital investment. They receive reports on proposed capital projects and make formal recommendations to the PCC during the development of the capital programme.

Having approved the medium term capital plan and the annual capital budget in January each year the PCC formally holds the Chief Constable to account for delivery of capital projects during his monthly liaison meetings (private) and quarterly public Performance and Accountability meetings.

15 Risk Management

Risk is the threat that an event or action will adversely affect TVP's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of TVP's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in complex and costly business change programmes.

TVP accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the Police and Criminal Justice Plan and will seek to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, TVP will seek to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The Director of Finance and Chief Finance Officer will report jointly on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.

15.1 Funding Capacity Risk

This is the risk that identified project costs are either understated or escalate during the project lifecycle, for example if project scope changes. This risk is

mitigated as far as possible by the identified monitoring process and controls. All new capital schemes should include an appropriate allowance for optimism bias.

15.2 Credit Risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot complete the agreed contract. Accordingly, TVP will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

15.3 Liquidity Risk

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.

15.4 Interest Rate Risk

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

There is also a risk that external interest rates will rise, after the budget has been set, meaning that actual debt charges are higher than those included in individual business cases and more widely in the revenue budget. This risk will be managed by the Chief Finance Officer who will liaise with external Treasury Management advisors to determine the best time to take new external loans.

15.5 Exchange Rate Risk

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

15.6 Inflation Risk

This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

15.7 Legal and Regulatory Risk

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, TVP will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

15.8 Fraud, Error and Corruption

This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. TVP has a strong ethical culture which is evidenced through our values, principles and appropriate behaviour. This is supported by the national Code of Ethics and detailed policies such as Anti-Fraud, Bribery and Corruption, and Declaration of Interests.

16 Other Considerations

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

January 2023



Report of the Police and Crime Panel

Report title: Contact Management

Date: 27th January 2023

Author and contact: Ch/Supt Simon Dodds - Head of JOU Contact Management

Purpose of the report: Update on Contact Management and the CM101 Programme

Recommendations: For noting

1. Executive Summary

Demand into Contact Management (CM) since the Covid-19 pandemic continues to show an upward trend. This follows the national picture. Notably 999 demand in Thames Valley is up 14% on last year, and the emergency nature of these calls is such that they will always be prioritised over 101 and digital contacts. The national target is for 90% of 999 calls to be answered in ten seconds and the force currently achieves this for 85.3% of calls, with year to date abandonment rates of less than 1% and average speed to answer (ASA) for all 999 calls of 8 seconds. This places the force in a good position when compared to others nationally. However against the backdrop of an increase in 999 calls, the number of 101 contacts and digital online reports have also increased. Thames Valley Police have a self-imposed target to answer 101 calls within 3 minutes and online reports in 24 hours. The self-imposed 101 target is similar to those of other forces who have their own measures ranging from 2 to 20 minutes, recognising that whilst all contacts are important 101 is a non-emergency number. Thames Valley Police currently have an average speed to answer for 101 calls of 6 minutes 32 seconds. Whilst this again compares well with other forces it is recognised that there is a need to better manage demand coming into Contact Management. Doing so will improve 999 and 101 services. The CM101 programme in collaboration with Hampshire and the Isle of Wight Constabulary (HLOWC) has been approved by Chief Officers to achieve this. The programme has identified a need to ensure that Contact Management teams are operating at full staff establishments. The oversight for achieving this in both forces comes under Operation Fleck. Notably the CM101 programme identified that for Thames Valley Contact Management to meet current 999 and 101 targets it would require an extra 195 staff on top of the agreed establishment for the department. That would cost an additional £6.8M, and when also viewed against recruitment and training timelines it was not considered a viable option. The CM101 programme has therefore identified a range of process improvements and new technologies, which alongside a significantly smaller staff uplift, can improve demand management and help achieve 101 average speed to answer times of less than 4 minutes. The programme is looking to deliver these improvements over the next 21 months at a cost of £1.5M.

2. Baseline for TVP Contact Management year to date performance



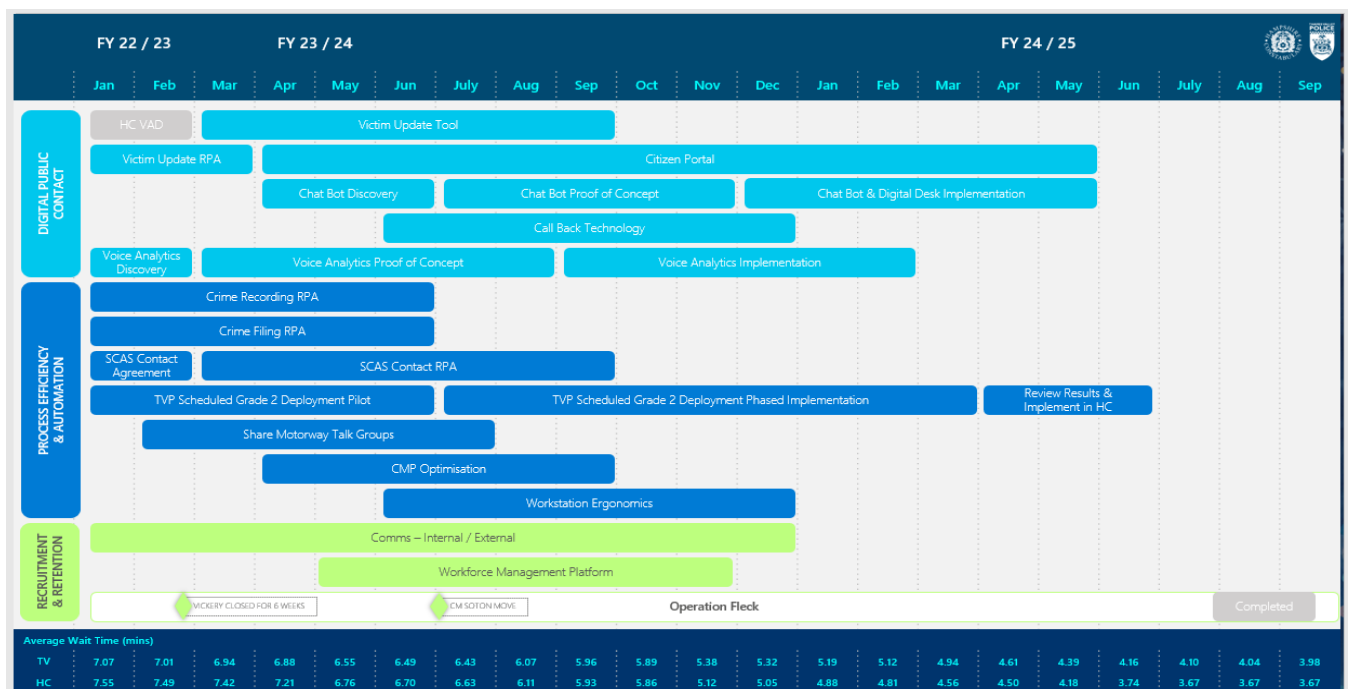
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		YTD: 2022-23
		TVP
999	% Service Level	85.30%
	% Abandoned Rate > 10 Secs	0.67%
	% Total Abandoned	0.90%
	Total Calls	283,751
	Answered	281,167
	Average Speed to Answer	00:08
	AHT	00:10:40
101	Average Speed to Answer	00:06:32
	% Abandoned Rate > 3 Mins	19.80%
	% Total Abandoned	29.70%
	Total Calls	378,672
	Answered	265,087
	% Calls Ans. over 10 minutes	23.90%
	AHT	00:14:31
Online Reports		71,128
Total Demand Received		733,551
999 Ans + 101 Ans + SOH only		617,382

(as at 6 January 2023)

AHT (Average Handling Time)

3. Overview of the CM101 programme of works





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4. CM101 programme tracking – ON TARGET

Report Date	6 January 2023	STATUS				BENEFITS (ASA in mins)			
Project Start Date	December 22	Last Period	Green	This Period	Green	Last Period	HLOWC	This Period	HLOWC
Project End Date	June 24						TVP		TVP

5. CM101 Programme update (2 January – 8 January)

- Programme mobilisation well underway, governance model agreed
- Business resources in the process of being assigned and confirmed
- ICT resources assigned and backfill recruitment underway
- Procurement are progressing the mini-completion exercise for re-seller of Salesforce product, expected completion mid-January 23
- Procurement for Work Force Management (WFM) tool being progressed; this is being brought forward in plan to support the new phone rollout in contact centres (under BT transform) and to avoid integrating a WFM tool twice
- Voice Activated Directory introduced in HLOWC extending overall switchboard service to 24/7 for callers on 101
- Contact Management Platform (CMP) releases identified for the CMP optimisation work and agreed with business stakeholders
- Voice analytics discovery work commenced and vendors identified

KEY ISSUES

- None

KEY RISKS

- Tight timescale to complete procurement work across streams. Mitigated by governance and senior leadership support



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KEY ACTIVITIES FOR NEXT PERIOD (9 January – 15 January)

- Appoint vendor for Salesforce
- Programme Kick off and technical workshops for Salesforce Victim Portal
- Progress procurement exercise for WFM tool
- Develop financial reporting templates with Finance Business partner
- Develop and test first RPA for victim contact tactical solution – where public are directed off 101 onto email/text

MAJOR UPCOMING MILESTONES

Milestone	Due Date		Status
	Original	Current	
Return of responses for Salesforce Mini-competition	18.01.23	18.01.23	Green
Appointment of vendor for Salesforce	31.01.23	31.01.23	Green
First RPA live (tactical victim update solution)	31.01.23	31.01.23	Green

FINANCE SUMMARY

	Green
Project Spend in Period:	0
Project Spend to Date:	0
<i>Financial reporting is being collated and will be provided on a monthly basis as per standard project cadence</i>	



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CURRENT ESTABLISHMENT				
HIOWC	Est.	353	Vacancies	85.2
TVP		433.9		25.16

CURRENT 101 AVERAGE SPEED TO ANSWER AGAINST PROJECTION				
	Force	January 23		YTD as of December 22
Projection for period	HIOWC	7.55	This period	7.59
	TVP	7.07		6.29

COMMENTARY - AVERAGE SPEED TO ANSWER

- Notable improvement in TVP 101 ASA attributed to a comparative fall in demand in November and December, accompanied by the establishment being closer to strength (n.25.16). Allowed for a focus on improvements to internal processes such as absence and performance management. HC still significantly under establishment (n.85.2) and comparative 999, 101, and SOLH demand remains high.
- For HC December was identified and expected to be the bottom of the curve in terms of the department's ability to meet demand. Establishment was at its lowest, demand remained high and significant levels of sickness were experienced across both PCR and CMC teams. ASA's were further undermined by a BT/Ayaya fault and a number of persistent nuisance callers. Action since taken to resolve both matters.



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COMMENTARY - OP FLECK (Recruitment and Retention to staff establishments)

- HC secured 8 students on the Nov course, which positively is the most on any course in the last 12 months. However already 1 has since joined the Constabulary and another has been suspended for gross misconduct.
- Jan course started 03/01 again with 8 students. Work now ongoing to maximise the Feb intakes. Nevertheless, the recruitment picture remains very challenging and meeting 85% of intakes being full remain an ambitious target.

KEY ISSUES – OP FLECK

- OP Fleck has now been extended into TVP to promote sharing of best practise. Course intake forecasts remain positive and recruitment is in a relatively more healthy position than HC.

KEY RISKS - OP FLECK

- HC and TVP prioritising vetting for PC's (has been mitigated with conversations in both forces but HO funding linked to PC recruitment does present an ongoing risk to prioritising CM recruitment).
- TVP have paused uplift of PC posts away from local policing. Impact for TVP CM is not being able to fill 8 PC vacancies. Discussions to resolve on-going.
- HC again had no applicants against Dec advert to fill 10 PC vacancies in PCR. Follows 2 rounds of recruitment and advertising for transferees. Requires further force discussion / decision on how to resolve.
- CM101 requires TVP FIM to support the programme to ensure BAU capability is retained. This is still to be resolved. Provisional plan in place but remains unresolved at present.



Report of the Police and Crime Panel

Report title: Arrest Data by Ethnicity, including Stop and Search and the Police Race Action Plan.

Date: 27th January 2023

Author and contact: C/Supt Sarah Grahame, Supt James Hahn, DCI Quoc Vo

Purpose of the report: At the request of the PCP

Recommendations: Information Only

Executive Summary

- 1.1 This report is requested by the PCP to show TVP's arrest data by ethnicity. It also includes stop and search, and a progress report on the Police Race Action Plan, as requested by the PCC.
- 1.2 This report presents local data in the context of race disproportionality in the use of police powers, and looks at the developing governance structure and HMICFRS findings.
- 1.3 Current disproportionality rates indicate that a Black person is 3.3 times more likely to be arrested than a White person, per head of population. By contrast, the likelihood of an Asian person being arrested is exactly equal to that of a White person.
- 1.4 To facilitate analysis, Thames Valley's datasets have been improved in the last eighteen months
- 1.5 For the purpose of transparency and legitimacy the national Race Action Plan has set up an Independent Scrutiny Oversight Board (ISOB) to deliver dedicated community advice and feedback. Thames Valley has mirrored this approach by taking the innovative step of establishing its own ISOB.
- 1.6 TVP is an Icebreaker force for the National Race Action Plan
- 1.7 TVP has produced a command/meeting structure and action plan to deliver its Race Action Plan workstreams.

2 Background: Police Legitimacy, the Race Action Plan, and 'Explain or Reform'

- 2.1 Following the killing of George Floyd in the USA in May 2020, HMICFRS commented that 'over 35 years on from the introduction of stop and search legislation, no force



Report of the Police and Crime Panel

fully understands the impact of the use of these powers. Disproportionality persists and no force can satisfactorily explain why.’¹

2.2 In mid-2022 the national Police Race Action Plan heralded an unprecedented programme for systemic change, reflecting on the full legacy of post-Windrush racism, through the Scarman report on urban racial discontent that prompted the reforms to stop & search, through to the death of George Floyd, and the strip search of Child Q in a London school. These decades have yielded innumerable reports, innovations, campaigns, and representations from public, professional and official sources, including the Lammy report, the public protests of the Black Lives Matter movement, Through the Race Action Plan, the police have staked a claim that they will listen and act where others before them are perceived to have failed. History will judge the police on this claim, and the cost of failure could be devastating.

2.3 The fair application of police powers across ethnic groups is inherent within the Race Action Plan’s evidence base for change and critical to the outcomes that are sought. It cites that ‘Black people are seven times more likely to be stopped and searched than White people and five times more likely to be subjected to the use of force. Testimonies tell us that Black people find these encounters – particularly stop and search – confrontational, stigmatising and humiliating. Confidence in the police is 20% lower in the Black Caribbean group than the national average. These historically low levels of trust in policing by Black communities risk undermining policing’s Peelian mission of policing by consent.’²

2.4 Consistent with the recent national narrative around police powers (and indeed wider disparities within the justice system) is that policing legitimacy will be defined not by whether disproportionality exists, but by whether it is either explained or reformed. In 2017 the Lammy Review wrote that if ‘if CJS agencies cannot provide an evidence-based explanation for apparent disparities between ethnic groups then reforms should be introduced to address those disparities. This principle of ‘explain or reform’ should apply to every CJS institution.’³ In 2022 the Police Race Action Plan affirmed its commitment to this principle: ‘Every police force in England and Wales will adopt an ‘explain or reform’ approach to examining policy or practice where racial disparity exists.’⁴

¹ Disproportionate use of police powers A spotlight on stop and search and the use of force, HMICFRS 2021, p.5

² NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, pp.6-7, with reference to:

- Home Office. (2021). Police use of force statistics, England and Wales: April 2020 to March 2021. [internet]. [Accessed May 2022]
- Keeling P. (2017). No Respect: Young BAME men, the police and stop and search, [internet]. Criminal Justice Alliance. [Accessed May 2022]
- GOV.UK. (2021). Confidence in the local police [internet]. [Accessed May 2022]

³ The Lammy Review: An independent review into the treatment of, and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System, p.14

⁴ NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, p.13



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2.5 There is a growing consensus among national governing agencies about the required approach. A number of NPCC workstreams had to come together to unite the delivery structure of the Race Action Plan. The plan, now published in its first iteration (the full plan is expected in early 2023) is complemented by its own Independent Scrutiny and Oversight Board (ISOB) – see point 3.2.5. It remains an active landscape: the IOPC have recently surveyed stop & search, a super-complaint enquiry has probed searches conducted under S60, the Children’s Commissioner has harvested data on juvenile strip searches (following Child Q), the Home Office is developing its model for community scrutiny as part of ‘Inclusive Britain’ (in response to the Commission for Race and Ethnic Disparities report) alongside NPCC/APCC developments of custody scrutiny. HMICFRS is expected to apply an inspection regime around the above.

2.6 Within Thames Valley Police governance of police powers is guided by the Force’s Legitimacy Board, chaired by ACC de Meyer: ‘Arrest and Custody’ and ‘Stop and Search’ comprise two of ten workstreams. Underneath the Legitimacy Board, there is a bespoke governance structure for stop and search specifically including central and local leads. With the initiation of the Race Action Plan, which includes specific direction for the use of police powers, and is led locally by ACC Murray, there is ongoing work to remodel/realign the overall governance structure. This is explained below, together with a consideration of external/community governance.

3 **National and Local Picture**

3.1 **Disproportionality Data**

3.1.1 Writing in May this year (based at that time on 2011 census data) the Race Action Plan noted that ‘nationally, Black men are over three times as likely to be arrested than White men, with 60 arrests per 1,000 Black men, compared with 17 for every 1,000 White men.’⁵ Recent Thames Valley data (based on the 2021 census) affirms a similar rate of disproportionality in Thames Valley Police. Figure 1 below shows the arrest rates per core ethnic group – for example, 10.2% of recent arrests have been of Black people. Figure 2 shows the rate of disproportionality: the Relative Rate Index shows that a Black people in Thames Valley is 3.3 times more likely to be arrested than a White person, while the likelihood of an Asian person being arrested is exactly equal to that of a White person, per head of population.

Figure 1: TVP Arrests by Ethnicity 1st October 2021 – 30th September 2022

⁵ NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, p8

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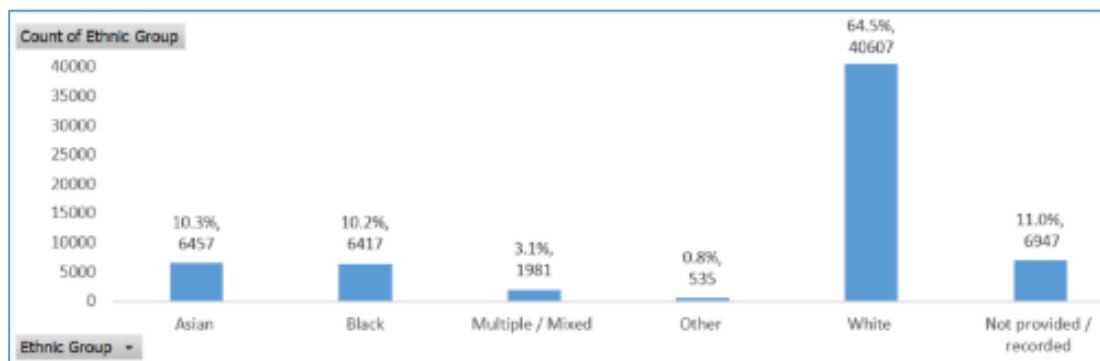
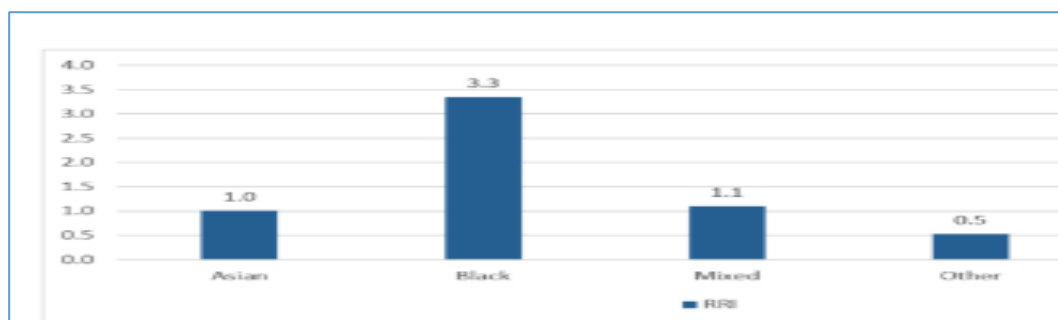


Figure 2: TVP Arrests – Relative Rate Index 1st October 2021 – 30th September 2022, 2021 Census



3.1.2 Despite the national narrative of ‘explain or reform’, arrest does not feature in the Race Action Plan other than the one comment cited at point 3.1.1. TVP’s Legitimacy Board conducted a detailed review of ‘Arrest and Custody’ in 2021 which offers some possible explanations for the lack of insight into this area. The probative value of the research was limited by the fact that geographical data of arrests can be unhelpful (unlike stop and search, the location in which a person is arrested may bear no relation to any part of the offence or incident). The scope of the analysis excluded cases where officers had decided *not* to arrest someone, which, had it been included, would have enabled a more rounded view of police discretion. Finally, a decision to arrest may be prompted more by information provided by the public rather than an officer’s initiative, choice or skill, compared to other police powers like stop & search and use of force. That said, the 2021 review did show a trend in heightened disproportionality in drugs arrests (e.g. Class A drug supply), magnified in the case of young people, correlating with further layers of race disproportionality concerning strip searches (a pattern apparent outside as well as inside custody – see section 3.2) and pointing to the wider context of social inequality (the relationship between poverty and violent crime/drugs being a key driver behind the creation of Violence Reduction Units). Moving forward it is intended that custody scrutiny panels will offer opportunities to scrutinise arrest disproportionality and drive service improvement (see point 3.2.5)



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3.1.3 In contrast to arrest, stop and search has received concerted and sustained scrutiny. Recent Home office data shows that those who were Black (or Black British) were stopped at a rate 6.2 times higher than White people (down from 7.0 in 2020/21, and down from the peak disparity of around 9.5 in 2017/18 and 2018/19)⁶, therefore remaining at double the rate of arrest disproportionality. As figures 3 and 4 show (again, respectively, the volumes and disproportionality by ethnicity), rates of stop search disproportionality in Thames Valley Police are considerably lower than the national average.

Figure 3: TVP Stop & Searches between 01 October 2021 - 30 September 2022 per Ethnic Group by percentage and count

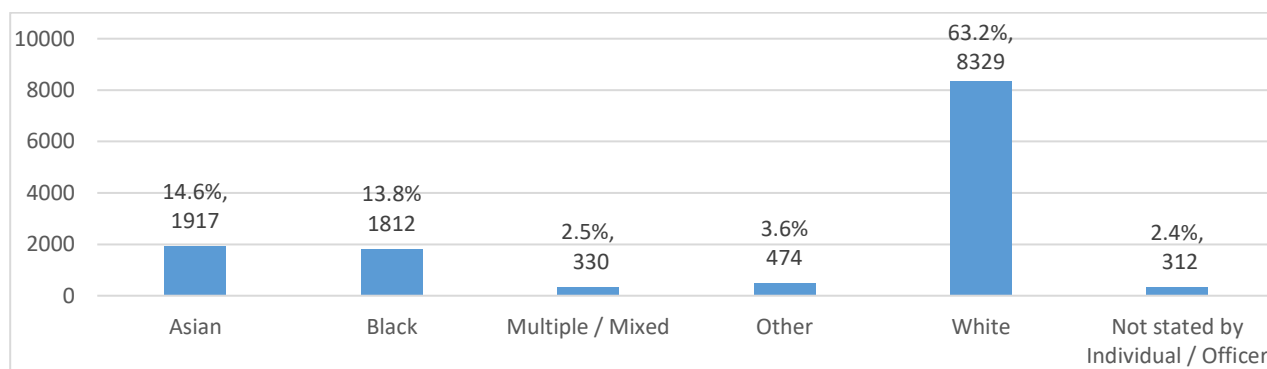
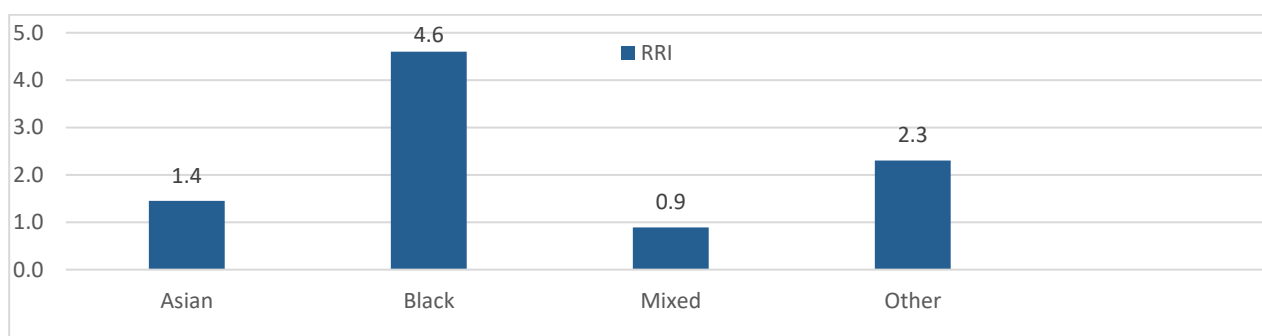


Figure 4: TVP Stop & Search – Relative Rate Index 1st October 2021 – 30th September 2022, 2021 Census



3.1.4 Although comparatively favourable at a national level, race disproportionality in Thames Valley Police stop and search is still considerable. To facilitate analysis, Thames Valley's datasets have been improved in the last eighteen months (both the toolkit accessible to leads and the performance pack, which is contained in **Annex A**). The datasets equip local leads with details of the reasons for stop and searches (including relevant operations), outcomes (items found, persons arrested), and the prevalence of stop and search encounters (e.g. subjects, staff

⁶ Home Office, presentation to NPCC Stop and Search CPD December 2022

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and teams that are engaged in the most stop searches). The varying patterns of arrest and stop and search disproportionality are shown in figures 5 and 6 below: it should be noted that disproportionality is lowest in the four urban areas (Milton Keynes, Reading, Oxford and Slough) which account for the most encounters (see **Annex A**). Positive examples of local accountability and ‘explain and reform’ that have been applied through the governance structure include a review of intelligence in an area on high race disproportionality (Aylesbury) in which the analysis (and local command team) showed that most searches and the intelligence products driving them were conducted in the areas which had highest violent crime, and a review of the most-searched persons in Milton Keynes revealing links to crime groups associated with homicide, both of which examples offered excellent explanations for specific examples of disproportionality.

Figure 5: LPA Arrest disproportionality per local authority census area – Relative Rate Index 1st October 2021 – 30th September 2022, 2021 Census

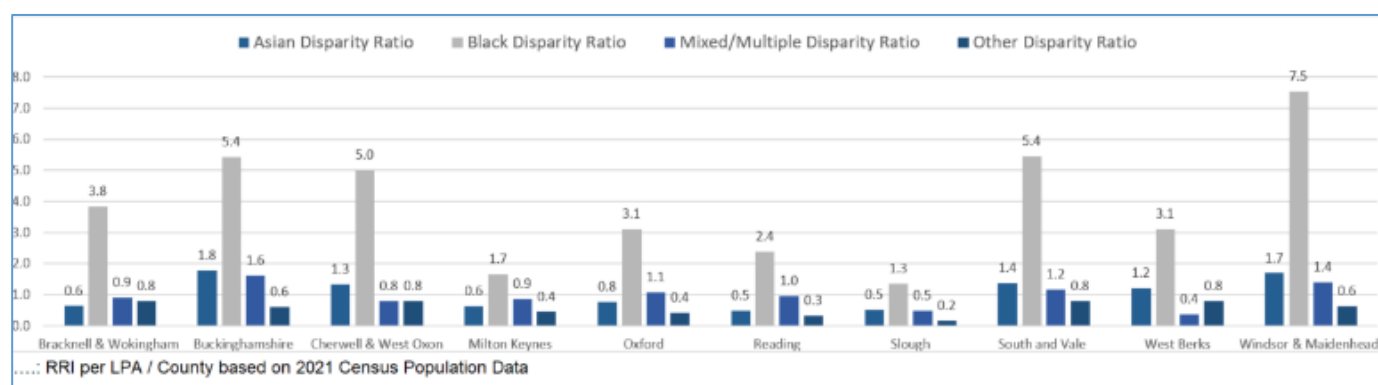
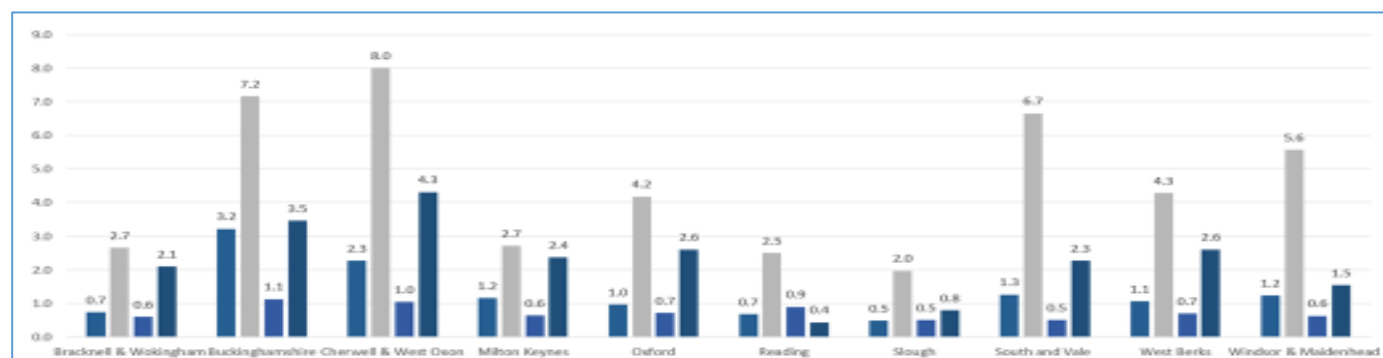


Figure 6: Stop & Search disproportionality per local authority census area – Relative Rate Index 1st October 2021 – 30th September 2022, 2021 Census

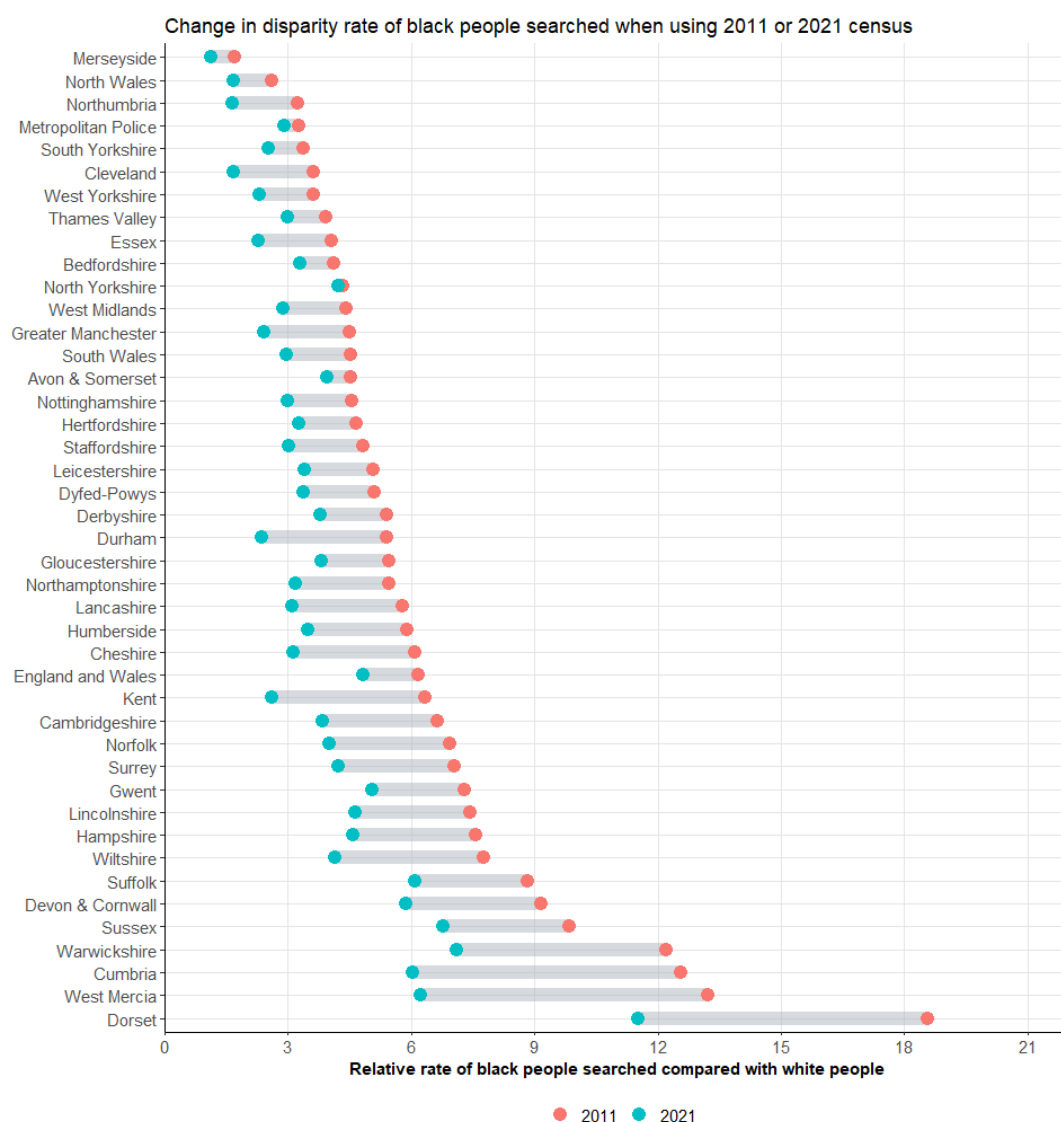


3.1.5 Recent Home Office data shows the relative rates of disproportionality for stop and search of Black people in each police area, comparing the 2011 and 2021 census data (figure 7). According to 2011 census data, Thames Valley performed very

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strongly (the eighth lowest disproportionality nationally) and although its position is less favourable when the now-accurate 2021 data is applied, it is still highly competitive (approximately the fourteenth lowest disproportionality rate nationally).

Figure 7: Stop Search national comparison of 2011 and 2021 census data⁷



3.2 The wider context of police powers: data, direction and governance

3.2.1 To complete the national and local picture the following paragraphs will summarise key contemporary developments in the scrutiny and governance of police powers, including the Race Action Plan, use of force, Child Q, and community oversight.

3.2.2 Police Race Action Plan Workstreams

⁷ Home Office, presentation to NPCC Stop and Search CPD December 2022



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It may be helpful to provide a brief overview of the Race Action plan before going into the individual workstreams.

Since the launch of the national plan, the Force has been working on translating the national plan into a TVP context. There has been a focus on building an effective foundation to allow the successful delivery of the plan over the coming years.

Milestones to date:

- TVP is the only Police Force to have set up its own ISOB (Independent Scrutiny Oversight Board) to demonstrate our commitment to meaningful race action place;
- Our force has provided evidence that enshrined the National Race Action Plan's key commitments and has been recognised by the NPCC as an 'icebreaker' force;
- The Force has successfully hosted its first-ever in-person Black History Month event (118 attendees). Over the month, different event attendances and page views reach 1,375;
- The Force provided one of the highest response rates for the national race action plan survey;
- The Force has been awarded the Race Equality Matters Trailblazer status by an independent panel of judges; the first Police Force to do so;
- We have a formalised programme structure in place to deliver the Race Action Plan together with a qualified programme manager;
- The Force has committed to a full-time Race Action Plan Programme Coordinator;

The Police Race Action Plan has applied clear direction to the police powers agenda, expanding it into new areas. Three of its four workstreams are public-facing and include:⁸

Workstream 2: Respected: Black people and communities are respected and treated in a fair and equitable way.

⁸ NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, pp.17-18, 20, 39-47.



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- Consistent recording, analysis, monitoring and publication of data on police powers, and effective use of that data to tackle disparities (see sections 3.1.1, 5, and 9)
- Strengthened governance and oversight of the use of police powers through effective supervision and community scrutiny of police data and body-worn video (BWV) footage of police interaction with Black people (see section 3.2.5)
- A wider range of police powers disproportionality reviews including vehicle stops under S163 of the Road Traffic Act, use of force and Taser, specific focus on stop and search for drugs on children, searches under S60 of the Criminal Justice and Public Order Act (serious violence), and digital forensics (biometric data, facial recognition and artificial intelligence), which will feature within the TVP Race Action Plan delivery plan/timeline.⁹
- Thames Valley Police is a national 'Icebreaker' force for S163 vehicle stops, working with regional forces (led by C/Inspector Hiles of Sussex Police) to develop and apply a reporting methodology through the Pronto application on officers' handheld devices (vehicle stops are not routinely recorded currently).
- There will be a requirement for all forces to provide S163 data by Q3 2023/24¹⁰.

Workstream 3: Involved: Black people and communities are routinely involved in the governance of policing.

- A review of existing engagement channels, including independent advisory groups and scrutiny panels, and identification of ways of strengthening the voice and influence of Black communities in policing governance
- Mapping community confidence, producing local action plans to support community engagement, publishing outcomes of their engagement and publishing their response to issues raised by Black communities locally.
- Relevant community engagement structures are discussed in more detail in point 3.2.5 below. TVP's stakeholder network group for Workstream 3 has been established (autumn 2022) to commence mapping of community engagement pathways, and to establish channels for effective dialogue with grassroots community groups (starting with those agencies that represent the local Black communities). The Workstream's coordination group is due to meet in January 2023.

Workstream 4: Protected: Black people are protected and properly supported as victims of crime and as vulnerable groups.

⁹ NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, pp.30-36

¹⁰ From DCC Tyron Joyce, National Programme Director during the December 2022 monthly all forces update



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- Developing analysis and interventions to protect Black communities from harm, recognising that Black people suffer disproportionately from certain crime types – in particular, homicide and violent crime – and are less likely than White and Asian adults to have confidence in their local police.
- Developing an effective response to hate crime committed against Black people (including online and on social media), missing person reports, and mental distress suffered by Black people.
- Thames Valley Police is an Icebreaker force with regard to the following commitment: to ‘engage PCCs and local authorities to identify a more effective public safety response that improves the service given to Black people who are victims of hate crime and their families. This will seek to address the criminal exploitation of vulnerable Black people by disrupting the cycle of victims becoming offenders and ensuring the consistent use of age-appropriate policing.’ This is envisaged to include:¹¹
 - Working with the PCC regarding strategies for commissioning of victim services for Black people.
 - Seeking the support of the PCC to identify an effective public safety response to Black people who go missing and their families.
 - Working with the PCC and independent advocates to reduce victimisation within the Black community.
 - Working with the PCC and independent advocates to consider/review current crime prevention activities within Black communities and make the results publicly available.
 - Ensuring effective joined-up working between the PCC and the ISOB (see sections 2.5 and 3.2.5)

Additional Workstream 4 objectives include overcoming barriers to effective ethnicity recording (victim ethnicity data is under-recorded) and improving investigations and outcomes to hate crime committed against TVP staff.

For completeness, Workstream 1: Represented predominately relates to the internal workforce. However, these activities will have an impact across the other workstreams in terms of changing culture and behaviour.

- **Workstream 1: Represented: Black people and communities are properly represented within policing, with an internal culture that promotes inclusivity and supports their development and progression.** Thames Valley Police is an Icebreaker force with regard to the following commitment relating to the misconduct and complaints process: Develop a fair and equitable misconduct and complaints process from initial assessment through to

¹¹ NPCC and College of Policing: *Police Race Action Plan Improving policing for Black people*, 2022, p.43



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investigation and outcome. This will minimise the racial disparity that Black officers and staff face in the disciplinary process.

Thames Valley Police has produced a command/meeting structure and action plan to deliver its Race Action Plan workstreams. The prospective timescales are summarised in point 7 and contained in **Annex C**. Further detail on community scrutiny will be provided in point 3.2.5. **Annex B** contains an overview of the wider scope of the Race Action Plan in Thames Valley Police and a summary of its 'Icebreaker' roles.

3.2.3 **Use of Force and other police powers**

a) **Use of Force**

Further to the Police Race Action Plan, Thames Valley Police has an existing scrutiny and oversight framework for use of force led by C/Supt Grahame (strategic lead) and Supt Hahn (tactical lead) under the auspices of the TVP Legitimacy Board. The force has an HMICFRS Area for Improvement for use of force recording. At the time of writing, reporting has risen from approximately 40% of cases in early 2022 to over 55% by the end of Quarter 2 (July-Sept 2022). The launch of recording via the Pronto app from July has been key to this success, among other steps taken (e.g. awareness in custody and improvements to training products). Disproportionality within the use of force is subject to ongoing review. Indicators suggest rates of disproportionality similar to stop and search, albeit low levels of reporting have hampered accurate measurement. The now-improved reporting will inform actions taken in the months ahead.

b) **Serious Violence Reduction Orders**

Serious Violence Reduction Orders are due to go live in Thames Valley Police in 2023 (as a pilot force). The Violence Reduction Unit is leading on this work, which will introduce new stop and search powers. The internal and external governance framework for disproportionality will be unified within the existing framework (Legitimacy and Race Action Plan).

3.2.4 **Child Q**

The strip search of Child Q in a London school prompted a range of national reviews, including a requirement by the Children's Commissioner for all forces to produce data on child strip searches (excluding searches in custody) from 2018 to



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2022. This research was completed in December 2022. In TVP, the number of such searches was low (approximately ten per quarter, forcewide) and revealed an encouraging ethos of safeguarding, with 65% of searches resulting in a relevant referral, such as communication to Social Services, Multi-Agency Safeguarding Hubs or a Child Protection Order being created. Appropriate Adults were present in at least 81% of search encounters (the searches were recorded on paper forms which were not always accurate – this has since been improved by Pronto reporting – see section 5). The research revealed that 39% of the searches were conducted on young people of Black ethnicity, 41% of White ethnicity and 20% of Asian ethnicity (taken from officer defined data). This data is not dissimilar to strip searches conducted in custody (presented to CCMT in October 2022), although the custody data distinguished between people of mixed race (approximately 50% of strip searches of young people in custody were conducted on people of White ethnicity, 32% of Black ethnicity, 12% mixed race, and 6% Asian ethnicity). The work on Child Q in TVP is poised to deliver several service improvements (for example, improved notification of parents and guardians) and, now recorded accurately via Pronto, child strip searches will fall within the same governance framework as stop and search. TVP CJ department has introduced internal governance arrangements for strip searches conducted in custody.

3.2.5 Community/External governance

a) Independent Advisory Groups

TVPS's Independent Advisory Group infrastructure for stop and search scrutiny is long established, comprising a central Stop Search IAG (SSIAG) at force level, and a network of local IAGs to oversee local performance. While this model remains in place, it has been transformed in the last two years, conducting body worn video (BWV) reviews of stop and search (and use of force) locally and centrally, supported by a growing network of community scrutiny panels that permit a more representative membership than the existing IAGs (TVP's IAGs are reasonably representative by way of ethnicity but do not reach younger age groups). Points 5 and 9 of this report will note key points of achievement – which are considerable – and key points of ongoing development. Examples of scrutiny include SSIAG examination of patterns of compliant handcuffing which have informed force training products, and a recent use of force case referred from the Oxford IAG to the SSIAG for review (involving a young Black female), resulting in an ongoing review of how follow-up care is managed locally.

b) Independent Scrutiny and Oversight Board

The Race Action Plan's bespoke Independent Scrutiny and Oversight Board (ISOB) has been noted at points 2.5 and 3.2.5. Receptive to the rationale that prompted the ISOB's creation (the lack of representativeness of existing institutions and the need to apply fresh oversight to achieve the objectives of the Race Action Plan) TVP launched a local ISOB in October 2022, convening a core

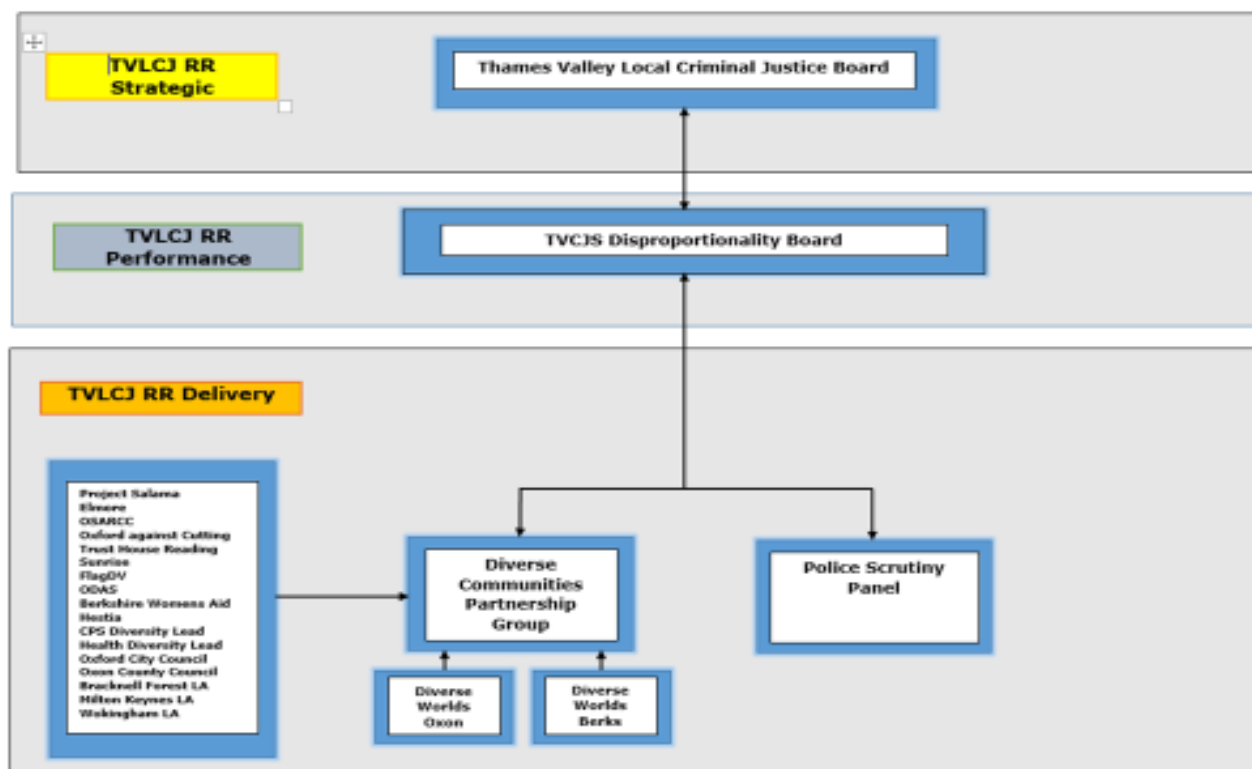
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leadership from the Black community. The Board, still in the process of building its terms and membership, has been warmly received nationally and is expected to enable a level of objective critique that could not otherwise be assured. Crucially, the chair of TVP's SSIAG is a founding member of the ISOB ensuring that Thames Valley's critical independent scrutiny bodies are joined-up.

c) PCC Governance and LCJB/Custody Scrutiny

As a final point, national and local development of community scrutiny of custody points to opportunities to engage PCC governance of community scrutiny products. A TVP custody scrutiny panel was convened in 2021/2 – highly representative by way of race – and current work led by the LCJB is exploring opportunities to situate the scrutiny panel within the LCJB network. If successful this could enable products from other scrutiny groups to be brought within the PCC's governance, further augmenting the ethos of independent oversight in TVP. A draft governance framework is enclosed below (figure 8)

Figure 8 Draft LCJB Governance Structure for Community Scrutiny



4 Operational Perspective

Key operational considerations include the following:



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- 4.1 Demand on front line staff and managers is a factor. The Force's Managing Frontline Demand project sits within a wider Force service review, and it is against this backdrop of demand pressures that officers are expected to challenge themselves about their selection of subjects to stop and search, to complete comprehensive records of their encounters, and their managers to dip-check their staff's BWV footage and challenge, coach and steer their behaviour. It is essential that the rollout of the Race Action Plan and associated toolkits and training is applicable to staff in high-pressure scenarios.
- 4.2 Secondary outcomes are a concept that is not yet widely recognised or accounted for within the context of disproportionality but forms an inherent part of operational policing. As noted in point 3.1.4 the research into child strip searches revealed a high level of ethical care and safeguarding referral associated with but secondary to the principle activity/outcome in question (the strip search). It is expected that the measurement and account of secondary outcomes will form a key feature of success measurement moving forward.
- 4.3 Operational Guidance products will continue to be developed through the course of the Race Action Plan. Significant improvement to strip search guidance will be introduced imminently to assist staff's decision-making (see point 3.1.4). Currently, there is no centralised guidance for use of force – it is dispersed among other topics such as firearms – and this is being reviewed as staff are not always clear on the process to follow (in one recent example, officers recorded using force on a two-year old when they carried the child from one room to another).
- 4.4 Pronto has been referenced throughout this report and will feature at point 5. Launched for stop and search reporting in June 2022 and use of force in July 2022, it has delivered significant process improvement regarding ease of use and data accuracy. Continued aliveness to its opportunities (including S.163 vehicle stop reporting) and its content (opportunities have been found to reduce the free text entered into the use of force reports, saving officers' time) will remain a key factor in the use of powers accountability.
- 4.5 Refresher training will be mentioned as a 'next steps' consideration in point 9, but training also features in basic rolling programmes, such as foundation training, officer safety training and the current rollout of supervisors' training (which includes awareness of harm and bias), the content and delivery of which will remain a factor in accounting for officers' actions and behaviours.

5 Service Improvements achieved

- 5.1 Key recent service improvements include



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- a) Successful rollout of Pronto for stop and search and use of force recording resulting in service performance improvement explained in points 3.2.3 and 4.4.
- b) The stop and search management information pack has been dramatically improved (see 3.1.4). The data pack is contained in Annex A. The pack is readily tailored for internal and external audiences, and user-friendly for workplace leads
- c) The gold (strategic) and silver (tactical) structure for stop and search and use governance is practically complete (due to 'go live' in January 2023), which will assist the process of alignment process between the Race Action Plan and Legitimacy Board (see points 6 and 9)
- d) The development of the SSIAG has been mentioned at point 3.2.5. Recent examples of scrutiny include a BWV review of a search of a young Black male that had resulted in a complaint against the police. The SSIAG was not satisfied that the search or complaint had been appropriately handled, and this has resulted in a service improvement as TVP Professional Standards Department (PSD) has agreed to screen all stop and search complaints for direct PSD investigation, rather than devolve them to area investigators.
- e) The pioneering launch of the TVP ISOB (see point 3.2.5)
- f) Thames Valley's pilot of independent community scrutiny in custody (and associated national terms of reference) was ratified by the Chief Constables Council in early 2022 and the force is now working with the Association of Police and Crime Commissioners to finalise the product for ratification and rollout by PCCS, as well as working on local modelling as noted in point 3.2.5/figure 8). This work has influenced the Home Office's draft terms of reference for community scrutiny within its 'Inclusive Britain' programme.
- g) Mandatory Body Worn Video of stop searches has been implemented, and compliance is very high (compliance is shown in the Service Improvement toolkit)
- h) HMICFRS's PEEL assessment of TVP's stop and search is assessed as 'Good', finding that 'the workforce understands how to use stop and search powers fairly and respectfully', that 88.3 percent of stop and searches had reasonable grounds recorded, body worn video recording was strong, and community scrutiny was well-rounded: the fact that local community scrutiny panels had less stringent vetting requirements than IAGs was praised as more people with relevant lived experience can provide feedback to the force.

6 Risks/ issues/ implications/ alternatives



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6.1 TVP's Diversity and Inclusion team have developed and populated a professional methodology for assessing risk via a balanced scorecard. A moderation process is timetabled for 17th January. When the process will permit a compelling account of risk against relevant strands of the Race Action Plan.

6.2 Pending completion of that process key risks include the following:

- a) The force has initiated a service review of its governance and provision of Diversity and Inclusion (including the Race Action Plan) as national/global risks and expectations associated with race disproportionality have risen dramatically in recent years (see section 1). Currently, the force has no established central resources to account for public-facing Legitimacy and is entirely reliant on seconded staff leaving it vulnerable to significant gaps in service. The service review is currently ongoing so its outcome is unknown.
- b) Until fully established the constitution of ISOB and its associated terms and requirements remain vulnerable (e.g. its relationship with other scrutiny bodies, budgetary considerations)

6.3 A selection of additional delivery gaps are listed amongst 'Next Steps' in section 9.

7 Timetable for implementation

7.1 The Race Action Plan has published a provisional delivery timetable for the years 2023/4 to 2025/6 (enclosed as Annex C) and it is expected that the delivery of associated workstreams (e.g. use of force) will fit broadly within this framework. This timetable will be reviewed when the full national Race Action Plan is published in spring 2023, and more detail will be added. National bodies will continue to set expectations that the force will comply with (for example the commencement of the SVRO pilot which is expected to launch imminently) albeit it is anticipated that HMICFRS will ensure that its inspection requirements are aligned with the Race Action Plan and that other agencies will follow suit.

8 Annexes

Annex A: Quarterly Data Pack used for internal and external scrutiny: Stop & Search



Annex B: TVP Race Action Plan Update (including Workstream 1)



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Annex C: Race Action Plan Strategic Plan, including Delivery Timeline



TVP Race Action -
Strategic Plan.docx

9 Next Steps

9.1 In addition to points detailed in the enclosed timeline (Annex C), key arising steps include the following:

- a) Governance alignment between the Race Action Plan and the Legitimacy Board, spring 2023, including:
 - i. Agreement on reporting and resourcing structures in line with the ongoing Diversity & Inclusion service review.
 - ii. Agreement about ownership and governance on the wider relevant Legitimacy remit including the key stakeholder network. Force leads from Force Intelligence and Specialist Operations (regarding intelligence drivers for stop and search) and custody (regarding arrest and strip search powers) were engaged within the original remit of the Legitimacy Board in 2021, supplied by relevant analytical products, whereas wider accountability within the Race Action Plan command structure and associated analytical capability is not yet defined (including analytical support for Workstream 4).
- b) Completion of Legitimacy Delivery Plan actions by March 2023 (including full BWV video data sharing agreements, the establishment of young peoples' panels, common terms of reference and wider rollout of local scrutiny panels, scrutiny toolkits for local leads, 2023 refresher training provision for staff).
- c) Completion of outstanding use of force 'quick win' actions (for example sharing use of force report findings with staff to encourage reporting and sharing the learning from officers' use of force encounters).
- d) Application of wider/national learning within Stop and Search and Use of Force remits (including accounting for secondary outcomes, application of trauma-informed practices, peer scrutiny processes).



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- e) Levelling-up of data analysis (e.g. understanding populations that are present on the street, accessible to police for stop and search encounters)
- f) Accurate ethnicity recording (note that this is a national issue, and that Thames Valley police has a relevant HMICFRS Area For Improvement on this topic)
- g) Full alignment of Taser within internal/external scrutiny for use of force
- h) Comprehensive rollout of external communications products including public-facing data and public trust measurement.
- i) Finalisation of PCC/LCJB/Custody scrutiny options including alignment with national directives.
- j) Data improvements will include location mapping of stop searches and will be accessible to local leads as part of a new Service Improvement toolkit – this is due to go live in approximately April 2023.

10 Conclusion

10.1 Thames Valley Police's Legitimacy Board has been in place since early 2021, resting upon a governance and resourcing framework for Diversity & Inclusion that predates the contemporary risks and challenges facing policing. The Legitimacy Board governs an infrastructure for accounting for disproportionality in the use of police powers and driving improvements to 'explain or reform' police activity. Arguably the Race Action Plan has been launched at a good time, prompting an early review of the wider governance structure of legitimacy and energising the wider review process of Diversity and Inclusion in TVP. Considerable service improvements have been achieved, and the force's performance is comparatively strong, with significant opportunities for further modernisation and improvement. The Race Action Plan presents a critical and unique opportunity to affect such change and the price of failure would be high. The Force is not blasé about the challenges that lie ahead but move forward with confidence, based on solid grounding and the timely opportunities presented for change and development in the early months of 2023.



Report of the Police and Crime Panel

Report title: Unauthorised Encampments

Date: 27th January 2023

Author and contact: Chief Inspector Joanne Hutchings

Purpose of the report: At the request of the PCP

Recommendations: Information only

Executive Summary

This paper contains a briefing on Force and LPA Unauthorised Encampment Performance data, training, and our response to Unauthorised Encampments (UE) in Thames Valley Police. It also contains an overview of how we are working with Local Authorities in the Thames Valley to provide a consistent response to Unauthorised Encampments.

Data

It is difficult for us to understand the true demand of Unauthorised Encampments or to monitor the effectiveness of our response without reliable data collection.

Following the implementation of CMP (Contact Management Platform - 15 October 2020) reports of Unauthorised Encampments result in an automatic recording of Non-Crime Occurrence in Niche, therefore multiple reports results in multiple occurrences (duplicates). This can make it difficult to understand the scale of demand or to monitor how effective we are in our response.

In order to address this data quality issue we have explored a number of options.

- Short Term - All Local Police Areas have been reviewing their Unauthorised Encampment Year to date figures. LPA Deputy Commander have been asked to review all duplicates and submit them for re-classification to miscellaneous incidents where appropriate. This resulted in a dramatic reduction in our 2021 end of year totals and we anticipate that this will be the same on the 2022 data.
- Long Term - A dashboard has been created within CMP, which will capture UE reports. CMP operators are briefed to check this dashboard before creating a UE occurrence to see if one has already been created at that location. If it has then they will not record another but they can add the information to the existing occurrence. If one has not been recorded then they will create a new one.
- The CMP project team are trying to develop a fix to prevent duplicate incidents being created.

Table 1 Shows all recorded reports for unauthorised encampments in TVP area by month (Mar 2016-Dec 2022)



Report of the Police and Crime Panel

	2016	2017	2018	2019	2020	2021	2022
January		9	21	33	3	11	3
February		7	27	30	14	25	22
March	4	18	41	58	11	37	20
April	3	19	43	32	15	43	29
May	7	37	79	23	34	35	36
June	9	52	81	32	63	48	47
July	8	44	60	39	55	38	70
August	11	43	80	71	50	24	71
September	21	20	57	59	21	28	45
October	19	15	34	32	34	16	23
November	16	21	26	21	19	25	15
December	11	13	19	18	12	9	5
Total	109	298	568	448	331	339	386

Please note, that within the total number of reports for 2022, a number of duplicate reports have been identified, which will be rectified by the next performance review.

Table 2 shows reported use of sec 61 powers 2019-2022 (See Annex for description of powers)

	Section 61 Used	Section 61 Used	Section 61 Used	Section 61 Used
	2019	2020	2021	2022
February			3	
March			2	
April		1	5	3
May		1	2	4
June	1	1	1	2
July		1	7	3
August		1	2	3
September	1		2	
October		1	2	1
November		1	3	
Total	2	7	29	16

Table 3 shows use of sect 60c since introduction (28th June 2022)



Report of the Police and Crime Panel

	Section 60C Used
	2022
Milton Keynes	1
Oxford	1
Reading	9
South Buckinghamshire	1
South and Vale	2
West Berkshire	4
Thames Valley	18

The above data suggests that Officers are utilising the Section 60C powers far more frequently (18 times in 6 months) than the existing Section 61 Powers (16 times in 12 months).

“Use” of section 60C means a notice to leave land was issued. In 15 out of the 16 occasions, the occupants have left the land voluntarily. On one occasion (Milton Keynes LPA), the notice was not adhered to and additional powers were used to remove the Unauthorised Encampment.

The figures above are consistent with Regional (South-East) and National responses by Police Forces, as reported by the NPCC Unauthorised Encampment Working Group.

- **Training and Organisational Learning**

A mandatory Unauthorised Encampment Training video was created for all Operational Inspectors to complete ahead of the new legislation being enacted. The training is a 7-minute video containing an engaging question and answer style briefing, covering a number of scenarios in which the criteria for the new Section 60C criteria could be met. It also covers Human Rights considerations and welfare and wellbeing considerations.

A briefing slide (including the training video) was delivered to all operational Incident and Crime Response (ICR) officers in June ahead of the new legislation. The updated operational guidance has also been widely communicated and publicised.

The completion rate for this mandatory training for Inspectors was initially 100%. Due to the turnover of work force, this mandatory training will continue to be required of all operational Inspectors as they move into post.

There is also a SNAP guide on the Force SNAP (smart phone) application.

Following the enactment in June 2022, and a review of Thames Valley Police’s response to a report of an Unauthorised Encampment in the Milton Keynes LPA area, the force held



Report of the Police and Crime Panel

a number of organisational Learning events. These events addressed learning identified since the enactment of the Police, Crime, Sentencing and Courts Act.

• **Response to Unauthorised Encampments**

In order to achieve a consistent operational response to reports of Unauthorised Encampments a number of processes have been put in place;

- The Operational Guidance has been re-written and updated in line with the Police, Crime Sentencing and Courts Act 2022 Home Office and NPCC Guidance to Police Forces.
- Our response to UE will continue to be monitored and reviewed through the local Daily Management Meeting process for consistency and promptness when the criteria is met. Community Tensions is a standing agenda item on the Force Daily Management Meeting and therefore our response to Unauthorised Encampments should be raised here if it is having a significant impact on the community.
- The Unauthorised Encampment Strategic Working Group will meet quarterly to review data collection, compliance with use of closure templates, consistency in our response and any learning to be captured and reviewed.

• **Working together with Local Authorities**

In 2018, a joint working protocol in relation to unauthorised encampments was established between TVP and local authorities. The protocol sets out the aim and general principles for police and local authorities when responding to and dealing with unauthorised encampments. The protocol also includes the actions required to be taken and describes how the police and partners will communicate with each other in relation to unauthorised encampments. An annual review also takes place as part of the protocol agreement. This was held in March 2022.

In 2022 a full review of the protocol was commenced. Consultations and working groups were held with all local authorities in March, July and August 2022, which resulted in a new Join Working Protocol being produced. The consultation was deliberately held at a tactical level, as previous feedback was that the practitioners were not consulted.

The protocol is intended to be a guideline. It is recognise that there might be minor localised differences depending on the local police / authority area but the ethos of the guidelines remains the same – we want to work together to provide a consistent response to Unauthorised Encampment in the Thames Valley.

This waits ratification from Chief Executives at the Local Authorities.

Next Steps / recommendations

Ratification of updated TVP and Local Authority unauthorised encampments protocol



Report of the Police and Crime Panel

23/1/23 Chief Inspector James Sullivan takes role as Force Tactical lead for unauthorised encampments.

Conclusion

New and updated legislation for dealing with unauthorised encampments was introduced in June 2022. The first 6 months of data shows that TVP and local authority partners have used the legislation to apply a consistent and improved response to unauthorised encampments. There will need to be a consistent drive to keep the training relevant, keep a focus on performance and our response to reports of Unauthorised Encampments and maintain vital relationships with local authorities.

Annex A - comparison table showing key points of sec 60c and sec 61

Sec 61	Sect 60c
Two or more persons present	One or more
Trespassing on land with intent to reside	Residing or intends to reside without consent
	A person aged 18 or over
Reasonable steps taken by occupier/rep to ask them to leave and one of following:-	At least one vehicle
Trespassers have caused damage disruption or distress	Has caused, or is likely to cause significant damage, disruption distress
or six or more vehicles on land	Requested to leave by landowner/rep or Police

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Report to the Thames Valley Police & Crime Panel

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

Date: 27 January 2023

Author: Khalid Ahmed, Scrutiny
Officer, Thames Valley Police
& Crime Panel



Background

1. As set out in the Police Reform and Social Responsibility (PRSR) Act 2011, and further explained in the Policing Protocol Order 2011, Police and Crime Panels (PCPs) perform a scrutiny function for PCCs, providing challenge and support, and acting as a critical friend. PCPs are currently responsible for handling non-serious complaints made about a PCC and a Deputy PCC and resolving these through the process for “informal resolution”, as set out in the PRSR Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.
2. A Sub-Committee of the Panel discharges this duty on its behalf. The Chair of the Sub-Committee is Councillor Emily Culverhouse.
3. It was agreed that the Sub-Committee should submit its report to the Panel when complaints have been considered.
4. It should be noted that the proceedings of Complaints Sub-Committees are confidential and no details can be discussed in the public domain of a Panel meeting.

Complaint Received

5. A complaint against the conduct of the Police and Crime Commissioner was considered at a meeting of the Complaints Sub-Committee on 21 December 2022. The proceedings of the Complaints Sub-Committee are confidential and cannot be discussed in the Panel meeting.
6. The complaint was carefully considered and based on the submissions of the complainant and the PCC, the Sub-Committee resolved that the complaint be upheld and the PCC be asked to apologise to the complainant in writing as suggested in the PCC’s submission.

Recommendation

It is recommended that the Thames Valley Police & Crime Panel note the report.

Report to the Thames Valley Police & Crime Panel

Title: Topical Issues

Date: 27 January 2023

Author: Khalid Ahmed, Scrutiny
Officer, Thames Valley Police
& Crime Panel



Police forces ordered to check existing staff in same way they vet recruits

<https://www.bbc.co.uk/news/uk-64319133>

All police forces will be asked to check staff against national databases to identify if anyone "slipped through the net", the Home Office says.

It follows the case of David Carrick who admitted dozens of rape and sexual offences as a Met Police officer.

The National Police Chiefs Council (NPCC) will ask forces to check current staff recruited before tougher vetting of recruits was introduced in 2006.

The College of Policing will also be asked to strengthen vetting procedures.

The current guidelines for checking applicants when they join a police force were set in 2006 and require a series of background checks that look at everything from past convictions, behaviour of family and friends, or financial problems that may leave an applicant open to corruption.

The College of Policing introduced the national guidelines to ensure all forces in England, Wales and Northern Ireland were checking new recruits in the same way.

Then in 2019 the police watchdog, Her Majesty's Inspectorate for Constabulary, Fire and Rescue Services, gave all forces in those three nations a deadline of July 2020 to retrospectively vet all their officers and staff to those 2006 guidelines, no matter how long they had been serving.

That deadline passed and in 2021, the BBC's File on Four programme checked with the forces whether it had been complied with - and revealed that a quarter had not met the deadline.

Now two-and-a-half years on from the deadline, it is not clear how many forces have still to complete the checks. The Home Office has yet to reveal how many background checks are missing at this stage, but has been approached by the BBC for a comment.

Officials will look at decision-making at police disciplinary hearings, as well as checking forces have the power they need to take action against rogue officers. The review is expected to be completed within four months.

More than 1,800 police officers recruited as part of Governments' pledge to boost numbers by 20,000 have already quit

<https://www.dailymail.co.uk/news/article-11585523/More-1-800-police-officers-recruited-Tory-pledge-boost-numbers-QUIT.html>

More than 1,800 police officers recruited as part of the Tory manifesto pledge to boost numbers have already quit, it has emerged. Ahead of the 2019 general election, former prime minister Boris Johnson promised to recruit 20,000 new police officers.

A deadline of March next year has been set for the Government to reach that target under the Police Uplift Programme.

Latest figures show 15,343 additional officers have so far been recruited in England and Wales - which is 77 per cent of the target with three months left to go. But data obtained via Freedom of Information requests by the i newspaper revealed at least 1,837 of those officers who joined under the scheme have already voluntarily resigned.

It was suggested the true figure is likely to be much higher, as 19 of the 43 forces in England and Wales failed to provide data, including London's Metropolitan Police.

Greater Manchester Police lost 206 recruits, West Midlands Police lost 173, Thames Valley Police lost 160, Surrey Police lost 129 and Hampshire Police lost 124.

There has been criticism of the phasing out of traditional entry routes and the new requirement for recruits to complete an apprenticeship, a degree or a diploma while undertaking on-the-job training.

The Home Office insisted the retention of police officers was a 'priority' and said that voluntary resignation rates, at 2.5 per cent, were low compared to other sectors. A survey of almost 3,500 police recruits showed job satisfaction at 90 per cent among those who joined as part of the Police Uplift Programme, while 81 per cent said they intended to continue as police officers for the rest of their working lives.

Thames Valley Police officers should be paid more, Chief Constable says

<https://www.bbc.co.uk/news/uk-england-oxfordshire-64080367>

In a Christmas message, Chief Constable John Campbell revealed the force had attended more than 168,000 incidents in the past year. He told the BBC his staff had the same grievances as other agencies but that police do not strike and never will.

Police salaries rely on the government and independently-assessed police pay awards.

More than 28,000 people were arrested by Thames Valley Police in 2022, and 5,700 missing people have been found. More than 1,500 of its officers were involved in the policing operation on the day of Queen Elizabeth II's funeral.

"I think policing deserves more money for the work that they do, both police officers and police staff," Mr Campbell said.

"Like all the other agencies we would make a cogent and strong bid to say that salaries have reduced and aren't in line with inflation, that's across public sector.

"But of course there's pressures on public sector spending and budgets so we recognise that as well, but do I think that police officers are paid enough for what they do? Absolutely not."

There have been more than 1,200 assaults on Thames Valley Police officers in 2022.

Mr Campbell said: "Those are people who don't deserve to be assaulted.

"In policing we acknowledge there's a risk of physical violence and assault but we should never accept it."

A Home Office spokesperson said: "Our police do an incredible job on the frontline, often in the most difficult of circumstances. We are ensuring police forces have the resources they need to keep our communities safe.

"That's why we've increased the police funding settlement by more than £1bn this year, providing up to £16.9bn for the policing system.

"We continue to back our police, including by recruiting 15,343 additional officers and putting in place the Police Covenant to support officers, staff, volunteers and their families."

The force is expecting a busy period over Christmas and New Year and has reminded people that 101 and an online service are both available to report non-emergency incidents.

Impact of Cost of Living crisis on Police Officers

<https://www.policeprofessional.com/news/more-than-80-per-cent-of-thames-valley-police-officers-worse-off-financially-than-five-years-ago/>

Thames Valley Police has become the first force to gain trailblazer status in its adoption of the Police Race Action Plan

<https://www.miltonkeynes.co.uk/news/crime/thames-valley-police-becomes-first-force-to-gain-trailblazer-status-for-race-inequality-action-plan-3957199>

Thames Valley Police has become the first force to gain trailblazer status in its adoption of the Police Race Action Plan. Police forces across the country have adopted a new process to improve the relationship between officers and Black people.

'Dangerously low' number of police officers struggling to keep Milton Keynes safe.

<https://www.miltonkeynes.co.uk/news/crime/worried-whistleblower-cop-claims-there-is-dangerously-low-number-of-police-officers-in-milton-keynes-3985507>

A worried Police Officer has spoken out about the 'dangerously low' number of police officers struggling to keep Milton Keynes safe. A whistleblower police officer, who cannot be identified for their own protection, said at times there are only two or three response officers available to cover the entire city.

Sometimes the situation is so bad that officers have to be "borrowed" from neighbouring areas in the Thames Valley force, they said.

The whistleblower explained how various duties take up the time of the 18 response officers on shift. These duties include dealing with a prisoner in custody, where on one average MK shift there will be four or five such prisoners handed over, the officer said.

A further two officers are taken up with telephone appointments, while another two are often working on missing person cases, of which there is a "constant high volume" in MK.

On top of this, the officer says there is usually at least one cop on paperwork to complete enquiries from their workload of jobs.

The officer said, "With all the above taken into consideration, on the average shift in Milton Keynes I am disappointed to tell you that at the start of the shift there is normally about eight officers for the whole of Milton Keynes," the officer claims.

"As shifts progress and officers become committed at jobs and make arrests etc this number drops and we often have only two to three officers covering the city.

"On my shift approximately half the officers have not completed their three-week blue light driving course, which dramatically hits response times."

The officer describes Milton Keynes as the busiest Local Policing Area (LPA) in Thames Valley, often holding the same amount of un-resourced jobs as Oxford, High Wycombe, Slough and Aylesbury combined.

"An interesting fact is that Milton Keynes has around 10% of the TVP population but carries 25% to 30% of the force's workload," the officer said.

In response to the officer's comments, Thames Valley Police Chief Superintendent Michael Loebenberg said: "We're sorry to hear this from our officer; we know policing is challenging and making things better for our teams is an absolute priority for the force.

"We can reassure our communities that we have minimum staffing levels and strict processes that tell us when to bring in officers from other policing areas, and from other departments, to support.

"In addition to this, over the last three years the force has continued to recruit more officers and these are making their way into local areas, including Milton Keynes." He added: "Frontline officers face a range of demands in the very nature of being the first line of response to incidents and this includes interviewing suspects in custody and carrying out

enquiries to find missing people. As well as our frontline teams, such as the one this officer works in, there are hundreds of other officers also working 24-7 in our Roads Policing, Armed Response, and Proactive and Neighbourhood Teams. Many more detectives are also working around the clock to investigate a wide range of different crimes.

“Our frontline officers face many demands and we will continue to support them and be proud of how they rise to the many challenges they face.”

£100,000 available to community groups to help prevent crime across Thames Valley (16 January 2023)

The Community Fund, jointly managed by the PCC and the Chief Constable, helps to prevent crime and keep communities safe. Money for the scheme is created from the proceeds from the sale of items seized from criminals that cannot be returned to their rightful owners.

The PCC said: “I’m pleased to announce the first round of this year’s Community Fund is now open for applications. This is a great opportunity to support community and voluntary groups in reducing crime.

“We’re fortunate to have such an active community across the Thames Valley, playing a significant role in helping to tackle local issues around crime prevention and supporting vulnerable groups.

“I have been fortunate to visit some of the groups we’ve supported in the past, who have benefited from the funding provided to support their communities and help prevent crime across the Thames Valley.

“I look forward to receiving applications which focus on a range of areas within my Police and Criminal Justice Plan including crime prevention, modern crimes such as cybercrime and fraud, and reducing re-offending.”

Organisations from across the Thames Valley can apply for grants for projects that support one or more of the PCC’s ‘Police and Criminal Justice Plan’ priorities:

- Strong Local Policing (preventing crime & protecting communities)
- Fighting Serious Organised Crime (protecting vulnerable people)
- Fighting Fraud & Cybercrime (fighting modern crimes)
- Improving the Criminal Justice System (reducing re-offending)
- Tackling illegal encampments (reducing the impact of encampments)

Chief Constable John Campbell, said: “Using money generated from the sale of items seized from criminals that cannot be returned to their rightful owners is a great way of funding worthy projects and other work across the Thames Valley.

“This funding will play a big part in helping voluntary and community groups across the Thames Valley. It will allow them to continue to run projects that play such a big role in preventing crime and protecting our communities.

“As ever, we are particularly keen to receive bids for this money from organisations that support our priority areas.”

The closing date for this round of applications is 4pm on Monday 6th February and applications will be considered jointly by the Police and Crime Commissioner (PCC) and the Chief Constable.

Thames Valley Police & Crime Panel: Speeding enforcement defended
<https://www.oxfordmail.co.uk/news/23150511.thames-valley-police-crime-panel-speeding-enforcement-defended/>

New plans to widen police powers for disruptive protests
<https://www.bbc.co.uk/news/uk-politics-64282962>

Thames Valley communities asked for their views on policing and crime (16/11/2022)

The Police and Crime Commissioner for Thames Valley is pleased to launch an anonymous online survey providing residents with an opportunity to share their views and experiences of policing and crime.

The survey asks for your views about how safe you feel in your local area, your experience of both crime and the police as well as questions on the future funding of policing.

Launching the survey, Matthew Barber (Police & Crime Commissioner for Thames Valley) said: "Part of my role is to ensure there is a clear focus on the priorities that matter most to the public. I want to gain a real understanding of how crime is affecting communities, whether it is direct experiences of crime or issues that may be causing you concern in your local area. I also want to hear your feedback, whether good or bad, on policing; what the police are doing well and areas you think could be improved.

"To help me build up a picture across the Thames Valley, the survey will be available on my website all year round. It will provide an ongoing mechanism for people to share their views and keep me informed. Whether or not you have directly experienced a crime, I would encourage you to use the survey to share your feedback and tell me what is important to you. Your views will help shape the future of policing in the Thames Valley."

Results from the survey will be shared regularly on our website, social media and other communication channels.

If you are a resident of the Thames Valley, please complete the survey by visiting our website. If you are able to re-share our social media posts, to ensure the survey is shared as widely as possible, that would be great.

Police and Crime Commissioner announces strategy to improve the safety of women and girls

Ahead of White Ribbon Day, Matthew Barber has today (22/11) announced a Thames Valley-wide strategy aimed at improving the lives of women and girls.

Violence against Women and Girls (VAWG) has been brought into sharp focus by recent tragic and high profile cases. This strategy sets out the role we can all play in ending VAWG as part of a coordinated partnership response in the Thames Valley.

Announcing the strategy, Matthew said: “Today’s strategy launch highlights the positive work my office is leading on across the Thames Valley in improving the lives of women and girls.

“The risks to both women and girls in our communities can take many different forms, from domestic abuse to public place harassment, stalking to sexual violence. Therefore, it is important that a variety of responses are in place to ensure the Thames Valley is a safer place for all women and girls.

“In response to this, I am pleased to be supporting a range of initiatives to make our streets safer. This includes the development of schools-based programmes to focus on the safety of women and girls, and additional activity focused on street harassment, stalking, sexual assault, rape and predatory behaviour.

“I am committed to improving the safety of women and girls across the Thames Valley through the key priorities set out within my Police & Criminal Justice Plan.”

As part of the strategy, the Office of the Police & Crime Commissioner has set a number of key priorities and objectives including:

- Creating clear pathways of support
- Commissioning quality victims’ services and effective interventions
- Delivering a system wide approach to improve the safety of women and girls
- Ensuring the voices of women and girls are heard
- Holding police and criminal justice agencies to account

This strategy will be delivered alongside Thames Valley Police, Local Authorities and in partnership with a variety of specialist organisations whose work will ensure the Thames Valley is a safer place for women and girls.

Young people in Milton Keynes invited to rap, speak or write about knife crime (30 November 2022)

Rap and spoken word competition launched as part of Milton Keynes’ Month of Action Against Violence

Police and Crime Commissioner Matthew Barber has launched a competition, ‘The Knife Sentence’, to raise awareness of the impact of knife crime on individuals and communities and give young people the opportunity to express their feelings against violence.

The competition invites anyone aged 11 – 25 to submit their own Knife Sentence; a short rap, spoken word performance or written lyrics about how they feel about knife crime and violence in Milton Keynes. It forms part of the activity that is taking place during December’s Month of Action Against Violence, which will also see the hosting of the National Monument Against Violence and Aggression, also known as the Knife Angel, outside MK Stadium.

Police and Crime Commissioner, Matthew Barber, said: “The competition is about engaging young people on the issue of knife crime; how they feel about it and how it affects them.

“Violence, and in particular knife crime, is a real concern amongst communities in Milton Keynes. The purpose of the Month of Action and the presence of the Knife Angel is to bring statutory organisations and the community together to open up discussions about how we can work together to tackle it.

“Some young people may find it a difficult subject to talk about. I hope the competition provides a way for young people to open up and get involved in the conversation.”

Entries will be judged across three age group categories by Thames Valley music group Readipop who are supporting the competition.

Winners could be heard on Spotify, win a MK Dons match day experience as well as a chance to record their own music at a session with Readipop.

Police and Crime Commissioner review aims to improve support for victims of crime across Thames Valley (Press Release 4 January 2023)

Matthew Barber, Police & Crime Commissioner for Thames Valley, has today (4/1) published findings of his internal review into the provision of victim's services across Thames Valley

The review, which was compiled by the Office of the Police & Crime Commissioner (OPCC) in May 2022, was conducted to evaluate existing OPCC funded victims services to ensure they continue to meet victim's needs. Outcomes from the review will help to provide a framework for future commissioning of victim services, with new contracts due to begin in April 2024.

Matthew said: “I want victims to have access to the best possible support which is why we continually strive to improve our provision in the Thames Valley.

“The current landscape is very different to the one that existed when we commissioned our current victim's services which is what has driven this review. Challenges of the pandemic have meant that services have had to evolve and over time, victims needs have changed. Many services have also come under strain during this time due to increased demand for support, especially in the areas of domestic abuse and sexual violence.

“The review has enabled the collation of data and insights and alongside the voices of victims, will help us understand where and how services can be developed to provide better outcomes. Its recommendations will help improve existing provision as well as inform our future commissioning.”

As part of the review, the OPCC sought the views of victims through a Victims Survey. The survey, which took place between March and April 2022, received over 900 responses with the majority of people having been victims of theft or burglary.

Following the review, a number of key recommendations were identified including:

- Work with current providers to implement service improvement measures
- Introduce a range of engagement mechanisms to ensure the victim's voice is central to all work undertaken by the OPCC
- Ensure future commissioned services have the ability to flex and grow
- Move to an automatic victim referral mechanism from Thames Valley Police

Outcomes from the victims services review will be embedded into the delivery of support for victims, ensuring that they continue to receive the best support available across Thames Valley.

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Thames Valley Police & Crime Panel Work Programme 2022/23

8 April 2022	Themed Item - Domestic Violence	<ul style="list-style-type: none"> • Public questions • Contact Management – Update on performance of “101” Calls and on-line reporting • Governance of Large IT Projects • CCTV – Linking of systems across the Thames Valley? • Chairman/PCC Updates /Topical Issues • Work Programme
24 June 2022 and reconvened meeting 23 September 2022	Police and Crime Commissioner’s Annual Report – Monitoring of Priorities of Police and Criminal Justice Plan: 1 Strong local policing 2. Fighting serious organised crime 3. Fighting cyber-crime and fraud 4. Improving the criminal justice system 5. Tackling illegal encampments	<ul style="list-style-type: none"> • Public questions • PCP Annual Report • Annual Review of Panel’s Terms of Reference, Panel Arrangements, Appointment of Independent Co-Opted Members, appointment to Sub-Committees and Task and Finish Groups and Home Office Grant 2021/22 • Chairman/PCC Updates and Topical Issues Report • Work Programme
18 November 2022	PREVENT – Was it fit for purpose?	<ul style="list-style-type: none"> • Annual Assurance Report – Joint Independent Audit Committee • Update on Community Speedwatch • Update on Recruitment and Retention of Police Officers • Multi Agency Safeguarding Hubs • Hosting Arrangements for the Panel • Work Programme

		<ul style="list-style-type: none"> Chairman/PCC Update and Topical Issues Report
27 January 2023	PCC Draft Budget – To review and make recommendations on the proposed precept for 2023/24 and to receive a report from the Budget Task and Finish Group	<ul style="list-style-type: none"> Scrutiny of the Proposed Police Precept – Questions to the Police and Crime Commissioner Progress on Contact Management Update on TVP Collaborations TVP – the data around arrests by ethnicity Illegal Encampments across Thames Valley Recruitment of Independent Co-Opted Member to the Panel Chairman/PCC Updates /Topical Issues Work Programme
24 March 2023 extended meeting	Community Policing Strategy – including Police Community Support Officers	<ul style="list-style-type: none"> Cyber Crime Criminal Justice System and Probationary Service - Prison Leavers How is the PCC holding the Chief Constable to account for TVP's role and performance in the 9 MASHs within Thames Valley (six in Berkshire, one in Oxfordshire, one in Milton Keynes and one in Buckinghamshire). Joint Governance Professional & Ethical Standards Panel Annual Assurance Report 2021 PCC 's Case management system – Update Public questions Chairman/PCC Updates/Topical issues Work Programme

23 June 2023	<p>Police and Crime Commissioner's Annual Report – Monitoring of Priorities of Police and Criminal Justice Plan:</p> <ol style="list-style-type: none"> 1 Strong local policing 2. Fighting serious organised crime 3. Fighting cyber-crime and fraud 4. Improving the criminal justice system 5. Tackling illegal encampments 	<ul style="list-style-type: none"> • Public questions • PCP Annual Report • Annual Review of Panel's Terms of Reference, Panel Arrangements, Appointment to Sub-Committees and Task and Finish Groups and Home Office Grant 2022/23 • Race and BAME representation in TVP – Progress being made • Chairman/PCC Updates and Topical Issues Report • Work Programme
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Future Meetings **15 Sep 2023, 13 Nov 2023, 26 Jan 2024, 15 March 2024**

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