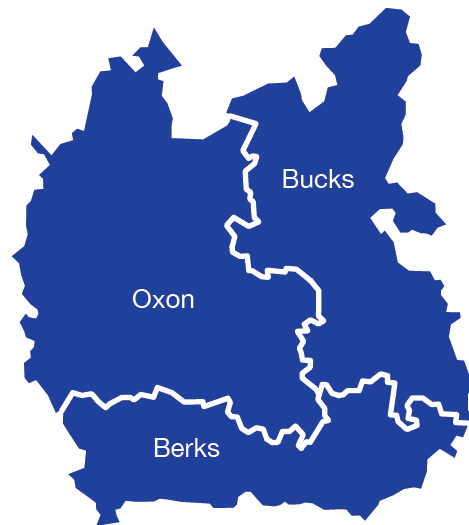


Agenda

Date: Friday, 8 April 2022

Time: 11.00 am

Venue: Paralympic Meeting Room,
Buckinghamshire Council,
Gatehouse Road, Aylesbury,
Bucks HP19 8FF



Map and Directions

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

Please note that meetings are currently taking place in-person (not virtually) with social distancing at the venue. Meetings will continue to be live-streamed and those who wish to view them are strongly encouraged to do so online to minimise the risk of Covid-19 infection.

[LIVE STREAM LINK](#)

Places at the meetings are very limited due to the requirements of social distancing. If you still wish to attend this meeting in person, you must contact the Scrutiny Officer to the Panel by 9am four working days before the meeting and they will advise if you can be accommodated at this meeting and of the detailed Covid-19 safety requirements for all attendees.

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

To agree the Minutes of the meeting held on 28 January 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. Themed Item - Domestic Abuse (Pages 15 - 42)

To consider the attached report from the Police and Crime Commissioner.

6. Contact Management Call Handling Performance – Thames Valley Police (Pages 43 - 48)

To consider a report on Contact Management Call Handling performance as requested by the Panel.

7. PCC Governance Arrangements for the Oversight and Scrutiny of Major Force Projects (Pages 49 - 58)

The report of the Police and Crime Commissioner sets out the governance arrangements by which he can exercise effective oversight, scrutiny and challenge, where necessary, of the management and delivery of major Force projects, including projects undertaken in collaboration with other forces and/or public and private sector partners.

The Panel is asked for their comments on the draft document.

8. Review of CCTV Provision and establishing a new CCTV Partnership for Thames Valley (Pages 59 - 60)

To consider a report by the PCC on CCTV provision and the possibility of establishing a CCTV partnership with local authorities in Thames Valley.

9. Process for appointment of Deputy PCC if Mandated by the Home Office (TO FOLLOW)

10. Report of the Complaints Sub-Committee (Pages 61 - 62)

To receive a report from the Complaints Sub-Committee.

11. Updates from the Chair of the Panel, from the PCC and Topical Issues Report (Pages 63 - 68)

To note and ask questions on the Topical Issues report and to receive updates from the Chair of the Panel and the PCC.

12. Work Programme (Pages 69 - 72)

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

Date of next meeting: 24 June 2022

Membership

Councillor Marilyn Davies (West Oxfordshire District Council) (Chair), Councillor Barrie Patman (Wokingham Borough Council) (Vice-Chair), Councillor Balvinder Bains (Slough Borough Council), Councillor Adele Barnett-Ward (Reading Borough Council), Councillor Robin Bradburn (Milton Keynes Council), 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), Councillor John Harrison (Bracknell Forest Council), Liz Jones (Independent Member), Councillor Andrew McHugh (Cherwell District Council), Phillip Morrice (Independent Member), Councillor Richard Newcombe (Buckinghamshire Council - Co-Opted Member), Councillor Simon Rouse (Buckinghamshire Council - Co-Opted Member), Councillor Claire Rowles (West Berkshire Council), Councillor Dr Louise Upton (Oxford City Council), Councillor Richard Webber (Oxfordshire County Council) and Councillor Mark Winn (Buckinghamshire Council - Co-Opted Member).

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Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday, 28 January 2022 in Paralympic Meeting Room, Buckinghamshire Council, Gatehouse Road, Aylesbury, Bucks HP19 8FF, commencing at 11.00 am and concluding at 1.05 pm

Members Present

Councillor Barrie Patman (Wokingham Borough Council – Vice-Chair – In the Chair), Councillor Balvinder Bains (Slough Borough Council), Councillor Adele Barnett-Ward (Reading Borough Council), Councillor Robin Bradburn (Milton Keynes Council), Councillor David Cannon (Royal Borough of Windsor and Maidenhead), Councillor Sam Casey-Rerhaye (South Oxfordshire District Council – attended remotely), Councillor Emily Culverhouse (Buckinghamshire Council - Co-Opted Member – attended remotely), Liz Jones (Independent Member – attended remotely), Councillor Andrew McHugh (Cherwell District Council), Phillip Morrice (Independent Member), Councillor Richard Newcombe (Buckinghamshire Council - Co-Opted Member), Councillor Dr Louise Upton (Oxford City Council) (attended remotely), Councillor Richard Webber (Oxfordshire County Council) and Councillor Mark Winn (Buckinghamshire Council - Co-Opted Member).

Officers Present

Khalid Ahmed (Scrutiny Officer).

Others Present

Matthew Barber (Thames Valley Police and Crime Commissioner), John Campbell (Chief Constable, Thames Valley Police - attended remotely), Paul Hammond (Chief Executive Office of PCC - attended remotely), Catherine Marriott (Head of Partnerships and Community Safety, PCC - attended remotely) and Ian Thompson (Chief Finance Officer – Office of PCC).

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)

1/22 **APOLOGIES FOR ABSENCE**

Apologies for absence were submitted by Councillor David Carroll (Buckinghamshire Council), Councillor Marilyn Davies (West Oxfordshire District Council), Councillor Simon Rouse (Co-Opted Member Buckinghamshire Council) and Councillor Claire Rowles (West Berkshire Council).

2/22 **MINUTES**

The Minutes of the meeting of the Panel held on 19 November 2021 were agreed as a correct record and signed by the Chair.

[In relation to Minute No. 45/21 – Themed Item – Violence against Women and Girls, the PCC was asked to respond to the Panel’s request that Violence against Women and Girls be added as a sixth key priority in his Police and Criminal Justice Plan.

The PCC reported that consideration had been given to the Panel’s request, however, at this present time he would not be amending his Plan. The PCC reiterated that there were several areas in his Plan where Violence against Women and Girls was covered, and whilst Violence against Women and Girls was not a specific named key priority, he considered that the issue was important to the PCC and to TVP.

The PCC said he would continue to monitor his Plan and reference was made to the forthcoming Violence against Women and Girls Conference for partners which the Office of the PCC had organised to look at dealing with this increasing crime.

In relation to Minute No. 45/21 - Themed Item – Violence against Women and Girls, the PCC was asked whether he had raised the issue with the Local Criminal Justice Board of making improvements to bring perpetrators of these crimes to justice in a timelier fashion. The PCC reported that he had not yet done this but would be doing so.]

3/22

REPORT OF THE BUDGET TASK AND FINISH GROUP

As in previous years, the Thames Valley Police & Crime Panel formed a Budget Task & Finish Group to assist in discharging its statutory duty to scrutinise the Police & Crime Commissioner (PCC) for Thames Valley’s proposed Council Tax precept for 2022/23.

Councillor Barrie Patman, the Chairman of the Budget Task and Finish Group presented the report. He thanked Ian Thompson and Linda Waters for attending the Task and Finish Group which met on 19 January 2022 and updating Members on the PCC’s draft budget proposals.

Members were provided with details of where the additional funding from the proposed precept would be invested and this included:

- Forensics would be improved which would improve most investigations across the force, speeding up processing times which would result in bringing offenders to justice quicker and increase victim satisfaction.
- The improvement of technology and mobile data collection, through in-car Automatic Number Plate Recognition and camera recording.
- The development of a Specialist Rape and Sexual Offences team.
- Improvement to custody management including capacity. The creation of dedicated teams to fast-track cases which would reduce delays for victims.
- More investment in the Contact Management Platform and the Pronto system which would improve outcomes for residents. Roll out of digital 101 and improving and maintaining call handling capacity-by converting temporary staff to permanent staff.
- Enhancements to public protection units with additional officers and improving data analytics and reporting.

- Investment in essential ICT infrastructure and, system developments which would improve service delivery.
- The recruitment of more officers in addition to Home Office funded uplift programme.
- The continuation of projects such as the Rural Crime Taskforce and the Drug Focus Taskforce by ensuring sustainable funding for frontline operational policing.
- Plans to increase the number taser-trained officers to better protect police officers and tackle violent criminals.
- Purchasing additional storage space for increasing quantities of digital evidence including specially body worn video footage.
- Improving training in line with recommendations from the centre.
- Violence against Women and Girls requires additional investment.
- The monitoring of sex offenders.
- Additional capacity to deal with the proliferation of stalking.
- Improvement in intelligence capability for murder and murder prevention strategies.
- Improving the efficiency and effectiveness of police vetting.
- Review and improving the activities of the Central Redaction Unit.
- Upgrading Armed Response capability sufficient to meet projected threat. This will include upgrading of weapons and vehicles.

The Panel was provided with the following comments and observations of the Task and Finish Group:

- The proposed £10 increase would protect front line police service and provide the Force with the resources to carry out all the increased additional policing responsibilities brought about by the changing face of policing and technology changes.
- The proposed £10 increase flexibility for each year could not be deferred and carried over in part or full to future years.
- Inflation was difficult to predict, although it had been included at 4.0% for 2022/23. Inflation and pay award inflation had a big impact on the budget and this was a reason for the preferred £10 increase.
- Discussion took place on the increasing use of reserves, and Members were assured that TVP reserves were in a healthy position and would stay above the 3% guideline level for the next three years.
- Collaborations would continue to be sought with rationalisation of the TVP estate taking place with further opportunities explored. Reference was made to the workforce working more flexibly with advancements in technology and the shared facilities, particularly with the Fire Service (dual stations).
- Another area of collaboration could be around a joined-up CCTV network with local authorities, a theme the Police and Crime Panel would be reviewing at a future meeting. There would be benefits in terms of reducing operational costs and the advantages in terms of crime prevention and detection.

- Reference was made to Police and Crime Commissioners having three-year settlement whereas local authorities, as a whole, again had to deal with a one-year settlement. This with many PCCs proposing to take the full £10 increase did have a negative effect on Council Tax bill payers. Members were informed that the increase being sought was such that the benefits for the residents of the Thames Valley area far outweighed the burden. It was noted, that hopefully through the increased recruitment of Police Officers, there would be improved policing for the whole area.

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

That the Police and Crime Panel approve the Police and Crime Commissioner's precept for 2022/23, (Option 3), to increase the council tax precept by £10 (Band D), as set out in the OPCC report 'Revenue Estimates 2022/23 and Medium-Term Financial Plan 2022/23 to 2024/25', subject to satisfactory responses to the written questions raised at Appendix A and any other supplementary questions asked the Panel.

4/22

SCRUTINY OF THE PROPOSED PRECEPT - QUESTIONS TO THE POLICE AND CRIME COMMISSIONER

The PCC responded to the following written questions: -

1. What are the early indications of the implications of the McCloud/Sergeant and Matthews rulings on pensions costs for TVP and how will this additional cost be funded?

[The PCC reported that he was not yet in a position to estimate the financial implications, however, the Home Office have stated that central government will provide additional funding.]

2. Why was Option 2, to increase the council tax precept by 2.00%, which would have generated an additional funding of £4.3m not the preferred option? What would have been the implications on the service and to residents?

[The PCC replied that although cuts would be avoided it would not provide any opportunity for investment so the gap between performance and expectation would increase. Also, it would not provide base funding for the significant known commitments in 2023/24 e.g. full year effect of additional Police Uplift Programme officers and 2022 pay awards, and it would not deliver key improvements in priority areas in his Police and Criminal Justice Plan.]

3. What will the implications of this budget be in terms of delivering the key objectives in your Police and Criminal Justice Plan and how will the success of this extra funding be measured?

[The PCC reported that there were many implications:

- *Improvements in forensics which will improve the majority of investigations across the force, speed up the time it takes to process samples and evidence, enabling offenders to be brought to justice quicker, increased victim satisfaction and improve public safety.*
- *Development of a Specialist Rape and Sexual Offences (RASO) team which will help to bring more offenders to justice.*
- *Improving custody management and capacity, including the creation of dedicated teams to fast track cases thereby reducing delays for victims and creating capacity for frontline officers.*
- *Improving technology and mobile data collection, through in-car ANPR and camera recording, to help identify and disrupt criminal networks, bringing more offenders to justice.*
- *Enhancing our public protection units with additional officers and improving data analytics and reporting to support investigations will deliver more effective management of sex offenders reducing the likelihood of reoffending, more rapid identification and targeting of offenders and better protection for vulnerable people and children in society.*
- *Additional investment in the Contact Management Platform and the Pronto system will provide improved communications with the public reducing waiting times, enhanced identification of vulnerable individuals and quicker response and deployment to emergencies, faster and more accurate information for frontline officers, improving public safety and ensuring incidents are dealt with efficiently and quicker.*
- *Improving service delivery by investing in essential ICT infrastructure and, system developments to provide enhanced protection of police data, improve the interoperability with partners and improve frontline communications.*
- *Recruitment of more officers beyond the Home Office funded uplift programme, from 2023/24 onwards.*
- *The continuation of projects such as the Rural Crime Taskforce and the Drug Focus Taskforce by ensuring sustainable funding for frontline operational policing.*
- *Plans to increase the number taser-trained officers to better protect police officers and tackle violent criminals.]*

4. In relation to the transfer of £12m from the Improvement and Performance reserve to help fund the aborted ERP solution with Surrey and Sussex (Equip), how can the Panel and residents be assured that future TVP IT projects be more successful and not waste financial resource?

[The Panel was informed that £12m was transferred from the I&P reserve into the Optimism Bias reserve in 2018/19. It was used to fund many projects, including CMP and Equip.]

In future TVP will not seek to implement bleeding edge technology, particularly across multiple forces. Business cases will need to be improved before being signed off, particularly in terms of costs, benefits, risks and the level of skilled resources to deliver them. The PCC was currently developing a new process for improved OPCC oversight of significant investment projects and programmes.]

5. How does Thames Valley fare in relation to other Forces on Police Funding and does the PCC agree with his predecessor that Thames Valley does not receive a fair settlement?

[The PCC reported that TVP net revenue expenditure in 2021/22 is £194.69 compared to the England average of £205.82 (22nd highest out of 39). However, in TVP council tax funds 44.8% of NRE, compared to the English average of 38.4% (9th highest out of 39).]

The Police funding formula is currently being reviewed with proposals being made to the Ministers in late Spring, early summer. There was no information on when new formula will be implemented, or how (i.e. transitional arrangements).

All PCCs believed they are under-funded but many also fear that they will lose out under the new arrangements. The senior sector group are not considering allocating funding on a population only basis, the method favoured by the previous PCC.]

6. Police Community Support Officers (PCSOs) are an important resource for local policing throughout the Thames Valley in terms of visibility to the community. What more can be done to recruit this useful resource?

[The PCC replied that the Chief Constable and he were committed to PCSO recruitment and retention and the value they bring to neighbourhood policing. There was a PCSO page on the careers site that is well populated with the stories of a number of PCSOs; live roles in Berks, Bucks and Oxon are being advertised on there.]

Stories have been shared across social media channels but probably need to ramp this up a bit because of the focus on Police Officers / Uplift in recent weeks.

In a very competitive employment market TVP are looking at career progression opportunities for PCSOs. Many PCSOs apply to become Police Officers, in recent times this has increased as a result of Uplift, and has therefore opened up more opportunities to recruit new PCSOs.

A survey was being developed to send out to those candidates who have shown an interest in the PCSO role on Oleeo (i.e have looked at the application) but not converted into applying. This will provide an evidence base to the blockers between interest and actually applying so that we know where to focus any activity in changing

process/entry route or marketing etc to ensure more people who are interested actually go on to apply.

Targeted paid-for and organic social media adverts are planned, with targeting aimed mainly at the southern areas of the force, especially Slough.

Exploring opportunities for localised posters/radio advertising also being considered. There was potential to run some PCSO Information events to complement the advertising.]

7. In relation to the identified risk of TVP failing to recruit and retain the additional 231 police officers (and 13 for SEROCU), as part of the National Police Uplift Programme (PUP), and the resultant loss of part of the grant, how optimistic is the PCC of the Force achieving this target?

[Current recruitment plans include a contingency should wastage increase. Significant work has been undertaken over the last couple months to ensure the process is streamlined to ensure no recruits are unnecessarily lost due to delays in the process.

Police Now intakes have been increased as an alternative route to recruitment and IPLPD courses have been introduced to allow an increase in recruitment.]

8. With almost £1.3m in the revenue budget for the Office of the PCC, how does this budget cost, compare to other PCC offices?

[The Panel was informed that 35 out of 43 police forces/OPCCs completed the CIPFA Police Estimates return for 2020/21. The results showed that Thames Valley's PCC office has the lowest cost per head of population at £0.51, compared to the mean average of £1.16, (highest £3.56, GMP) and the 2nd lowest cost when expressed as a percentage of net revenue budget (0.27%, average 0.53%, MOPAC lowest at 0.24%, GMP highest at 1.6%)

Reference was made to Offices of PCCs all being structured slightly differently with varying roles and responsibilities].

The Panel also asked the PCC the following additional questions on the Precept Proposal:

1. In relation to the extra funding requested and the extra burden on Council Taxpayers in Thames Valley, together with the cost of living crisis, will the PCC continue to lobby the Home Office for Thames Valley's Police funding not to be as reliant on the Council Tax element of the funding?

[The PCC reported that there was an argument to bring this forward, however, being realistic this would be difficult as the Home Office had a lot of detail to consider.]

2. Reference was made to the three-year Police settlement which did not correlate with the one year settlement which local authorities were given. The Police precept created extra pressure on Council Taxpayers. There should be a fair funding

policy for all public authorities. In Milton Keynes for example, there had been two murders in the last month, crimes such as the theft of catalytic converters were increasing, and some residents were not receiving an adequate Police response.

[The PCC agreed that local authorities should receive better funding.]

3. How confident is the PCC of recruiting and retaining the additional officers and could he provide a progress report to the Panel in six months' time on progress made?

[The PCC acknowledged that there were challenges. For the end of March, the Home Office target was an extra 4,615 officers nationally and this was on track to be delivered. Year 3 TVP was in a strong position, however, there were challenges such as the volume of recruitments. Covid had had an impact with a number of officers choosing to stay in the Force as they felt the Police needed them because of the Pandemic.]

The PCC was confident of reaching recruitment targets and receiving funding for extra officers.

The Initial Police Learning Development Programme, the Degree Holder Entry Programme (DHEP), Non-Degree entry and apprenticeships would all improve recruitment.

A supplementary question was asked in relation to the Force establishment and the PCC clarified that as of June 2021, TVP had 4,525 officers and were on target to reach the 4,615 target.]

4. Police Community Support Officers are an important resource for local policing throughout the Thames Valley in terms of visibility to the community. What are the PCC's plans to recruit to this service?

[The PCC referred to a survey which had taken place to find out PCSOs why they wanted to become Police Officers. An area which was being looked at was looking at tying PCSOs into longer contracts, however, this could make the job of a PCSO less attractive.]

5. Reference was to the Metropolitan Police where officers receive £3,500 London weighting which helps with the cost of living and housing costs. The PCC was asked whether there could be a Thames Valley weighting as housing costs were high in the region.

[The PCC replied that ideally Police Officers should receive higher pay rises but that would come at a cost. There was a real challenge around a South East weighting but the PCC did not underestimate the problem of housing costs which made Thames Valley prohibitive for potential applicants. However, officers also left the Force for career changes or for operational reasons.]

All Thames Valley Police officers did currently receive South East Housing Allowance on top of national pay scales which currently stands at £2,000 per annum.]

6. What will be the improvements made to technology and mobile data collection which will help the Police and how will their success be monitored?

[The PCC said he would bring this information back to a future meeting, however, in relation to the Sexual Offences Team, for example, there would not be a numerical target, but there would be other factors which would indicate its success.]

For 101 calls there had been investment and there was performance statistics. Pronto, the IT infrastructure would look at usage by officers, Tasers would be measured around its use by the Force.]

7. What is the reason for the low levels of promotion of officers from a BAME background in TVP and why did applications take too long to process?

[The PCC replied that there had been improvements in the diversity of intakes in the police force. However, there was a challenge around diversity within the Inspector ranks. There was no bias around the recruitment process.]

There were difficulties on a national level regarding the speed of processing applications. TVP was not in control of this as there was no local control of the process. Vetting did take time but in view of recent events, it was important that vetting was thorough and was right.]

In relation to a comment about Special Constables, the PCC acknowledged their importance and the skills they brought to policing. It was proposed that they would undertake driver training and taser training to increase their skill base.]

8. With the public's perception of a lack of policing, what justification can the PCC give for requesting a £10 increase on Band D for Council Tax when local authorities across the Thames Valley are looking to limit Council Tax increases on residents because of the rise in the cost of living? Could funding by Local Police Area be provided?

*[The PCC replied that there was an Option 2 available which would still require an increase in Council Tax precept. The proposed £10 increase was because of lack of funding from the Home Office and increased dependency on Council Tax contributions. Any funding broken down by Local Police Area would be misleading, and reference was made to the shared Roads Policing service with Hampshire and how difficult it would be to work out LPA share of this. The PCC said, subject to whether the information could be broken down, he would provide this to Members. **(ACTION: PCC)**]*

9. What will the PCC do to allay residents' fears that they are not getting value for money from the Police, particularly in rural areas?

[The PCC replied that it was a challenge, and that visibility was important to residents. There was a Rural Crime Taskforce which consisted of a team of dedicated officers working with other units to tackle rural crime. Of course, this would

not show for each LPA. The night time economy required visible policing in towns, but the point was noted.]

10. Is there any cause for concern that reserves are forecast to reduce from almost £21m to around £10.4m (including £1.8m to SERCU which is ring fenced) by 2025?

[The PCC replied that some Forces had built up their reserves, but Thames Valley was not in a position to do that, but it was made sure that there was the minimum level of reserves. The PCC said that the proposed £10 Council Tax increase would not be used to replenish reserves. Reference was made to the transfer of £12m from the Improvement and Performance reserve which was allocated to several IT projects.]

11. Reference was made to the recent news reports that Police Forces across the UK have ordered officers to avoid high-speed chases in certain BMW models, and the PCC was asked for the impact this would have on TVP, particularly with an elderly fleet of vehicles?

[The PCC replied that the issues around a particular model of BMW were a concern. TVP procured its vehicles through the Chiltern Transport Consortium where good rates were procured through economies of scale.]

12. What funding will be provided to deal with Violence against Women and Girls, particularly in relation to training for specialised officers to deal with the trauma?

[The PCC reported that trauma training was provided for all teams. An example was given of a recent rape case and the specialised trained officer who supported the victim.]

13. There are increases in budgetary provision to improve the Criminal Justice system could the PCC briefly outline some of his plans to achieve this?

[The PCC informed the Panel that one improvement had been the funding of in-house testing capability for example drugs, which was presently sent off for analysis. There had been 25 cases taken to court in the first six weeks of this change. There had been challenges regarding accreditation.]

Reference was made to the difficulties officers had with redacting sensitive personal information from material, which was officer intensive and caused delays to case files. The PCC said there was a proposal for a central redaction team which would improve efficiency.]

RESOLVED – (1) That the Police and Crime Panel approve the Police and Crime Commissioner’s precept for 2022/23, (Option 3), to increase the Council Tax precept by £10 (Band D), as set out in the OPCC report ‘Revenue Estimates 2022/23 and Medium-Term Financial Plan 2022/23 to 2024/25’.

(2) That the Panel received the PCC’s proposed precept for 2022/23 and noted:

- I. That, subject to final taxbase notifications, the Council Tax requirement for 2022/23 be set at £226.286m.
- II. That any variation in the final amount of council tax income be appropriated to or from General Balances.
- III. That the police element of the Council Tax for 2022/23 be set at £241.28 for properties in Band D, with the charge for other bands as set out below. This represents an increase in the band D precept of £10, or 4.3%.

Council tax 2022/23

Property Band	Relevant Proportion	PCC Element of the Council Tax £
A	$\frac{6}{9}$	160.85
B	$\frac{7}{9}$	187.66
C	$\frac{8}{9}$	214.47
D	$\frac{9}{9}$	241.28
E	$\frac{11}{9}$	294.90
F	$\frac{13}{9}$	348.52
G	$\frac{15}{9}$	402.13
H	$\frac{18}{9}$	482.56

5/22

HATE CRIME

The PCC submitted a report which set out the issues and processes around Hate Crime and Hate Issues.

There were lots of challenges around separating Hate Crimes from Hate Issues. Reference was made to the changing face of such crimes which also occurred on-line, crimes which were enabled by technology.

A Hate Crime was any criminal offence which was perceived by the victim or any other person to be motivated by a hostility or prejudice based on race, religion, sexual orientation, disability and if the person is transgender.

A Hate Incident was defined as any non-crime incident perceived by the victim to be motivated by race, religion or belief, sexual orientation, disability, or transgender.

The Panel was informed that with limited resources, there were lots of offences which possibly should be investigated by the Police, however, there were some incidents which were a challenge. For example, social media such as Twitter, Facebook etc.

Members' Questions

1. In the Hate Crime Outcome Types in the report and in the prosecutions presented, there were no crimes under S29 – S32 of the Crime and Disorder Act. These were classed as crimes such as Hate Crimes on Social Media.

[The PCC replied that these were offences in their own right. Threats to Kill would be taken seriously but this was a real challenging area. There needed to be a better triage system.]

There were some horrific harassment on social media and it was a difficult area to police. Reference was made to those who serve in public life who do receive "hate" mail. There needed to be system put in place to protect the real victims and to give the Police the option to say no to certain incidents. There could be a system where investigations would take place and words of advice could be issued which could be placed on an individual's record.]

2. What does the PCC see the impact of misogyny on policing being added as a hate crime?

[The PCC replied that there could be difficulty identifying misogyny, such as in Domestic Violence cases and it would be difficult to police and recording such crimes / incidents could be problematic.]

3. How does social media/technology impact on the number of incidents of hate crimes or incidents? Is there specific training given to officers for this?

[The PCC replied that this was a difficult area and, in his opinion, social media should not be policed by the Police. However, training was available to officers including call handlers.]

4. Reference was made to Non-Hate Crimes or Incidents which were recorded but which were not classed as being a criminal record.

[The PCC replied that Hate Incidents were recorded but they did not constitute a person having a criminal record. The importance of education and schools having a part to play, in instilling into young people acceptable standards of behaviour.]

5. The PCC was asked for a breakdown of faith-based Hate Crimes as this would be useful information for local authorities to have.

[The PCC said he would check whether there was a breakdown on faith-based Hate Crimes and if there was, he would circulate the information.]

RESOLVED - That the report of the PCC, together with the responses to the issues raised by the Panel be noted.

6/22

UPDATES FROM THE CHAIR OF THE PANEL AND THE PCC AND THE TOPICAL ISSUES REPORT

The Panel received a report from the Scrutiny Officer which provided details on topical issues on policing and crime.

The PCC was asked whether the Office of the PCC was cyber resilient to any possible cyber-attack in view of recent world events. The PCC said there was a significant amount of work which has gone into cyber security at both local and

national level, and he was as confident as he could be, that Thames Valley could cope with a threat.

Reference was made to the item on delays in prosecuting suspected criminals having hit a record 708 days for the average time it takes to go from offence to completion of a case at a magistrate's court. The PCC was asked for reassurance that the time span within Thames Valley was reducing. The PCC said he did not believe there had been an increase in the time taken from a date of an offence to sentencing.

Reference was made to the item on Thames Valley Police warning farmers not to go out patrolling the streets after a spike in crime in rural areas. The PCC was asked whether there was a disconnect in relation to communication as rural communities were not aware of this.

The PCC replied that the statement was more a sensationalist press statement, than an actual communication from TVP. The PCC informed Members that the Rural Task Force was working with rural communities and offering reassurance, engaging with NFU and Farmers Weekly to get the message out there. In the first few months there has been some good work carried out in rural communities such as the recent campaign checking trailer vehicles because of an upsurge in recent thefts etc.

The PCC was asked whether there would be any communications regarding the recent changes to the Highway Code and were there plans for enforcement. The PCC replied that there were plans in place to produce a Road Safety Strategy and he expected officers to take a common sense approach to the changes in the Highway Code.

The PCC was asked about the increase in the BAME representation which had increased to 6.2% and what more could be done to increase this representation. The PCC referred to the ethnic mix across the Thames Valley which was changing. TVP were looking at where recruitment was carried out and would look at strategies to engage more with the BAME communities to increase applications.

7/22 **WORK PROGRAMME**

The Panel noted the work programme and it was agreed that an update on Community Speedwatch be added as an item to a future meeting.

..... in the Chair

Date of signing

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Matthew Barber
Police & Crime Commissioner

Report to the Thames Valley Police & Crime Panel

DOMESTIC ABUSE

The attached paper sets out very fully the Force operational response to domestic abuse. This serious issue features in the priorities set out in the Police & Criminal Justice Plan and continues to be a Force priority.

ADDITIONAL ACTIVITY TO RESPOND TO DOMESTIC ABUSE AND SUPPORT VICTIMS

In addition to the operational response set out in the attached report, the PCC provides support to victims of domestic abuse through Victims First and through supporting numerous organisations across the Thames Valley. This includes work with Thames Valley Partnership who have been involved in developing covert smart phone apps to help protect victims.

The PCC has also funded Family Drug and Alcohol Courts (FDACs) in Buckinghamshire and Milton Keynes. Discussions have continued with the judiciary in Oxfordshire and Berkshire and it is hoped to be able to establish similar problem solving courts in these areas as well.

Support for DA victims will feature heavily on the agenda for the VAWG Partnership Board to be chaired by the PCC next month. Work continues to try to find effective perpetrator programmes to tackle those who do commit abuse and reduce instances in the future.

The DA fast track programme, now back up and running in Aylesbury Crown Court continues to demonstrate great benefit and this is an area that the PCC will continue to lobby the CPS to support elsewhere in the Thames Valley.



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Chief Constable's Management Team

Owner: Chief Constable John Campbell

Author: D/Supt Kelly Gardner

Date: 14th March 2022

ChiefConstable@thamesvalley.police.uk

1. Introduction

Over 2 million¹ people a year in England and Wales experience domestic abuse. The impact of abuse can result in a range of negative and harmful effects on health, wellbeing and outcomes in life. Domestic abuse affects upon future generations and their ability, capacity and attitude towards relationships, parenting, self-esteem and mental health. It affects the whole family and prevention or responses much recognise both the immediate impacts which domestic abuse may have on an individual or family and its long-term consequences.

Many different services, both statutory and voluntary, work to support families and individuals across Thames Valley that are affected by domestic abuse. These services engage with the complex and often chronic nature of domestic abuse and collaborate to challenge it.

Thames Valley Police with our partners are working tirelessly to strengthen and coordinate our response across all our services. Working strongly in partnership, we seek to ensure that those at risk of, who have experienced domestic abuse have the support and service provision they need.

No person should have to experience any form of domestic abuse. Thames Valley are committed to preventing abuse from happening and to ensuring our service, provision is strengthened. We will ensure we learn from reviews and latest research and understand what works best to continually improve the effectiveness of our response to all our communities.

This paper aims to inform the reader what domestic abuse is, its prevalence and impact and how Thames Valley Police respond to incidents. It describes Thames Valley's vision, strategic direction and the priorities that will be set out in the new Domestic Abuse Strategy and the governance structures, which will ensure Thames Valley, deliver with our partners and work tirelessly to reduce domestic abuse.

2. Defining Domestic Abuse and its Impact

2.1 What is Domestic Abuse?

Domestic abuse includes different forms of abuse and may not include physical violence. Other forms include sexual, psychological and economic abuse. Each form is committed against someone to exert power and control over them. A current or former partner or family member can commit domestic abuse.

Honour based abuse and forced marriage are forms of domestic abuse.

On average, two women per week are killed in England and Wales and 1 in 4 women and 1 in 6 men experience domestic abuse in their lifetime. The number of police recorded

¹ Office of National Statistics, "Domestic Abuse prevalence and trends, England and Wales: year ending March 2019

domestic abuse-related crimes in England and Wales rose 6% in the year ending March 2021 to 845,734; this follows increases seen in previous years and may reflect the improved recording by the police alongside increased reporting by victims.²

It is crime, which disproportionately affects women; however, it can happen to anyone irrespective of sexuality, religion, gender, ethnicity, income or age.

2.2 What is the impact?

The impact can be long lasting, leaving both physical and mental scars. A survivor told officers recently “you live with it forever”. In addition, it often diminishes someone’s financial resources and ability to rebuild their lives and contributes towards poverty and homelessness.

Children are greatly impacted as it is deemed an Adverse Childhood Experience, which are known to have long-term impacts on health, wellbeing and development. It is not uncommon for children who have witnessed domestic abuse to learn to accept abuse as normal behaviour.

2.3 The Definition

The Domestic Abuse Act 2021³ introduced a new, wider definition of Domestic Abuse, which came into effect on 5th July 2021.

Part 1 of the Act sets out the new definition and is broken down into three Sections: –

- Domestic Abuse;
- Personally Connected;
- Children as Victims of Domestic Abuse.

Section 1 – Definition of “Domestic Abuse”

Abusive behaviour includes:

- Physical or sexual abuse
- Violent or threatening behaviour
- Controlling or coercive behaviour
- Economic abuse
- Psychological, emotional, or other abuse.

It does not matter if the behaviour is a single incident or a course of conduct.

“Economic abuse” means any behaviour that has a substantial adverse effect on the victim’s ability to:

- Acquire, use or maintain money or other property, or
- Obtain goods or services.

² Domestic abuse in England and Wales overview: November 2021 - Ons.gov.uk

³ Domestic Abuse Act 2021 – legislation.gov.uk

Note also (s1(5)) that A's behaviour may be behaviour "towards" B despite the fact that it consists of conduct directed at another person (for example, B's child).

The definitions of "personally connected" and "children as victims of domestic abuse" can be found on the Government website – legislation.gov.uk

3. What do we know?

Domestic abuse is widespread and chronically under-reported. Although statistics are helpful in giving an indication of how far-reaching it is, the actual reported statistics are much lower particularly in some population groups. We know that individuals and families may live with domestic abuse for a significant period before asking for help and suffer a number of incidents. SafeLives suggest that on average high-risk victims live with domestic abuse for 2/3 years and medium risk victims for 3 years before getting help.⁴ On average victims, experience 50 incident of abuse before getting help.^{5 6}

In Thames Valley, we do recognise that there are still levels of domestic abuse not being reported and that people in different circumstances are impacted by domestic abuse in different ways. It is important that we work collaboratively with our partners to strengthen our collective knowledge of unreported abuse and form strategies to increase reporting.

3.1 Domestic Abuse Crime Occurrences January/February 2021/2022

The below data was sourced from the Thames Valley Police Recording System named NICHE RMS on 15th March 2022. The data is representative of valid crime occurrences where the Domestic Abuse flag is present and/or where the Occurrence Type is equal to 'Domestic Incident'. Out of Forces, figures and those figures not currently mapped to an LPA have been excluded. The data is inclusive of valid crimes only.

This data gives an indication of the number of crimes reported to Thames Valley in two calendar months and compares January and February 2021/22.

The data shows a **15% increase in 2021 and 16% increase in 2022** for recorded domestic abuse crimes. Milton Keynes continues to show increasing crimes, which in part is likely due to its continuing population growth as the town expands.

⁴ SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol SafeLives

⁵ SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol SafeLives

⁶ Walby, S. and Allen, J. (2004). Domestic violence, sexual assault and stalking: Findings from the British Crime Survey. London: Home Office

	Jan-21	Jan-22	Change	Feb-21	Feb-22	Change
BERKSHIRE	793	962	21%	749	873	17%
Bracknell & Wokingham	174	214	23%	145	177	22%
Reading	203	252	24%	175	212	21%
Slough	189	255	35%	199	249	25%
West Berkshire	128	122	-5%	100	118	18%
Windsor & Maidenhead	99	119	20%	130	117	-10%
BUCKINGHAMSHIRE	412	471	14%	366	400	9%
Aylesbury Vale	136	173	27%	131	155	18%
Chiltern & South Bucks	106	131	24%	97	111	14%
Wycombe	170	167	-2%	138	134	-3%
MILTON KEYNES	320	428	34%	293	379	29%
OXFORDSHIRE	578	560	-3%	478	545	14%
Cherwell & West Oxfordshire	241	217	-10%	172	211	23%
Oxford	144	135	-6%	123	150	22%
South & Vale	193	208	8%	183	184	1%
Total	2103	2421	15%	1886	2197	16%

3.3 Domestic Abuse Arrests 2020/2021

Police officers have a duty to take positive action when dealing with domestic abuse incidents. Often this means making an arrest provided the grounds exist and it is a necessary and proportionate response.⁷ Officers must be able to justify the decision **not** to arrest in those circumstances. In some situations, other positive approaches may be more appropriate.

Some benefits of arrest include:

- Giving the victim some time to feel safer and improve the likelihood of them engaging with the police and other services;
- Disrupting an established pattern of controlling or coercive behaviour;
- Allowing time to pursue other lines of enquiry, such as support from Neighbourhood Teams and CCTV;
- Providing an opportunity to put in place services to support the family and relationship;
- Being able to impose bail conditions;
- Sending a message to the perpetrator that their behaviour is not acceptable and will not be tolerated, and that the victim is not alone;
- Giving an indication to the victim that they are being taken seriously.

The below data has been taken from the Thames Valley Service Improvement Portal and shows the total number of domestic abuse crimes, the number of arrests for those crimes and the percentage.

⁷ Domestic abuse. College of Policing Authorised Professional Practice. App.college.police.uk

Thames Valley Police over the past two years, set a strategic measure to ensure that 50% of attended (immediate and urgent, Grade 1 and 2s) domestic abuse crimes resulted in an arrest. The below chart shows that this has been consistently achieved since January 2021 and is far above the National arrest rate average of 33%.

Date	Total Number of DA Crimes	Total Number of Arrests	%
01/01/21-31/12/21	9931	5288	53%
01/01/22-18/03/22	2647	1419	54%

The police made 33 arrests per 100 domestic abuse-related crimes in the year ending 2021, the same as in the previous year (in the 38 police forces that supplied complete data in both years).⁸

3.4 Outcomes of Domestic Abuse Crime Occurrences 2020/2021

The below tables show the breakdown in the numbers and types of outcomes that have been applied to domestic abuse crimes and non-crime occurrences in 2020 and 2021.

This highlights that in 2021 the outcomes for both crimes and non-crime incidents fell in total by 1,565, 468 being crimes.

A significant effort is being made to improve domestic abuse outcomes across the Force. This includes collaborative working with CPS to increase the use of absent victim prosecutions.

2020			
Outcomes of DA occurrences (Stalking and Harassment removed)	Valid Crimes	Non-crime Occurrences	Grand Total
A1 charged	1128	3	1131
A2 summonsed	398	5	403
A2 summonsed - alternate offence rule	219	-	219
A3 charged - alternate offence rule	462	-	462
B1 Adult simple caution	307	1	308
B1 Adult simple caution - alternate offence rule	114	-	114
B2 Adult conditional caution	45	-	45
B2 Adult conditional caution - alternate offence rule	12	-	12
B5 youth caution	12	-	12
B5 youth caution - alternate offence rule	1	-	1
B6 youth conditional caution	7	-	7
B6 youth conditional caution - alternate offence rule	1	-	1
5 - Offender Dead - All Offences	2	-	2
9 - Prosecution not in the Public Interest - CPS	7	-	7
10 - Formal Action against suspect not in the Public Interest - Police	6	-	6
11 - Suspect Identified - Below Age of Criminal Responsibility	2	-	2
12 - Suspect Identified - Too ill (physical/mental health) to Prosecute	58	-	58

⁸ Domestic abuse and the criminal justice system, England and Wales: November 2021. Ons.gov.uk

13 - Suspect Identified - Victim/Key Witness dead/too ill to give evidence	25	2	27
14 - Suspect not identified - Victim Declines/Unable to identify suspect	149	2	151
15 - Suspect Identified - Evidential Difficulties - Victim supports action	5688	46	5734
16 - Suspect Identified - Evidential Difficulties - Victim not supporting	13306	50	13356
17 - Suspect Identified - Prosecution Time Limit Expired	667	-	667
18 - No Suspect - Investigation Complete. Filed pending further Information	469	7	476
20 - Other Agency dealing	153	4	157
21 - Investigation supports action against suspect - Police decide not in public interest	158	1	159
CMR1 Adult Restorative disposal	423	2	425
CMR2 Youth Restorative disposal	95	-	95
CRI1 3rd party report - alleged victim declines to confirm crime	-	36	36
CRI2 3rd party report - alleged victim cannot be traced	-	3	3
CRI3 incident being dealt with by another force	-	74	74
CRI4 NCRS/HOCR directs that a crime should not be recorded	-	30	30
CRI5 credible evidence to the contrary	-	5	5
E1 Fixed penalty notice	4	-	4
Investigation ongoing	269	14209	14478
NB no crime	-	4201	4201
No outcome recorded	-	10164	10164
Grand Total	24187	28845	53032

2021			
Outcomes of DA occurrences (Stalking and Harassment removed)	Valid Crimes	Non-crime Occurrences	Grand Total
A1 charged	774	5	779
A2 summonsed	192	2	194
A2 summonsed - alternate offence rule	109	-	109
A3 charged - alternate offence rule	239	-	239
B1 Adult simple caution	258	2	260
B1 Adult simple caution - alternate offence rule	89	-	89
B2 Adult conditional caution	34	-	34
B2 Adult conditional caution - alternate offence rule	6	-	6
B5 youth caution	5	-	5
B5 youth caution - alternate offence rule	1	-	1
B6 youth conditional caution	5	-	5
B6 youth conditional caution - alternate offence rule	2	-	2
5 - Offender Dead - All Offences	6	-	6
9 - Prosecution not in the Public Interest - CPS	9	-	9
10 - Formal Action against suspect not in the Public Interest - Police	7	-	7

11 - Suspect Identified - Below Age of Criminal Responsibility	2	-	2
12 - Suspect Identified - Too ill (physical/mental health) to Prosecute	98	-	98
13 - Suspect Identified - Victim/Key Witness dead/too ill to give evidence	17	-	17
14 - Suspect not identified - Victim Declines/Unable to identify suspect	177	-	177
15 - Suspect Identified - Evidential Difficulties - Victim supports action	6562	36	6598
16 - Suspect Identified - Evidential Difficulties - Victim not supporting	10832	29	10861
17 - Suspect Identified - Prosecution Time Limit Expired	687	-	687
18 - No Suspect - Investigation Complete. Filed pending further Information	481	11	492
20 - Other Agency dealing	230	3	233
21 - Investigation supports action against suspect - Police decide not in public interest	230	2	232
22 - Diversionary, educational or intervention activity, not in public interest to take further action	18	-	18
CMR1 Adult Restorative disposal	504	5	509
CMR2 Youth Restorative disposal	98	1	99
CRI1 3rd party report - alleged victim declines to confirm crime	-	20	20
CRI2 3rd party report - alleged victim cannot be traced	-	3	3
CRI3 incident being dealt with by another force	-	66	66
CRI4 NCRS/HOCR directs that a crime should not be recorded	-	21	21
CRI5 credible evidence to the contrary	-	4	4
E1 Fixed penalty notice	2	-	2
E1 Fixed penalty notice - alternate offence rule	1	-	1
Investigation ongoing	2980	10902	13882
NB no crime	-	5826	5826
No outcome recorded	-	9874	9874
Grand Total	24655	26812	51467

3.5 Domestic Abuse Stalking and Harassment Occurrences and Arrests 2020/21

The response to victims of domestic abuse related stalking and harassment has continued to see improvements. However, more work is needed and funding has just been secured for the Suzy Lamplugh Trust to complete an in depth Peer Review of Thames Valley Polices response. This will include a comprehensive training package and it will assist with guiding the Forces future response to stalking.

The Chief Constables Management Team have also agreed to establish two full time dedicated Stalking Detective Sergeants, it is anticipated that they will be in post by summer 2022.

Number of DA Stalking / Harassment Occurrences Recorded	2020	2021
Valid Crimes	2730	2840
Non-Crime Occurrences	1093	1563
Total Occurrences	3823	4403

	2020	2021
Number of arrests	454	444

3.6 Domestic Abuse Stalking and Harassment Occurrences Outcomes 2020/21

The below data shows that in 2021, Thames Valley charged a 110 more offenders with stalking and harassment offences.

2020			
Outcomes of DA Stalking and Harassment Occurrences	Valid Crimes	Non-crime Occurrences	Grand Total
A1 charged	93	-	93
A2 summonsed	39	-	39
A2 summonsed - alternate offence rule	6	-	6
A3 charged - alternate offence rule	31	-	31
B1 Adult simple caution	22	-	22
B1 Adult simple caution - alternate offence rule	4	-	4
B2 Adult conditional caution - alternate offence rule	1	-	1
9 - Prosecution not in the Public Interest - CPS	1	-	1
12 - Suspect Identified - Too ill (physical/mental health) to Prosecute	2	-	2
14 - Suspect not identified - Victim Declines/Unable to identify suspect	16	-	16
15 - Suspect Identified - Evidential Difficulties - Victim supports action	1033	-	1033
16 - Suspect Identified - Evidential Difficulties - Victim not supporting	1327	-	1327
17 - Suspect Identified - Prosecution Time Limit Expired	30	-	30
18 - No Suspect - Investigation Complete. Filed pending further Information	56	-	56
20 - Other Agency dealing	8	-	8
21 - Investigation supports action against suspect - Police decide not in public interest	9	-	9
CMR1 Adult Restorative disposal	22	-	22
CMR2 Youth Restorative disposal	2	-	2

CRI3 incident being dealt with by another force	-	2	2
Investigation ongoing	28	-	28
NB no crime	-	1091	1091
Grand Total	2730	1093	3823

2021			
Outcomes of DA Stalking and Harassment Occurrences	Valid Crimes	Non-crime Occurrences	Grand Total
A1 charged	64	-	64
A2 summonsed	18	-	18
A2 summonsed - alternate offence rule	10	-	10
A3 charged - alternate offence rule	21	-	21
B1 Adult simple caution	18	-	18
B1 Adult simple caution - alternate offence rule	3	-	3
B2 Adult conditional caution	3	-	3
9 - Prosecution not in the Public Interest - CPS	1	-	1
12 - Suspect Identified - Too ill (physical/mental health) to Prosecute	3	-	3
14 - Suspect not identified - Victim Declines/Unable to identify suspect	14	-	14
15 - Suspect Identified - Evidential Difficulties - Victim supports action	1057	-	1057
16 - Suspect Identified - Evidential Difficulties - Victim not supporting	1027	-	1027
17 - Suspect Identified - Prosecution Time Limit Expired	8	-	8
18 - No Suspect - Investigation Complete. Filed pending further Information	68	-	68
20 - Other Agency dealing	14	-	14
21 - Investigation supports action against suspect - Police decide not in public interest	7	-	7
22 - Diversionary, educational or intervention activity, not in public interest to take further action	1	-	1
CMR1 Adult Restorative disposal	35	-	35
CMR2 Youth Restorative disposal	3	-	3
CRI3 incident being dealt with by another force	-	1	1
Investigation ongoing	465	-	465
NB no crime	-	1562	1562
Grand Total	2840	1563	4403

3.7 Victim Satisfaction

Victim satisfaction surveys have been carried out by all Forces since the 1990s. For much of this time, the survey methodology (initially by post and then by phone) and question-set was mandated by the Home Office through the Annual Data Return (ADR).

In 2018, the requirement to survey in this way was replaced with a general expectation from HMICFRS that forces should engage with victims to understand their experience of reporting crimes and improve their service accordingly.

In May 2019, Thames Valley began conducting a victim and caller satisfaction survey by text message. The London School of Economics (LSE) conduct the text survey on our behalf, utilising the text messaging-platform SINCH. Once this methodology was established and tested, the telephone survey was phased out – except for domestic abuse victims who are surveyed by telephone on our behalf by Leicestershire Police, (surveying DA victims in this way is mandated in the ADR).

The below table indicates the response and satisfaction rate from Domestic Abuse victims over the past two years, which remains high in the 80% region.

	2020	2021
Satisfied	273	233
Satisfaction rate	82.7%	81.8%
Total Responses	330	285

4. Our Strategy

4.1 Our Vision

“To make Thames Valley a place where everyone can live safely and confidently, free of fear and can experience healthy relationships without the threat of domestic abuse and sexual violence. We will take a ‘whole story’ approach to understand the voice of the victim and have an understanding of perpetrator behaviour. This will be achieved through multi-agency working to effectively prevent harm, protect the vulnerable and meet the safeguarding needs of all victims across our diverse communities and through effective and robust offender management activities. Thames Valley Police are committed to equality, diversity and inclusion and to building trust in Thames Valley Police through enhancing organisation, operational and community legitimacy in our vision to tackle domestic abuse.”

4.2 Our Strategic Direction

Our strategic direction is in line with the joint NPCC and APCC Policing Vision, the Office of the Police and Crime Commissioners Priorities and compliments the NPCC Strategy for Violence against Women and Girls. As well as other relevant cross-government strategies supporting policing. We have considered the impact of COVID-19, EU Exit and the context in which our staff police local communities.

Due to the changing nature of crime and society, the long-term consequences of COVID-19 and opportunities and threats posed by increasing technology, we will work collaboratively with partners and communities in a responsive and resilient way. Thames Valley Police has identified seven priority areas that we will aspire to achieve in our response to domestic abuse. These priorities are underpinned by a detailed delivery plan and governance structure that is hoped to be signed off by CCMT in the coming weeks.

4.3 Key Principles

- Domestic abuse in any form is not acceptable and will not be tolerated.
- Everyone should feel confident to report their experiences of domestic abuse to the police directly or indirectly, safe in the knowledge that they will be taken seriously and that they will be treated with dignity and respect.
- The lived experiences of victims of domestic abuse will be heard and their opinions respected.
- We demand the highest standards of professional behaviour from all our staff and will deal robustly with cases where staff abuse their position and ensure internal accountability and legitimacy is upheld.
- The involvement and engagement of all our diverse communities and partners in this work is vital.

4.4 Our Approach

- Be perpetrator and prevention focused.
- Make the best use of evidence based data to:
 - Inform our understanding of the issues
 - Shape our response
 - Evaluate activities and progress.
- Employ a positive action policing approach where appropriate.
- Be clear on tone and language.
- Avoid victim blaming and set clear standards and expectations.
- Ensure that we listen to the lived experiences of domestic abuse victims.
- Hear the voice of the victim and consider what action is in their best interests.
- Take every opportunity to signpost victims and abusers to support services.

4.5 Seven Priority Areas

- Bringing Offenders to Justice
- Supporting Victims
- Working in Partnership
- Prevention
- Our People
- Engagement and Communications
- Performance, Governance and Quality

5. Who deals with Domestic Abuse Incidents and Crimes?

Tackling and responding to domestic abuse is a priority for Thames Valley Police and the Police and Crime Commissioner.

5.1 Receiving the report

First-hand reporting by a victim or witness is the most common way for Thames Valley to receive domestic abuse information. The majority of incidents are reported via calls to the police and to a lesser extent, through on line reporting or visits to the police station.

All reports of domestic abuse should be recorded in accordance with the National Standard for Incident Recording (NSIR) and where necessary, the National Crime Recording Standard (NCRS) (contained in the Homes office, counting rules for recorded crime). Accurate recording is essential to identify patterns, as well as to fulfil requests under the domestic violence disclosure scheme (DVDS – Clare’s Law).

Receipt of a report of a domestic incident is the beginning of the investigation. Officers and staff will establish as much detail as possible to ensure an effective investigation and accurate risk assessment is made.

5.2 Contact Management

Contact Management staff are trained to identify and grade domestic abuse incident appropriately. The inappropriate logging of incidents can cause delay and place victims at risk.

The first priority of the police in responding to a domestic incident is to protect the victims and any other persons at risk including children and police officers. A series of questions will be asked to assist with grading the response and deploying the appropriate officers.

5.2 Who will respond?

Thames Valley is currently divided into 12 Local Policing Areas (LPA), however shortly it will become 11 with the merger of Wycombe and Chiltern and South Bucks.

The majority of all domestic incidents are initially attended by the Incident and Crime Response Teams based on each of the LPAs. They will attend as either an immediate, urgent or by appointment.

First response officers have a dual role to play when attending. They should:

- Recognise signs of abuse and the need for safety planning to protect victims (or potential victims) and prevent offences from occurring in the longer-term.
- Identify criminal offences so that offenders can be brought to justice and dealt with robustly within the judicial system.

Officers should investigate domestic abuse proactively from the outset and build an evidence-led case which does not rely on the support of victims. This can be challenging, but effective.

Officers will complete a risk assessment with the victim, DOM5. The questions are based upon extensive research of domestic abuse. If the risk is standard or medium these are dealt with by Incident and Crime Response Officers on LPAs, (approximately 95% of total reported domestic abuse incidents are standard and medium)

High-risk cases are passed to the Domestic Abuse Investigation Team (DAIU), a dedicated specialist team who are also able to carry out public protection functions.

In 2021, the Chief Constables Management Team agreed to increase their establishment of Superintendents and created two new posts, Detective Superintendent for Rape and Sexual Offences and a Detective Superintendent for Domestic Abuse and Stalking.

The Detective Superintendent for Domestic Abuse and Stalking from 4th April 2022 will take over as lead for the Domestic Abuse Investigation Unit as well as having overall strategic oversight for the Force.

5.3 Local Policing Area Establishment (April 2022)

Local Policing Area	PC	SGT	Insp	C/Insp	Supt	Total
Milton Keynes	295.70	37	12	2	1	347.70
Aylesbury	154.23	23	9	2	1	189.23
Chiltern & South Bucks	123.60	24	8	2	1	158.60
Windsor & Maidenhead	134.37	23	9.6	2	1	169.97
Slough	200.10	30	11	2	1	244.10
Wycombe	146.00	23	10	2	1	182.00
Oxford	191.43	34.50	10	2	1	238.93
South Oxon & Vale	173.00	30	9	2	1	215.00
Cherwell & West Oxon	212.90	29	10	2	1	254.90
West Berkshire	123.91	20.50	9	2	1	156.41
Reading	213	33	11	2	1	260.00
Bracknell & Wokingham	179.00	30	10	2	1	222.00
Total	2157.24	339	120.60	24	12	2653.84

5.4 Domestic Abuse Investigation Units Total Establishment (April 2022)

	Police Staff	DCs	DS	DI	DCI	D/Sup
Reading	2	11.17	2	1	1	1
Newbury	1	6	1	1		
Windsor	5	17.75	3			
Aylesbury	2.5	13.35	3	1	1	
MK	2.5	11	3	1		
Oxford	2	12.47	3	1		
Banbury	1	5.25	1			
Total	16	76.99	16	5	2	1

5.5 Domestic Abuse Investigation Unit Offices

West Berkshire

- Reading
- Windsor

Oxfordshire

- Oxford - St Aldates

- Banbury
- Buckinghamshire**

- MK
- Aylesbury

6. Governance Arrangements

6.1 The National Intelligence Model

The National Intelligence Model (NIM) is a business model for law enforcement. It became the policy of the Association of Chief Police Officers (ACPO) in 2000. NIM takes an intelligence led approach to policing and became a statutory requirement for forces to adopt in 2005.

NIM operates at three level of policing:

- Level 1 – Local crime and disorder.
- Level 2 – Cross border issues.
- Level 3 – Serious and organised crime.

6.2 Daily Management Meeting (DMM)

This meeting is not a TT&CG. The purpose of a DMM is to ensure that the conduct of each day's business is linked to the priorities and objectives set by the TT&CG.

This is done by:

- Looking ahead at the next twenty-four hours business to -
 - Reassess existing priorities for tactical resources against new demands
 - Deal with operational disruptions to plans currently being executed
 - Ensure balanced workloads;
- Looking back at the previous twenty four hours business to -
 - Check tasks have been completed
 - Assess the significant changes in the operational and intelligence pictures that may have implications for resources
 - Consider any performance issues;
- Examining -
 - Crime levels
 - Response times
 - The volume of quality of arrests, ensuring they are consistent with objectives and priorities
 - The management of incidents
 - Any issues that require media strategies
 - Any issues of criticality or community impact
- The following people attend the daily management meeting -
 - Commanders and/or deputy
 - Detective Chief Inspectors or head of department
 - Intelligence
 - Duty Inspector
 - Duty Sergeant

The management team may permit anyone else to attend whose presence will contribute to the meeting, including partners.

6.3 FDMM - Force Daily Management Meeting

The FDMM meets twice daily. At 0900 following the LPA and department DMMs and again at 1600.

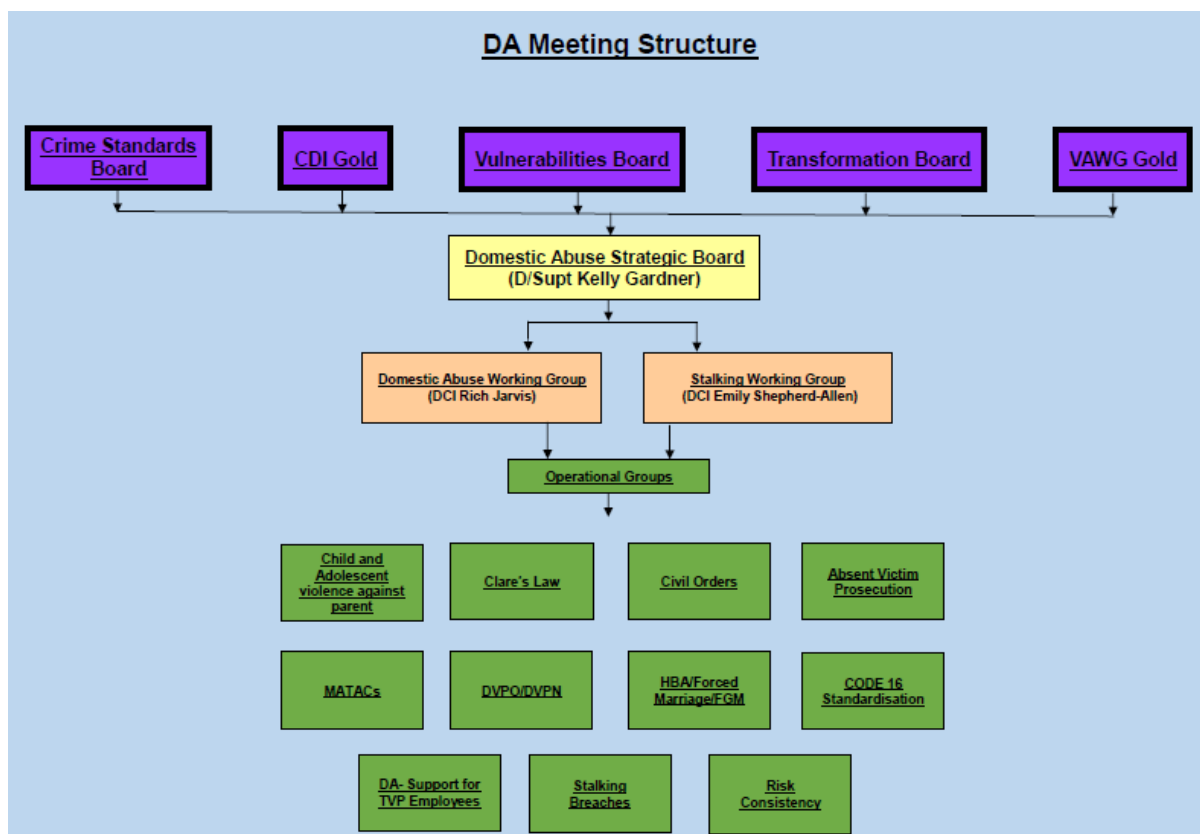
Representatives from all departments, including members of Chief Constables Management Team discuss the following areas:

- Emerging issues of criticality
- Updates and actions on matters identified at morning DMM
- New and emerging LPA incidents for early discussion
- Demand assessment (grade 1, 2 & 3)
- Crime and investigation matters by exception
- Actionable and developing intelligence and tasking by exception
- Custody resilience & capacity
- POPS incidents and Op Reserve tasking
- Resourcing picture - capacity, capability and resilience
- Priority and emerging media & communication matters
- Updates or urgent matters from Gold Commander.
- Confirmation of force operating & resilience status
- Actions - now and carried forward to DMM

6.4 Domestic Abuse and Stalking Governance

With the introduction of the new Detective Superintendent for Domestic Abuse and Stalking, a new governance framework has been designed. The purpose is to ensure that the Domestic Abuse and Stalking Strategy for 2022-2023 is delivered through a comprehensive four Ps delivery plan (Prepare, Prevent, Pursue and Protect).

The below meeting structure demonstrates the governance arrangements which will ensure that key priority areas of work (operational groups) will be held accountable for delivery through a mechanism of reporting through the working group, strategic board and then into the relevant Board, which are Chaired by Chief Officers and the Performance Groups Chaired by the Chief Constable.



7. Training

The capture and maintenance of all available knowledge, staff profiling and methods of communication influence requirements for training, intelligence and communication strategies.

Thames Valley has a comprehensive training strategy, which identifies continuous training requirements for all departments.

7.1 Contact Management

- **Call handler** – DA lesson within and then practiced as a call handler – from 2019 to present
- **Radio Course** – DA Scenarios dealt with and practised as a radio op and dispatcher– from 2019 to present
- **CMP Call handler conversion** – DA scenarios practically dealt with on CMP – from 2019 to present
- **CMP Deployment** – DA Scenarios practically dealt with on CMP– from 2019 to present
- **CMP Officers course** - DA lesson within and then practiced – from 2021 – probably won't be used again
- **CMP Deployment refresher 2** - DA Scenarios dealt with and practised From 2020 – not be used again

- **TIA Spring 2020 – Data Integrity lesson** – DA Scenarios discussed, debated and reviewed - Jan 2020 – March 2020
- **TIA May 2022** – Review of crimes where Domestic is recorded but not the assault or criminal damage associated to it – May 2022 – July 2022

7.2 LPA – Post Foundation

- **DA Matters** – has been delivered from Jan 2020 until present (with ongoing delivery planned for foundation and CM new starters). Over 3000 member of staff have been trained to date
- **Coercive Control** – This package was delivered throughout 2016-17
- **HBV/FM/FGM** – This package was delivered from Oct 2015-Nov 2016 and plans are ongoing for a further packaged to be delivered in 2022
- **PVP SaVE** – This package was delivered between 2016-2017. Although this was about safeguarding it did cover abuse of Children and vulnerable people including within a domestic environment
- **SaVE2** – This package was delivered between May 2017-Oct 2017. Again although this was a safeguarding package it did cover safeguarding children at DA incidents as well what to do with historic reports of victims of DA and recognising unique challenges that HBA/FM presents at a DA incident
- **SaVE3** – This course was delivered between Aug 2019-Oct 2020. There were two parts to this course one covered Domestic Abuse and the other covered Stalking and Harassment
- **Domestic Abuse Course** – Five-day course designed for staff, DCs and DSs who join the Domestic Abuse Investigation Unit. This gives an in-depth insight into investigation strategies, risk assessing and partnership arrangements
- **Vulnerabilities Training** – A new five year training strategy, that includes areas of Domestic Abuse and Stalking has been designed for delivery to front line staff. This begins in the summer of 2022.

7.3 Strategy Unit

The Policing Strategy Unit work with force leads and across geographical and organisational boundaries to create operational guidance for officers and staff. This guidance is held in full form on the force intranet and in short form, or SnapGuides, on officers' mobile phones. The team members all have strands or themes for which they are experts and will predominantly focus on these areas. One of the main areas for constant development and improvement is the guidance for domestic abuse to ensure the force delivers the best possible service to victims.

8. Operational Response

Domestic abuse calls are received in a number of different ways into TVP via Contact Management;

- 999/101 call
- Single On Line Home Platform
- Front Counters

Most reports come direct from the victim, but some can be from a third party such as a neighbour or an agency such as Crime Stoppers.

8.1 Grade 1 – immediate threat to life

Thames Valley Police receive approximately 180 reports of domestic abuse per day. The call handler will ascertain initially if there is an *immediate threat to life* and a requirement for an officer to attend immediately, in which case they will apply a Grade 1 response and deal with the situation that presents to them, considering the safety of the victim and children and factors such as weapons, location of the offender, etc.

8.2 Grade 2 – urgent attendance

Thames Valley would only ever apply a minimum of a grade 2 response at the point of call and the incident would sit within the control room. The call handler will obtain enough information about the current situation, as well as any background information, risk factors and then only a control room supervisor can decide whether an appointment with an officer is a more appropriate response.

8.3 Grade 3 - appointments

If an appointment were deemed appropriate this would be a grade 3 response that is owned by the LPA.

Contact Management should not make appointments outside 24hours ideally and most take into account the needs of the victim. On average around a third of domestic abuse, incidents are downgraded to an appointment.

8.4 Escalation Process

A Domestic Abuse incident should be escalated to the Oscar 2 if they are unable to resource in 2 hours and then to the FIM if we are unable to resource within 4 hours for them to make contact with the LPA inspector.

8.5 Call handling times

Thames Valley Police 999 service delivery average speed to answer is around 6 seconds. Our average speed to answer 101 calls fluctuates, on 18th March, for example, it was just over 3 minutes, however on exceptionally demanding days such as when Storm Eunice hit in February 2022 it went to 8 minutes.

8.6 Single on line home

Single on Line home is the on line platform that allows the public to report on line. There is a specific report for domestic abuse. Each different classification has a code so the operators can determine straight away, what it relates to.

There are staff triaging the queue 24/7, in order to make fast time assessments and place the report into one of the 3 queues:-

- Urgent
- COVID
- General

Any domestic abuse report will be placed in the urgent queue to be picked up first, if it contains significant risk; the operator will put it straight into CMP rather than putting it in any queue. The Duty Manager in the Contact Management Centre has oversight of the queue and will add additional operators to deal with the demand as necessary.

8.7 Contact Management Daily Management Meeting

Contact Management hold a Daily Management Meeting and assess the number of domestic abuse incidents they are holding. A supervisor will highlight details of any domestic abuse incidents that have not been attended of over 24 hours or any that contain significant risk. This allows the team to have early over site and task the Force Incident Manager to oversee and intervene if operators are struggling to resource, and if necessary contact the LPA commander to ensure they are sighted.

9. Risk Assessment

9.1 DOM5

When meeting with victims of domestic abuse after an incident, officers conduct a risk assessment of those involved using a form (known as the DOM5) with a series of questions to help to identify the risk posed to victims and children by the perpetrator. These questions include whether there has been previous violence against the victim, children or anyone else, whether there has been any sexual assaults and risk factors such as drug and alcohol misuse. There is also an additional section should there be any indicators of stalking to enable officers to identify and manage this risk.

A history of other offences involving the suspect are also taken into account along with any warnings about the suspect having access to such as firearms or a violent past. Once an assessment has been made of either standard, medium or high then the risk is managed in a variety of ways such as flagging the victim's address for all calls to be attended straight away, offering detailed safety planning or even moving the family in higher risk circumstances.

9.2 The risk levels

Standard risk - current evidence does not indicate likelihood of causing serious harm.

Medium risk - there are identifiable indicators of risk of serious harm. The offender has the potential to cause serious harm but is unlikely to do so unless there is a change in circumstances, for example, failure to take medication, loss of accommodation, relationship breakdown, and drug or alcohol misuse.

High risk - there are identifiable indicators of risk of serious harm. The potential event could happen at any time and the impact would be serious.

Risk of serious harm (Home Office 2002 and OASys 2006):

'A risk which is life threatening and/or traumatic, and from which recovery, whether physical or psychological, can be expected to be difficult or impossible'.

Where there are offences, officers are expected to make arrests and investigate offences thoroughly. Should the suspect not be charged then further tools are considered such as the Domestic Violence Protection Order to keep perpetrators away from victim's homes or the Domestic Violence Disclosure Scheme (Clare's Law) to inform victims of a suspect's violent history. All of this is part of managing the identified risk.

9.3 Role of the Multi Agency Safeguarding Hub (MASH)

The MASH use Robotic Process Automation (RPA) to review research and prioritise each DA incident to ensure that the highest risk incidents and those that involve children are managed first. RPA ensures attending officers adhere to the TVP Risk Consistency policy, linking existing RMOs and extending person flags and location markers or creating new RMOs, flags and markers where required within 4 hours of the MASH task being received. This ensures that Control Rooms have up to date information to assist with identifying risk and informing their deployment decisions

Research is conducted by RPA on adult nominals to check for expired high-risk flags to support safety planning and searches for associated children that may have been missed during the DOM5 completion to ensure the impact on them has been considered. Operation Encompass notifies schools that children may have witnessed a DA related incident, enabling teachers to support their pupils should the need present itself. The robot will identify children that have no school details saved on Niche, and is able to obtain these details from local authority partners via email and amend the Niche record.

MASH staff ensure that relevant onward referrals are shared with Children's Social Care, Child health, Adult Social Care and SSAFA (Soldiers, Sailors and Airman Families Association) and facilitate any statutory multi-agency meetings convened due to Domestic abuse including strategy meetings and child protection conferences. High and medium risk incidents involving children are always shared with Children's social care, whereas standard risk incidents are subject to a triage process.

10. Civil Restraint and Protective Orders

Civil Restraint Orders and Protective Orders and are issued by a Magistrate or a Judge to prevent a person causing harm or annoyance to another person. They put different restriction on a person depending on the severity of the case. The most common order are non-molestation orders, occupation order and restraining orders.

The police are able to apply for a number of orders; these are paid for at our expense when there is a risk to public safety or disruption to ordinary life through anti-social behaviour. Once Police have successfully applied for such an order, it is incumbent on us to monitor and enforce these. The risks of not doing so could result in serious harm to members of the public and a loss of confidence in Thames Valley Police. It is also wasteful of police resources and public money.

Protecting Vulnerable People Related Orders

- Domestic Violence Protection Notices/Orders
- Stalking Protection Orders
- Domestic Abuse and Harassment Injunctions – (non-Molestation, Occupation, Prohibitive Steps and Restraining Orders, and Harassment Injunctions)
- Domestic Violence Disclosure Scheme

Orders for Sexual and Violent Offenders

- Sexual Harm Prevention Order
- Sexual Risk Order
- Notification orders
- Serious Crime Prevention Order
- Violent Offender Orders

Community Orders

- Criminal Behaviour Order
- Civil Injunction
- Closure Notice/Order
- Child Abduction Warning Notice
- Community Protection Warning/Notice

10.1 Domestic Violence Protection Notice (DVPN) and Domestic Violence Protection Order (DVPO)

A DVPN is an emergency non-molestation and eviction notice, which can be issued by the police, when attending to a domestic abuse incident, to a perpetrator. The DVPN is police issued; it is effective from time of issue, thereby giving the victim the immediate support they require. Within 48 hours of the DVPN being served on the perpetrator, an application by police to a magistrate's court for a DVPO must be heard.

DVPOs are a civil order that fills a "gap" in providing protection to victims by enabling the police and magistrates courts to put in place protective measure in the immediate aftermath of a domestic violence incident where there is insufficient evidence to charge a perpetrator and provide protection to a victim via bail conditions. A DVPO can prevent the perpetrator from returning to a residence and from having contact with the victim for up to 28 days. This allows the victim a degree of breathing space to consider their options including applying for a non-molestation and an occupation order. Both DVPN and DVPO contain a condition prohibiting the perpetrator from molesting the victim.

In 2021, Thames Valley's dedicated Court Presentation Team applied for 267 DVPN across the four courts. 248 DVPOs were granted, giving a 92.88% success rate. Figures for 2022 are at this stage on par.

YEAR TO DATE											
	Oxford Court		Reading Court		Milton Keynes Court		High Wycombe Court		Totals		
	Hearings	Granted	Hearings	Granted	Hearings	Granted	Hearings	Granted	Hearings	Granted	
January	1	1	6	6	5	3	0	0	12	10	83.33%
February	5	5	11	10	14	11	0	0	30	26	86.67%
March	4	4	6	6	7	6	0	0	17	16	94.12%
TOTAL	10	10	23	22	26	20	0	0	59	52	88.14%

In HMICFRS 2019 inspection of Thames Valley, they have said that the force should reassure itself that it was making proper use of ancillary orders as they found that domestic abuse protection orders were still not considered in all applicable cases. The force also makes less use of the domestic violence disclosure scheme (DVDS), than most other forces in England and Wales. This may mean that opportunities to prevent further harm are being missed.

This area is now a priority area for improvement with an operational group led by the domestic abuse and stalking Detective Superintendent.

11. Partnership Arrangements

Cooperation between agencies is important to help reduce the risk of cases slipping through the safeguarding system and stopping domestic abuse at an early stage and preventing it from happening in the first place. It makes it possible to see the whole picture, facilitating:

- Early effective risk identification
- Improved information sharing
- Joint decision making
- Coordinated action to assess, manage and reduce the risk.

Thames Valley have strong and well developed multi-agency links across local authorities, domestic abuse forums, specialist domestic abuse courts, multi-agency risk assessment conferences (MARACs) and specific project initiatives undertaken to improve responses to domestic abuse. This includes monitoring the services delivered through clear information sharing agreements and service level agreements with partner agencies.

11.1 Safeguarding Adults Boards

Each local authority area has a Safeguarding Adults Board to oversee the services provided to adult at risk. These are adults, who are at risk due to such as,

- Bullying, harassment and hate crime
- Domestic abuse
- Antisocial behaviour
- Scams, doorstep and other organised crime
- Financial theft and fraud
- Sexual exploitation
- Slavery and trafficking

Safeguarding Adults Boards are required to publish a strategic plan that covers each financial year. The strategic plan must specify how the board will seek to prevent abuse and neglect and how it will help and protect people with care and support needs at risk of

abuse and neglect. The Safeguarding Adults Board must engage and consult with the local Healthwatch and the local community in preparing its plan.

11.2 Safeguarding Children Partnerships

Each area in TVP has a Safeguarding Children Partnership, which is the overseeing body for the multi-agency plan to protect children and safeguard their welfare. The core objectives of the Safeguarding Children Partnership (SCP) is to coordinate local work to safeguard and promote the welfare of children and to ensure the effectiveness of what the member organisations do individually and together. The specific objectives are to:

- Develop and agree inter-agency policies and procedures for safeguarding and promoting the welfare of children, consistent with Working Together to Safeguard Children, including:
 - i. The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - ii. Training of those working with children or in services affecting the safety and welfare of children;
 - iii. Recruitment and supervision of persons who work with children;
 - iv. Investigation of allegations concerning persons working with children;
 - v. The safety and welfare of privately fostered children;
 - vi. Cooperation with neighbouring children's social care services authorities and their safeguarding partners.
- Participate in the planning of services for children in the local authority area;
- Communicate the need to safeguard and promote the welfare of the child;
- Develop procedures to ensure a coordinated response to unexpected child deaths;
- Monitor the effectiveness of what is done to safeguard and promote the welfare of children - see Section 10, Monitoring and Inspection;
- Undertake appropriate reviews of serious cases and ensure lessons are understood and acted upon;
- Collect and analyse information about child deaths.

11.3 MATAAC

The MATAAC (Multi Agency Tasking and Coordination) aim is to decrease the demand and offending of standard/medium risk high harm serial domestic abuse perpetrators and to safeguard the victims and families. The RFG(S) matrix (Recency, Frequency and Gravity and serial victims) was introduced as an early intervention tool to identify perpetrators to prevent escalation to high risk or crisis point. Domestic Abuse perpetrator engagement opens up the opportunity to seek help, support and guidance. Non-engaging perpetrators are targeted by using evidence based preventions and disruption tactics.

TVP are in the process of imbedding the MATAAC process throughout the force for a consistent robust approach to dealing with domestic abuse.

11.4 MARAC

The MARAC (Multi-Agency Risk Assessment Conferences) is an information sharing meeting where high-risk domestic abuse cases can be referred into via Independent Domestic Violence Advisors, health, child protection, housing practitioner's, police and other specialists from the statutory and voluntary sectors. Once these victims have been identified as high-risk, the professionals discuss all relevant, proportionate information and risks to develop a co-ordinated action plan to reduce the risk to victims and families. All the actions are timed and based on a good quality assessment of risk and potential harm.

11.5 MAPPA

Multi-agency public protection arrangements (MAPPA) are in place to ensure the successful management of violent and sexual offenders. The Responsible Authority is the primary agency for MAPPA. This is the police, prison and Probation Trust in each area, working together. The Responsible Authority has a duty to ensure that the risks posed by specified sexual and violent offenders are assessed and managed appropriately. There are also other agencies involved with a Duty to Co-operate, such as Housing and Education. Each area has a monthly MAPPA meeting with the function for an emergency MAPPA meeting when there is a risk, which requires urgent attention. There are three levels of management depending on the extent of the agency involvement required. Those managed at level two and three are discussed at a MAPP meeting. Domestic abusers who have caused serious physical or sexual harm, for which they have been imprisoned, may be subject to MAPPA. This enables agencies to manage the risk the offender poses to their victim/s and the public at large. Should the offender move to another police area, they would be transferred to MAPPA for that area.

11.6 Domestic Abuse Partnership Boards

As part of the new Domestic Abuse Bill, every local authority in England has to carry out certain duties, including creating a Local Partnership Board.

The new board will advise the Council on domestic abuse matters, including the level of support needed and evaluating how effective that support is.

The board will include a wide range of organisations, including those representing victims and their children, health care providers and the police, as well as domestic abuse charities and voluntary organisations.

Each board will design a strategy to reduce domestic abuse in its area.

11.7 Specialist Domestic Abuse Courts

Specialist domestic abuse courts deal with only domestic abuse cases and they operate across Thames Valley. They provide a coordinated approach to prosecuting domestic abuse cases, and involve the police, prosecutors, court staff, probation and specialist support for the victims.

Each court has IDVA (Independent domestic violence advisors) to provide support to and act as liaison with the victim.

In January 2022 in collaboration with HHJ Sheridan from Aylesbury Crown Court, CPS and HMCTS the fast tracking of domestic abuse cases from Magistrates Court to Aylesbury Crown Court was implemented, following a successful pilot pre-COVID. Cases deemed appropriate are fast tracked from Magistrates to Crown within 7 days, rather than waiting potentially up to 12 months to be heard.

11.8 CARA (Cautioning and Relationship Abuse) Programme

Thames Valley Police did not have a domestic abuse perpetrator programme in operation. The OPCC previously commissioned the Community Rehabilitation Company (CRC) to run the Positive Relationship Programme (PRP). Following evaluation in March 2020 by the Centre for Public Innovation, the PRP was paused and then ceased due to there being no evidence that *‘the PRP as delivered in its entirety*. The conclusions did suggest value in offering a brief intervention for low to medium risk perpetrators. This left Thames Valley with a gap in the existing force response to domestic abuse.

CARA originated in Hampshire and is aimed at lower risk, alleged first time perpetrators. CARA is an alternative to a simple caution or prosecution. Perpetrators attend two workshops, 4 to 5 weeks apart, designed to raise awareness to help them to make better choices in their relationship. Domestic abuse is a complex societal issue and we know that victims frequently express the view that they do not want to leave the relationship but do want their partner to get help. A simple caution does not challenge a perpetrator to reflect on their behaviour or have any rehabilitative element. Victim engagement is managed through existing third sector agencies across the area alongside police contact. Eligibility criteria is set as past or present intimate partners with no convictions or cautions for domestic abuse in the previous two years. Eligible offences are minor assaults (common assault and battery), criminal damage, harassment, domestic theft related offences and threatening behaviour). It is not available or suitable for coercive or controlling behaviour. The perpetrator must make a full admission and the DOM 5 assessment must be standard. Victims must agree and are contacted following completion of the first workshop and prior to commencement of the second workshop.

The workshops aim to give perpetrators an understanding of domestic abuse and the impact of their behaviour on others, including the victim and any children. Work is done on recognition of personal risk factors, management strategies and how to access other services that may be of benefit, such as substance misuse. The approach to perpetrators is based on extensive experience of the facilitators who are trained to deal with feelings of shame, anxiety, anger and remorse as well as challenging entrenched behaviour and views.

Victim feedback from CARA work with Leicestershire Police in 2019-20 indicated that 63% of victims felt there had been positive changes in their partner / ex-partner's behaviour towards them and 85% of perpetrators reported that the workshops had changed their attitude towards their own behaviour.

CARA launched in TVP on 13th December 2021 for both male and female perpetrators, aged 18+, intimate partners/ex-partners, standard risk DASH grading. It is in its infancy in

TVP. CARA is running in pilot areas of Milton Keynes and South Bucks only, however early signs are suggesting it is successful and there are plans to seek funding to expand across Thames Valley.

TVP are taking part in a multi-site CARA evaluation lead by Dr Sara Morgan of Southampton University as well as having in force quarterly scrutiny panels.

12. Conclusion

Many factors influence and impact the ability of Thames Valley Police to meet the needs of domestic abuse victims.

This paper was written to give an overview of some of the key areas relating to Thames Valley Police response to domestic abuse. There is much more work that is going on everyday across the Force which has not been highlighted. Every department from Contact Management, Front Counters, Criminal Justice, Policing Strategy Unit and those on the front line in Incident and Crime Response and the Domestic Abuse Investigation Unit is working tirelessly to support victims and to relentlessly pursue offenders whilst working in partnership with multiple agencies and our communities.

The service provided to victims can be enhanced by supporting our officers to be professional and demonstrate 'good policing'. This will result in the victim experience procedural justice, which in turn legitimises police authority to the extent that victims are more likely to engage with the police. In order to be 'good' officers needs support, clear communication, mentoring, effective leadership, training and scrutiny to improve their ability to identify, assess and manage risk. This will lead to enhanced experience of procedural justice for survivors of domestic abuse increasing the likelihood of victim engagement.

Whilst Thames Valley are performing well in some areas, but there is more to do, particularly with regards to positive outcomes, and increasing our use of Civil Orders and disclosing to victims at risk of harm. The new Domestic Abuse Strategy and governance arrangements will drive performance in these areas and more.



Contact Management Call Handling Performance – TVP

Context

Between April 2021 and February 2022 Thames Valley Police received 899, 772 calls for service through Contact Management (CM). Of these 172,706 were recorded as crimes and officers deployed to 211,273 incidents. In order to manage this demand effectively CM have daily management meetings examining the average speed to answer (ASA), abandoned rate, average handing times and call volumes as well as forecast demand and available resources.

CM measure performance against two key performance indicators (KPI), the first, is to ensure that 90% of emergency (999) are answered in under 10 seconds. This measure will form part of the national league table data from May 2022. The second is that the average speed to answer non-emergency (101) calls is under 3 minutes.

The key demand metrics below (Figure 1) compare April to the Feb for 2019 and 2021. 2019 has been used as a comparator for two reasons, firstly CMP was fully implemented in Oct 2020 and secondly 2020 data is heavily weighted by the Covid restrictions in place at the time.

Table 1. Comparative Data for April 19 – 28th March 20 and April 20 – 28th March 21

		April – 28 th Feb 2019/20	April to 28 th Feb 2021/22	Volume Change	% Change
999	Volumes	341,336	331,768	-9,568	-3%
	Average speed to Answer mm:ss	00:08	00:07	00:01	-
	% Abandoned	0.70%	0.76%	+0.6%	
	AHT mm:ss	00:09:05	00:11:00	+01:55	+27%
101	Volumes	735,224	496,518	-238,706	-32%
	Average speed to Answer mm:ss	00:02:49	00:03:03	+00:14	-9%
	% Abandoned	18.1%	17.1%	-1%	
	AHT mm:ss	00:11:54	00:14:12	+02:13	+19%
Online	Single Online Home	35,839	71,486	+35,647	+99%
Incidents	Total Created	514,332	515,301	+969	+0.2%
	Total Deployments / % Created	200,589	211,273	+10,684	+5%
	Total Crimes created	164,780	172,706	+7,926	+5%

Data Results

We have narrowly missed our service level agreements for 999 and 101 calls. Currently the 999 calls answered within 10 seconds is at 87% and our average speed to answer for 101 calls



CONTACT MANAGEMENT



at 03.02 minutes. This position will not improve by the end of March 2022. We have seen significant increases in demand for emergency calls in 2022 (February seeing an increase of 42% compared to last year) and this has had an impact on our ability to meet our service levels

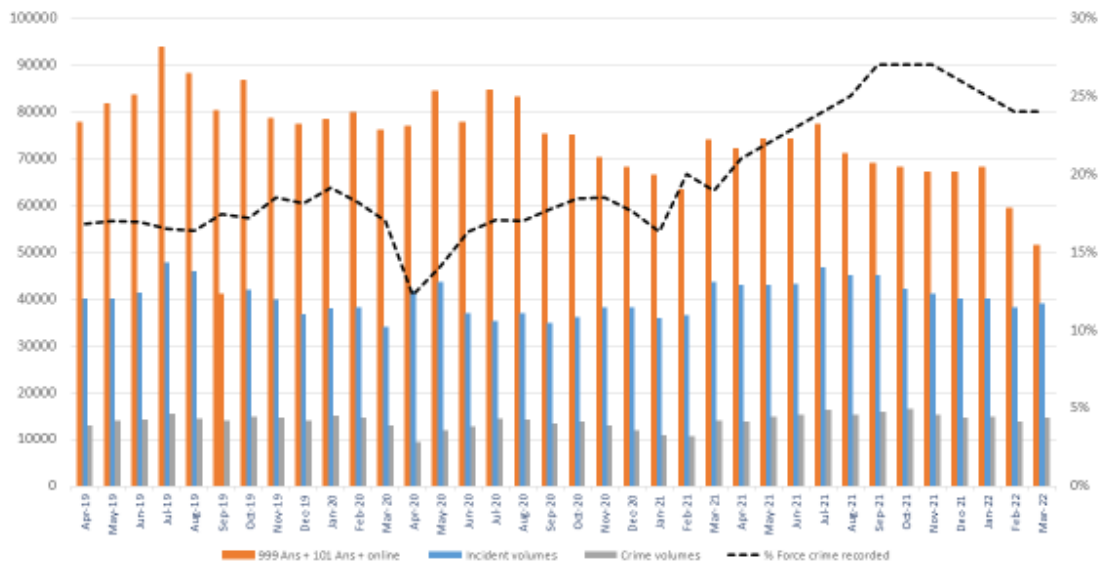
Compared to 2019 contact coming into policing has decreased, however the complexity in those calls has increased. Overall incident volumes are up and the percentage of calls converted to crimes has increased by 5%.

As shown in table 1, average call handle times continue to be higher than in 2019. This reflects the additional tasks on CM staff to manage the call appropriately at first point of contact. There are now additional responsibilities for call takers for Crime Data Integrity (CDI), understanding, prioritising and recording the Threat, Harm, Opportunity and Risk (THOR) and the Victim Needs Assessments (VNA's) for each contact. This is a priority for CM following the latest HMICFRS inspection and forms part of the improvement plan. Although a follow up inspection by HMICFRS acknowledging the steps taken to improve with call-takers making good risk based decisions, it is important to acknowledge that this does come at the cost of creating additional demand for call-takers to ensure the best response to our public.

Figure 1 below shows the percentage of calls converted to crime (black dotted line). Since the start of Covid in April 2020, there has been a steady increase in the creation of crimes from calls and by February 2021, the conversion rate exceeded the 2019 number.

Staffing to meet this demand has been challenging due to increased sickness and abstractions for training within the department. Between December and February there has been a noticeable increase in short-term Covid related absence that has affected resilience.

Figure 1. Crimes and Incident as a Proportion of the Calls Answered April 2019 to Feb 2022





Training

As the first point of contact, it is imperative CM provide a good service and maintain confidence in policing. Continual Professional Development (CPD) is delivered by five protected days a year. Department and organisational learning, audits and horizon scanning are used to identify content for these days. New starters receive five weeks of classroom training and then 1-2-1 tuition for a further six weeks. This ensures that THOR is properly assessed and victim needs are considered.

In addition, controllers will also have a further two months Radio Based training (Includes Classroom and 1-2-1 support). New starters enter into an emergency service call handling apprenticeship for 16 months. During this time, there are further abstractions away from their core role to prepare and participate in functional skills training. Tutors are required to participate in a three-day course and annual CPD. All staff and officers are required to attend Domestic Abuse Matters training with additional CPD for our DA Champions. All of these abstractions come at a cost to numerical performance but are key to ensuring quality performance and focus on doing the right thing for our victims.

Retention

Contact Management has always been a stepping-stone into the police force. This is not something we would want to change as having officers / staff within the force with a background in CM is invaluable. This does come at a cost to CM in terms of a higher staff attrition, which in turn means more recruitment, training and tutoring is required within the department.

CM currently has 30% of its staff with less than two years' service. There are recruitment and retention plans to minimise (external) turnover in order to retain an experienced workforce. There is a CM retention board in place to increase engagement with staff to understand motivations and hindrances. This board report directly into the strategic workforce board.

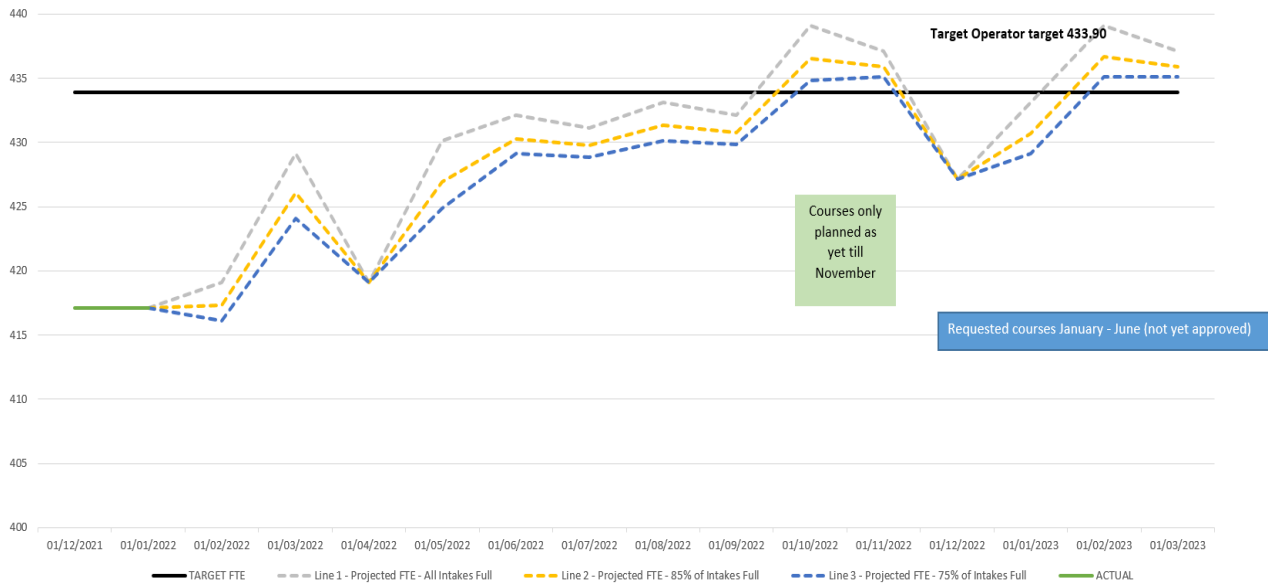
The creation of a Talent Pool and a Quality and Development team aims to drive improvements across the department and create opportunities to develop the staff. This increase in abstractions has effected performance over the last few months particularly with the recent increased numbers of short-term Covid absence. However, it does provide assurance that changes such as the Victim Needs Assessment have been fully understood and implemented. It is important that as well as quantitative data measures there is a good qualitative assessment of the accuracy and professionalism of the calls taken.

Recruitment

CM regularly review attrition and update the recruitment plans accordingly, linking in with positive action to increase the diversity of the department to replicate that of the communities we serve. Data (figure 2) shows an improving picture, bringing CM up to full establishment by October 2022. However, with post Covid demand expected to continue beyond 2019 figures it is important that recruitment and training is continually reviewed. Figure 2 shows the projected resourcing versus the required establishment (solid black line). Additional courses for November 2022 and beyond are still to be agreed but, by October 2022, the prediction is that resources will be at the necessary levels to match demand into CM.



Figure 2. Projected Recruitment and Training Courses Versus Establishment



Single Online Home (SOH)

Contact Management has embraced new technology to broaden communication channels and become more accessible. In July 2021, CM introduced the opportunity to report Domestic incidents online. This is a high-risk area for the force with good scrutiny in place to ensure good assessment and prioritisation of risk.

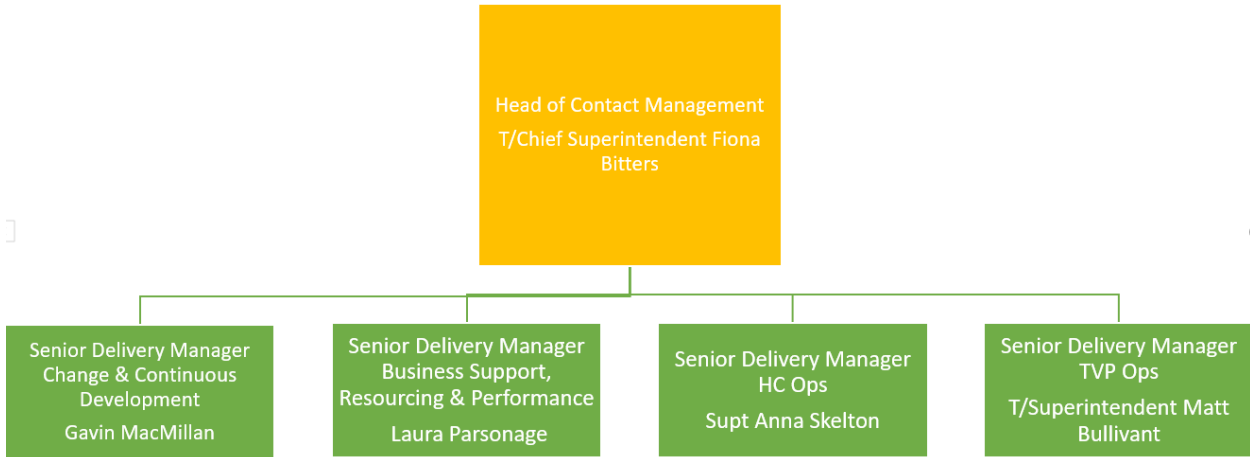
SOH demand is difficult to forecast and is a developing area where CM are seeing additional as well as displaced demand. As CM expand in this area (Missing people) and reaching out into Digital 101 (the ability to report / update via social media), it is critical we build a model that enables us to forecast and meet demand. CM are looking at digital options through the collaborated ICT digital team to develop technology to assist in best managing this new demand.

Governance

There is clear governance and accountability in CM, which is part of the collaborated Joint Operations Unit (JOU) overseen by ACC Catherine Akehurst. In addition to daily performance meetings, there are monthly department and quarterly command meetings with qualitative and quantitative data scrutinised to identify best practise and areas for improvement. Joint monthly performance packs inform the force performance group and the joint collaborated governance board alternately chaired by the Hampshire and Thames Valley PCC. The Senior Leadership Team (SLT) shown below (Figure 3) work together to ensure people, process and performance are closely aligned.



Figure 3. Contact Management Senior Leadership Team and Departments



Summary

Demand has been unpredictable since the implementation of the Contact Management Platform (CMP) and the start of the Corona virus. CM is now seeing a sustained increase in demand, which brings with it, increased complexity, crime recording and handle times. The increase in front-end activity does provide opportunities for improved overall efficiencies in the end-to-end journey for the victim. With more done at the point of call there is a desire to reduce the demand on frontline officers deployed to calls. CMP provides a single point of information that makes the appropriate identification of risk and vulnerability for the call-taker much easier.

In 2022, identifying and implementing digital reporting solutions will be a priority. This will offer alternative means of reporting for the public, including through social media platforms. This provides an opportunity to protect our emergency call (999) response. Criticality we need to continually review and move our resources to where the need is greatest to maintain public confidence. With a continually evolving workforce, CM will continue to balance the training requirements against performance. There is a clear governance structures and performance framework in place to ensure continual improvements are made to enable those who urgently need our help can contact us.

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Matthew Barber
Police & Crime Commissioner

Report to the Thames Valley Police & Crime Panel

PCC GOVERNANCE ARRANGEMENTS FOR THE OVERSIGHT AND SCRUTINY OF MAJOR FORCE PROJECTS (DRAFT)

1. Introduction

This purpose of this document is to set out the governance arrangements by which the Police and Crime Commissioner (PCC) can exercise effective oversight, scrutiny and challenge, where necessary, of the management and delivery of major Force projects, including projects undertaken in collaboration with other forces and/or public and private sector partners.

The type of major projects covered will include all projects requiring PCC approval – whether under the requirement of a S22A Agreement or in accordance with Thames Valley Police (TVP) Contract Regulations.

For avoidance of doubt, this document is not intended to provide a project management framework or best practice guidance – that has been addressed by the Force – but rather is focused on setting out a ‘good governance’ framework within which the PCC and Chief Constable can conduct and discharge their respective statutory roles and responsibilities effectively.

2. Statutory roles and responsibilities of the PCC and Chief Constable

PCCs are not expected to run the police. The role of the PCC is to be the voice of the people and to hold the police to account on their behalf.

The Police and Crime Commissioner (PCC) has responsibility for the ‘totality of policing’ within their Force area. However, this does not confer on the PCC the ability to give operational policing directions. The Chief Constable has direction and control over the Force’s officers and staff. The Chief Constable, their constables and staff are operationally independent; the PCC must not fetter the operational independence of the Force or the Chief Constable who leads it.

The primary function of the PCC is to secure the maintenance of an efficient and effective police force for the communities of Thames Valley and to hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control. The PCC also sets the strategic direction for the Force through the Police & Criminal Justice Plan.

Within the context of the governance of major Force projects, the role of the PCC is essentially to approve scheme business plans (including timescales, service deliverables and benefits, success measures, budget allocation, VFM parameters, risks, etc). On the other hand, the role of the Chief Constable is to ensure successful delivery of the project within the resources allocated for it (e.g. budget, staff and time).

To provide context, the respective statutory roles and responsibilities of the PCC and Chief Constable, based on the requirements of Police Reform and Social Responsibility Act 2011 and The Policing Protocol Order 2011, are summarised at Appendix 1.

In brief, the expectation of The Policing Protocol is that the principles of goodwill, professionalism, openness and trust should underpin the relationship between all parties to make the relationship work.

3. Report Objectives

Within the context of the respective statutory roles and responsibilities of the PCC and Chief Constable,

- To improve the governance arrangements relating to the management and delivery of major projects.
- Defining the respective responsibilities of the PCC and Chief Constable, in accordance with The Policing Protocol Order 2011.
- Improving arrangements to support the PCC's effective oversight and scrutiny of the Force's performance regarding operational management and delivery of major projects (including projects managed in collaboration with other forces/partners),
- Including within the governance arrangements the need to clarify responsibility for different aspects of the project, to help define the respective responsibility boundaries of the PCC and Chief Constable at the outset of any project, and
- Improving the ability of the PCC to hold the Chief Constable to account in a timely and appropriately informed way.

Ultimately, the purpose of these governance arrangements is to set out a framework that acknowledges the respective statutory roles and responsibilities of the PCC and Chief Constable, and to clarify the PCC's expectations in terms of how he may approve project schemes and budget allocations and how he may hold the Chief Constable to account for project delivery.

4. Background – Recent Major Projects - Key Lessons Learned

Following challenges in the past with two major organisational change projects underpinned by the development and implementation of complex ICT systems, shortly after coming into post the PCC commissioned a review of the governance arrangements, specifically, how the PCC holds the Chief Constable to account for the management and delivery of major Force projects.

Following the conclusion of the above two projects, the Force prepared 'End-of-Project Closure Reports' which identified project management, governance and delivery 'lessons learned', and necessary remedial action to address weaknesses identified.

Those findings and lessons learned have been taken on board in this document, where relevant, insofar as they relate to governance arrangements that will enable the PCC to exercise effective oversight and scrutiny of a major Force project and, thereby, hold the Chief Constable to account.

The key lessons learned were as follows:

- Both of the major projects referred to above were pursued under collaborative arrangements with other forces, and adopted a high risk approach of seeking to deliver large, complex, heavily integrated new systems in a single delivery across multiple forces.
- ‘Mission creep’ – business needs and system requirements were subject to change, after the initial business cases were approved, and supplier contracts extended, at extra cost to the Force, without appropriate robust challenge.
- ‘Continuation Bias’ – due to the scale, costs incurred and criticality to future service delivery of the projects, the default decision was to seek to continue with the projects, even in the face of clear evidence that the projects could not achieve the original outcomes, timescales and cost/savings targets set out in the approved business cases.
- ‘Optimism Bias’ – inherent presumption that planned and approved project costs, savings, timescales and deliverables will be achieved.
- No clearly defined pre-project governance processes for the relevant PCCs to follow re performance scrutiny, evaluation and decision-making, e.g.
 - Project performance and delivery measures, including key milestones and continuation/cancellation decision ‘trigger’ points, were not clearly defined or adopted.
 - No contingency plans in place in the event of indications of potential project delivery failure.
- Accountability ‘style & culture’ – PCCs and Chief Constables jointly exercising project oversight and scrutiny on ‘same side of the table’ at project Governance Board meetings, i.e. joint operational decision making (post-business case approval and post-contract award) compromised the PCC’s independence and ability to hold the Chief Constable to account for project management performance.
- New proposed project business cases, and refreshed, updated business cases, not robustly challenged regarding the assumptions made about achievable cash/non-cash savings and associated service risks, especially before any project ‘gateway’ decision.
- Large projects with long term development cycles were not required to undertake, as a matter of routine, periodic independent ‘health-checks’, including validating/re-evaluating functionality and/or service improvement specifications, project delivery timescales and costs and cash savings estimates, as part of updating the business case to check for ongoing validity.

5. Risks to be mitigated by effective PCC project governance arrangements

The major project governance framework is designed to mitigate the following risks:

1. Without a robust procedure, templates or framework in place, there is the potential for a lack of clarity or inconsistencies in oversight arrangements.
2. Should effective governance arrangements not be applied, the PCC could lack the necessary information or assurance on programme delivery.
3. If pre-programme reporting requirements and approvals are not clarified, necessary or timely decisions may not be taken.
4. Should decision making points not be defined, incorporating project milestones, decision gateways, service deliverables and outcome success measures, there could be a lack of programme approvals or challenge taking place.
5. Without clear ongoing reporting and assurance arrangements in place, there may be a lack of review and awareness around programme progress.
6. Should open, honest and transparent communications not occur, incorrect or untimely decisions / approvals may take place.
7. Without assurances on the effectiveness of the programme performance management culture, there may be a lack of accountability, leading to programmes being delivered over time, over budget or out of scope, with the consequential reputational risk to the PCC and Force.

6. Proposed PCC governance arrangements for the oversight and scrutiny of major Force projects

a) Governance Framework – Key Principles

PCC governance arrangements will take into account the following principles:

- The Chief Constable holds TVP officers and staff to account for the management and delivery of a TVP operational policing project.
- The PCC holds the Chief Constable to account for the successful delivery of a TVP major project (not the PCC and Chief Constable jointly holding TVP officers, staff and/or partners to account).
- All major programmes should ensure governance roles and specific responsibilities – including those of the PCC(s) and Chief Constable(s) – at all key stages of the project are clearly documented and accepted by all partners.
- Notwithstanding the above, the PCC retains a duty to exercise oversight of the performance of the Chief Constable and the Force, even on operational policing matters, as part of his ‘holding the Chief Constable to account’ duty.
- Where TVP is a partner in a collaborative major project, project management and delivery performance will be monitored under the auspices of a Governance Board and governance arrangements as set out within a S22A Agreement. Nevertheless, the TV PCC will hold the TVP Chief Constable to

account for successful operational delivery of the project in terms of use of resources allocated to the project by the PCC for Thames Valley and successful delivery of the planned service benefits of the project as applicable to TVP and the communities it serves.

- Performance management culture - PCC process for 'holding Chief Constable to account' needs to be transparent and meaningful in order to facilitate cascade of 'accountability culture' down ranks of TVP.

b) Project Decision-Making

- Clear, up-front, robust Business Case (including risk & sensitivity analysis)
- Jointly agreed project 'Review' / 'Gateway' / 'Trigger' points and decision criteria to be established in advance of project commencement (e.g. per scale / risk of project, agreed milestones, deliverables and reporting timetable)
- Consideration should be given during the preparation phase of all major projects for an exit strategy to be developed, including as necessary and appropriate key decision points and contingency plans, to be jointly agreed by the PCC(s) and Chief Constable(s).
- Respective PCC / Chief Constable decision-making responsibilities) to be agreed in advance of project commencement.

c) Pre-Project Business Case Approval

- Business case parameters and project performance reporting requirements to be defined and jointly agreed by PCC and Chief Constable

e.g.

Objective criteria:

- scope
- costs / approved budget allocation
- timescales
- project milestones and decision gateways
- risks and mitigation activities
- planned quantifiable service benefits to be delivered
- planned financial benefits to be delivered

Subjective criteria:

- public priority of service benefits to be delivered
- public impact & interest
- political sensitivity

d) Project Performance Reporting Requirements

- Regular project performance and delivery reports to be received from Chief Constable at PCC-CC Liaison Meetings (informal, as necessary) and formally at Performance & Accountability Meetings (PAMs), addressing progress on planned outcomes of projects (detail to be jointly agreed)
e.g.
 - Project costs / funding
 - Review of estimated deliverable savings
 - Project delivery timescales,
 - Operational / organisational benefits identified, planned and delivered
e.g.
 - organisational metrics - budget / workforce / asset management
 - VFM - economy/effectiveness/efficiency metrics, etc
 - Service benefits to public identified, planned and delivered
e.g.
 - local crime performance metrics
 - National Crime & Policing Measures
 - SPR compliance
 - Project forecast variations and reasons
e.g.
 - costs, funding, timescales, scope
 - contingency arrangements and operational / strategic risk mitigation measures
 - Risk register and risk mitigation plans.
- Routine & regular project delivery performance reporting to be established to facilitate accountability based on 'exception reporting', e.g. the Chief Constable reporting to the PCC actual or significant risks of material variances from the approved project scheme and budget, reasons why, and what mitigating actions are to be taken/options to be considered that may be dependent on PCC approval.
- In addition to the above regular performance reporting requirements, any planned project 'trigger' and/or 'Gateway' decision points requiring PCC consideration and approval will need to be reported to the PCC, as necessary and appropriate and, in any event, in accordance with approved project timescales.

NB

Oversight and scrutiny arrangements in respect of major force projects managed and delivered in collaboration with other forces (and PCCs) will also be subject to the governance requirements of the relevant S22A Agreement.

e) Project Delivery Assurance Arrangements

PCC expectations and project reporting template to be developed and agreed in advance of each major project, allowing for flexibility in reporting requirements, as necessary and appropriate, depending on scale/complexity/risk of project.

Reporting and assurance arrangements to incorporate:

- Demonstrable compliance with PCC/TVP Joint Corporate Governance Framework / S22A Agreement governance requirements (as necessary and appropriate).
- TVP Transformation Board and/or Joint Dep. Chief Constables' Collaboration Board – internal Force monitoring of delivery of major project (but with OPCC oversight).
- In respect of major projects delivered in collaboration with partners, the governance arrangements and requirements of the relevant S22A Agreement.
- Risk registers (Force and OPCC).
- Audit reviews and reports, findings and recommendations (internal and external audit).
- TVP service and project management monitoring reports

NB

Performance management and delivery assurance parameters as well as PCC reporting requirements, particularly in respect of highly technical projects, need to be defined by those responsible for governance of the project, as opposed to those technical experts responsible for delivery of the project.

- A 'Non-Executive Director' role to be appointed on the Governance Board of major projects / programmes, when appropriate, to provide independent oversight, constructive challenge to Board members, acting on behalf of and providing advice to the PCC(s) and CC(s), individually and jointly as necessary and appropriate, to enable both parties to discharge their respective statutory functions and responsibilities effectively.
- PCC-CC Liaison Meetings.
- PCC Performance and Accountability Meetings.
- Audit Committee - joint reporting requirement (within context of respective responsibilities per The Policing Protocol Order).
- Police and Crime Panel - timely provision of information and support from Chief Constable to PCC.
- Agreed standard template reporting requirements for end-of-project 'lessons learned' report.
- Joint Protocol to be developed between the PCC and Chief Constable regarding the PCC's ability to have informal direct access to TVP Senior Responsible Officer (SRO).
- Remedial arrangements for addressing inadequate performance / project delivery to be established and agreed in advance between PCC and Chief

Constable to facilitate effective and visible 'holding to account' culture within the Force.

7. Summary

The above framework will facilitate a consistent approach and understanding of the PCC's expectations regarding the management of major Force projects. This will help set out in advance the 'holding to account' scrutiny framework and performance assessment criteria that will be applied including, for example, that the Force has complied with its own internal governance requirements (e.g. Joint Corporate Governance Framework; approved budget estimates; Procurement Policy and Procedures, etc).

APPENDIX 1

Respective statutory roles and responsibilities of the PCC and Chief Constable

The PCC must secure the maintenance of an efficient and effective police force for the communities of Thames Valley, and hold the Chief Constable to account for the exercise of his functions, and those of persons under his direction and control.

The respective statutory roles and responsibilities of the PCC and Chief Constable, based on the Police Reform and Social Responsibility Act 2011 and The Policing Protocol Order 2011, are summarised below:

1. The PCC is accountable to the electorate of the Thames Valley for securing the delivery of an efficient and effective police service.
2. The PCC provides the link between the police and the communities of Thames Valley, drawing on his mandate to set and shape the strategic policing and crime objectives for the Thames Valley area, in consultation with the Chief Constable.
3. The PCC works to translate the legitimate desires and aspirations of the public into action and report back to communities on his own and the performance of the Force.
4. The Chief Constable exercises operational independence, being accountable to the law for the exercise of operational police powers and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the Force.
5. The PCC and the chief constable operate, individually and jointly, in accordance with the six principles of good governance and the locally agreed Joint Corporate Governance Framework, and abiding by the Nolan Principles.
6. The PCC and the Chief Constable to have an effective and constructive working relationship that serves to enhance local policing for the Thames Valley communities.
7. The PCC and the Chief Constable to work together in a way that is collaborative and co-operative, affording each other reasonable, appropriate and timely access to staff and information that will enable both to carry out their respective functions effectively.
8. The PCC and Chief Constable to work collaboratively with other partners, where this will improve the efficiency or effectiveness of policing and, where this relates to the functions of the police force, both parties are in agreement.
9. The Chief Constable to provide professional advice and recommendations, and exercising direction and control over staff, in a way that will assist the PCC in the exercise of the PCC's own functions.

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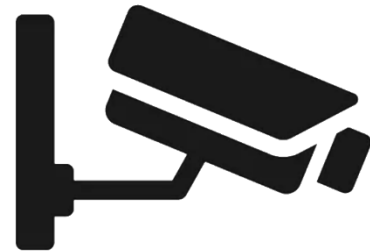


Matthew Barber
Police & Crime Commissioner

Report to the Thames Valley Police & Crime Panel

REVIEW OF CCTV PROVISION AND ESTABLISHING A NEW CCTV PARTNERSHIP FOR THAMES VALLEY

THAMES VALLEY CCTV PARTNERSHIP



BACKGROUND

CCTV provision across Thames Valley is mixed. Each LPA and Local Authority have been working to provide CCTV as a joint approach. There is a mixture of ownership of the equipment, where it's housed, and who employs the staff. The previous Local Policing Dept. owned the CCTV strategy and negotiated a new Funding Formula signed off by CCMT (but not adopted in all areas). Internally, CCTV moved to Strategic Governance in 2019 where significant efforts were made to progress the Bucks hub and Oxon hubs.

The challenge remains a lack of clarity on who is responsible, and the fact that there is no statutory requirement to provide CCTV meaning that it is discretionary for all partners.

Whilst only one tool in the fight against crime it can be invaluable in gathering evidence, deterring offending and reassuring the public.

VISION FOR THE FUTURE

The PCC recognises that CCTV exists primarily (although not exclusively) for the benefit of policing and the wider interests of community safety. It does not generally form part of the core function of local authorities. Therefore it is right that policing shoulders the lion share of the responsibility for providing the capability. This is a significant strategic shift in thinking within the Thames Valley and will take some time to implement.

The long term vision is for CCTV across Thames Valley to be provided by Thames Valley Police. In this model the Force would own the equipment/contracts, be responsible for maintenance and employ staff to monitor the service. This "single owner" model will help to consolidate technology, drive savings through economies of scale, improve integration with police systems and provide increased resilience.

THAMES VALLEY CCTV PARTNERSHIP

Thames Valley Police cannot however deliver this vision alone. It will still require a contribution from local authorities, both financially and in kind. Whilst TVP would own and maintain the system the PCC seeks to establish a Thames Valley CCTV Partnership which would secure ongoing funding from local authorities and ensure that stakeholders were involved in the wider provision. The partnership would allow principle local authorities

(but also others such as parish/town councils; BIDs; private businesses) to contribute financially to increase coverage in their locality. As part of the partnership agreement local authorities would allow TVP to use appropriate street furniture for the placement of equipment.

Funding to the partnership is likely to be based on a funding formula (probably that used for the Community Safety Fund) to provide baseline coverage (effectively the legacy transfer from local authorities to the police) and additional charges based on extra provision that may be provided. It may also be possible to explore the charging of other CCTV services to local authorities, such as monitoring of private areas or traffic management, but this will need to be carefully considered.

With increased funding provided by TVP it is hoped that a new partnership funding agreement would at least cost local authorities no more, if not drive some savings as well as providing clarity around future costs.

ACHIEVING THE GOAL

Delivering this ambition will take time and most importantly the cooperation of each local authority in Thames Valley. It will inevitably need to be a gradual process taking each area at a time. Some discussions have already begun with Milton Keynes Council and councils in Oxfordshire. Each area is at a different stage and consideration will need to be given to novating contracts and the transfer of assets on each occasion.

Oxfordshire is the area that seems more likely to be able to make a change first, should all partners be willing. This could then be a model for the rest of Thames Valley.

Thames Valley Police currently has a capital budget of £472,000 available to support moves to a new model, and the PCC is creating an earmarked revenue reserve of £1m. A new CCTV manager is being recruited to the Strategic Governance team and once this person is in post it is hoped to push on with discussions in more detail.

OPTIONS TO BE CONSIDERED

There are a number of technical and contractual options to be considered. Fixed versus mobile cameras; SIM card, hard-wired, or SD card; outsourced, maintained or fully in-house. No assumptions have been made at this stage about such matters as the focus is on establishing the new strategic governance arrangements. Operational considerations will drive the technology choices. It is hoped that whatever solution is found it will be possible to drive integration with the Force's Digital Evidence Management System (DEMS). The physical estate for monitoring CCTV will also need to be considered and will be looked at by the PCC's Strategic Estates Group.

Report to the Thames Valley Police & Crime Panel

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

Date: 8 April 2022

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 Andrew McHugh with the Deputy Chair, Councillor Emily Culverhouse.
3. It was agreed that the Sub-Committee should submit its report to the Panel on a quarterly basis, when complaints had been considered.
4. It should be noted that the proceedings of meetings where complaints are heard are confidential.

Complaint Received

5. A complaint made against the Police and Crime Commissioner was considered at a meeting of the Complaints Sub-Committee on 28 February 2022.
6. After consideration of submissions from the complainant and from the PCC, the Sub-Committee resolved: -
 1. That this complaint made against the PCC, did not have any merit and the Sub-Committee agreed to dis-apply the requirements of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (Part 4).

2. The complaint should not be subject to resolution under Part 4 of the Regulations and that no action should be taken in relation to it at all, as the complaint is vexatious and an abuse of the procedures for dealing with complaints.”

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: 8 April 2022

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



Home Secretary says 'Enough' to violence against women and girls

<https://www.gov.uk/government/news/home-secretary-says-enough-to-violence-against-women-and-girls>

The Home Secretary has launched an ambitious new, multi-year national communications campaign which says 'Enough' to violence against women and girls.

The campaign includes television adverts, billboards, social media and radio advertising and will highlight different forms of violence against women and girls and the simple acts that anyone can take to challenge perpetrators of abuse. Forms of violence against women and girls (VAWG) represented include street harassment, coercive control, unwanted touching, workplace harassment, revenge-porn and cyber-flashing.

The campaign was informed by the unprecedented 180,000 responses to the Call for Evidence last year. This multi-year campaign will also include communications to educate young people about healthy relationships and consent, and ensure victims can recognise abuse and seek support.

It has been developed with an advisory group comprising over 30 voluntary sector organisations, survivors and academics who have given their expert insight. The latest findings in behavioural science have also been used, including the role of peers and wider society in influencing people's actions, and the importance of providing simple, clear options to overcome the barriers people can have to challenging abuse.

Alongside advertising, a new website provides more information on the steps people can take to safely challenge violence against women and girls, guidance for victims of these crimes and advice for perpetrators who recognise their behaviour needs to change.

It comes as the Home Secretary, National Police Chiefs' Council and College of Policing (HMICFRS) confirm that they are accepting and implementing all of the recommendations made by HMICFRS in their violence against women and girls' inspection. The inspection, commissioned by the Home Secretary last year, recommends:

- appointing a full-time VAWG national policing lead to co-ordinate and improve the national policing response – which the Home Office supported, and DCC Maggie Blyth is now in post
- adding VAWG to the strategic policing requirement placing it on the same strategic footing as terrorism, serious organised crime and child sexual abuse new guidance to police forces on how to treat victims and to establish a single national survey on victim satisfaction
- ensuring that progress is closely monitored, including violence against women and girls as a priority for the ministerially chaired Crime and Policing Performance Board
- taking action to make sure different agencies, including the police, health and education, are working together effectively to tackle violence against women and girls, including considering whether any new duties should be introduced - the government recently made it clear in the Police, Crime, Sentencing and Courts Bill that local areas can consider domestic abuse and sexual offences for the purposes of the new serious violence duty

The Home Secretary also commissioned a 2-phase independent inquiry, chaired by Dame Eilsh Angiolini QC, to investigate and scrutinise the robustness of vetting practices, professional standards and discipline, and workplace behaviour within the police.

Home Secretary launches new Tackling Domestic Abuse Plan

The new plan aligns closely to the recent Tackling Violence Against Women and Girls Strategy and sets a clear ambition of prioritising the prevention of these awful crimes, supporting victims and pursuing perpetrators.

Some 2.3 million people in England and Wales experienced domestic abuse in the last year and around 1 in 5 homicides are related to domestic abuse. The government has already taken steps to prevent these crimes, but the new plan is set to go even further in tackling this threat, by delivering many of the provisions set out in the Domestic Abuse Act.

Pursuing perpetrators

The plan includes new measures to tackle perpetrators including:

- options for creating a new register for domestic abusers which could require perpetrators to take actions such as reporting to the police when changing address or opening a bank account with a new partner
- increasing electronic tagging to a further 3,500 individuals who have left prison and who pose a risk to women and girls
- investing £75 million on directly addressing abusers' behaviour, as part of an overall £81 million for tackling perpetrators over the next 3 years

Prioritising prevention

The plan sets out key actions to prevent domestic abuse from happening in the first place. These include:

- a package of support for teachers to deliver the relationship, sex, and health education curriculum to ensure children learn about healthy relationships at an early age
- making it easier to access information on a partner's or ex-partner's previous abusive or violent offending by revising and consulting on the guidance underpinning the Domestic Violence Disclosure Scheme, known as Clare's Law, to consider the timescales for disclosure and promote tools which allow online applications

- working with the National Police Chiefs' Council to review police forces which record the highest rates of domestic homicide and serious domestic abuse crimes

Supporting victims

The plan aims to help all victims and survivors who have escaped from domestic abuse feel that they can get back to life as normal, with support for their health, emotional, economic and social needs. This includes:

- a doubling of funding for the National Domestic Abuse Helpline, which sees on average 15,000 users every 3 months, and an uplift for all other national tackling VAWG helplines, to a combined total of over £2 million a year
- a commitment to reviewing the statutory leave laws for victims of domestic abuse
- funding 700 independent domestic violence and sexual violence advocate roles with additional funding for 300 roles later this year to refer and support victims and survivors

A stronger system

The plan intends to improve the systems and processes that underpin the response to domestic abuse across society. This includes:

- the expansion of the successful Ask for Ani codeword scheme to be piloted in Jobcentre offices across the UK
- £7.5 million over 3 years to enable healthcare professionals to better identify, refer and support victims and survivors of domestic abuse
- more work to support police to help identify and reduce the risks of suicide in cases involving domestic abuse

The government has also introduced new measures in our Police, Crime, Sentencing and Courts Bill, which will give victims of domestic abuse longer to report offences to the police, so that abusers cannot evade justice.

Why Knife Crime Has Increased So Dramatically In Milton Keynes

<https://www.miltonkeynes.co.uk/news/crime/angry-councillor-demands-answers-as-to-why-knife-crime-has-increased-so-dramatically-in-milton-keynes-3633350>

A Bletchley town councillor has calculated that knife crime has soared by 90% in Milton Keynes over the past two years, with at least 10 fatal stabbings during that time.

This is a higher rise than London, she says. And what is particularly worrying is that four of the deaths have happened in the past three months.

The Councillor has penned a letter to MPs Iain Stewart and Ben Everitt and the Police and Crime Commissioner Matthew Barber to voice her concerns and frustration.

On September 2021, PCC Mr Barber revealed his plans to commit £7.72million to combating anti-social behaviour, stating MK would be allocated £2,098,398 over three years. He also made a statement last June saying that reducing knife crime was a priority.

Home Secretary commissions inspection of the police response to CSE

<https://www.gov.uk/government/news/home-secretary-commissions-inspection-of-the-police-response-to-cse>

The Golden Thread: Putting Family At The Heart Of The Criminal Justice System

<https://www.centreforsocialjustice.org.uk/library/the-golden-thread>

Road Safety Summit announced by Police & Crime Commissioner

A Road Safety Summit has been announced for this May, bringing together highways authorities, roads policing and road users to help set a new strategy to cut road deaths.

Announcing the Road Safety Summit, Matthew Barber, Police and Crime Commissioner for Thames Valley, said: "Every death on our roads is a tragedy. A life lost. A family broken. We are all road users in one form or another, and the safety of everyone matters. From HGV drivers to the most vulnerable road users, we should all expect to arrive at our destination safely.

"Thames Valley has a vast network of roads, from smart motorways to the smallest of country lanes, and the purpose of the Road Safety Summit is to begin to set a new strategy for cutting road deaths across Berkshire, Buckinghamshire, Milton Keynes and Oxfordshire."

The Summit will bring together local councils, Highways England, Thames Valley Police as well as groups representing a variety of road users.

Matthew added: "As PCC, I want to challenge the police to ensure that they are doing all they can to keep our roads safe, but there is also a huge amount for other partners to do. All too often the debate is polarised into drivers versus cyclists. I want to go beyond that. To understand the inherent vulnerability of cyclists, pedestrians and horse riders on our roads, whilst also recognising the very real dangers to motorists and motorcyclists on our roads."

This Summit is intended to be the start of that conversation, generate clear recommendations and help to make our roads safer for all.

£100,000 available to community groups helping to support policing and prevent crime

The PCC opened applications to his Community Fund to support local projects tackling crime. The closing date for this round of applications was Friday 4th March.

The Community Fund supports voluntary and community groups assisting both the PCC and Thames Valley Police in helping to prevent crime and keep communities safe. £100,000 is available in the latest round of funding, with applications to the fund opening twice a year.

Money for the scheme comes from the Community Fund, which is jointly managed by the PCC and the Chief Constable and is created from the proceeds from the sale of items seized from criminals that cannot be returned to their rightful owners.

Organisations from across Thames Valley can apply for grants for projects that support one 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)

Thames Valley Police launches Rural Crime Taskforce

<https://www.thamesvalley-pcc.gov.uk/news-and-events/thamesvalley-pcc-news/2022/03/thames-valley-police-launches-rural-crime-taskforce/>

Thames Valley Police has launched its Rural Crime Taskforce to make the Thames Valley a hostile place for those who commit rural crimes.

The Taskforce consists of a team of dedicated officers, as well as intelligence support, who will work tirelessly with our partners, drone units, and the Joint Operations Unit with Hampshire to tackle serious and organised rural crime.

What is rural crime?

Rural crimes are offences that relate to farms, agriculture, wildlife, the environment and heritage sites where they are targeted due to their isolation or rural location. Spanning across harm to animals and the theft of vital machinery, rural crime causes distress, misery and unnecessary hardship for farmers who rely on their land and machinery for their livelihoods.

How does rural crime impact the Thames Valley?

The Taskforce is successfully working to support rural communities and tackle crime. Over £400,000 worth of trailers, caravans and other equipment have been recovered by the team. They have been proactively working with the Forensic Investigation Unit to address rises in thefts of GPS systems within tractor satellite navigation systems. This means the Forensic Investigation Unit is able to attend these incidents when they have taken place, helping the rural communities recover from the impact these offences which can have severe consequences on the livelihoods of those affected. Local policing areas across the Thames Valley have also seen the benefit of the Taskforce, with the team supporting investigations into rural issues such as thefts and hare coursing.

There is also proactive work led by the Taskforce, which has included working with the Economic Crime Unit to look into the proceeds of crime. Operations have taken place into money laundering, showing how rural crime can often link into organised crime and the key role the Taskforce will play in supporting wider police operations.

Do the Right Thing campaign launches in the Thames Valley

The Do the Right Thing campaign, which encourages men to recognise and call out sexism and harassment has been launched in the Thames Valley.

Do the Right Thing encourages men to recognise sexual harassment and misogynistic behaviour from others and give them the confidence to call it out when they witness it.

Following the success of Sussex OPCC introducing the campaign, Thames Valley is launching a localised version to align with its work around Violence Against Women and Girls (VAWG).

Matthew Barber, Police and Crime Commissioner for Thames Valley, said: "In partnership with Thames Valley Police, I am committed to tackling sexual violence and harassment and the Do the Right Thing campaign reminds men that we must all speak out against inappropriate behaviour.

"We all have a responsibility to speak up whenever we see bigotry, violence or abuse and the campaign offers some simple advice on what people can do to play their part to tackle inappropriate behaviour.

"I continue to support victims of crime with my Victims First service and I'll also be using the campaign to promote this in the hope that further support can be given to victims.

"I'm encouraging people to support my campaign on social media using the hashtag #DotheRightThingThamesValley."

As part of the campaign men are being asked to do a variety of things including:

- If they see someone feeling uncomfortable with someone else's behaviour, check they're okay.
- Remember consent must be mutual in sexual relationships – be aware of their own actions and speak out if they hear friends aren't being.
- Call it out if a friend or colleague makes an inappropriate sexual remark.
- Recognise if their own behaviour has been inappropriate in the past and make changes for the better.
- Tell people about the Victims First service if they think they need help.

Thames Valley Police & Crime Panel Work Programme 2021/22 and 2022/23

28 January 2022	PCC Draft Budget – To review and make recommendations on the proposed precept for 2022/23 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 • Hate Crime • Public questions • Chairman/PCC Updates /Topical Issues • Work Programme
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	Police and Crime Commissioner’s – 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 • PCC Annual Report • Community Safety Partnerships Update • Joint Protocol for the working relationship between the Thames Valley Police and Crime Commissioner and the Thames Valley Police and Crime Panel

		<ul style="list-style-type: none"> • Annual Review of Panel's Terms of Reference, Panel Arrangements, Complaints Procedure, appointment to Sub-Committees and Task and Finish Groups • Chairman/PCC Updates and Topical Issues Report • Work Programme
16 September 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 • Work Programme • Chairman/PCC Update and Topical Issues Report
18 November 2022	Criminal Justice System and Probationary Service - Prison Leavers	<ul style="list-style-type: none"> • Contact Management – Update on performance of “101” Calls and on-line reporting • Professional & Ethical Standards Panel Annual Assurance Report 2021 • Public questions • Chairman/PCC Updates/Topical issues • Work Programme

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 • Update on TVP Collaborations • Public questions • Chairman/PCC Updates /Topical Issues Work Programme
24 March 2023	Police Community Support Officers	<ul style="list-style-type: none"> • Contact Management – Update on performance of “101” Calls and on-line reporting • Cyber Crime

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