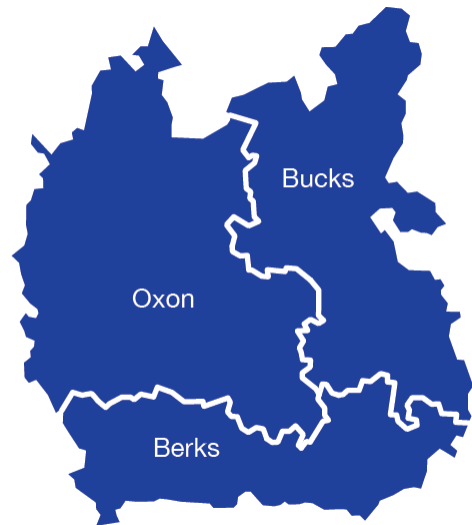


Agenda

Date: Friday, 25 June 2021

Time: 11.00 am

Venue: Cherwell District Council,
Bodicote House, Bodicote,
Banbury, Oxon OX15 4AA



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.

If you wish to view proceedings, please click on this [Live Link](#). However, that will not allow you to participate in the meeting.

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. Election of Chairman of the Panel

To elect the Chairman of the Panel for the Municipal Year 2021/22.

2. Appointment of Vice-Chairman of the Panel

To appoint a Vice-Chairman of the Panel for the 2021/22 Municipal Year.

3. Apologies for Absence

4. Declarations of Interest

5. Minutes (Pages 1 - 14)

To agree the Minutes of the meeting held on 26 March 2021.

6. Public Question Time

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

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

7. Thames Valley Police and Crime Commissioner's Police & Criminal Justice Plan 2021-2025 (Pages 15 - 56)

The Police and Crime Panel is requested to offer comment on and endorse the draft the new Thames Valley Police and Crime Commissioner's Police & Criminal Justice Plan.

A summary of the Plan and the full Plan are attached.

8. Police and Crime Commissioners' Annual Report 2020/21 (Pages 57 - 72)

The Police and Crime Panel is asked to receive and review the PCC's Annual Report 2020/21.

9. Community Safety Partnerships - PCC Update Report (Pages 73 - 78)

The PCC has provided a report informing the Panel of the work and funding which is provided to Community Safety Partnerships in the Thames Valley.

10. Police and Crime Panel's Annual Report 2020/21 (Pages 79 - 90)

The Panel is asked to receive and comment on the Police and Crime Panel's Annual Report for 2020/21.

11. Review of Police and Crime Panel's Rules of Procedure, Complaints Procedure, Panel Membership and appointment to Sub-Committee's and Task Groups (Pages 91 - 126)

The report of the Scrutiny Officer of the Panel requests the following:

- Members note the Rules of Procedure and Panel Arrangements,
- Reconfirming the decision that future meetings of the Panel take place at Buckinghamshire Council's Gateway House in Aylesbury,
- Agree a protocol for the Informal Resolution Procedure on complaints made against the Police and Crime Commissioner and his officers,
- Consider the memberships of the Panel's Complaints Sub Committee and Budget Task and Finish Group,
- That the established Sub-Committee and Task Group be agreed with no changes to their terms of reference for the following year (subject to any legislative changes).
- Notes the arrangements regarding the two newly appointed Co-Opted Members of Buckinghamshire Council.

12. Protocol defining the relationship between Thames Valley Police and Crime Panel and the Police and Crime Commissioner for Thames Valley (Pages 127 - 142)

To agree a protocol between the Thames Valley Police and Crime Panel and the Police and Crime Commissioner for Thames Valley aims to provide clarity of role and expectations of the Panel and the Commissioner for the benefit of all involved in the process of policing and crime accountability.

13. Chairman and PCC Updates

To receive updates from the Chairman of the Panel and from the PCC.

14. Work Programme (Pages 143 - 146)

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

Date of next meeting: 10 September 2021

Membership

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 Marilyn Davies (West Oxfordshire District Council), 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 Barrie Patman (Wokingham Borough Council), 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).

Minutes

Minutes of the Thames Valley Police and Crime Panel held on Friday, 26 March 2021 in Virtual, commencing at 11.00 am and concluding at 1.15 pm

Members Present

Councillor Kieron Mallon (Oxfordshire County Council) (Chairman), 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 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 Mohammed Nazir (Slough Borough Council), Councillor Barrie Patman (Wokingham Borough Council), Councillor David Rouane (South Oxfordshire District Council), Councillor Claire Rowles (West Berkshire Council), Councillor Ray Sangster (Buckinghamshire Council – Co-Opted Member), Councillor Liz Terry (Reading Borough Council (Substitute Member)), Councillor Dr Louise Upton (Oxford City Council) and Councillor Mark Winn (Buckinghamshire Council – Co-Opted Member).

Officers Present

Khalid Ahmed (Scrutiny Officer)

Others Present

Matthew Barber (Deputy Thames Valley Police and Crime Commissioner), Ms Victoria Butler (Modern Slavery Co-Ordinator & Tactical Advisor (TVP Protecting Vulnerable People), John Campbell (Chief Constable, Thames Valley Police), Paul Hammond (Chief Executive Officer of PCC), Ian Thompson (Chief Finance Officer of PCC) and Vicki Waskett (Head of Governance and Compliance – Office of PCC).

Apologies

Councillor Julia Adey (Buckinghamshire Council - Co-Opted Member), Councillor Adele Barnett-Ward (Reading Borough Council (Councillor Liz Terry substituting) and Councillor Marilyn Davies (West Oxfordshire District Council).

Anthony Stansfeld (Thames Valley Police and Crime Commissioner).

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)

COUNCILLOR BILL BENDYSHE-BROWN

The Panel held a moments silence for the sad passing of Councillor Bill Bendyshe-Brown (Buckinghamshire Council), who was Vice-Chairman of the Panel and Chairman of the Panel's Complaints Sub-Committee.

The Chairman of the Panel paid tribute to Bill and passed on his and the Panel's commiserations to Bill's wife and family.

11/21 **APOLOGIES FOR ABSENCE**

Apologies for absence were submitted by Councillor Julia Adey (Co-Opted Member, Buckinghamshire Council), Councillor Adele Barnett-Ward (Reading Borough Council (Councillor Liz Terry Substituting)) and Councillor Marilyn Davies (West Oxfordshire District Council).

Anthony Stansfeld, Thames Valley's Police and Crime Commissioner also submitted his apologies.

12/21 **MINUTES**

The Minutes of the meeting of the Panel held on 29 January 2021 were agreed as a correct record and signed by the Chairman.

13/21 **THEMED ITEM - EXPLOITATION – PREVENTING MODERN SLAVERY / FORCED MARRIAGE / HONOUR-BASED CRIME**

For the Panel's themed item of 'Exploitation – Preventing Modern Slavery / Forced Marriage / Honour Based Crime, a report was submitted by the Office of the Police Crime Commissioner.

The Panel was informed that the theme of 'exploitation prevention' primarily related to two of the strategic priorities set out in the PCC's Police and Crime Plan 2017-2021:

- Strategic Priority 1, 'Vulnerability'. This included the response by police and partners to human trafficking, forced marriages, Female Genital Mutilation (FGM), Child Sexual Exploitation (CSE) and other hidden harm such as honour-based violence, coercive control, stalking and harassment.
- Strategic Priority 2, 'Prevention and Early Intervention'. This included the prevention of CSE and FGM.

The Panel was also provided with details of the Thames Valley Police Modern Slavery Act Transparency Statement which set out Thames Valley Police's (TVP) and the Office of the Police and Crime Commissioner for Thames Valley (OPCC) actions to understand all potential modern slavery risks related to its business and provision of services, and to put in place steps that were aimed at ensuring that there was no slavery or human trafficking present in its own business and supply chain.

Matthew Barber, Deputy Police and Crime Commissioner and Victoria Butler, Modern Slavery Co-Ordinator & Tactical Advisor (TVP Protecting Vulnerable People) attended the meeting and gave a presentation to the Panel.

The Panel was informed that in relation to Modern Slavery, Thames Valley had the second highest number of offences to the Metropolitan Police Force area. Reference was made to the Overview of Modern Slavery in the Thames Valley –2019 Infographic which showed the impact of Modern Slavery.

Victoria Butler reported that Modern Slavery cases covered criminality in 17 sectors. There were 372 referrals into the National Referral Mechanism for each exploitation type across the Thames Valley comprising of Forced Labour (69), Sexual Exploitation (47), Criminal Exploitation (213), Domestic Servitude (17) and unknown (17).

The Panel was informed that there had been 415 referrals made to Victim's First Willow Project, which was a service supporting victims of exploitation of all types and was funded by the PCC.

The Panel was provided with up to date information which showed that there were 213 live investigations as of 25 March 2021. The biggest NRM related to exploitation such as in relation to "County Lines" with 57 ongoing investigations. Work took place with the PCC on safeguarding victims.

Reference was made to the setting up of new investigation scrutiny panel and the creation of a modern slavery victim liaison officer on each Local Policing Area.

The Chairman expressed disappointment at the lack of information provided on Forced Marriage and Honour Based Crime and it was requested these areas of exploitation be revisited at a future Panel meeting. The Deputy PCC commented that it was important that awareness and prevention of these crimes were publicised but acknowledged that these crimes were not reported to the Police.

The Deputy PCC reported that there were overlaps in exploitation areas and referred to the work of the BAMER Project whose main aim was to assess, improve and better coordinate the multi-agency response to Violence Against Women and Girls. This project covered Forced Marriage, Hidden Harm and Female Genital Mutilation. This was an important piece of work, working with Oxford City Council, offering a helpline and an on-line reporting facility.

The Chairman pointed out that it was important that men be included when discussing Hidden Harm and Forced Marriage and referred to men being subjected to Forced Marriage and Honour Based Violence.

Members' Questions

(1) Generally, what were the nationalities of people involved in "County Lines"?

[The Panel was informed that the majority were British with most NRMs related to British Nationals. "County Lines" was not a problem caused by immigration.]

(2) Reference was made to a Modern Slavery / County Lines operation being higher than the figures given and an example was given of an operation which took place in Adderbury, Oxfordshire which resulted in no arrests.

[Victoria Butler reported that nationally there were 10,600 Modern Slavery referrals, however, it was estimated that the true figure was 120,000. This was because the crime was hidden and difficult to identify and victims were reluctant to come forward. Also organised crime gangs were fluid, changing tactics and location.]

(3) What can be done in relation to identifying forced labour which is sometimes used in the building industry, and what role do building control have to play in this?

[The Panel was informed that there would be more transparency as certain organisations have to develop a slavery and human trafficking statement each year (Section 54 of the Modern Slavery Act 2015). The slavery and human trafficking statement would set out the steps organisations have taken to ensure modern slavery was not taking place in their business or supply chains.]

(4) Why had there only been one prosecution for Modern Slavery?

[The Crime Prosecution Service guidance was that prosecutions should be evidence led and it was a real challenge to get victims to relive the trauma they had encountered. It was likely that there were other crimes being committed alongside Modern Slavery, such as drug dealing, and Police activities provided disruption to these criminal activities.]

(5) It was encouraging to see the work which was taking place with the building industry, but what other work is taking place with the business sector, local authorities and TVP in terms of joined up working to help victims of Modern Slavery?

[TVP worked with local authorities and other partners to disrupt the activity and looked at the powers which other agencies had to combat the activity such as Environmental Health.]

(6) What plans are in place to increase the operational work of TVP to ensure that victims of exploitation are being referred to Victims First Specialist Service?

[In the recording of the crime there is a process where victims of exploitation are referred to Victims First for support and advice.]

(7) Are certain industries targeted such as nail bars?

[The Panel was informed that targeting did not take place, however, if a crime was being investigated, engagement took place to ascertain if there was hidden crime. Reference was made to hand car washes, where engagement took place with owners to reduce the risk of exploitation. The Chief Constable commented that he was pleased at the number of referrals which had increased because of the constant education programme which raised awareness. Thames Valley was ahead of both Greater Manchester and West Midlands Police Forces.]

(8) Was there a "Call to action" for local authorities to prevent and detect Modern Slavery?

[There has been great strides made in relation to partnership work with local authorities with staff encouraged to undertake free training on Modern Slavery which helps Council staff familiarise themselves and recognise indicators of Modern Slavery and provides advice on where to get help.]

(9) What work is taking place with the BAME community on homosexuals being forced into marriage with spouses of the opposite sex and what are the challenges to enable victims to reach out to what is a taboo subject in certain cultures?

[The Deputy PCC reported that this was down to training of officers and the mechanisms which were in place to enable the reporting of such crimes. The Police and partner agencies had to reach out to communities and ensure that help was there.]

(10) In relation to Forced Marriages, it is acknowledged the difficulty of prosecuting perpetrators as most of these marriages occur outside of the UK, however, could the Deputy PCC give an indication of the number of forced marriage protection orders have been issued in the Thames Valley?

[The Chief Constable reported that there had been 253 offences of Honour Based Abuse and 20 offences of Forced Marriage. There was a year on year increase in the reporting of these crimes.]

(11) Honour Based Violence can begin at a young age, so what work is taking place with schools to raise awareness about this and to make children understand that this practise is unacceptable and not part of any religion?

[The Panel was informed that education and the role of staff at schools was critical in terms of educating children in this respect. The national curriculum included teaching children about this and how Honour Based Violence was unacceptable and was not part of any religion.]

The Deputy PCC informed the Panel that he had not been made aware of specific meetings which had taken place with religious leaders, although he was certain ad-hoc meetings had taken place to enable the communication of the message to take place. After the Bullfinch Inquiry, there were several meetings with religious and community leaders.]

(12) In relation to Forced Marriages, there was a “marriage season”, when children were sent away for a holiday but forced into marriages. Were schools and other agencies specifically being proactive during this period?

[The Deputy PCC commented that this had been raised during training for schools. This was a difficult and sensitive area, as the authorities were reliant on teachers recognising the signs and alerting the authorities.]

A Member of the Panel reported that he was aware that teachers at secondary schools were trained to spot the signs and any absence from school was chased up to ensure there was a legitimate reason for the absence. The Panel was informed that religions stated there was no honour in forcing marriages.]

The Chief Constable referred to the agencies being on high alert in those areas where these types of crimes were more prevalent. The Chairman commented that Councillors had a role to play in preventing such practises and were an important link to their local communities and the relevant authorities.]

RESOLVED – (1) That the information provided in the presentations be received and noted and the presenters be thanked for attending.

(2) That an item on Forced Marriage and Honour Based Crime be included in the work programme for a future Panel meeting and the PCC be requested to provide data on these areas of exploitation.

14/21

POLICE AND CRIME PLAN STRATEGIC PRIORITY 3: - REDUCING RE-OFFENDING - PERFORMANCE REPORT

The Panel was provided with a report which detailed progress made (Year 4, 2020/21, to end of quarter 3) on delivery of the following four-year Police and Crime Plan key aims for reducing reoffending:

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

The Deputy PCC referred to the continued funding of the 'Buddi-tags' scheme, which was a voluntary scheme used by offenders and helped them resist returning to crime.

Reference was made to the Office of the PCC coordinating a bid to the Home Office for the 'Prison Leavers Fund'. The Panel was informed that this involved different partners and elements of support for adults leaving prison and included:

- improving the family links for parents in prison with their children;
- ensuring arrangements are made to access benefits, substance misuse prescriptions, housing, mental health needs, etc via 'departure lounges' upon leaving prison,
- improving access to digital resources to assist prison leavers accessing education/employment,
- recruiting system navigators, including those with lived experience, and
- volunteers to advocate and support individuals leaving prison.

Members' Questions

(1) In terms of data sharing on gangs and reducing violent crime, how successful has the data sharing been with the NHS?

[The Deputy PCC responded that there were two areas where data sharing was taking place; Thames Valley Together was the sharing of NHS data with the Police, which was individualised and identified individuals at risk.]

The Panel was informed that re-offending could become cyclical, with for example, children of offenders becoming offenders. The second area where data was being used was a data visualisation tool which was created jointly with Hampshire. It allowed users to understand where serious violence was happening and target hotspot locations for Police patrols or problem-solving activity.

The Dashboard information would be shared with Community Safety Partnerships and it will enable CSPs to see Police data. In addition, the Police will be able to see anti-social behaviour data, issues around housing. The Offending Team would be involved with this.

Stage two, would be the platform being available for the public on the PCC website, to enable the public to see relevant shared data for their area.]

(2) How will the PCC encourage a more joined up criminal justice system through the tasks identified in the Plan?

[The Deputy PCC reported that he was the Chairman of the Local Criminal Justice Board with the Reducing Re-Offending Board sitting underneath that. Coming out of the Prison Leavers scheme was the need for having a strategic level involvement of all those partners involved. Where there were gaps, make sure local authorities and magistrates were represented.]

(3) Is there any data available on the successes of getting Re-Offenders to access education, training and employment, and what impact has the Pandemic had on this?

*[The Deputy PCC said he did not have data on successes to hand, but he could send that information to Panel Members, together with the details of the funding provided to the Aspire Project through the gate programme. **[Action: PCC]***

In relation to the Pandemic, there was a general problem of getting all people back into work, not just Re-Offenders. The major challenge has been around financing, as most of the organisations which were worked with, were Charitable organisations. There had been good support from the Ministry of Justice, but it was acknowledged that the Pandemic had caused some challenges.

Aspire were working towards having dedicated mentors for individuals who provided support even after the individual has found a job to ensure they had the continued support to help them stay on course.]

(4) What part is technology playing in the management of reducing re-offending and how successful is it?

[The Panel was informed that this had been touched on in previous questions, however, reference was made to the virtual campus platform which was an on-line facility for offenders to input their information, their data, their stories etc. This enabled the provision of services for offenders to be better and easier.

Reference was made to the monitoring work, which served two purposes. There was lots of disquiet over the length of some people's sentences not being long enough which affected the public's confidence on sentencing. Electronic tagging of recently released offenders for a period decided by judges was important and would improve the public's confidence and more importantly, play an important role in rehabilitation.]

(5) In relation to the pilot scheme which has taken place in Aylesbury Crown Court with Judge Sheridan, whereby domestic abuse cases were fast-tracked, could an update be provided on progress of this and whether the scheme would be rolled out across the Thames Valley?

[The Panel was informed that this was a good scheme with support from Judge Sheridan. The challenge had been getting the CPS to adopt it, although the Deputy PCC said he would be just happy with it being rolled out across the Thames Valley. There was to be a new Crown Prosecutor for Thames Valley so discussions would take place on the CPS taking this forward as, although fast tracking cases was resource intensive, there were major benefits to the scheme.]

RESOLVED – That the report and the information contained in the report be noted and the PCC be requested to provide the information required by the Panel.

15/21

POLICE AND CRIME PLAN STRATEGIC PRIORITY 4: - SERIOUS ORGANISED CRIME AND TERRORISM - PERFORMANCE REPORT

The Panel was provided with a report which detailed progress made (Year 4, 2020/21, to end of quarter 3) on delivery of the following four-year Police and Crime Plan key aims for addressing Serious Organised Crime and Terrorism:

1. Coordinated public awareness messages, campaigns and approaches by police and local authorities tackling terrorism and serious organised crime at a local level.
2. A 'dare to share' culture across all agencies, public or private, voluntary or community, who deal with vulnerable young people and adults.
3. Greater oversight across Thames Valley of activities to prevent violent extremism, share lessons learned and promote good practice.
4. Better engagement and information sharing between police and organisations supporting vulnerable migrants and rough sleepers, with the aim of preventing exploitation by organised criminals.

The Deputy PCC summarised that some of the work overlapped with previous items discussed but referred to work taking place around Modern Slavery, County Lines, Counter Terrorism Policing, which the PCC has oversight of through the South East Chief Constables/PCC Forum, of which Thames Valley's Chief Constable was lead. Details of actions and progress made were detailed in the report.

Members' Questions

(1) With the funding the PCC provides to various organisations to reduce re-offending and to reduce serious organised crime how does the PCC measure the success of these initiatives?

[The Deputy PCC reported that measuring performance depended on the organisation which was funded and their purpose. It depended on the wider point around contract management, which possibly could be discussed at a future Panel meeting.]

There was an expectation around outcomes, but this very much depended on the type of organisation which was commissioned for the service. Performance would be monitored through the PCC's Policy Teams and clearly poor performance would be reflected in non-renewal of contracts. Performance management was dependent on the size and type of organisation providing the service, but regular reports had to be provided to ensure objectives were being met.]

(2) At present in order to report through Action Fraud, you have to be a victim of fraud. However, could the PCC make representations to extend this to attempts of fraud? In addition, can anything be done to take down scammers who were offering tailor made fraud apps on-line?

[The Deputy PCC reported that this on-line cyber fraud was a massive threat to us all but was probably under recognised by the general public. Phishing emails are an attempted crime and the scale of these scams were huge with the systems not up to tackling this problem. Representations should be made nationally with the business model of Action Fraud being looked at. The concept of a national reporting line for reporting fraud was probably correct because of the nature of the crimes, which were international. However, the delivery of the service was not good.]

There were proposals to regionalise some of the work around digital investigations/forensics because the SE Regional Crime Unit have significant capabilities and in some areas have led the country in the ability to seize crypto currency which was clearly a great way of getting criminal assets. This expertise will assist Police Officers; however, it was important that officers on the ground had basic expertise to deal with these crimes.]

(3) What has been the impact of Covid 19 on tackling serious organised crime and County Lines?

[The Panel was informed that in some ways the Pandemic had had a positive impact in terms of tackling serious organised crime and county lines. Lockdowns, particularly the first one, had made those out and about carrying out their various criminal activities, more obvious to the Police. Also, the Police had been given more time and space to continue some long term investigations.]

A negative has been the increase in cybercrime brought on by greater use of IT in homes which has left the public more open to potential scammers and cybercrime. The move to more services on-line has led to greater exposure to potential fraud.

Reference was made to the imminent easing of Covid restrictions which may also be an opportunity for criminals to go back out onto the streets. This could be a challenging period for the Police. "Hot Spot" patrols would be in place to prevent potential suspects from returning to criminality.]

(4) Congratulations should be given to the work of TVP on the work which has been carried out in relation to the seizing of criminal assets worth over £2.3m, however, what more needs to be done to bring serious organised crime offenders to justice?

[The Deputy PCC reported that bringing people to justice and seizing assets was important but so too was disrupting potential criminality. Reference was made to low level organised crime such as inquisitive rural crime and gave an example of the spate of cash machine thefts a couple of years ago. This was not just down to chance individuals; this was organised crime. There was a challenge in policing around the levels of harm. The theft of property without physical harm being caused can be considered a lower priority, but it was acknowledged that the balance had to be struck by forces to ensure that this organised crime was tackled.]

(5) In relation to lower levels of organised crime which was escalating at the moment such as public order offences which have taken place in Bristol and London, there was a point when these offences could be perceived as terrorism. The Deputy PCC and Chief Constable were asked for their views.

[The Chief Constable reported that peaceful protests were what were wanted and what had happened in Bristol and London were quite rare. The vast majority of protests were peaceful and passed off with no incidents. In Bristol, some protesters were clearly intent on causing criminal damage and attacking the police. The Public Order Act gives the Police a number of powers such as Affray and the Riot Act, which were rarely used, and the Police had to balance the right to protest with the inconvenience which the protest can cause.]

The Police can sometimes be criticised for not doing enough and for doing too much and it created a challenge for the Police to get the balance right.]

The Chairman praised the work of Police Forces throughout the country and commented that there appeared to be a hardcore of people who were hijacking peaceful protests with the intent of committing crimes. This organised crime was driven by cells which moved around the country and attached themselves to demonstrations which were being held with the best intentions. It was agreed that this topic be discussed at a future Panel meeting. **[Action: PCP]**

RESOLVED – That the report and the information contained in the report be noted.

16/21

REPORT OF THE COMPLAINTS SUB-COMMITTEE

The Chairman of the Complaints Sub-Committee provided a summary of recently considered complaints by the Sub-Committee.

The report was noted.

17/21

CHAIRMAN OF THE PCP, PCC ANNOUNCEMENTS AND TOPICAL ISSUES REPORT

The Panel received a report prepared by the Scrutiny Officer which contained topical issues since the last meeting.

Members' Questions

(1) What is being done to tackle the increasing number during Covid 19, of thefts of dogs across the Thames Valley which seems to be a new form of organised crime?

[The Panel was informed that dog thefts were an emotive issue and there had been a significant number of dog thefts recently reported on social media. There was an issue around how police report these crimes as there was no offence of dog theft. There needed to be a consistent approach across the country of recording and reporting.]

The trade in dogs was part of serious organised crime and there was an issue around where people were purchasing puppies from something which local authorities had a role to play in terms of dog breeding licences. There had been recent cases in Sussex and Wales where puppy farms have been uncovered where illegal breeding of dogs was taking place.

The challenge was that crimes that involved dogs did not attract the sentences as they were classed as property crimes. The sentencing around crimes involving dogs needed looking at as the offences do not attract sentences.

The Deputy PCC in response to a further question on the number of dog thefts which took place in Thames Valley, reported that there were around 40 reported dog thefts in the last year. He reiterated that there was an issue around how well dog thefts were recorded.

The Chief Constable informed the Panel that there were 80 offences in 2018 and 35 in 2019. Social media sometimes could create the impression that there was more of an issue than there was.

*The Chief Constable was asked a question about detection of this crime and he said that he did not have those figures to hand but he imagined they would be low as you would have to catch the dog thief in the act. The Chief Constable said he would provide those figures for the Panel. **[Action: PCC/ TVP]***

(2) What work is taking place with local authorities to secure funding to make streets safer, in light of the sad circumstances surround the death of Sarah Everard?

[The Deputy PCC reported that there was a Safer Streets Fund and the process was underway to roll out one of these in Oxford centring around burglary and cycle theft. Bids had gone in this week for round two centring on neighbourhood crime and anti-

social behaviour with the bids worked on in partnership with Community Safety Partnerships. The next round of bids would focus on CCTV and street lighting and joint working on the bids worked well in the Thames Valley.]

(3) In light of the tragic death of Sarah Everard and the general discussion around the safety of women, in Aylesbury there is talk of extending a daytime Safe Space scheme for the night-time economy. Is this something the PCC and TVP could look at?

[The Deputy PCC replied that the tragic events surrounding Sarah's death had focused everyone's mind. Project Vigilance was a project which focused overt and covert resources, particularly around the night-time economy and which was launched in Oxford. This would be rolled out in other areas of the Thames Valley as there were significant benefits to that approach.]

In relation to the Safe Space scheme being extended to the night-time economy, it would be interesting to see how this progressed as this would have obvious benefits to other areas in the Thames Valley.]

(4) There have been talks for many years of CCTV amalgamation in several towns such as Milton Keynes, Aylesbury and High Wycombe. Has there been any progress made with this?

[The Panel was informed that the bringing together of CCTV had many heralded benefits. It was hoped that the creation of the Buckinghamshire Unitary would speed things along to align all the CCTV contracts as aligned CCTV would have many benefits.]

(5) Will TVP be following many Forces across the country and recording misogyny as a hate crime?

[The Deputy PCC reported that presently misogyny was not recorded as a hate crime, but the Home Office were due to make it a requirement later this year. The challenge would be what to record. For example, in relation to behaviour such as controlling behaviour, which category would that fall under. It was a subjective area and down to individuals?]

(6) Channel 4 News quoted national statistics from the College of Policing showing that 232 officers had been dismissed in 2020 including: - 31 for abuse of position for sexual purposes, 20 for assault, 12 for child sexual offences, 11 for domestic abuse and 17 for indecent images. Does the PCC review statistics of this kind for TVP and are they made public?

[The Panel was informed that any incident where an officer was dismissed was upsetting for everyone concerned because we expect high standards from officers. The encouragement in Thames Valley is that individuals have been identified and they have been reported and investigated and if dismissed, this has been done publicly. The culture and processes in the Thames Valley were good.]

The Chief Constable reported that there were two officers dismissed last year for abuse of authority (unwarranted relationships with vulnerable people). Reference was made to the junior officer who had been dismissed for not paying for breakfasts which attracted public attention. The process was transparent, and officers were often outed by their colleagues.]

RESOLVED – That the topical issues report be noted, together with the responses given to the questions asked.

18/21

WORK PROGRAMME

The work programme for the Panel was noted with a Themed Item of Exploitation: Forced Marriage and Honour Based Crime added to the 19 November 2021 meeting.

..... in the Chair

Date of signing

This page is intentionally left blank



Report to the Police & Crime Panel 25 June 2021

Police & Criminal Justice Plan 2021-2025

1. Purpose of the report

- 1.1. This report accompanies the draft Police & Criminal Justice Plan presented to the Police & Crime Panel on 25th June 2021, providing context to the document and seeking comments from the Panel.

2. Recommendation

- 2.1. The Police & Crime Panel is invited to comment on and endorse the draft Police & Crime Plan.

3. Background

- 3.1. The Police Reform & Social Responsibility Act 2011 places a statutory duty on the Police & Crime Commissioner (PCC) to publish a Police & Crime Plan as soon as practicable within the financial year in which the election is held. Prior to publication of the plan the PCC must consult the Chief Constable, send a draft to the Police & Crime Panel and have regard to the Panel's comments.
- 3.2. The protocol between the PCC and the Police & Crime Panel requires the Panel to formally respond to the PCC within 5 working days of considering the plan.

4. Strategic Priorities

- 4.1. The draft Police & Criminal Justice Plan sets out the following strategic priorities.
 - 4.1.1. Strong local policing
 - 4.1.2. Fighting serious organised crime
 - 4.1.3. Fighting cybercrime and fraud
 - 4.1.4. Improving the criminal justice system
 - 4.1.5. Tackling illegal encampments

5. Development of the plan

- 5.1. Previous drafts of this document have been publicly available since early 2019 in anticipation of PCC elections due in 2020 (subsequently delayed due to the coronavirus pandemic).

- 5.2. The Chief Constable, senior Thames Valley Police (TVP) officers and OPCC staff have been briefed on the content of the draft document on various occasions during the past two years.
- 5.3. During the PCC election campaign held in 2021 the strategic priorities and contents of the plan formed a significant part of the dialogue with the public across various channels including broadcast interviews, election literature, social media campaigning, face to face meetings, online meetings and individual conversations and correspondence.
- 5.4. The declared election results gave Matthew Barber 313,148 votes, the largest electoral mandate for any Police & Crime Commissioner and the fourth largest electoral mandate for any elected post in the country in 2021 (behind the Mayor of London, the Mayor of Greater Manchester and the Mayor of West Midlands).
- 5.5. This significant level of public support and the comments and discussion with the public during the extended election campaign demonstrate that the PCC has had regard to the views of victims of crime and the wider public.
- 5.6. In May 2021 further work was undertaken to refine the contents of the plan to take into account the additional learning gained through those wide ranging conversations. This involved all OPCC staff in contributing to the piece of work.
- 5.7. The Chief Constable was consulted, as required by the Act on this draft version prior to formal submission to the Panel.
- 5.8. The draft plan was also circulated for comment to over 120 key stakeholders, including Members of Parliament, Council Leaders and Chief Executives, NHS partners, criminal justice agencies and, where possible, individual members of the Police & Crime Panel.
- 5.9. Comments received from stakeholders were considered and where appropriate modifications made to the draft plan. This resulted in the version now presented to the Panel.

6. Strategic approach

- 6.1. The Police & Criminal Justice Plan is specifically titled that way (as opposed to a Police & Crime Plan) to demonstrate the significant role that the PCC has in the wider criminal justice system, one that may continue to grow.
- 6.2. As a strategic document, the plan sets out high level priorities and a clear narrative to help set the context. As detailed on pages 14-15 the intention is to develop further strategies during the term of office that will focus on specific

areas of work. These will be presented to the Police & Crime Panel for information.

7. Performance management

- 7.1. The plan sets out some high level success measures which set much clearer objectives than have been seen in previous plans.
- 7.2. The high level outcomes as detailed in the document seek to set trends or identify specific pieces of work that need to be undertaken. They do not set numerical targets.
- 7.3. This is intended to allow context to be given to judgements of success or failure and avoid the risk of perverse incentives being created in order to simply achieve a specific target.
- 7.4. Where appropriate more detailed outcome measures will be included in the future strategy documents (see 6.2).
- 7.5. Performance against the plan, and other key areas of work, will be monitored at fortnightly Liaison Meetings with the Chief Constable (and where necessary other senior officers and staff), and at bi-monthly Performance and Accountability Meetings which will be open to the public.

8. Conclusion

- 8.1. The Police & Criminal Justice Plan presented to the Panel sets out a clear plan for the work of Thames Valley Police and the Office of the Police & Crime Commissioner. The Panel are invited to offer comments and formally respond to the PCC within 5 working days of the meeting. This will allow the PCC to give due regard to any such comments before publishing a final version of the document.

This page is intentionally left blank

2021- 2025



Thames Valley Police & Criminal Justice Plan

JUNE 2021

Page 19





Foreword

by Matthew Barber, Thames Valley Police & Crime Commissioner

In these pages, I set out my proposals for the next Police and Criminal Justice Plan for the Thames Valley. This is my vision for policing in Berkshire, Buckinghamshire, Milton Keynes and Oxfordshire.

Throughout the document are clear objectives that, as Police & Crime Commissioner (PCC), I will hold the Chief Constable accountable for delivering. Setting out a Police and Criminal Justice Plan is not an exhaustive process, but it does set the strategic priorities and the focus for the effort of the Force in the years to come. These priorities make clear the key areas for future work and the endeavour to bring clearer accountability and to focus on the outcomes for the public. In addition, future strategy documents will address specific areas of policing and criminal justice.

I have not met a single police officer who does not understand the need for the police to be scrutinised and held to high standards. In return, they expect strong leadership, both from their senior officers and the PCC, and a clear vision of what is expected. Officers in the Thames Valley place themselves in harm's way every day in order to keep the public safe and uphold the law. They deserve the respect of politicians and the public for their work. My vision for policing, encompassed in this plan, is for a clear focus on the priorities that matter the most to the public; police officers being empowered to make decisions to protect the public they serve and to remember that the police are the public in uniform. If we work together, public and the police, councils and the community, law enforcement and the judiciary, we can make the Thames Valley an even better and safer place to live for everyone.

Police & Crime Commissioner
Thames Valley



Page 20

Contents

Foreword	1
Police & Criminal Justice Plan	2-3
Priorities	4-13
▶ 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	
Developing plans for safer communities	14
Governance and accountability	16
Resources	18-19

Police & Criminal Justice Plan

This Police & Criminal Justice Plan sets out the five priorities I intend to focus on, starting from May 2021. This Plan has victims at its heart. Bringing criminals to justice is vital, but preventing people from becoming victims of crime in the first place is even more important, both through proactive crime prevention and through reducing reoffending.

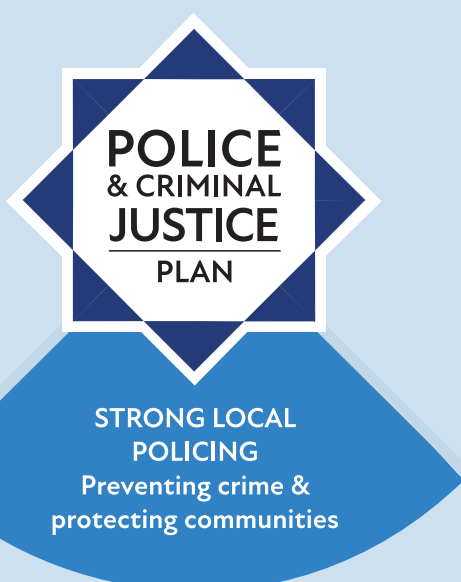
The detailed implementation of the policing elements will be for the Chief Constable to determine through the Force's Strategic Plan, and I will hold him accountable for delivering these priorities.

Although not an exhaustive list, my Plan also includes a list of key policy areas that I will be developing during my period in office.





Strong local policing



WHAT SUCCESS WILL LOOK LIKE

- ▶ **Supporting Neighbourhood Policing Teams**
- ▶ **A focus on crime prevention**
- ▶ **Improving communications with victims †**
- ▶ **Enhancing Community Speedwatch**
- ▶ **Maintaining low levels of burglaries †**
- ▶ **Reducing levels of rural crime**
- ▶ **Reducing levels of serious violence, including murder and other homicide †**
- ▶ **Reducing levels of neighbourhood crime and antisocial behaviour †**
- ▶ **Increasing confidence in victims to report domestic abuse †**
- ▶ **Maintaining the proportionate and appropriate use of stop and search to detect and deter crime**
- ▶ **Improving 101 and other contact services**
- ▶ **Regular community engagement to understand residents' concerns**
- ▶ **Working with the NHS and others to support the police in dealing with mental health issues**

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Recruiting more police officers, supporting neighbourhood policing and focussing on driving down the crimes that matter most to the public.

Neighbourhood policing is the bedrock of law enforcement in the UK. New and emerging threats such as terrorism and high-tech crime rightly have created specialisms that are vital to protect the public in the modern world, but the significance of effective, visible, local policing cannot be overlooked. Even in the areas of counter-terrorism and serious organised crime, it is often neighbourhood police officers and police community support officers (PCSOs) that gather the vital intelligence or who are the first on the scene of an incident. We all know that the public not only expect the police to be visible, but that they feel safer when they are. This level of trust and confidence the police can give to communities is hugely valuable and their trust must be repaid if it is to be retained.

Each one of our communities should expect and receive the same highest standards of policing that Thames Valley can provide. Whether it is our towns and city centres where the concern of residents may be the night-time economy or isolated rural communities that may face vandalism and theft, the police response should always be proportionate, appropriate and understand the impact such incidents have on victims.

The purpose of prioritising local policing goes beyond just visibility. With the victim always at the heart of what we do, we must continue to drive down traditional acquisitive crime and reduce the fear of violence in all parts of Thames Valley. Neighbourhood policing is at the heart of this model and will be protected. Much of the focus of neighbourhood policing must be about the prevention of crime, keeping the public safe, deterring criminal activity and therefore reducing pressure on other parts of the system.

Locally based CID must enhance the quality of investigations, while communication with victims and witnesses needs to improve to ensure the public can contact the police easily, and that victims are kept up to date with the crimes that are affecting them.

The breadth of challenges faced by neighbourhood policing requires good problem-solving skills by police. These issues include vehicle crime, anti-social behaviour, criminal damage and dog theft.

Other issues such as speeding traffic also cause great concern in our communities and it is recognised that many of these cannot be solved by the police alone. Engaging with other organisations, especially our Community Safety Partnerships and community groups will provide the key to addressing the concerns of the public and allow frontline police officers to focus on fighting crime.



2. Fighting serious organised crime

POLICE & CRIMINAL JUSTICE PLAN

FIGHTING SERIOUS ORGANISED CRIME
Protecting Vulnerable people

WHAT SUCCESS WILL LOOK LIKE

- ▶ Continuing to develop the Violence Reduction Unit, identifying potential victims and perpetrators and enabling multi-agency interventions †
 - ▶ Reducing deaths from knife crime †
 - ▶ Increasing the number of disruptions and successful prosecutions for serious organised crime (SOC) †
 - ▶ Ensuring focus on SOC groups involved with acquisitive crime and exploitation
 - ▶ Ensuring regional resources are available to support local investigations
- Supporting early intervention work to prevent young people becoming either perpetrators or victims of crime

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Cracking down on the threat from “county lines” drugs gangs to protect children from exploitation and abuse.

Serious organised crime can seem like a distant threat to many members of the public. Sadly, the effects of gangs and serious organised crime groups can often be seen in local communities. Whether it is the drug trade, serious violence such as knife crime, people trafficking or sexual abuse, some of the most vulnerable members of our society often become the victims of serious organised crime.

It can take many forms and Thames Valley already takes a regional lead through the South East Regional Organised Crime Unit (SEROUCU). Throughout this Police & Criminal Justice Plan, the importance of strong neighbourhood policing is emphasised and once again, these crime gangs are not purely the remit of specialist officers, but also need to be tackled through strong local intelligence and action.

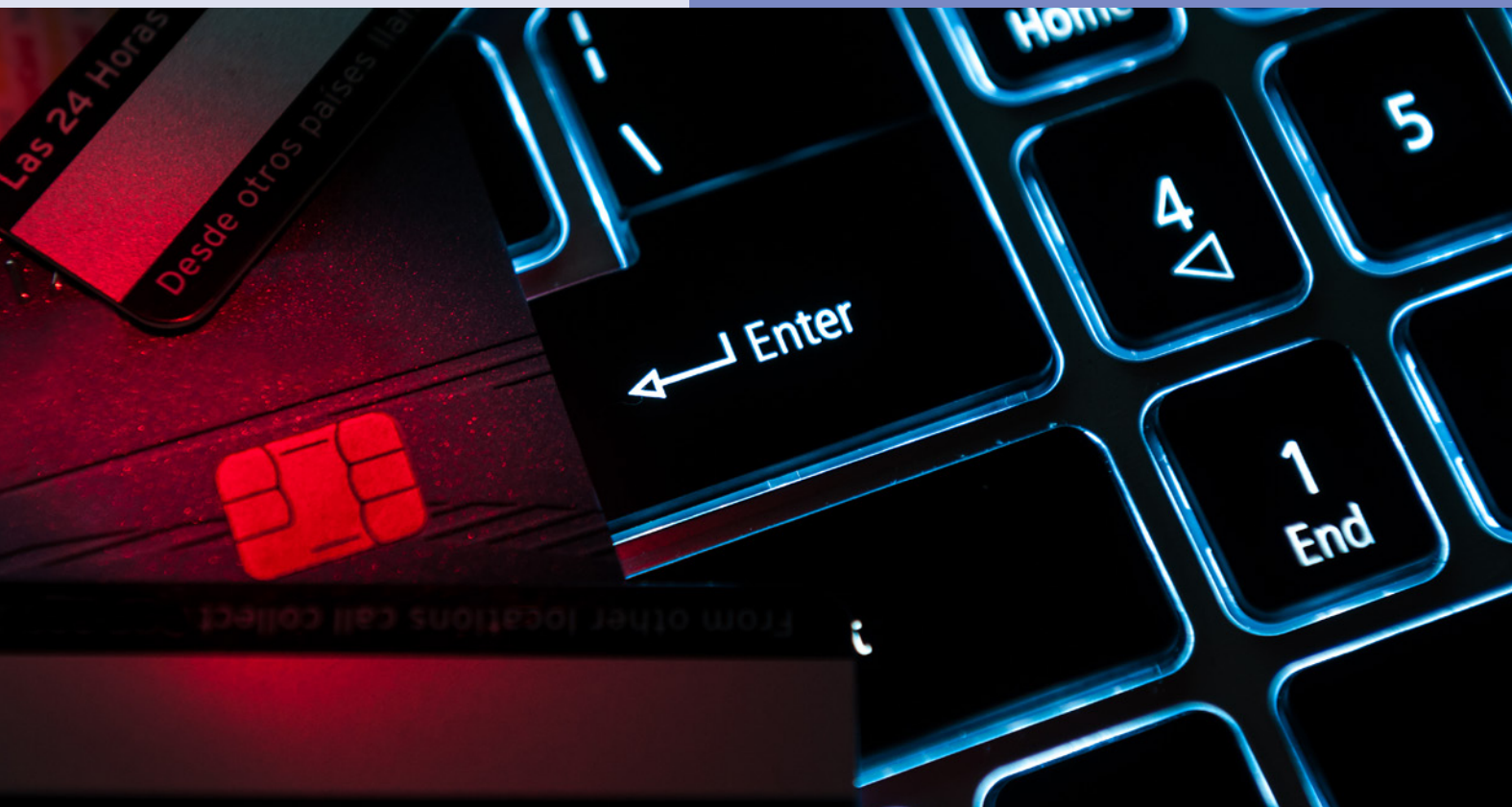
Sufficient resource needs to be dedicated to tackling these organised crime groups and ensure effective local and regional policing. Technology plays a role, as does collaboration with security and intelligence agencies and other police forces. Protection of the public is key, and this priority covers those threats that may harm any of us indiscriminately such as terrorism, as well as those that are targeted as experienced by victims of child abuse and exploitation.

The Force will continue to lead the way in tactics and techniques to tackle these gangs. As well as seeking to bring those responsible to justice through the courts, tactics will be employed to disrupt their activities, especially when this will safeguard the most vulnerable.

Especially when dealing with young people we must recognise that there is often a fine line between being a perpetrator or being a victim. Protection for these young and vulnerable victims is vital.

In tackling the exploitation of vulnerable adults and children, we will not lose sight of the high levels of acquisitive and environmental crime that is also perpetrated by serious organised crime groups. Resources invested in this area will have an impact in reducing many of the crimes that concern the public most in their communities.

In addressing the issue of drug misuse, we must tackle both the demand as well as the supply. Working in partnership with other agencies we must divert people away from drug use and ensure early intervention is in place to reduce youth offending and helping all partners to fulfil their obligations under the Serious Violence Duty.



WHAT SUCCESS WILL LOOK LIKE

- ▶ Improving education and awareness to help the public protect themselves from becoming victims †
- ▶ Working with national and regional partners to develop a more effective national response
- ▶ Increasing confidence in reporting cyber and fraud offences, resulting in an increase in these crimes being recorded crimes
- ▶ Increasing the number of successful cybercrime and fraud outcomes †
- ▶ Enhancing the expertise and capability within TVP and SEROCU to improve both prevention and investigation †

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Crime is changing and I will invest in the technology and resources the police need to protect the public online.

Whilst traditional acquisitive crime such as burglary (see Strong Local Policing) remains one of the public's greatest concerns, and undoubtedly can have a huge impact on victims, arguably a more insidious threat is gaining momentum.

We are all much more likely to be victims of cybercrime, often without even realising it, than we are to be a victim of a 'traditional' crime. Fraud and cybercrime covers a wide variety of offences, from corporate fraud within the banking industry that may stretch into billions of pounds, to scam emails that may seek to take small amounts from many people.

Investigating these crimes and bringing people to justice is incredibly complex. Law enforcement agencies across the UK need to improve performance in dealing with these issues domestically, let alone the challenge of tackling these offences on a global scale.

At a national level, I will continue to work with Government, national and regional law enforcement agencies towards a more effective and joined up system for dealing with these complex threats.

At a local level, I will continue to be proactive in educating the public and embracing the specialist technology and expertise necessary to pursue cyber criminals. Working through the existing regional structures, developing new collaborations and enhancing the Force's own capability, we will enhance Thames Valley's ability to protect the public from cybercrime.

Dealing with cybercrime is no longer just a specialism, as almost every incident of crime leaves a digital footprint. Ensuring that the Force has in place the resources, training and structures to ensure investigations can remain effective in a digital age is vital to maintaining public confidence, and fighting crime across the board.

Fighting cybercrime and fraud



Improving the criminal justice system

IMPROVING
THE CRIMINAL
JUSTICE SYSTEM
Reducing reoffending

**POLICE
& CRIMINAL
JUSTICE
PLAN**

WHAT SUCCESS WILL LOOK LIKE

- ▶ Working with other criminal justice agencies to improve performance in dealing with crimes such as domestic abuse, rapes and serious sexual offences (RaSSO) †
- ▶ Improving victim satisfaction and experience of the criminal justice system †
- ▶ Increasing successful outcomes through the criminal justice system
- ▶ Reducing reoffending in the Thames Valley
- ▶ Supporting innovative projects in crime prevention and rehabilitation
- ▶ Continuing to provide high quality support for victims through Victims First †

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Supporting victims of crime, bringing more criminals to justice and reducing reoffending.

The public want to see criminals brought to justice, yet the police can rightly only be involved in part of that process. Prevention and detection is the role for Thames Valley Police, but there must always be a level of independence from other areas of the criminal justice system.

Police & Crime Commissioners have a wider remit and this is likely to grow further into other areas of the criminal justice system. Through partnerships such as the Local Criminal Justice Board (LCJB), the PCC can provide strong leadership and influence. Devolution of powers and budgets in other areas could see this role expand as PCCs are uniquely placed to have the convening power across all areas of criminal justice, whilst remaining publicly accountable.

Much work will still focus on policing, especially ensuring that evidence is gathered efficiently and effectively to ensure the Crown Prosecution Service can prosecute cases effectively. Yet a greater focus needs to be placed on getting cases through the courts successfully, improving access to courts through the use of technology and particularly around reducing reoffending.

The PCC will continue to provide support services for victims of crime through our own Victims First service, and will continue to support the voluntary and non-statutory sector working with both victims and the rehabilitation of offenders. In addition, recent changes in the Victims' Code will require police and partner agencies to enhance the way they communicate with victims of domestic abuse or sexual violence.

We must always recognise and support those victims of crime who are particularly vulnerable including those suffering from mental health issues and child witnesses of domestic abuse.

Supporting innovation will be key, as Thames Valley has already shown, for example in using GPS tagging of offenders and fast-tracking cases of domestic abuse through the courts.

The Local Criminal Justice Board provides a strong base on which to improve partnership working, including looking at broadening the membership of the Board and its sub-groups. Ultimately delivering a fair system of justice that provides justice for victims, protection of the innocent and stops criminals from reoffending must be our goal.



WHAT SUCCESS WILL LOOK LIKE

- ▶ Ensuring that the police and local authorities establish (and keep under review) a clear strategy to respond to illegal encampments
- ▶ Reducing the number of illegal encampments across the Thames Valley
- ▶ Working with local authorities on the appropriate provision of sites
- ▶ Improving intelligence gathering and site security

Ensuring a fair but firm response to illegal encampments and reducing the effect on our communities.

At the peak of the season, illegal encampments can be a significant concern for residents across the Thames Valley. Currently, the initial trespass is rarely a police matter, but this is often accompanied by reports of anti-social behaviour, criminal damage, theft and intimidation.

Everyone should be treated equally before the law. There are undoubtedly individuals within the Gypsy, Roma and Traveller (GRT) community who consider themselves above the law but equally the many law-abiding members of those nomadic communities should expect the same protection by the police and the same access to services such as healthcare, as permanent residents. This is often seen as a conflict, with static communities either feeling the authorities turn a blind eye, or GRT communities feeling victimised.

The answer is a “firm but fair” approach that has support from representatives of the GRT communities and local authorities. Tackling the criminal elements within GRT communities and making them unwelcome in the Thames Valley is to the benefit of both permanent residents, and the law-abiding majority of travellers who are all too often victimised because of their background.

There needs to be a redoubling of the efforts of partnership working with local authorities and landowners to meet the expectation of swift action. Local police areas need to be empowered to take action swiftly to tackle illegal encampments and associated criminality. Local authorities should meet the needs of the law-abiding GRT community and all partners including the police will need to work with communities to tackle prejudice and discrimination.

Having campaigned for a change in the law, which is now being progressed by the Government, I will continue to engage with politicians locally and nationally to ensure we strike the right balance and give the police and local authorities the right powers and responsibilities to tackle the issue.

5. Tackling illegal encampments

TACKLING
ILLEGAL
ENCAMPMENTS
Enforcing with partners

POLICE
& CRIMINAL
JUSTICE
PLAN



Developing plans for Safer Communities

During my term of office, I intend to expand on the contents of this Police & Criminal Justice Plan to develop more focussed strategies to make Thames Valley a safer place to live.

These strategy documents will be developed jointly with Thames Valley Police and, where appropriate, other partners, and will set out an agreed approach. Below is an indicative list of particular areas of focus that may warrant further policy development; it is not intended to be definitive. Future strategies will form part of my overall Police & Criminal Justice Plan, and the Chief Constable will be expected to deliver the agreed objective and to be held to account for the outcomes.

Strong local policing

- ▶ Rural crime
- ▶ Business crime
- ▶ Neighbourhood policing
- ▶ Road safety and speeding (including Community Speedwatch)
- ▶ Dog theft and reducing the trade in stolen pets

Serious organised crime

- ▶ Sexual exploitation and non-domestic child abuse
- ▶ Serious Organised Acquisitive Crime
- ▶ Serious violence and knife crime
- ▶ Tackling illegal drugs

Cybercrime and fraud

- ▶ Reporting of cybercrime and fraud
- ▶ Enabling digital investigations
- ▶ Preventing cybercrime and fraud

Improving the criminal justice system

- ▶ Improving justice for victims
- ▶ Reducing reoffending
- ▶ Support for victims outside of the criminal justice system
- ▶ Domestic abuse (including children)
- ▶ Rape & Serious Sexual Offences (RASSO)
- ▶ Mental health in policing and the criminal justice system

Tackling illegal encampments

- ▶ Joint protocol with local authorities

Other strategies to be developed

- ▶ Police officer and staff recruitment and retention
- ▶ Community Safety Partnership funding
- ▶ Improving contact management
- ▶ Specialist capabilities
- ▶ Police Officer welfare
- ▶ Emergency Services Collaboration
- ▶ Fly-tipping and environmental crime
- ▶ Automatic Number Plate Recognition (ANPR)



Governance and accountability

Through regular meetings held in public and in private, I will hold the Chief Constable to account for his leadership of Thames Valley Police and the delivery of an efficient and effective police service. Scrutiny of Force performance and progress against my Police & Criminal Justice Plan will be published on my website.

My plan has regard to and links strongly with the Government's National Crime and Policing Measures. In holding the Chief Constable to account I will also have regard to the Strategic Policing Requirement (SPR) as set out in accordance with Section 77 of the Police Reform and Social Responsibility Act 2011, as well as recommendations from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The Government has been clear that PCCs must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. These extra measures are intended as an effective way to work with the police towards achieving these key national priorities, and will complement those success measures as set out in my plan.



Resources

Thames Valley Police and Criminal Justice Funding

It is essential that I take a long-term view of the spending and funding pressures facing policing, criminal justice and victim related services in setting and approving the annual budget and council tax for this and future years.

To do this, I will work with the Chief Constable to develop a detailed annual revenue budget, capital programme and medium term financial plans.

I will work with the Government, especially the Home Office and the Ministry of Justice, to secure the best level of funding possible for Thames Valley and consider the level of council tax precept in light of local spending pressures, and the impact on households.

I will work with the Force to continue the work in the current Efficiency and Effectiveness Review in order to ensure resources are well used, and funding is focussed on delivering frontline services that protect the public.

Besides revenue spending on day-to-day operational activities of more than £475 million, we incur capital expenditure on buildings, ICT, other operational assets such as vehicles, plus major items of plant and equipment that have a longer-term life. Over the next four-year period, we plan to spend over £90 million on capital assets, funded from a combination of capital receipts, capital grants, revenue and capital reserves, revenue contributions and third party contributions. This investment in infrastructure is vital in ensuring police officers in Thames Valley have the tools and the support they need to tackle crime.

Commissioning and Grant Funding

I will continue to support local authorities with a budget of approximately £3 million through the Community Safety Fund. Under a revised funding formula, this spending will support Community Safety Partnership initiatives that support my Police & Criminal Justice Plan, such as crime prevention schemes or work to reduce reoffending.

I receive an annual grant from the Ministry of Justice (MOJ) to commission services for victims and witnesses of crime of around £2.7 million. Where viable, I will also seek additional funding to support additional services for victims, particularly those who have suffered domestic abuse or sexual violence.

The Police Property Act Fund is created from the proceeds of sale of goods recovered by the police that cannot be returned to their original owner. I will provide grant funding to support local voluntary and community groups that are working to improve the lives of people living in the Thames Valley Police area, and who can demonstrate that their activity or project contributes to meeting the objectives as set out in this Police and Criminal Justice Plan.

Further details of both funding of Thames Valley Police and of my Commissioning and Grant Funding can be found on my website www.thamesvalley-pcc.gov.uk





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

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

Tel: 01865 541957

Email: pcc@thamesvalley.pnn.police.uk

Twitter: @TV_PCC

Facebook: tvopcc

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

This page is intentionally left blank

2021- 2025



Thames Valley Police & Criminal Justice Plan

JUNE 2021

Page 33





Contents

Foreword	1
Police & Criminal Justice Plan	2-3
Priorities	4-13
▶ 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	
Developing plans for safer communities	14
Governance and accountability	16
Resources	18-19

Foreword

by Matthew Barber, Thames Valley Police & Crime Commissioner

In these pages, I set out my proposals for the next Police and Criminal Justice Plan for the Thames Valley. This is my vision for policing in Berkshire, Buckinghamshire, Milton Keynes and Oxfordshire.

Throughout the document are clear objectives that, as Police & Crime Commissioner (PCC), I will hold the Chief Constable accountable for delivering. Setting out a Police and Criminal Justice Plan is not an exhaustive process, but it does set the strategic priorities and the focus for the effort of the Force in the years to come. These priorities make clear the key areas for future work and the endeavour to bring clearer accountability and to focus on the outcomes for the public. In addition, future strategy documents will address specific areas of policing and criminal justice.

I have not met a single police officer who does not understand the need for the police to be scrutinised and held to high standards. In return, they expect strong leadership, both from their senior officers and the PCC, and a clear vision of what is expected. Officers in the Thames Valley place themselves in harm's way every day in order to keep the public safe and uphold the law. They deserve the respect of politicians and the public for their work. My vision for policing, encompassed in this plan, is for a clear focus on the priorities that matter the most to the public; police officers being empowered to make decisions to protect the public they serve and to remember that the police are the public in uniform. If we work together, public and the police, councils and the community, law enforcement and the judiciary, we can make the Thames Valley an even better and safer place to live for everyone.



**Police & Crime Commissioner
Thames Valley**



Police & Criminal Justice Plan

This Police & Criminal Justice Plan sets out the five priorities I intend to focus on, starting from May 2021. This Plan has victims at its heart. Bringing criminals to justice is vital, but preventing people from becoming victims of crime in the first place is even more important, both through proactive crime prevention and through reducing reoffending.

The detailed implementation of the policing elements will be for the Chief Constable to determine through the Force's Strategic Plan, and I will hold him accountable for delivering these priorities.

Although not an exhaustive list, my Plan also includes a list of key policy areas that I will be developing during my period in office.







1. Strong local policing



**STRONG LOCAL
POLICING**
Preventing crime &
protecting communities

WHAT SUCCESS WILL LOOK LIKE

- ▶ Supporting Neighbourhood Policing Teams
- ▶ A focus on crime prevention
- ▶ Improving communications with victims †
- ▶ Enhancing Community Speedwatch
- ▶ Maintaining low levels of burglaries †
- ▶ Reducing levels of rural crime
- ▶ Reducing levels of serious violence, including murder and other homicide †
- ▶ Reducing levels of neighbourhood crime and antisocial behaviour †
- ▶ Increasing confidence in victims to report domestic abuse †
- ▶ Maintaining the proportionate and appropriate use of stop and search to detect and deter crime
- ▶ Improving 101 and other contact services
- ▶ Regular community engagement to understand residents' concerns
- ▶ Working with the NHS and others to support the police in dealing with mental health issues

Recruiting more police officers, supporting neighbourhood policing and focussing on driving down the crimes that matter most to the public.

Neighbourhood policing is the bedrock of law enforcement in the UK. New and emerging threats such as terrorism and high-tech crime rightly have created specialisms that are vital to protect the public in the modern world, but the significance of effective, visible, local policing cannot be overlooked. Even in the areas of counter-terrorism and serious organised crime, it is often neighbourhood police officers and police community support officers (PCSOs) that gather the vital intelligence or who are the first on the scene of an incident. We all know that the public not only expect the police to be visible, but that they feel safer when they are. This level of trust and confidence the police can give to communities is hugely valuable and their trust must be repaid if it is to be retained.

Each one of our communities should expect and receive the same highest standards of policing that Thames Valley can provide. Whether it is our towns and city centres where the concern of residents may be the night-time economy or isolated rural communities that may face vandalism and theft, the police response should always be proportionate, appropriate and understand the impact such incidents have on victims.

The purpose of prioritising local policing goes beyond just visibility. With the victim always at the heart of what we do, we must continue to drive down traditional acquisitive crime and reduce the fear of violence in all parts of Thames Valley. Neighbourhood policing is at the heart of this model and will be protected. Much of the focus of neighbourhood policing must be about the prevention of crime, keeping the public safe, deterring criminal activity and therefore reducing pressure on other parts of the system.

Locally based CID must enhance the quality of investigations, while communication with victims and witnesses needs to improve to ensure the public can contact the police easily, and that victims are kept up to date with the crimes that are affecting them.

The breadth of challenges faced by neighbourhood policing requires good problem-solving skills by police. These issues include vehicle crime, anti-social behaviour, criminal damage and dog theft.

Other issues such as speeding traffic also cause great concern in our communities and it is recognised that many of these cannot be solved by the police alone. Engaging with other organisations, especially our Community Safety Partnerships and community groups will provide the key to addressing the concerns of the public and allow frontline police officers to focus on fighting crime.



2. Fighting serious organised crime



WHAT SUCCESS WILL LOOK LIKE

- ▶ Continuing to develop the Violence Reduction Unit, identifying potential victims and perpetrators and enabling multi-agency interventions †
- ▶ Reducing deaths from knife crime †
- ▶ Increasing the number of disruptions and successful prosecutions for serious organised crime (SOC) †
- ▶ Ensuring focus on SOC groups involved with acquisitive crime and exploitation
- ▶ Ensuring regional resources are available to support local investigations

Supporting early intervention work to prevent young people becoming either perpetrators or victims of crime

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Cracking down on the threat from “county lines” drugs gangs to protect children from exploitation and abuse.

Serious organised crime can seem like a distant threat to many members of the public. Sadly, the effects of gangs and serious organised crime groups can often be seen in local communities. Whether it is the drug trade, serious violence such as knife crime, people trafficking or sexual abuse, some of the most vulnerable members of our society often become the victims of serious organised crime.

It can take many forms and Thames Valley already takes a regional lead through the South East Regional Organised Crime Unit (SEROUC). Throughout this Police & Criminal Justice Plan, the importance of strong neighbourhood policing is emphasised and once again, these crime gangs are not purely the remit of specialist officers, but also need to be tackled through strong local intelligence and action.

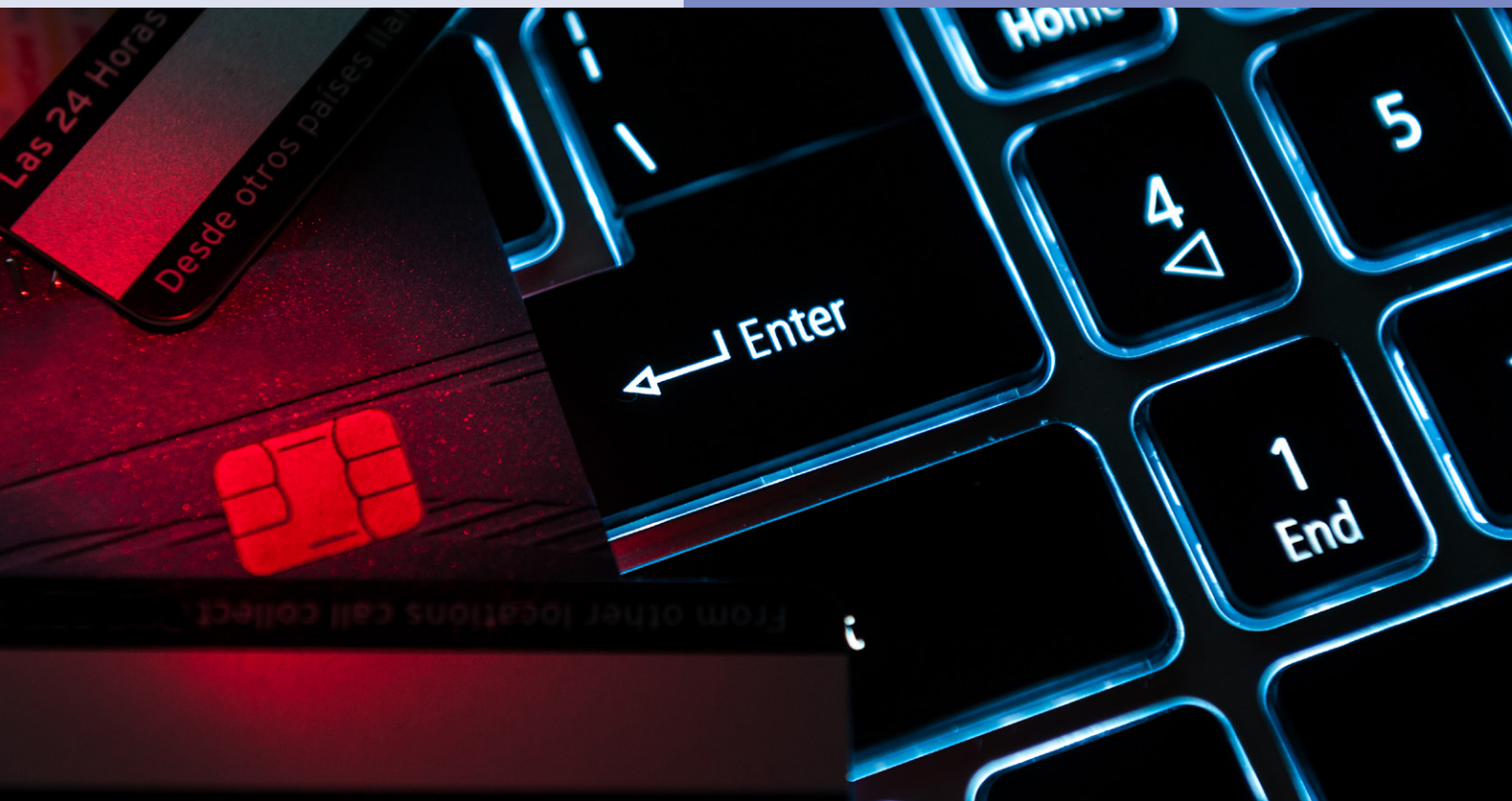
Sufficient resource needs to be dedicated to tackling these organised crime groups and ensure effective local and regional policing. Technology plays a role, as does collaboration with security and intelligence agencies and other police forces. Protection of the public is key, and this priority covers those threats that may harm any of us indiscriminately such as terrorism, as well as those that are targeted as experienced by victims of child abuse and exploitation.

The Force will continue to lead the way in tactics and techniques to tackle these gangs. As well as seeking to bring those responsible to justice through the courts, tactics will be employed to disrupt their activities, especially when this will safeguard the most vulnerable.

Especially when dealing with young people we must recognise that there is often a fine line between being a perpetrator or being a victim. Protection for these young and vulnerable victims is vital.

In tackling the exploitation of vulnerable adults and children, we will not lose sight of the high levels of acquisitive and environmental crime that is also perpetrated by serious organised crime groups. Resources invested in this area will have an impact in reducing many of the crimes that concern the public most in their communities.

In addressing the issue of drug misuse, we must tackle both the demand as well as the supply. Working in partnership with other agencies we must divert people away from drug use and ensure early intervention is in place to reduce youth offending and helping all partners to fulfil their obligations under the Serious Violence Duty.



3. Fighting cybercrime and fraud



WHAT SUCCESS WILL LOOK LIKE

- ▶ Improving education and awareness to help the public protect themselves from becoming victims †
- ▶ Working with national and regional partners to develop a more effective national response
- ▶ Increasing confidence in reporting cyber and fraud offences, resulting in an increase in these crimes being recorded crimes
- ▶ Increasing the number of successful cybercrime and fraud outcomes †
- ▶ Enhancing the expertise and capability within TVP and SEROCU to improve both prevention and investigation †

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Crime is changing and I will invest in the technology and resources the police need to protect the public online.

Whilst traditional acquisitive crime such as burglary (see Strong Local Policing) remains one of the public's greatest concerns, and undoubtedly can have a huge impact on victims, arguably a more insidious threat is gaining momentum.

We are all much more likely to be victims of cybercrime, often without even realising it, than we are to be a victim of a 'traditional' crime. Fraud and cybercrime covers a wide variety of offences, from corporate fraud within the banking industry that may stretch into billions of pounds, to scam emails that may seek to take small amounts from many people.

Investigating these crimes and bringing people to justice is incredibly complex. Law enforcement agencies across the UK need to improve performance in dealing with these issues domestically, let alone the challenge of tackling these offences on a global scale.

At a national level, I will continue to work with Government, national and regional law enforcement agencies towards a more effective and joined up system for dealing with these complex threats.

At a local level, I will continue to be proactive in educating the public and embracing the specialist technology and expertise necessary to pursue cyber criminals. Working through the existing regional structures, developing new collaborations and enhancing the Force's own capability, we will enhance Thames Valley's ability to protect the public from cybercrime.

Dealing with cybercrime is no longer just a specialism, as almost every incident of crime leaves a digital footprint. Ensuring that the Force has in place the resources, training and structures to ensure investigations can remain effective in a digital age is vital to maintaining public confidence, and fighting crime across the board.



4. Improving the criminal justice system

IMPROVING
THE CRIMINAL
JUSTICE SYSTEM
Reducing reoffending

**POLICE
& CRIMINAL
JUSTICE**
PLAN

WHAT SUCCESS WILL LOOK LIKE

- ▶ Working with other criminal justice agencies to improve performance in dealing with crimes such as domestic abuse, rapes and serious sexual offences (RaSSO) †
- ▶ Improving victim satisfaction and experience of the criminal justice system †
- ▶ Increasing successful outcomes through the criminal justice system
- ▶ Reducing reoffending in the Thames Valley
- ▶ Supporting innovative projects in crime prevention and rehabilitation
- ▶ Continuing to provide high quality support for victims through Victims First †

† Denotes areas of the plan that relate directly to the National Crime and Policing Measures.

Supporting victims of crime, bringing more criminals to justice and reducing reoffending.

The public want to see criminals brought to justice, yet the police can rightly only be involved in part of that process. Prevention and detection is the role for Thames Valley Police, but there must always be a level of independence from other areas of the criminal justice system.

Police & Crime Commissioners have a wider remit and this is likely to grow further into other areas of the criminal justice system. Through partnerships such as the Local Criminal Justice Board (LCJB), the PCC can provide strong leadership and influence. Devolution of powers and budgets in other areas could see this role expand as PCCs are uniquely placed to have the convening power across all areas of criminal justice, whilst remaining publicly accountable.

Much work will still focus on policing, especially ensuring that evidence is gathered efficiently and effectively to ensure the Crown Prosecution Service can prosecute cases effectively. Yet a greater focus needs to be placed on getting cases through the courts successfully, improving access to courts through the use of technology and particularly around reducing reoffending.

The PCC will continue to provide support services for victims of crime through our own Victims First service, and will continue to support the voluntary and non-statutory sector working with both victims and the rehabilitation of offenders. In addition, recent changes in the Victims' Code will require police and partner agencies to enhance the way they communicate with victims of domestic abuse or sexual violence.

We must always recognise and support those victims of crime who are particularly vulnerable including those suffering from mental health issues and child witnesses of domestic abuse.

Supporting innovation will be key, as Thames Valley has already shown, for example in using GPS tagging of offenders and fast-tracking cases of domestic abuse through the courts.

The Local Criminal Justice Board provides a strong base on which to improve partnership working, including looking at broadening the membership of the Board and its sub-groups. Ultimately delivering a fair system of justice that provides justice for victims, protection of the innocent and stops criminals from reoffending must be our goal.



5. Tackling illegal encampments



WHAT SUCCESS WILL LOOK LIKE

- ▶ Ensuring that the police and local authorities establish (and keep under review) a clear strategy to respond to illegal encampments
- ▶ Reducing the number of illegal encampments across the Thames Valley
- ▶ Working with local authorities on the appropriate provision of sites
- ▶ Improving intelligence gathering and site security

Ensuring a fair but firm response to illegal encampments and reducing the effect on our communities.

At the peak of the season, illegal encampments can be a significant concern for residents across the Thames Valley. Currently, the initial trespass is rarely a police matter, but this is often accompanied by reports of anti-social behaviour, criminal damage, theft and intimidation.

Everyone should be treated equally before the law. There are undoubtedly individuals within the Gypsy, Roma and Traveller (GRT) community who consider themselves above the law but equally the many law-abiding members of those nomadic communities should expect the same protection by the police and the same access to services such as healthcare, as permanent residents. This is often seen as a conflict, with static communities either feeling the authorities turn a blind eye, or GRT communities feeling victimised.

The answer is a “firm but fair” approach that has support from representatives of the GRT communities and local authorities. Tackling the criminal elements within GRT communities and making them unwelcome in the Thames Valley is to the benefit of both permanent residents, and the law-abiding majority of travellers who are all too often victimised because of their background.

There needs to be a redoubling of the efforts of partnership working with local authorities and landowners to meet the expectation of swift action. Local police areas need to be empowered to take action swiftly to tackle illegal encampments and associated criminality. Local authorities should meet the needs of the law-abiding GRT community and all partners including the police will need to work with communities to tackle prejudice and discrimination.

Having campaigned for a change in the law, which is now being progressed by the Government, I will continue to engage with politicians locally and nationally to ensure we strike the right balance and give the police and local authorities the right powers and responsibilities to tackle the issue.



Developing plans for Safer Communities

During my term of office, I intend to expand on the contents of this Police & Criminal Justice Plan to develop more focussed strategies to make Thames Valley a safer place to live.

These strategy documents will be developed jointly with Thames Valley Police and, where appropriate, other partners, and will set out an agreed approach. Below is an indicative list of particular areas of focus that may warrant further policy development; it is not intended to be definitive. Future strategies will form part of my overall Police & Criminal Justice Plan, and the Chief Constable will be expected to deliver the agreed objective and to be held to account for the outcomes.

Strong local policing

- ▶ Rural crime
- ▶ Business crime
- ▶ Neighbourhood policing
- ▶ Road safety and speeding (including Community Speedwatch)
- ▶ Dog theft and reducing the trade in stolen pets

Serious organised crime

- ▶ Sexual exploitation and non-domestic child abuse
- ▶ Serious Organised Acquisitive Crime
- ▶ Serious violence and knife crime
- ▶ Tackling illegal drugs

Cybercrime and fraud

- ▶ Reporting of cybercrime and fraud
- ▶ Enabling digital investigations
- ▶ Preventing cybercrime and fraud

Improving the criminal justice system

- ▶ Improving justice for victims
- ▶ Reducing reoffending
- ▶ Support for victims outside of the criminal justice system
- ▶ Domestic abuse (including children)
- ▶ Rape & Serious Sexual Offences (RASSO)
- ▶ Mental health in policing and the criminal justice system

Tackling illegal encampments

- ▶ Joint protocol with local authorities

Other strategies to be developed

- ▶ Police officer and staff recruitment and retention
- ▶ Community Safety Partnership funding
- ▶ Improving contact management
- ▶ Specialist capabilities
- ▶ Police Officer welfare
- ▶ Emergency Services Collaboration
- ▶ Fly-tipping and environmental crime
- ▶ Automatic Number Plate Recognition (ANPR)



Governance and accountability

Through regular meetings held in public and in private, I will hold the Chief Constable to account for his leadership of Thames Valley Police and the delivery of an efficient and effective police service. Scrutiny of Force performance and progress against my Police & Criminal Justice Plan will be published on my website.

My plan has regard to and links strongly with the Government's National Crime and Policing Measures. In holding the Chief Constable to account I will also have regard to the Strategic Policing Requirement (SPR) as set out in accordance with Section 77 of the Police Reform and Social Responsibility Act 2011, as well as recommendations from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The Government has been clear that PCCs must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. These extra measures are intended as an effective way to work with the police towards achieving these key national priorities, and will complement those success measures as set out in my plan.



Resources

Thames Valley Police and Criminal Justice Funding

It is essential that I take a long-term view of the spending and funding pressures facing policing, criminal justice and victim related services in setting and approving the annual budget and council tax for this and future years.

To do this, I will work with the Chief Constable to develop a detailed annual revenue budget, capital programme and medium term financial plans.

I will work with the Government, especially the Home Office and the Ministry of Justice, to secure the best level of funding possible for Thames Valley and consider the level of council tax precept in light of local spending pressures, and the impact on households.

I will work with the Force to continue the work in the current Efficiency and Effectiveness Review in order to ensure resources are well used, and funding is focussed on delivering frontline services that protect the public.

Besides revenue spending on day-to-day operational activities of more than £475 million, we incur capital expenditure on buildings, ICT, other operational assets such as vehicles, plus major items of plant and equipment that have a longer-term life. Over the next four-year period, we plan to spend over £90 million on capital assets, funded from a combination of capital receipts, capital grants, revenue and capital reserves, revenue contributions and third party contributions. This investment in infrastructure is vital in ensuring police officers in Thames Valley have the tools and the support they need to tackle crime.

Commissioning and Grant Funding

I will continue to support local authorities with a budget of approximately £3 million through the Community Safety Fund. Under a revised funding formula, this spending will support Community Safety Partnership initiatives that support my Police & Criminal Justice Plan, such as crime prevention schemes or work to reduce reoffending.

I receive an annual grant from the Ministry of Justice (MOJ) to commission services for victims and witnesses of crime of around £2.7 million. Where viable, I will also seek additional funding to support additional services for victims, particularly those who have suffered domestic abuse or sexual violence.

The Police Property Act Fund is created from the proceeds of sale of goods recovered by the police that cannot be returned to their original owner. I will provide grant funding to support local voluntary and community groups that are working to improve the lives of people living in the Thames Valley Police area, and who can demonstrate that their activity or project contributes to meeting the objectives as set out in this Police and Criminal Justice Plan.

Further details of both funding of Thames Valley Police and of my Commissioning and Grant Funding can be found on my website www.thamesvalley-pcc.gov.uk







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

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

Tel: 01865 541957

Email: pcc@thamesvalley.pnn.police.uk

Twitter: @TV_PCC

Facebook: tvopcc

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



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

Report of the Police and Crime Commissioner for Thames Valley to the Thames Valley Police and Crime Panel meeting on 25 June 2021

Title: PCC's Annual Report 2020/21

Executive Summary

Under the Police Reform and Social Responsibility Act 2011, a Police and Crime Commissioner (PCC) is required to produce and publish an Annual Report on:

- the exercise of the PCC's functions in each financial year, and
- the progress which has been made in the financial year in meeting the objectives contained in the PCC's Police and Crime Plan.

In May 2021, Matthew Barber was elected as Police & Crime Commissioner (PCC) for Thames Valley. The Annual Report 2020/21, however, covers the period April 2020 to March 2021, when Anthony Stansfeld was PCC, and reflects the work undertaken in meeting the strategic priorities and Key Aims contained in Mr Stansfeld's Police and Crime Plan 2017-2021.

Those strategic priorities set by the former PCC were:

- Vulnerability
- Prevention and early intervention
- Reducing re-offending
- Serious organised crime and terrorism
- Police ethics and reform

Progress made against the above strategic priorities was achieved during an unprecedented year, with the Coronavirus pandemic affecting all of us and which has sadly resulted in the loss of so many people.

After producing the Annual Report, the PCC must send a copy to the Police and Crime Panel for review at a public meeting to be held as soon as practicable after completion. The Police and Crime Panel must make a report or recommendations on the Annual Report to the PCC. In turn, the PCC must give the Panel a response to any report or recommendations on the Annual Report. The PCC must publish each Annual Report together with any response he may make to any report or recommendations made by the Panel.

Recommendation:

That the Police and Crime Panel receive and review the PCC's Annual Report 2020/21.

Office of the PCC for Thames Valley
25 June 2021

Berkshire,
Buckinghamshire
and Oxfordshire



ANNUAL REPORT

2020 – 21

Contents

1. Introduction	3-4
2. 2021/21 annual progress in meeting The Police and Crime Plan 2017- 2021	5-18
2017 – 2021 Strategic Priorities:	
<ul style="list-style-type: none">o Strategic Prioritieso Thames Valley Police Performance Headlineso HMICFRS Inspection Reportso PCC commissioned and grant funded services 2020/21<ul style="list-style-type: none">• Community Safety• Victims and Witnesses Support Services• Police Property Act Fundo Statutory Responsibilities and Corporate Governance	
3. Summary financial performance:	19-21
<ul style="list-style-type: none">o 2020/21 financial year accountso Value for Money	
4. Looking ahead to 2021/22	22
5. Appendices	23-24
<ul style="list-style-type: none">(A) Roles and Responsibilities(B) Staffing Structure 2020-2021	

1. Introduction

The Police & Crime Commissioner is responsible for setting key priorities in a Police & Crime Plan and this Annual Report provides a summary of progress against that Plan during 2020-21.

In May 2021, Matthew Barber was elected as Police & Crime Commissioner (PCC) for Thames Valley. This report covers the period April 2020 to March 2021, when Anthony Stansfeld was PCC and reflects the work carried out against his priorities.

The priorities set during this period were:

- Vulnerability
- Prevention and early intervention
- Reducing re-offending
- Serious organised crime and terrorism
- Police ethics and reform

The following pages provide information on the progress made against these priorities during an unprecedented year, with the Coronavirus pandemic affecting all of us and which has sadly resulted in the loss of so many people.



Matthew Barber
Police and Crime Commissioner
for Thames Valley



2. Progress in meeting the Police and Crime Plan 2017-2021

STRATEGIC PRIORITIES: APRIL 2020 – MARCH 2021

THIS SECTION HIGHLIGHTS PROGRESS IN 2020/21 TOWARDS DELIVERING THE POLICE AND CRIME PLAN 2017-2021

Strategic Priority 1 - VULNERABILITY

Strategic Priority 2 - PREVENTION AND EARLY INTERVENTION

Strategic Priority 3 - REDUCING RE-OFFENDING

Strategic Priority 4 - SERIOUS ORGANISED CRIME AND TERRORISM

Strategic Priority 5 - POLICE ETHICS AND REFORM

Strategic Priority 1

- VULNERABILITY:

Managing demand on services through working together

PROGRESS IN 2020/21:

- Throughout November and December 2020, the Force carried out Operation View that saw focused action on winter burglary prevention in the lead up to Christmas. This was part of an ongoing burglary work initiative, which resulted in targeted arrests, stop and searches, community events and visits to vulnerable victims.
- Domestic Violence Protection Orders (DVPO) guidance has been reviewed and refreshed across the Force. Webinars were used to increase awareness, and guidance for Superintendents is being written to ensure an effective authorisation process is utilised when prosecution is the priority. A trial with Independent Domestic Violence Advisors working with victims, who have a DVPO, began in Oxfordshire in January 2021.
- A new Force working group was set up to address Stalking and Harassment in isolation and its work is recorded in an action plan. TVP's Legal Services department agreed to change the Force position on Stalking Protection Orders (SPOs) and the Force are now in-line with national best practice. TVP will apply for SPO's at the earliest opportunity, which includes pre-conviction cases.
- Project Endeavour continues to contribute to Force performance improvements, bucking the national trend that has seen a reduction in positive outcomes during the COVID-19 pandemic. There has been an overall increase in positive outcomes of 14%, with a 36% increase in outcomes for victims of domestic abuse.
- The provision of high quality victim support services, and an increased focus on bringing those who are guilty of rape to justice, continues to drive improved performance in this area. The Joint National Action Plan for police and Crown Prosecution Service (CPS) has been incorporated into the Local Action plan, which promotes closer working with the CPS and partner agencies to improve service.



Strategic Priority 2

- PREVENTION AND EARLY INTERVENTION:

Improving safeguarding in physical and virtual space

PROGRESS IN 2020/21:

- Expansion of the Recency, Frequency, Gravity (RFG) matrix to include serial perpetrators who target more than one victim, will enable TVP Local Policing Areas (LPAs) and partner agencies to make the best-informed decisions about where to target intervention and resource. The RFG Scores for both children at risk of exploitation and nominals involved in serious violence have continued to be made available through the Force's recently introduced 'Serious Violence Dashboard'.
- TVP continues to work on internal processes to record fraud incidents correctly so that appropriate responses can be taken when supporting fraud victims. The Force has developed presentation and training packages to ensure a process of minimum standards is followed when dealing with vulnerable victims of fraud. This will assist the Force's call centre and local officers in understanding fraud types, the profile of a fraudster and advice and guidance on options available, when offering fraud prevention and safeguarding advice.
- Throughout the summer of 2020, victims of courier frauds were targeted across the Thames Valley Police area. Intelligence was gathered and developed which resulted in the arrest of suspects. Since their arrest, reports of fraud have reduced resulting in a lower crime rate in this current trend, and Officers have worked with partner agencies to identify further offences, which are believed to have occurred across the South of England. Police respond to referrals relating to vulnerable victims of fraud - where advice is provided they ensure safeguarding and protection is in place to prevent repeat targeting in the future.
- The UK banking protocol has been instrumental in protecting further victims of fraud by refusing transactions and contacting Police. TVP have seen new developments with the courier frauds steering away from cash, but now using high value goods and jewellery as an alternative way of obtaining money. Feedback is continually being provided to UK Finance who direct Force information back to the banks; it is hoped this will result in more banking protocol reports and the safeguarding of any financial loss to victims of fraud.

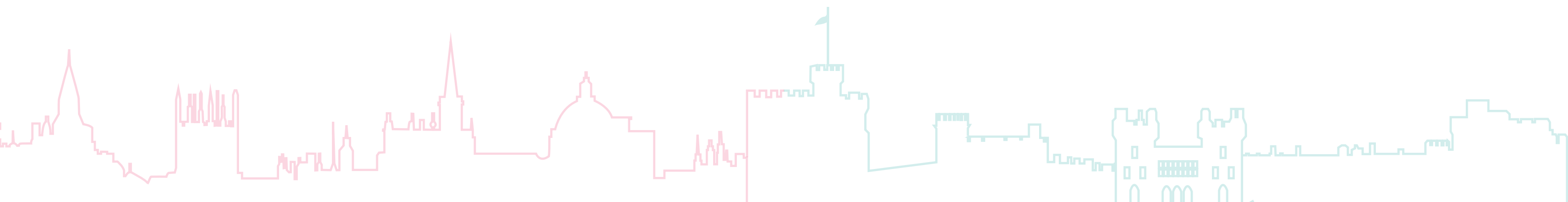
Strategic Priority 3

- REDUCING RE-OFFENDING:

Targeting and managing harm and risk

PROGRESS IN 2020/21:

- The Force have launched a Serious Violence Dashboard to drive the policing of hotspots and focused deterrence. This powerful data tool allows staff to visualise serious violent crime as they are reported across the Thames Valley, enabling TVP to focus resources on 'hotspots' and 'hot people'. This is driving force patrol activity under Operation Rasure and its associated range of focused deterrence activities.
- There are now 150 users of this Dashboard, which informs operational briefings and diversionary activity (such as DIVERT programmes). The Force are also able to focus on outstanding knife crime investigations and habitual knife carriers. TVP has developed a dashboard of stop and search (S&S) data in Thames Valley showing the use of Section 60's (instances where the police can stop and search someone within an authorised area to prevent violence involving weapons), and the proportion of searches conducted of 'self-defined ethnicity'. TVP continues to develop more accurate location data regarding current S&S with mobile apps for staff. The Force is developing Operation Servator, to ensure our use of S&S is procedurally just. Stop Search operational advice has been created through the strategic S&S Independent Advisory Group (IAG), and this briefing is attached to all Operation Rasure deployments.
- A new Multi-Agency Tasking and Coordinating (MATAC) process has been live for several months, with Operational Guidance and LPA MATAC leads creating greater service consistency and focus on the right repeat offender medium risk cohort. Work to ensure consistency of Multi-Agency Risk Assessment Conference (MARAC) process across the Force - including the concern that MARAC agendas were being taken up with 'repeat medium' cases has taken place.



Strategic Priority 4

- SERIOUS ORGANISED CRIME AND TERRORISM:

Improving the local response

PROGRESS IN 2020/21:



- Following publication of the Force Criminal Finance Strategy at the start of 2020, TVP's Economic Crimes Unit Criminal Finance Team have embraced the new civil powers to target offenders where criminal investigations would not be viable, and have developed new tactics to disrupt serious criminality. Working at all levels within the organisation, TVP continues to educate staff by highlighting the benefits of Proceeds of Crime Act (POCA) powers to investigators and specifically promoting Money Laundering legislation for inquisitive criminal cases. As at Quarter 3 of 2020/21, this has led to over £2.3million of suspected criminal assets being restrained or frozen using new POCA legislation, denying criminals of their ill-gotten gains
- In Quarter 4, the Counter Terrorism Local Profiles (CTLP) were written and were subject to a robust sign-off process. Counter Terrorism Policing South East (CTPSE)

have quickly adopted a new National CTLP template that encompasses the '4 P' strands of CONTEST (Prevent, Pursue, Protect, and Prepare). On 24th March 2021, the TVP CTLP was successfully delivered to both Force and Prevent delivery partners.

- Minimum standards for Tactical Tasking Coordination Groups (TTCGs) / Organised Criminal Groups (including County Drug Lines) have been agreed and set. Recent Force Intelligence and Specialist Operations (FISO) Service Improvement Review (SIR) have identified that further work is required to ensure outcomes are more consistent. Progression of engagement with LPA Stronghold teams and stronger coordination with LPAs across Specialist Operations, Force Intelligence Bureau (FIB) and Force Intelligence Hub (FIH) teams, will enable opportunities to be realised and improvements across OCG/CDL management to be sustained.

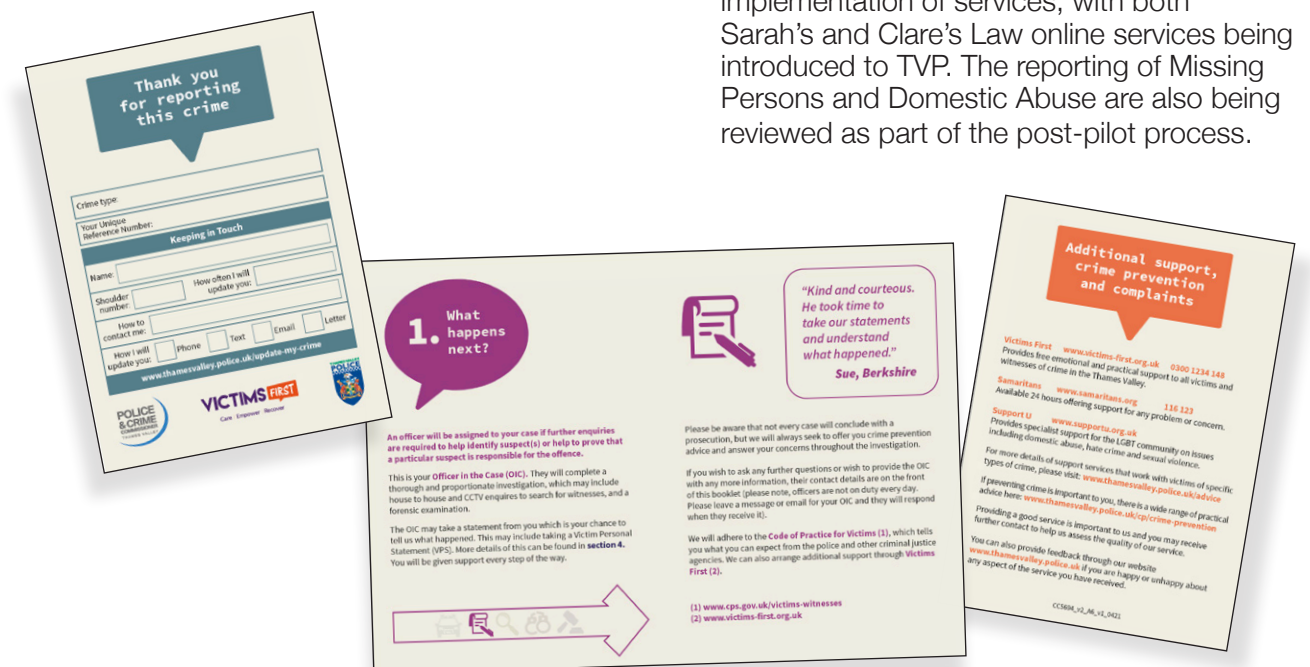
Strategic Priority 5

- POLICE ETHICS AND REFORM:

Increasing the pace of change

PROGRESS IN 2020/21:

- All TVP LPAs have been provided with a copy of the new Victims Information Booklet to be handed to victims at initial attendance by Officers (an electronic copy will be available in the near future). The booklet is a key tool to enable the Force to comply with the Victims Code containing a range of information around the journey their investigation is likely to take. Officers are providing victims with their contact details, giving out their job mobile numbers, which are written on the front of the Victim Information Booklet when handed out. When Officers create the Victim Contact Module, they tick the box to record the booklet has been provided to the victim, whereby the TVP Service Improvement team can then measure the Force effectiveness of this initiative.
- Officers are being encouraged by performance Inspectors and LPA Victim satisfaction Leads to keep victims updated throughout the investigation, and record any contact with victims in the Occurrence Enquiry Log (OEL) of the Niche crime recording system. Accurately recording the updating of witnesses is another key element to allow the Force to comply with the Victims Code, which is monitored to ensure witnesses are regularly updated.
- The Single Online Home website platform continues to support the business across various areas of policing. As well as recently introducing a dedicated team as the implementation project comes to a close, the Force continues to work closely both internally and nationally to support the implementation of services, with both Sarah's and Clare's Law online services being introduced to TVP. The reporting of Missing Persons and Domestic Abuse are also being reviewed as part of the post-pilot process.



TVP Performance headlines for 2020/21

Overall crime levels reported to TVP decreased by 9.2% in 2020/21 compared to the previous year (2019/20). There were 154,764 crimes reported across the Thames Valley during the period April 2020 to March 2021. Based on the latest available published figures, this decrease of 9.2% compares to a national reduction of around 10%.

Thames Valley's overall crime levels continue to remain low compared with ten and fifteen years ago. There were 10% fewer crimes recorded in this timeframe compared with ten years ago (172,422), and 23% fewer recorded offences compared with fifteen years ago (202,004).

The Coronavirus (COVID-19) pandemic has hugely affected the work of the police in the last 12 months. The national restrictions and lockdowns have had to be policed whilst at the same time investigating effectively the crimes that have taken place and ensuring the safety of all involved.

At the beginning of the year the Force set out its strategic priorities for the year. These priorities applied throughout the year but in ways that would not have been expected.

The demand from the public for services has remained high, but the ways that people have contacted TVP has changed, with 19% fewer 999 calls and 25% fewer 101 calls received whilst the number of contacts made via Single On-line Home reached 109,801. Improved management of 101 performance was one of the areas targeted this year and it is pleasing that the average time to answer 101 calls has improved through the year and was under a minute in March 2021.

The overall volume of incidents between April 2020 and March 2021 decreased by 4.2% when compared to the same period in 2019/20. Despite the fall in the number of incidents, there were over 59,000 incidents which were directly related to the pandemic and whilst officers were able to engage, explain and educate the public about the Coronavirus restrictions, there were occasions when enforcement activity was needed and 2,912 fixed penalty notices for breaches were issued.

2020/21 was an atypical year and this is clearly represented in the crime figures with TVP's 'all crime' figure down by 9.2%. The Force saw a 43.3% reduction in residential burglary this year, and the increase in the use of Stop & Search (up by 50% to 22,356) is directly related to the increase in the number of possession of weapons (+2.5%) and possession of drugs (19.5%) incidents.

The Force has seen crime reductions in a number of areas:

- Violence with injury down by 14.7%
- Sexual offences down by 6.6%
- Robbery of business property down by 52.2%
- Robbery of personal property down by 28.0%
- Arson down by 7.2%
- Vehicle crime down by 33.4%
- All other theft down by 7.9%
- Residential burglary down by 43.3%
- Burglary – business and community premises down by 39.0%

However, the Force has seen increases in crime in a number of areas:

- Violence without injury up by 13.3%
- Stalking and harassment up by 41.0%
- Burglary of sheds and garages up by 6.1%
- Public order offences up by 54.8%

Positive outcomes for volume crime increased substantially in the last year with increases of 25% in violence with injury; 54% in violence without injury; 40% in criminal damage and arson; 47% in drugs offences and 35% in public order offences. There was a significant year-on-year increase in both rape (32.6%) and sexual offence (16.6%) charge volumes. The number of offences resulting in a charge or summons has fallen slightly; however, use of out of court disposals nearly doubled to over 10,000 offences.

During the pandemic, the potential impact on domestic abuse (DA) was a major concern. Whilst the number of reports was stable, there was an 8% increase in the number that were recorded as crimes. There has been an increase in the volume of DA arrests (for urgent and immediate attended crimes) resulting in an arrest rate of 52% - an increase from 45% in the previous year. This rate improved despite the volume of DA crimes TVP attended increasing. This has resulted in almost 1,000 more offences being resolved with a positive outcome. The use of Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) to protect victims has increased this year.



HMICFRS Inspection Reports

In 2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted an Integrated PEEL Assessment ('policing efficiency, effectiveness and legitimacy') of Thames Valley Police. TVP's overall rating was 'Good'. They found the Force to be 'Outstanding' in the way it uses its resources to meet demand. In a period of national cuts to police funding, this demonstrated that Thames Valley Police continued to provide an excellent service to the public.

HMICFRS put the PEEL inspection regime on hold because of COVID-19, and therefore no rating will be published for 2020. However, HMICFRS undertook a national inspection (a snapshot of policing from March to November 2020) on the police response to the COVID-19 pandemic. This report was recently published and it is pleasing that Thames Valley Police was highlighted as a Force that played a leading role in Operation Talla, a campaign that supported national policing, giving access to premises to be used as a national hub to accept and distribute orders for personal protective equipment (PPE). The Force also provided procurement expertise, staff, IT and additional PPE. This was a tremendous effort by the Force, given the challenges it faced in maintaining operational policing against the backdrop of the Covid-19 outbreak.

A number of HMICFRS reports were presented by the Force, and considered at the PCC's Level 1 public meetings during the course of the year – these included:

- Pre-Charge Bail and Released under Investigation: Striking a Balance
- Safe to Share? Liberty and Southall Black Sisters' Super Complaint on Policing and Immigration Status
- An Inspection of the Effectiveness of the Regional Organised Crime Units
- Disproportionate use of Police Powers - A Spotlight on Stop and Search and the Use of Force
- Getting the Balance Right? An Inspection on how effectively the Police deal with Protests

Further details of these reports can be found on the PCC's [website](#).



PCC Matthew Barber discussing parking enforcement with one of Thames Valley's neighbourhood policing teams.

PCC Commissioned services – grants and funding 2020/21

COMMUNITY SAFETY

The PCC managed a community safety budget of £3.0 million in 2020/21, of which £2.7 million was allocated in grants to county and unitary councils in the Thames Valley area, with £0.3 million retained to fund Thames Valley-wide and other priority service initiatives.

The local authorities have used their grant allocations to invest in the following services and initiatives:

- Youth offending, including youth restorative justice, intervention work with young offenders and participation in youth crime prevention projects, including specific work around black and minority ethnic young people: £833,779.
- Substance misuse, including Drug Alcohol Action Team services, substance misuse treatment provision, awareness raising and education: £567,468.
- Domestic abuse (DA), including outreach support, Independent Domestic Violence Advocates, DA champions, support for victims of sexual violence, and work to improve reporting and access to support: £499,810.
- Earlier intervention and prevention for young people, including programmes in schools, targeted local youth work, and diversionary activities: £192,792.
- Tackling adult re-offending through targeted support into housing and employment: £135,300.
- Tackling anti-social behaviour through community mediation, increased enforcement options and equipment such as cameras: £119,853.
- Local Community Safety service provisions to maintain and improve local problem solving and multi-agency work around crime and disorder: £107,717.
- Broader crime prevention activities such as improved analysis of crime trends, training, responses to specific rural crime, elder abuse, hate crime and burglaries: £104,951.

- Local community engagement, including supporting vulnerable people during Covid-19: £63,696.
- Tackling hidden harms including modern slavery, exploitation and vulnerable adults without support networks: £43,690.

£0.3 million has been used to fund:

- SOFEA (UK support organisation): providing local educational and mentoring support for young people not in education, enabling them to obtain qualifications and employment £45,000.
- Milton Keynes Youth Offending Team - early intervention youth work, targeted at helping those with speech and language communication needs, to prevent exclusion from school: £35,000.
- Funding a Domestic Violence perpetrator programme: £31,078.
- Contribution to the Local Criminal Justice Board: £25,000.
- Contribution to Early Intervention Youth Fund projects: improving wraparound support for at risk young people to prevent them from being exploited into offending and criminal behaviour £49,099.
- Funding for the Family Drugs and Alcohol Courts project: £48,500.
- Establishment of Community Speedwatch in TVP: £39,000.
- Funding of the Taxi-licencing Single Point of Contact: £23,318.
- A contribution to the cost of CrimeStoppers regional manager: £17,000.
- Funding for specific TVP projects such as tactical bicycles for public order, and the fugitive intelligence platform: £13,289.
- Other expenditure includes contributions to Modus software and the national police Chaplaincy service.

The following services were subsequently reimbursed by the Ministry of Justice through their Integrated Offender Management (IOM) grant:

- A payment to Aspire to extend their Pathways to Employment project for ex-offenders: £89,800
- Contribution to GPS tagging project: £25,000

The PCC receives an annual grant from the Ministry of Justice (MoJ) to commission services for victims and witnesses of crime. During 2020/21, the PCC spent the full amount of his initial grant allocation of £2.814 million to deliver the following services and benefits:

- Thames Valley Partnership received £844,998 to provide the Victims First Specialist Service for adult victims. This service helps victims with longer term, multiple or more complex needs to cope and recover from the effects of crime and includes Independent Sexual Violence Advisors, Exploitation Specialists and Victim-Led Restorative Justice Specialists. Delivery of this service is through a 'Strategic Partner model' led by Thames Valley Partnership and two Delivery Partners (Trust House Reading and OSSARC). The service provided support to 715 referrals and supported 706 people to cope and recover from the effects of crime.
- SAFE! received £513,616 to provide a service to support young victims of crime aged from 5-18yrs across Thames Valley. The service prioritises young victims of sexual abuse and domestic abuse. During the last year, they have received 878 referrals into the service and supported 769 young victims.
- Thames Valley Partnership received £222,746 to provide emotional support and advocacy service to 862 victims of crime. This service provides up to 12 weeks of ongoing emotional and practical support for all victims of crime.
- Our in-house Victims First Hub acts as a single point of contact for initial contact, assessment, and subsequent immediate and ongoing support to self-referrals, referrals from the police, Action Fraud, and partner agencies for all victims across Thames Valley. This service cost £342,867 and received 3,434 valid referrals where successful contact was made with victims.
- Our new network of specialist counsellors cost £147,665 who supported 395 adults and young people referred into counselling.
- Our domestic violence medium risk safety planning service was commissioned through local authorities. Oxfordshire County Council received £15,600 and managed 1,023 referrals, Buckinghamshire received £11,700 and managed 1,108 occurrences, MK Act received £7,800 and managed 1,155

occurrences, Slough Borough Council received £15,600 and managed 1,818 occurrences and West Berkshire Council received £11,700 and managed 627 occurrences.

- We commissioned a Domestic Violence complex need service from a range of providers across the Thames Valley. Oxfordshire County Council received £139,359 to provide a complex needs service to Oxfordshire and Buckinghamshire and received 34 referrals; Slough Borough Council received £48,668 and received 140 referrals; West Berkshire Council received £48,811 and received 61 referrals, and MK received £22,328 and received 103 referrals.
- We funded a Domestic Violence perpetrators programme at a cost of £10,000.
- FLAG DV received £10,521 to provide free legal advice to victims of domestic violence. Their fully qualified family law solicitors provided advice to 388 clients.
- Following the terrorist incident in Forbury Gardens, Reading, we established the Reading Trauma Service at a cost of £15,000 which provided specialist clinical assessment and active monitoring to 15 people affected. We also provided £9,885 to Support U to provide telephone support to victims and witnesses from the LGBTQ (Lesbian Gay Bisexual Transgender Queer) community.
- We made a contribution of £3,000 to Brake for their national road victim service.
- £252,700 of local authority community safety spend was included within and funded from the MoJ budget. This provided additional domestic violence services across the Thames Valley area.

The balance (£0.119 million) has been spent on other services for victims, including commissioning costs.

In May, we received an additional in-year Covid-19 related grant of £943,522 from the MoJ to provide financial support to providers of Domestic Abuse and Sexual Violence services to help them support an increase in demand for their services. From this, 21 local Domestic Abuse services spent £708,162 supporting clients and 5 specialist Rape Support providers spent £210,580 providing specialist support for those affected by Sexual Violence. However, some providers could not spend their full allocation and £13,780 is being returned to the MoJ.

In July, the MoJ provided an additional £84,685 to recruit 3 additional Independent Sexual Violence Advisors (ISVAs). This money was provided to Thames Valley Partnership but they were unable to recruit all 3 ISVAs by 31st March 2021. As such, only £30,000 was spent, with the remaining £54,685 being returned to the MoJ in accordance with the grant agreement.

POLICE PROPERTY ACT FUND

In March 2020, the PCC and Chief Constable ran an emergency public bidding round to provide financial support to local charities and/or community groups who were helping Thames Valley Police respond to the initial outbreak of Covid-19.

In total, they awarded £103,740 to 32 charities and community groups across the Thames Valley. In addition, the three county High Sheriffs identified a further 14 organisations who received £75,000 from the Police Property Act Fund.



Police Property Act Award Ceremony in February 2020.

STATUTORY RESPONSIBILITIES AND CORPORATE GOVERNANCE

During 2020/21 the PCC continued to successfully meet his statutory duties and commitments as set out in the Police and Crime Plan 2017- 2021. In discharging his personal duties, responsibilities and functions, the PCC was supported by a relatively small team of staff within the Office of the PCC (OPCC). An overview of the roles, responsibilities and functions of the OPCC is presented at Appendix A, and the OPCC organisational staffing structure is presented at Appendix B.

Through a mix of regular public and private meetings, the PCC held the Chief Constable to account for his leadership of TVP and the delivery of an efficient and effective police service. This involved scrutiny of Force performance and progress against the Force's Strategic Delivery Plan 2020/21, and was achieved through regular updates from TVP, as well as engagement of OPCC staff in key Force performance meetings and delivery groups.

A joint PCC and Chief Constable Corporate Governance Framework is in place to ensure intended outcomes for stakeholders are achieved whilst acting in the public interest at all times. The governance framework comprises the culture, value, systems, and processes by which the PCC and Chief Constable discharge their responsibilities and through which the police service is accountable to, and engages with, the communities they serve.

The Joint Independent Audit Committee provides independent assurance to the Chief Constable and PCC regarding the adequacy and effectiveness of the management control framework and associated governance environment within TVP and the OPCC.

It considers the internal and external audit reports concerning the business of both the PCC and Chief Constable and advises both parties according to good governance principles. It has oversight of general governance matters and provides comment on any new or amended PCC and Force policies and strategies with regard to financial risk and probity.

The PCC's performance, decisions and actions during the year were regularly scrutinised by the independent Thames Valley Police and Crime Panel. In 2020/21, the Panel upheld two separate complaints made against the previous PCC. Following these decisions, in February 2021 the Panel issued a press release announcing that the Panel had upheld a complaint against the PCC alleging his "...personal involvement in civil matters outside his remit and jurisdiction as PCC for Thames Valley". The press release gave notice that the Panel would be "...informing the Independent Office for Police Conduct of the PCC's actions and will also write to the APCC (copying in the relevant Home Office Minister) informing them of his actions". There have been no further developments in relation to this matter since that time.

3. Summary financial performance: 2020/21 financial year

A). PCC CONTROLLED EXPENDITURE 2020/21

A high-level analysis of the PCC’s budget and expenditure is provided below.

	Annual Budget £000	Annual Outturn £000	Variance £000
Office of the PCC	1,089	977	- 112
Democratic Representation	219	216	- 4
Other Costs	170	210	40
Commissioning Services			
- Community safety fund	3,049	2,861	- 188
- Victims & witnesses	2,911	2,845	- 66
PCC Controlled Budgets	7,439	7,109	- 330

B) GROUP LEVEL EXPENDITURE (PCC AND TVP)

The following table provides a high-level comparison between the approved budget for 2020/21 and actual expenditure at the aggregated Group level (i.e. PCC and Chief Constable). The annual revenue surplus of £0.198 million has been appropriated (or transferred) to general balances. This level of surplus represents less than 0.04% of the annual Net Cost of Services which demonstrates strong and effective financial management of the annual budget.

	2020/21 Annual Budget £000	2020/21 Annual Outturn £000	Variance £000
PCC controlled budgets	7,439	7,109	- 330
TVP Operational budgets – direction and control of the Chief Constable			
PAY AND EMPLOYMENT COSTS			
Police officer pay and allowances	262,912	265,358	2,446
Police officer overtime	11,216	11,926	709
PCSO pay and allowances	12,289	12,301	12
Police staff pay and allowances	128,983	129,065	81
Police officer injury / ill health / death benefits	4,233	3,605	- 628
Other employee expenses	2,959	2,837	- 122
Restructure, training & conference costs	2,070	1,735	- 335
	424,663	426,826	2,163

B) GROUP LEVEL EXPENDITURE (PCC AND TVP) (CONTINUED)

	Annual Budget £000	Annual Outturn £000	Variance £000
OVERHEADS			
Premises	17,135	17,012	- 123
Transport	10,115	9,455	- 659
Supplies & services	63,507	61,786	- 1,721
Third party payments	9,891	9,509	- 382
Specific grants	- 64,782	- 64,897	- 1,014
Force income	- 35,956	- 36,970	- 115
	- 90	- 4,105	- 4,014
OTHER			
Capital financing	18,238	18,256	18
Interest on balances	- 890	- 934	- 44
Statutory accounting adjustments	432	435	3
Appropriation from balances	- 862	1,143	2,005
	16,918	18,900	1,982
REGIONAL COLLABORATION SERVICES			
South East Regional Organised Crime Unit	20,494	20,494	0
Counter Terrorist Police South East	25,448	25,448	0
Chiltern Transport Consortium	19,519	19,519	0
Regional CT firearms specialist officers	5,062	5,062	0
Government grants and partnership income	- 70,523	- 70,523	0
Cost of Services	448,929	448,730	
Funded by:			
General grant income	- 248,043	- 248,043	0
Council tax	- 200,886	- 200,886	0
Net Revenue position	0	- 199	- 199

Value for money

Since the Government pledged to recruit 20,000 police officers nationally, Thames Valley Police has already increased officer numbers, having received funding for 183 police officers in 2020/21. In addition, the Home Office has now announced an increase in funding from central government of a further £12.6m for 2021/22 to help fund the cost of ongoing pay and price inflation and other committed growth in service costs.

This additional investment will help to fund some of Thames Valley Police's core support functions that allow the Force to focus on driving down crime and will fund the recruitment of 171 more police officers in the second tranche of the national uplift programme.

In difficult economic times with so much uncertainty, it is important that the police continue to deliver an efficient as well as effective service for the public. The medium term financial plan (2021/22 to 2024/25) includes further cash savings of £16 million over the next four years – on top of the £109 million of savings already made since 2010.

Our strategy of reinvesting savings into frontline policing has been widely scrutinised and praised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) during various inspections and reports.

Identified savings in 2021/22 include:

- Contract renewals for telecommunications
- Information and Communication Technology (ICT) Contract savings
- Reduction in ICT spend on software licences
- Savings from Force wide smarter ways of working
- Delivery of the People Directorate operating model
- Changing the opening times and locations of our front counters
- Savings from printing contracts
- Reduced flying time demands on the National Police Air Support unit (NPAS)

Further details of all productivity savings can be found in the PCC's Budget Book for 2021/22, which is posted on the [website](#).



Previous PCC Anthony Stansfeld pictured with NPAS.

4. Looking ahead to 2021/22

A new Police and Crime Commissioner for Thames Valley, Matthew Barber, was elected on 6th May 2021 and will reflect his election manifesto within a new 4 year Police and Crime Plan for 2021-2025. While there will be a 'business as usual' approach in terms of undertaking key functions such as holding the Chief Constable to account for an effective policing service, or ensuring victims of crime are supported through our Victims First Hub, the PCC will be mindful of a wider changing policing and criminal justice landscape.

The PCC will expect to see a range of challenges in 2021/22 and beyond, and whilst not an exhaustive list, the following areas are indicative of some of these key issues:

• Home Secretary review of Police and Crime Commissioner role

Police and Crime Commissioners (PCCs) will be more accountable to the communities they serve as a result of a review led by Home Secretary, requiring them to explain their record on crime to the public and strengthening their relationship with the Chief Constable and Force. The 2-part review was announced in July 2020 and delivers on the Government's commitment to strengthen the accountability of PCCs and expand their role. **Part 1 of the review** was recently published with the second part to take place before the May 2024 PCC elections. The government will communicate more about these plans in due course.

Also as part of the wider review of PCCs, the Government will consult publicly on whether to mandate the transfer of the responsibility for governance of fire and rescue authority functions to PCCs in England. This will form part of a Fire Reform White Paper, to be launched later this year.

• New Victims' Code

From 1 April 2021, **a new Victims' Code comes into force**. A number of significant changes in law will see police and criminal justice agencies needing to enhance their support to victims of crime, with particular regards to:

- Victims offered automatic updates when perpetrators leave jail
- Victims of rape and sexual violence can choose sex of police interviewer
- Paves the way for consultation on Victims' Law later this year

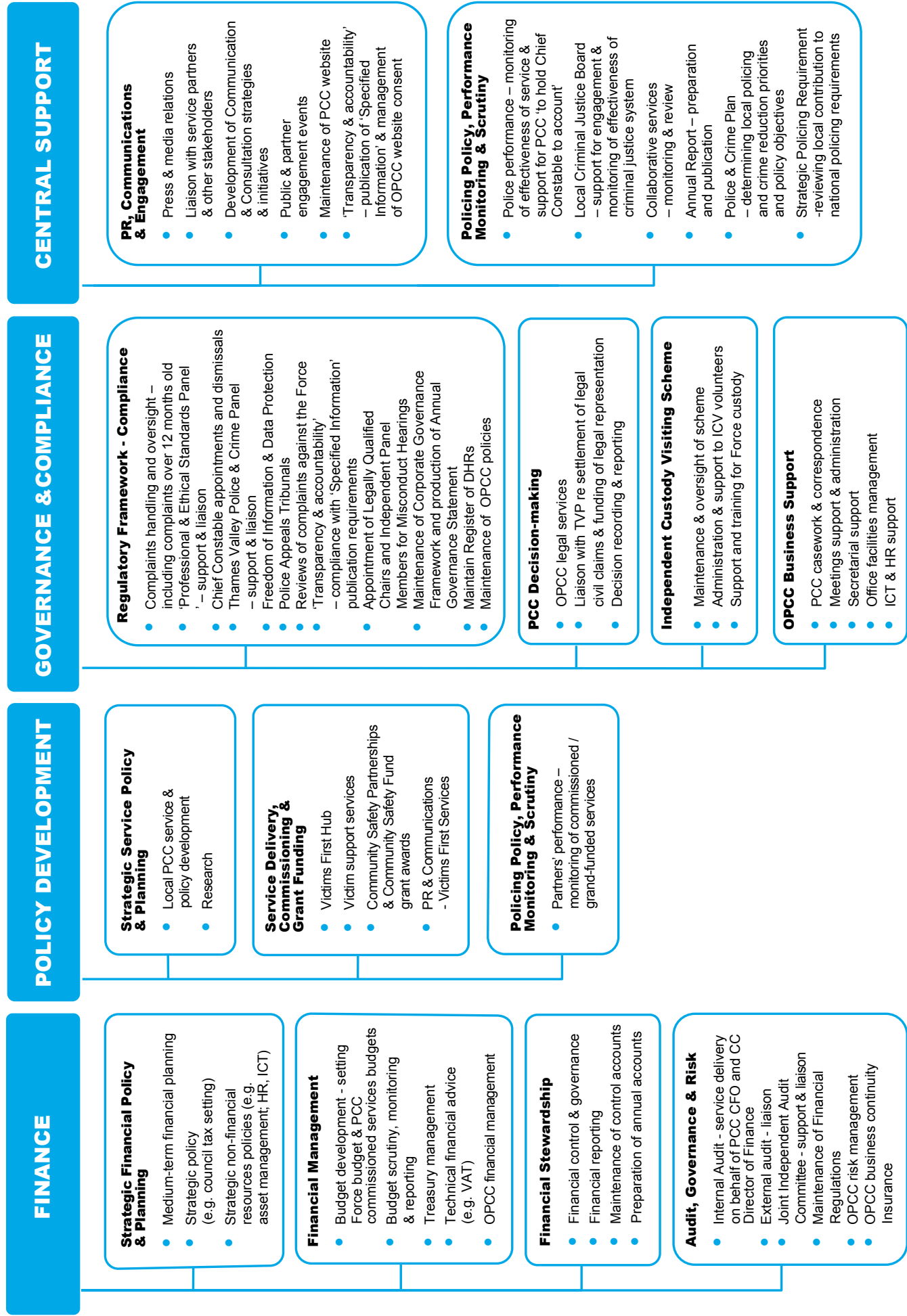
• National Crime and Policing Measures

The Home Secretary has recently set out proposals on the introduction of new National Crime and Policing Measures. This will help focus effort on **key national priorities**, allow performance to be measured and help to demonstrate value for money in policing. The Government has been clear that PCCs must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. These proposals are intended as an effective way to work with the police towards meeting these over-arching goals

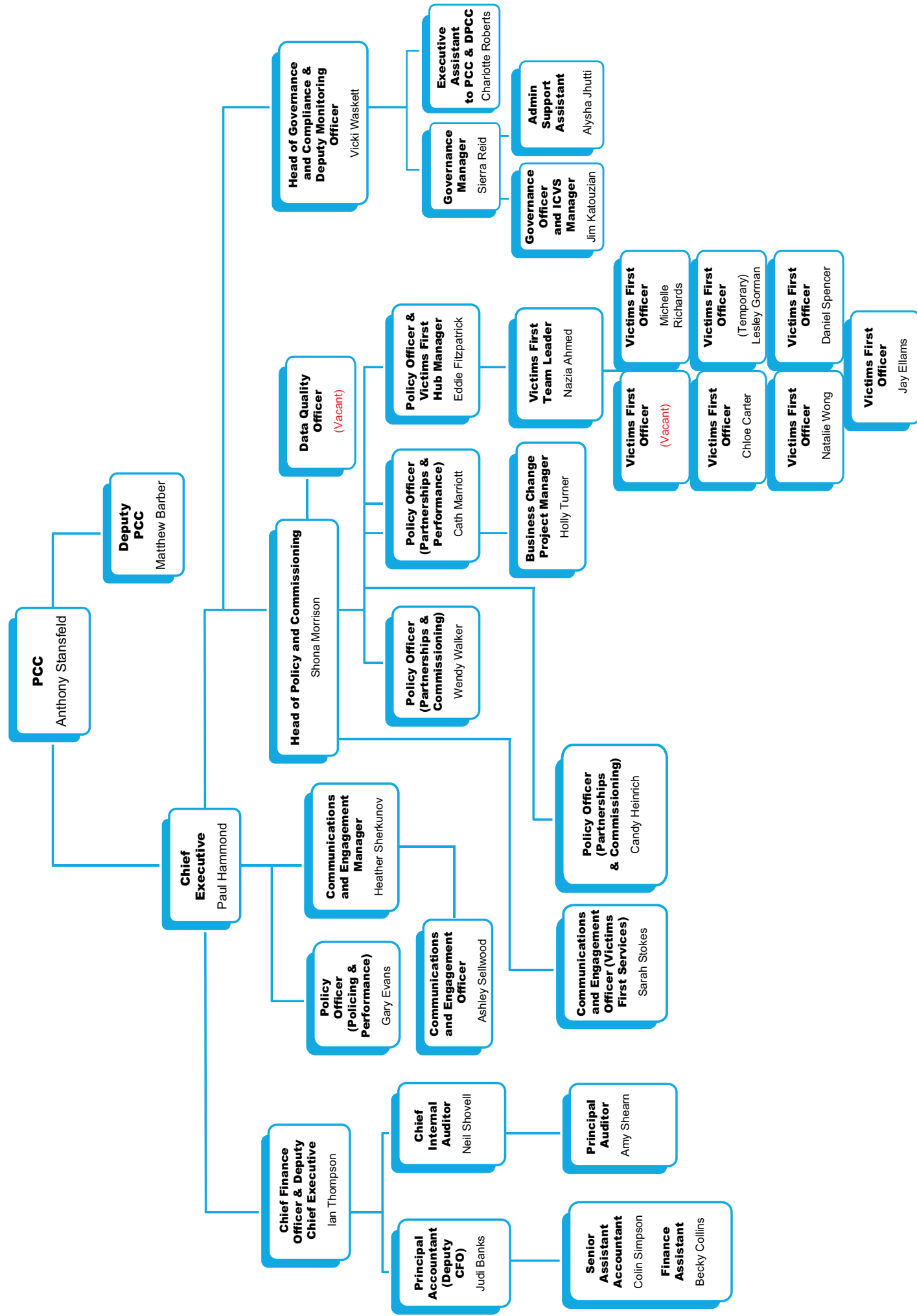
• Thames Valley PCC/OPCC: Business as usual

The PCC has agreed to a number of significant projects and initiatives that will be supported through his own Office (OPCC) and/or in conjunction with Thames Valley Police, and will be delivered over the course of 2021 and beyond. These include:

- Thames Valley Police pilot of new Serious Violence Reduction Orders (SVROs) to **tackle knife crime and violent offending**
- Restart and relaunch for **Community Speedwatch**
- Funding to support **rural communities**
- Plan launched to **reduce reoffending** in Thames Valley
- Funding to **improve the timeliness of drug offences**



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY – STAFFING STRUCTURE (November 2020)





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

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

Tel: 01865 541957

Email: pcc@thamesvalley.pnn.police.uk

Twitter: @TV_PCC

Facebook: tvopcc

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

Designed by Corporate Communications CC5760
© OPCC 2021.



OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

Report of the Police and Crime Commissioner for Thames Valley to the Thames Valley Police and Crime Panel meeting on 25 June 2021

Title: Community Safety Partnerships - PCC Update Report

Executive Summary

The PCC has a community safety budget of £3.0 million, of which £2.7 million is allocated to county and unitary councils in the Thames Valley area in the form of grants, and £0.3 million is retained by the Office of the PCC (OPCC) to fund Force-wide initiatives.

2020/21 Grant Allocations and Activities

The local authorities used their 2020/21 grant allocations to deliver the following service initiatives:

- Youth offending - including youth restorative justice, intervention work with young offenders and participation in youth crime prevention projects, including specific work around black and minority ethnic young people: £833,779.
- Earlier intervention and prevention for young people - including programmes in schools, targeted local youth work, and diversionary activities: £192,792.
- Substance misuse - including Drug Alcohol Action Team services, substance misuse treatment provision, awareness raising and education: £567,468.
- Domestic abuse (DA) - including outreach support, Independent Domestic Violence Advocates, DA champions, support for victims of sexual violence, and work to improve reporting and access to support: £499,810.
- Tackling hidden harms - including modern slavery, exploitation and vulnerable adults without support networks: £43,690.
- Tackling adult re-offending - through targeted support into housing and employment: £135,300.
- Tackling anti-social behaviour - through community mediation, increased enforcement options and equipment such as cameras: £119,853.
- Broader crime prevention activities - such as improved analysis of crime trends, training, responses to specific rural crime, elder abuse, hate crime and burglaries: £104,951.

- Local Community Safety service provisions - to maintain and improve local problem solving and multi-agency work around crime and disorder: £107,717.
- Local community engagement - including supporting vulnerable people during Covid-19: £63,696.

Total spent by the PCC in 2020/21 was £2,669,056

2021/22 Grant Allocations and Planned Activities

In 2021/22, the Community Safety Fund has been allocated by the PCC, through local Community Safety Partnerships (CSPs), across nine high-level thematic areas. It is being used to provide the following services:

- Youth Offending - including restorative justice, intervention work with young offenders and participation in youth crime prevention projects, including specific work around black and minority ethnic young people: £863,022.
- Earlier Intervention and Prevention for young people - including programmes in schools, targeted local youth work, and diversionary activities: £274,111.
- Substance Misuse - including Drug Alcohol Action Team services, substance misuse treatment provision, awareness raising and education: £479,281.
- Domestic Abuse (DA) - including outreach support, Independent Domestic Violence Advocates (IDVAs), DA champions, support for victims of sexual violence, support for male victims, and work to improve reporting and access to support: £423,726.
- Exploitation of vulnerable people without support networks: £77,370
- Adult Re-offending - through targeted support into housing and employment: £140,650.
- Anti-Social Behaviour - through multi-agency problem solving, improved case management and increased enforcement options: £110,679.
- Crime Prevention activities - in response to Rural crime, Hate crime and Community Engagement: £26,484.
- Local Community Safety service provisions - to maintain and improve local problem solving and multi-agency work around crime and disorder: £168,183.

A number of CSPs have chosen to retain some PCC funding (as 'unallocated') to respond to in-year needs and opportunities and this is supported, as the Office of the PCC (OPCC) has regular contact with CSPs and is on hand to support an agile response for CSPs. The amount unallocated at time of reporting is £144,025.

A summary of CSP spend plans for 2021/22 (as at 14th June 2021), presented by upper-tier local authority and spend/thematic area, is attached for information at Appendix A.

Recommendation:

That the Police and Crime Panel receive and note this Report.

Office of the PCC for Thames Valley

25 June 2021

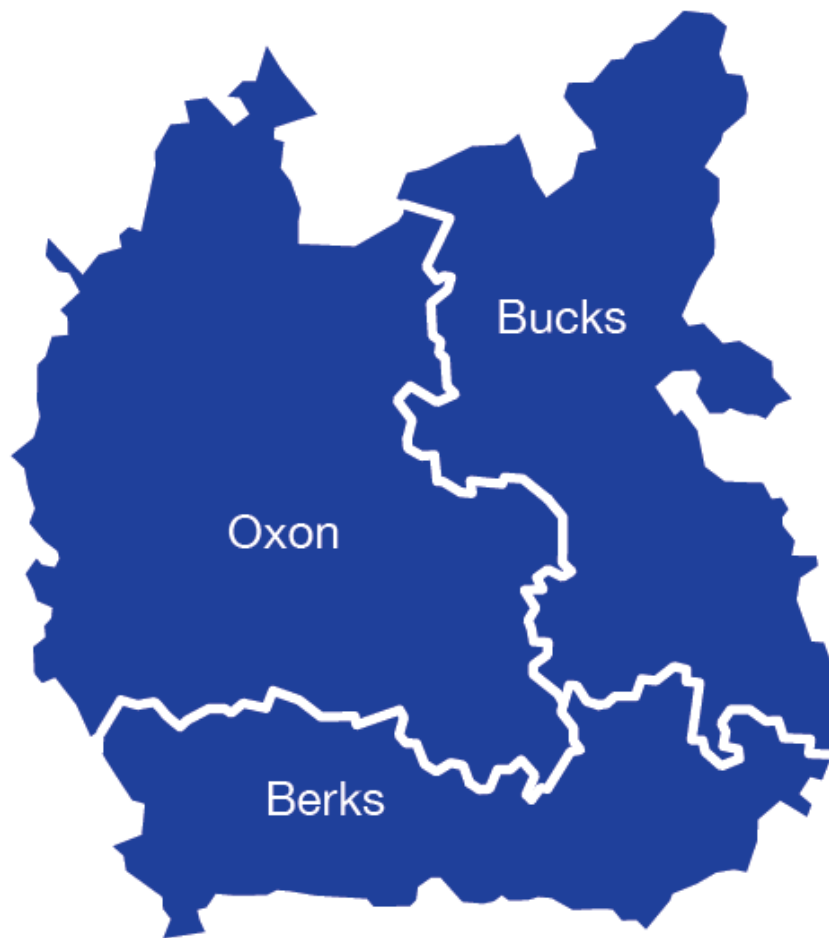
APPENDIX A

CSP spend plans 2020/21 (as at 14th June 2021) by Upper-Tier Local Authority and Spend / Thematic area

	Bucks	Reading	Slough	Oxon	West Berks	Bracknell	Wokingham	Windsor & Maidenhead	Milton Keynes	Thematic totals
	£	£	£	£	£	£	£	£	£	£
Youth Offending	134,663	87,434	80,000	225,898	73,547	96,108	9,180	39,292	116,900	863,022
Earlier Intervention	65,000		63,950	82,000	2,000		27,161	34,000		274,111
Substance Misuse	30,000	286,015	73,625	49,641					40,000	479,281
Domestic Abuse	131,904		9,280	176,500	25,537		3,000.00	37,505	40,000	423,726
Exploitation				34,170	10,700			32,500		77,370
Adult Offending	75,000		65,650							140,650
Anti-social Behaviour		79,679			21,000		10,000			110,679
Crime prevention				5,000	21,484					26,484
Community Safety				72,583		35,500	6,000	4,100	50,000	168,183
unallocated			39,994	41,028		3,091	47,797		12,115	144,025
CSP totals	£436,567	£453,128	£332,499	£686,820	£154,268	£134,699	£103,138	£147,397	£259,015	£2,707,531

This page is intentionally left blank

Thames Valley Police & Crime Panel



Annual Report 2020/21

Thames Valley Police and Crime Panel (PCP) is a joint committee comprising of 14 elected members (one from each of the Oxfordshire district councils (4), one for each of the Unitary Authorities in Berkshire (6), and one each for Oxfordshire County Council, Oxford City Council and Milton Keynes Council. Buckinghamshire Council is represented by one Member plus four further local authority co-opted Members to meet the balanced panel objective.

It can be contacted via the address below:

**Democratic Services
Oxfordshire County Council
County Hall, New Road, Oxford,
OX1 1ND**

Telephone: 07990368048

Email: contact@thamesvalleypcp.org.uk

k

Website: www.thamesvalleypcp.org.uk

Twitter: [@ThamesValleyPCP](https://twitter.com/ThamesValleyPCP)



For 2020/21, the Police & Crime Commissioner (PCC) for Thames Valley was Anthony Stansfeld and his Deputy PCC, was Matthew Barber.

On 6 May 2021 the elections for a new PCC took place and Matthew Barber became the PCC for Thames Valley. He can be contacted here:

**Office of the Police and Crime
Commissioner
The Farmhouse
Thames Valley Police Headquarters
Oxford Road
Kidlington
Oxon
OX5 2NX**

Telephone: (01865) 541957

Email: pcc@thamesvalley.pnn.police.uk

Website: www.thamesvalley-pcc.gov.uk

Twitter: [@TV_PCC](https://twitter.com/TV_PCC)

***MEMBERS OF THE THAMES VALLEY POLICE AND CRIME PANEL
2020-21***

Councillor Julia Adey (Co-Opted Member, Buckinghamshire Council)

Councillor Adele Barnett-Ward (Reading Borough Council)

Councillor Bill Bendyshe-Brown (Buckinghamshire County Council)

Councillor Robin Bradburn (Milton Keynes Council)

Councillor David Cannon (Royal Borough of Windsor Council)

Councillor David Carroll (Co-Opted Member, Buckinghamshire Council)

Councillor Emily Culverhouse (Co-Opted Member, Buckinghamshire Council)

Councillor Marilyn Davies (West Oxfordshire District Council)

Councillor Neil Fawcett (Vale of White Horse District Council)

Councillor John Harrison (Bracknell Forest Council)

Liz Jones (Independent Member)

Councillor Kieron Mallon (Oxfordshire County Council)

Councillor Andrew McHugh (Cherwell District Council)

Phillip Morrice (Independent Member)

Councillor Mohammed Nazir (Slough Borough Council)

Councillor Barrie Patman (Wokingham Borough Council)

Councillor David Rouane (South Oxfordshire District Council)

Councillor Claire Rowles (West Berkshire Council)

Councillor Louise Upton (Oxford City Council)

Councillor Mark Winn (Co-Opted Member, Buckinghamshire Council)

Contents

Chairman's Introduction (Page 5)

The Role of the Police and Crime Panel (Page 6)

PCC's Police and Crime Plan, and the Role of the Panel (Page 7)

The Work of the Panel
in 2019-20 (Page 8 - 12)

Chairman's Introduction



I am pleased to present the eighth annual report of the Thames Valley Police and Crime Panel (PCP), which covers its activities during the 2020 calendar year.

The objective of the Panel is to maintain a 'check and balance' on the performance of the Thames Valley Police and Crime Commissioner (PCC) regarding his strategic objectives contained in his Police and Crime Plan.

The Panel plays a vital role in holding the PCC to account and supporting him in the effective exercise of his duties. I would like to thank all Panel Members for the dedication and commitment in carrying out the Panel's statutory functions which, in turn, help to deliver an effective and efficient policing service for the people of the Thames Valley.

This was the final year of Anthony Stansfeld as PCC and the Panel have appreciated the efforts of him, of his Deputy PCC and of his office in helping the Panel in its work throughout the year. This is particularly appreciated in the support which is given to the Budget Task and Finish Group in the scrutiny of the Police precept for Council Tax.

The Panel is also grateful for the attendance of Chief Constable, John Campbell and his officers at Panel meetings who have been a great help in providing Members with an operational perspective to the strategic issues discussed.

The last 12-15 months has presented unprecedented challenges due to the Coronavirus Pandemic with all PCP meetings taking place "virtually". This has not affected the objectives of the Panel with a full work programme having been fulfilled.

Thames Valley police officers and support staff are very much in the front line and have been key workers in the response to the Pandemic in terms of the difficult job of enforcing the Government's guidance on rules relating to Covid 19. I would like to place on record my gratitude through the PCC, to the selfless work and professionalism of Thames Valley Police officers at this time of crisis and thank them for the vital service they provide.

On a personal note, this was my final year as Chairman of the Panel, and I would like to thank my fellow Panel Members for the support they have given me through the year.

Councillor Kieron Mallon
Chairman of the Police and Crime Panel

The Role of the Panel



Police and Crime Panels were established in each Police Force area under the Police Reform and Social Responsibility Act 2011.

The key functions of the Panel are:

- ❖ To review the PCC's Police and Crime Plan;
- ❖ To hold the PCC to account for the delivery of the Police and Crime Plan – the panel has powers to request any necessary information from the PCC on his decisions;
- ❖ To review and report on the appointment of the Chief Constable and other senior appointments – the Panel has powers to veto the appointment of the Chief Constable;
- ❖ To review the PCC's proposed police precept – the Panel has powers to veto the precept;
- ❖ To scrutinise the PCC's annual report;
- ❖ To consider complaints against the PCC.

The Panel, through its work programme, has carried out its main statutory duties which is to scrutinise and support the PCC in his role in helping tackle crime and disorder in the

Thames Valley. The PCC was elected to hold the Chief Constable to account to ensure an efficient and effective police force for the Thames Valley.

The Panel cannot directly scrutinise operational policing matters but can question the PCC on how he is holding the Chief Constable to account for policing in the Thames Valley.

The Budget Task and Finish Group of the Panel, under the Chairmanship of Councillor Barrie Patman worked with both the PCC and Thames Valley Police Chief Financial Officers on reviewing the PCC's proposed police precept before the proposed precept was submitted to the Police and Crime Panel.

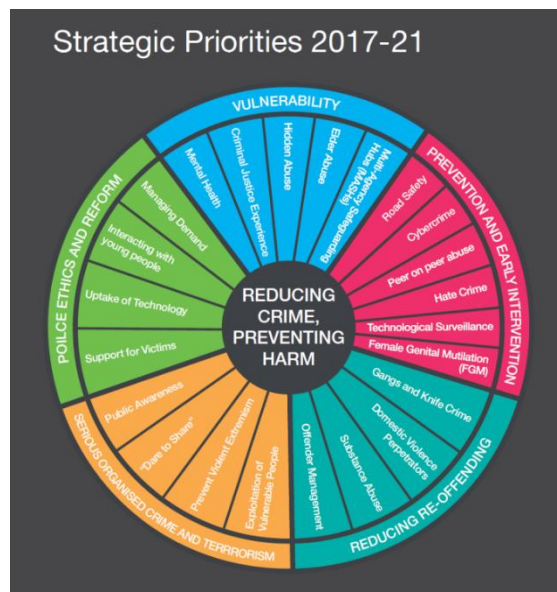
The Panel agreed with the PCC's recommendation of an increase in Council Tax for the Police precept, by up to £15 (6.9% increase) for a Band D property in 2021/22 to enable policing priorities to be met.

PCC'S Police and Crime Plan and the Role of the Panel



The PCC's Police and Crime Plan and the various strategic police and crime objectives continue to be monitored and scrutinised to enable the effectiveness of the Police performance in the Thames Valley to be monitored.

This document is of great importance to the Police and Crime Panel as a point of reference in fulfilling its duty to scrutinise and review the actions and decisions of the Police & Crime Commissioner.



Throughout the year, the Police and Crime Panel receives monitoring reports on how these objectives are

being met and scrutinise the PCC's performance in meeting the objectives contained in the Plan.

The PCC's strategic police and crime objectives for the Thames Valley have regard to

- the policing of the area;
- crime and disorder reduction, and
- the discharge by Thames Valley of its national or international functions

The Plan must also cover:

- The policing of Thames Valley which the Chief Constable is to provide
- The financial and other resources which the Commissioner is to provide to the Chief Constable
- The means by which the Chief Constable will report to the Commissioner on the provision of policing
- The means by which the Chief Constable's performance in providing policing is measured
- The crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants

The Plan draws upon a wide range of information from the police, community safety and criminal justice partners to ensure it reflects the police and crime issues which are affecting the Thames Valley. It also covers a much wider range of service responsibilities than any plan previously developed by the police, community safety partnerships (CSPs) or any other individual

community safety responsible authority. The Plan will bring together

the priorities of all agencies and authorities with a responsibility for cutting crime and improving community safety.

The Work of the Panel in 2020-21

For 2020-21, the Panel had 5 scheduled meetings and 1 Special Meeting where thematic scrutiny sessions were held on topics which had been earmarked in the Panel's work programme for the year and which scrutinised the PCC and his partners work in the areas.



Police and Crime Commissioner's Response to the Coronavirus Pandemic

The Panel was given an opportunity to question how the Police and Crime Commissioner and Thames Valley Police had responded to the Coronavirus (COVID-19) pandemic since the national emergency measures were introduced by the Government in March 2020. Some the areas covered included:

- What provision did the PCC and Chief Constable make to ensure that front line Police Officers had

Personal Protective Equipment (PPE)?

- Details were provided on the increase in Domestic Violence which had resulted, particularly, once lockdown was eased.
- The impact of the Pandemic on abuse of children
- The greater use of on-line reporting of crime during the Pandemic. An update was provided on the performance of handling "101" calls which had improved.
- Crime across the Thames Valley was down 15%, compared to June 2019. Burglaries were down 37%, Section 18 woundings were down 30%, thefts from motor vehicles were down 49%. This was mainly due to there being no night-time economy during the Pandemic.
- Reference was made to the powers given to the Police to help tackle the spread of Covid 19 and the PCC commented that in his opinion the rules which had been introduced had been "heavy handed". However, he believed that the Police had not been heavy handed in enforcing the legislation.
- Thames Valley had issued a high number of Fixed Penalty Notices because of the size of the force area and because Thames Valley had one of the biggest road networks in the country.
- The Chief Constable commented that it had been a challenging time for the Police having to enforce the regulations, but the approach of the Police had been to engage, explain and only to enforce as the last resort.

- The PCC pointed out that “County Lines” crimes had been reduced during Covid 19, but during Lockdown and with the powers the Police had, people were being stopped and were asked for their reasons for travelling, which meant inroads were made in relation to drugs trafficking out of major cities and into the Thames Valley.
- The PCC provided details on the incidents of where Police Officers had been assaulted by members of the public and referred to incidents of people deliberately coughing or spitting at Police Officers and these had been dealt with. There had been around 50 Covid 19 related assaults on officers and strong support has been given by the Courts.

Taxi-Licensing Coordinator Single Point of Contact Post

An update was provided by the PCC on the recently appointed Taxi-Licensing Coordinator Single Point of Contact Post and he questioned whether the post added value and suggested that that the taxi licensing co-ordinator should be a Council post to enable better co-ordination.

The PCC undertook to raise the issue of standardisation of licensing guidelines through the Association of Police and Crime it was agreed to approach the Local Government Association to ask them to consider getting the approval of national standardisation of taxi licensing guidelines across all the licensing authorities.



OxfordAgainstCutting
ProtectingGirls&Women

Exploitation - Preventing Child Sexual Exploitation/Modern Slavery/Forced Marriage/Hidden Harm/Female Genital Mutilation and Honour Based Crime/People Trafficking

The Police and Crime Commissioner provided statistics and data for the Thames Valley to enable Panel members to receive a Thames Valley perspective on the issues of exploitation and the prevention of child sexual exploitation (CSE), modern slavery, forced marriage, hidden harm, female genital mutilation (FGM) and people trafficking.

A presentation was given by Oxford against Cutting (FGM), an organisation predominantly focussed on the prevention of Female Genital Mutilation. Details of the work the organisation carried out throughout the three counties of the Thames Valley, in conjunction with other organisations was reported.

The organisation focused on harmful practises such as FGM, Honour Based abuses and Forced Marriages. The core work was around prevention and education with workshops facilitated by survivors of harmful practises, so they had that experience and knowledge to enable them to speak about the impact of these practises and the impact on the individual and families.

Full details of discussion on the themed item can be found [here](#)



Update on Recruitment and Retention Within Thames Valley Police

The Panel was provided with an update from the Chief Constable on Police recruitment and Retention within Thames Valley.

In the year 1st April 2019 to 31st March 2020, TVP appointed 470.3 new officers. 376 of these were recruits and 31 officers transferred in from other forces.

From 1st April 2020 to 31st July 2020, TVP appointed 149 new student officers. 7.4% of these recruits were from a Black and Minority Ethnic background and 28.2% were female.

The Panel congratulated the Chief Constable on these figures which were a great improvement in terms of improving the diversity of the work force.

Issues discussed by Members included the targeting of ex-servicemen and women for recruitment; disappointment at the shortfall in Police Community Support Officers, particularly in Milton

Keynes, and the repercussions this had for community policing.

Thames Valley Police - Estate Collaboration with 'Blue Light' Emergency Services and Local Authorities

The Strategy & Assets Manager of Thames Valley Police provided the Panel with a report which contained details on progress made by TVP on estate collaborations with 'Blue Light' and Local Authority partners.

The Panel was informed that there was a legal requirement under the Crime and Disorder Act 2017 to consider collaboration. In the last five years there had been an increasing degree of stated intentions between partners to collaborate.

There was a Memorandum of Understanding for 'Blue Light' estate collaboration, although this only covered the three Thames Valley Fire Services and TVP as South-Central Ambulance Service involvement was minimal.

The Panel during its discussions referred to the opportunities for the police and fire services, together with local authorities to work together on rationalising building assets which would be financially beneficial to all, including residents.

The Police and Crime Commissioner was requested to report back to a future meeting on progress made on "Blue Light" collaborations together with details of opportunities for collaborations with local authorities in the future.



Violence Reduction Unit

The Panel scrutinised the work of Thames Valley's VRU. The Violence Reduction Unit (VRU) brought together key partners from across Thames Valley to provide a co-ordinated response to tackling serious violence across the region.

This multi-agency approach involved local authorities, education, policing, health, third sector organisations and members of the community, all working together to understand the root causes of serious violence and focussing on place-based problem solving in order to address them.

The VRU took a public health approach to tackling violence by looking at violence, not as isolated incidents or as a law enforcement problem, but instead as a preventable consequence of a range of factors such as adverse early-life experiences or harmful social or community experiences and influences.

The Panel was informed in 2019 the OPCC received £1.16m to support the introduction of the VRU and this funding was renewed in March 2020 with an additional £1.16m.

Details of short and long-term activities and interventions which were being delivered by the VRU were provided in the report.

The VRU worked with data from the Police, local authorities and the NHS to enable the identification of key locations and times of serious violence to inform prevention and enforcement activity. A dashboard was available for the Police to link data from all agencies.

There was a Thames Valley wide Drugs Diversion Scheme in place providing specialist support for people found in possession of drugs to prevent prosecution and break the cycle of re-offending. Enhanced information sharing network had been established to help safeguard young people identified as at risk of exploitation through County Lines.



Exploitation – Preventing Modern Slavery / Forced Marriage / Honour-Based Crime

The Deputy Police and Crime Commissioner and Victoria Butler, Modern Slavery Co-Ordinator & Tactical Advisor (TVP Protecting Vulnerable People) attended the meeting and gave a presentation to the Panel.

In relation to Modern Slavery, Thames Valley had the second highest number of offences to the Metropolitan Police Force area. Reference was made to the Overview of Modern Slavery in the Thames Valley –2019 Infographic

which showed the impact of Modern Slavery in 2020.

Modern Slavery cases covered criminality in 17 sectors. There were 372 referrals into the National Referral Mechanism for each exploitation type across the Thames Valley comprising of Forced Labour (69), Sexual Exploitation (47), Criminal Exploitation (213), Domestic Servitude (17) and unknown (17).

The Panel was informed that there had been 415 referrals made to Victim's First Willow Project, which was a service supporting victims of exploitation of all types and was funded by the PCC.

Up to date information was provided which showed that there were 213 live investigations as of 25 March 2021. The biggest NRM related to exploitation such as in relation to "County Lines" with 57 ongoing investigations. Work took place with the PCC on safeguarding victims.

Reference was made to the setting up of new investigation scrutiny panel and the creation of a modern slavery victim liaison officer on each Local Policing Area.

Details of the discussion and scrutiny which took place is detailed [here](#)

The Panel asked the PCC to provide data on Forced Marriage and Honour Based Crime within Thames Valley to enable the Panel to revisit these areas of exploitation.

Budget Task and Finish Group – Scrutinising the PCC for Thames Valley Proposed Council Tax Precept for 2021-22

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 2021/22.

The Budget Task and Finish Group submitted their report and findings to the Panel meeting on 29 January 2021, and recommended the proposed increase to the police element of the Council Tax by £15 per annum for 2021/222 (for a Band D property). This was agreed by the Panel.

The full scrutiny of the proposed precept is detailed [here](#)

Looking to the Future

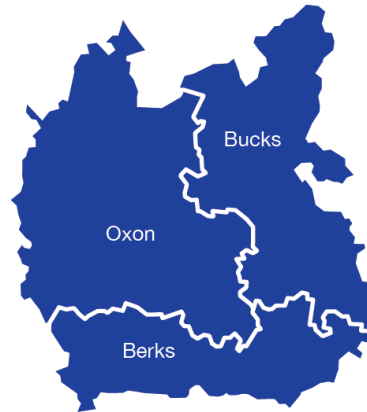
The Panel will be working with the new Police and Crime Commissioner, Matthew Barber and will have a role to play in scrutinising and monitoring the new Police and Criminal Justice Plan and will work with him and his officers on areas to include in the Panel's work programme for 2021/22.

Report to the Thames Valley Police & Crime Panel

Title: Review of Panel Rules of Procedure, Complaints Procedure, Panel Membership and appointment to Sub-Committee's and Task Groups

Date: 25 June 2021

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



BACKGROUND

1. For the first meeting of the Municipal Year, the Police and Crime Panel reviews its Rules of Procedure and Panel Arrangements. Consideration of the Rules of Procedure and Panel Arrangements also reminds Panel Members, particularly new Members of the role and functions of the Panel.

The report also requests consideration of an updated Complaints Handling Procedure as it applies to the Panel's Complaints Sub-Committee which considers Non-Criminal Complaints against the Police and Crime Commissioner and his officers.

Appointments are required to the Panel's Complaints Sub-Committee, its Budget Task and Finish Group and other Task and Finish Groups if established.

As per the Panel Arrangements (paragraph 3.15), Co-opted Members are subject to interview before confirming their appointment. For this Municipal Year, two of the newly appointed Co-opted Members from Buckinghamshire Council are not existing Members of the Panel, so their appointments will be subject to these rules.

RECOMMENDATIONS:

It is recommended that the Panel: -

- i) Notes the Panel's Rules of Procedure and Panel Arrangements (Appendices 1 and 2).**
- ii) Reconfirms the decision that future meetings take place at Buckinghamshire Council's Gateway House in Aylesbury.**
- ii) Agrees the Protocol for the Informal Resolution Procedure regarding Complaints made against the Police and Crime Commissioner and his officers (Appendix 3).**

- iii) Consider the memberships of the Panel's Complaints Sub Committee (7 Members) and Budget Task and Finish Group (5 Members) and confirm the appointment of the Members detailed below (para. 4) and appoint Members to vacancies as required.
- iv) That the established Sub-Committee and Task Group be agreed with no changes to their terms of reference for the following year (subject to any legislative changes).
- v) Notes the arrangements regarding the two newly appointed Co-Opted Members of Buckinghamshire Council.

2. Terms of Reference and Panel Arrangements

The Panel operates in accordance with specifications outlined in Rules of Procedure and Panel Arrangements documents (Appendices 1 and 2). The Rules of Procedure and Panel Arrangements were last agreed by the Panel at its 22 November 2019 meeting, to take account of Oxfordshire County Council becoming the Host Authority of the Panel and because of changes arising from local government reorganisation in Buckinghamshire which took effect from 1 April 2020.

An area of discussion in previous years has been the location for meetings of the Police and Crime Panel. The Panel when it was first set up held meetings around the Thames Valley, based on a rota. This Panel has previously agreed, that to ensure the maximum attendance of the membership of the Panel, meetings of the Panel be held in Aylesbury, which is the best suited location in terms of accessibility for the Members of the Thames Valley Region. This decision was reaffirmed at the meeting in November 2019.

For this meeting, the venue used in Aylesbury was unavailable, but going forward if the Panel agrees, meetings can continue to take place at Buckinghamshire Council's Gateway House, Aylesbury.

3. The Panel's Complaints Handling Procedure

Non-Criminal complaints against the PCC and his officers are considered by the Panel's Complaints Sub-Committee in accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and best practice.

In line with best practice, a Protocol for the Informal Resolution Procedure regarding Complaints made against the Police and Crime Commissioner has been devised which has been agreed by the Chief Executive of the Office of the Police and Crime Commissioner.

There are some complaints which escalate through the Police Complaints Process which end up with the Panel's Complaints Sub-Committee that clearly fall outside the jurisdiction of the Panel. An amendment is suggested to the Complaints Handling Process for these to be filtered before they end up at a Complaints Sub-Committee.

In such circumstances the Chief Executive of the PCC will liaise with the PCP's Scrutiny Officer and discuss the reasoning for the non-recording of a complaint. The PCP's Scrutiny Officer will consult with the Chairman of the Sub-Committee, review the complaint and, if they are in agreement that the complaint (or part), does not properly fall within the responsibility of the PCP and therefore should not be recorded and considered by the Complaints Sub-Committee, the complainant should be notified in writing

4. Appointments to Complaints Sub-Committee and Budget Task and Finish Group

Consideration is needed to the appointments to the Panel's Sub-Committee and Task and Finish Group

Membership 2020/21

Complaints Sub-Committee (7) – Cllr Julia Adey *, Cllr Emily Culverhouse, Cllr Merilyn Davies, Liz Jones, Cllr Kieron Mallon*, Cllr Andrew McHugh and Phillip Morrice

Budget Task and Finish Group (5) – Cllr Robin Bradburn, Cllr Andrew McHugh, Cllr Barrie Patman and Cllr David Rouane*. (1 vacancy)

*** Denotes no longer a Member of the Police and Crime Panel**

5. Newly appointed Co-opted Members of Buckinghamshire Council

To confirm that in accordance with Panel Arrangements, that the appointment of the two newly appointed Co-opted Members from Buckinghamshire Council, subjected to interview by the Chairman and Vice-Chairman of the Panel.

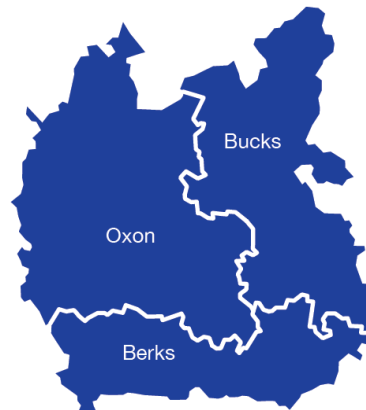
This page is intentionally left blank

APPENDIX 1

Thames Valley Police & Crime Panel

Title: Thames Valley Police and
Crime Panel Rules of
Procedure

Date: 25 June 2021



These rules of procedure were originally agreed by the Thames Valley Police and Crime Panel at its meeting on 19 July 2012, subsequently reviewed and agreed by the Panel meeting held on 22 November 2019.

1.0 General

1.1 In this document:

the “Panel” is the Police and Crime Panel for the Thames Valley Police Force;

the “Secretariat” is the financial, administrative, scrutiny and other officer support to the Panel;

the “Host Authority” is the council which is host to the Secretariat at the relevant time;

the “Act” is the Police Reform and Social Responsibility Act 2011;

the “Panel Arrangements Document” is the document which sets out the agreement of all principle Authorities on the overarching framework for how the Panel will operate;

the “Rules” are the rules as set out in this Rules of Procedure Document.

1.2 These Rules of Procedure (“the Rules”) are made by the Panel pursuant to Schedule 6, paragraph 25, of the Police Reform and Social Responsibility Act 2011 (the ‘Act’). The Police and Crime Panel (‘the Panel’) will be conducted in accordance with the Rules. The Rules should be read and considered in conjunction with the Panel Arrangements.

1.3 The Rules shall be reviewed annually at the Panel’s Annual meeting. In the first year of operation amendments may be made mid-year to take into account the Memorandum of Understanding between the Panel and the newly elected Police and Crime Commissioner; and at any time may be updated should regulations require.

1.4 The Rules shall not be amended unless written notification of the amendment/s required are received by the Panel Secretariat not less than fifteen working days prior to

APPENDIX 1

the Panel meeting. No amendment may be considered by the Panel which does not comply with the Act, relevant Regulations or statutory guidance.

1.5 If there is any conflict in interpretation between these Rules and the Act or Regulations made under the Act, the Act and Regulations will prevail. The Monitoring Officer of the Host Authority will have the final ruling as to the interpretation of legal requirements, these Rules and the Panel Arrangements Document.

1.6 Where the Rules do not explicitly address an issue the Standing Orders from the Host Authority will apply.

1.7 All Panel members will be subject to a Member Code of Conduct which for elected members will be those of their own Council; co-opted members will be subject to the Code of Conduct of the Host Authority provided that the Panel may agree to adopt such additional protocols as it thinks fit.

2.0 Election of Chairman and Vice-Chairman

2.1 The Chairman and Vice-Chairman of the Panel shall be elected from amongst the members of the Panel. The election will take place annually at the Annual meeting of the Panel, which will normally be held in June of each year.

2.2 Save for the requirement for re-election; there is no maximum term length for the Chairman or Vice-Chairman positions.

2.3 The positions will be elected by those members present at the June/July Annual Meeting by a simple majority vote.

2.4 The Vice-Chairman will preside in the absence of the Chairman and if neither is present the Panel will appoint a Chairman from among the remaining Members for the purposes of that meeting.

3.0 Resignation and removal of the Chairman and Vice- Chairman

3.1 The Chairman and/or Vice-Chairman may be removed by a vote of no confidence by a simple majority vote at a formal meeting of the Panel.

3.2 In the event of the resignation or removal of the Chairman or Vice-Chairman an election for the position will be held at the next meeting of the Panel.

4.0 Panel Meetings

4.1 The Panel will hold at least six ordinary meetings per year to carry out its functions. The calendar of meetings will normally be agreed by the Panel at its Annual Meeting.

4.2 Extraordinary meetings may also be called by the Chairman or by any four Members of the Panel by giving notice in writing to the Secretariat.

4.3 At least 10 working days notice will be given before an Extraordinary meeting (unless the Chairman agrees that there are special reasons for an urgent meeting) and the meeting must then be held within 20 working days of the notice.

4.4 Any request for an Extraordinary Meeting must specify the particular item of business for which the Extraordinary Meeting of the Panel is to be called.

APPENDIX 1

4.5 The panel will meet at Buckinghamshire Council, Gateway House, Aylesbury.

4.6 Ordinary meetings will take place in accordance with a work programme agreed by the Panel and will start at the time decided by the Panel. The maximum length of a meeting shall normally be three hours.

4.7 The agenda to be followed at ordinary meetings will be as follows:

- a) to receive apologies for absence;
- b) to receive any declarations of interest from members;
- c) to approve the minutes of the last meeting;
- d) to receive the minutes of sub-committees and task groups and any reports submitted to the Panel by those Sub-committees and task groups; and
- e) to consider written and verbal reports from officers and Panel members; and
- f) items requested by members of the Panel in accordance with 4.10

4.8 The only business to be conducted at an Extraordinary Meeting of the Panel will be to choose a person to preside if the Chairman and Vice-Chairman are absent or otherwise unable to preside and to consider the matter specified in the request to call an Extraordinary Meeting. No other business may be conducted at the meeting unless the Panel otherwise resolve.

4.9 The Panel Agenda, and accompanying papers, will normally be issued to Panel Members at least 5 working days before the meeting. It will also be published on the Panel's website and publicised by any other means the Panel considers appropriate. Papers will normally be sent by Email.

4.10 The Secretariat will endeavour to co-ordinate the circulation of papers as early as possible to enable members to have as much time as possible to consider the issues before the meeting.

The scheduling of ad-hoc agenda items

4.11 Any Member of the Panel shall be entitled to give notice to the Secretariat that he or she wishes an item relevant to the functions of the Panel to be included on the agenda following the existing scheduled items of business. Items will normally be considered at the next ordinary meeting of the Panel, providing that the following conditions apply:

At least 15 working days written notice is given to the Secretariat (The PCC is required to be given 10 working days notice therefore this timing allows for discussions prior to this).

The item must be relevant to the remit of the Panel, as set out in the Panel Arrangements Document.

The item must not have been already considered within the last six months by the Panel.

4.12 In the event of a dispute on whether the conditions listed above apply, the Monitoring Officer of the Host Authority will advise the Chairman and Panel. The Panel's decision shall be final.

4.13 Where the conditions above apply and the agenda item is discussed, the Panel may consider at this point whether any further action is needed in terms of further agenda time; investigation outside of the meeting; or a written response or information from the PCC.

APPENDIX 1

5.0 Quorum

5.1 A meeting of the Panel cannot take place unless at least one third (7) of the membership of the Panel is present.

6.0 Voting

6.1 A decision is taken by a majority of those present and voting.

6.2 Voting is generally by a show of hands unless a named vote is called for by a member of the Panel.

6.3 If a Panel Member arrives at the meeting before the casting of votes on any item has been commenced, he/she is entitled to vote on that item.

6.4 Immediately after a vote is taken any Panel Member may ask for it to be recorded in the minutes that he/she voted for or against the question, or that he/she abstained.

6.5 The Chairman of the Panel, or other person presiding, shall have a second and/or casting vote where votes for and against a proposal are equal. There shall be no restriction on the manner in which the casting vote is exercised.

Membership

Elected Members

6.6 The Panel comprises:

- a) 14 elected members (one from each of the Oxfordshire district councils (4), one for each of the Unitary Authorities in Berkshire (6), and one each for Oxfordshire County Council, Oxford City Council and Milton Keynes Council. Buckinghamshire Council will have one member plus four further local authority co-opted Members to meet the balanced panel objective (see 6.6 c).
- b) Two co-opted members who may not be members of the local authorities in the Thames Valley Police area;
- c) Four co-opted members from Buckinghamshire Council to meet the balanced appointment objective (in addition to 6.6 a)

6.6.1 Appointments of elected Members to the Panel shall be made by each of the Authorities in accordance with their own procedures and in making their appointments to the Panel each individual authority shall have regard to the requirement in the Act that appointments shall be made with a view to ensuring that the 'balanced appointment objective' is met so far as is reasonably practicable. It is recognised that each Authority may choose to appoint from within the membership of the majority group.

6.6.2 The balanced appointment objective requires that the Panel should (when taken together), and as far as is reasonably practicable:

- a) represent all parts of the police area;
- b) represent the political make-up of the Authorities (when taken together);

APPENDIX 1

- c) have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.

6.9 In the event that an Authority does not appoint a Member in accordance with these requirements, the Secretary of State will appoint a Member from the Authority to the Panel in accordance with the provisions in the Act.

7.0 Public Participation

The Panel will allow up to 20 minutes at each full meeting held in public for public questions. Public questions will be subject to strict criteria that will be set out and made publicly available in the Panel's Public Question Time Scheme. The scheme will be reviewed on an annual basis.

8.0 Work Programme

8.1 The Panel will be responsible for setting its work programme. In doing so it shall have regard to:

- a) the requirement to undertake the functions and responsibilities of the Panel as set out in the Act including consideration of the necessary timings to meet its legal responsibilities;
- b) the priorities defined by the PCC;
- c) the ascertainable views of the public on Police and Crime matters;
- d) the views of key partners, including Probation, Health, Community Safety Partnerships;
- e) the views of its members and advisers; and
- f) the resources available to support the delivery of the work programme.

9.0 Sub-Committees

9.1 The Panel may set up sub-committees to undertake specified functions of the Panel. The role of sub-committees is to carry out delegated Panel functions, excluding those functions that are not able to be delegated under the Act. Sub-committees may formally take decisions as delegated to them by the Panel.

9.2 The work to be undertaken by a sub-committee will be agreed by the Panel. In commissioning the work the Panel will agree as part of the scoping document the following:

terms of reference and delegations

purpose/objectives

resources

timescales for completing the work and reporting back

membership

9.3 The Panel shall appoint sub-committees. The Chairman of the Panel may make a recommendation to the Panel on Membership.

9.4 The maximum size of a sub-committee shall be seven members. The minimum size is three members. Size shall be determined on a case-by-case basis at the point that the review is commissioned.

APPENDIX 1

9.5 The membership of sub-committees shall be confined to members of the Panel.

9.6 In determining the membership of a sub-committee the Panel shall give so far as practicable, consideration to the duties in the Act to consider political balance; geographical balance; and the skills and expertise of members.

9.7 Sub-Committees shall report back to the Panel, and the minutes of the Sub-committee shall be received by the Panel.

10 Task Groups

10.1 The role of Task Groups is to undertake time-limited investigations into particular issues, such as a scrutiny topic review. They are informal working groups, and as such have no decision-making power. Task Groups will report back upon the completion of their work with a report and recommendations to the Panel.

10.2 The work to be undertaken by a Task Group will be agreed by the Panel. In commissioning the work the Panel will agree as part of the scoping document the following:

- terms of reference;
- purpose/objectives;
- approach to gathering evidence;
- resources to support the review;
- timescales for completing the work and reporting back; and
- membership.

10.3 Task Groups can only make reports or recommendations to the Panel. The Panel will consider reports it receives, and if agreed, such reports may be adopted as the Panel's report.

10.4 The Panel will appoint Task Groups. The Chairman of the Panel may make a recommendation to the Panel on the membership.

10.5 The maximum size of a Task Group shall be agreed by the Panel at the point that the review is commissioned. The minimum size is three members.

10.6 The Panel shall appoint a Chairman of the Task Group from within the membership of the Panel. The Chairman of the Panel may make a recommendation on whom to appoint.

10.7 The composition of a Task Group will be determined by the role it is to perform. Whilst issues of political and geographical balance may be taken into account, to help the effectiveness of the group consideration may also be given to:

- skills and expertise
- availability of members to undertake the work
- interest and commitment

10.8 The Panel may choose to co-opt non-Panel members onto a Task Group if it is considered that they possess skills, expertise, or a perspective which will assist the Group in its work. Co-opted members on a Task Group are non-voting members of the Group.

APPENDIX 1

10.9 The following eligibility rules will apply to non-voting co-opted members of Task Groups:

must live and/or work in the Thames Valley Police Force area; and

must be able to provide expertise/layperson's perspective to assist the group in carrying out its scrutiny function.

11.0 Panel Reports and Recommendations—General

11.1 Where the Panel makes a report to the PCC it will publish the report or recommendations on its website, except where the information is exempt or confidential as defined in the Local Government Act 1972 (as amended).

11.2 The Panel may require the PCC within 20 working days (or within such other period as is indicated in these Rules) of the date on which s/he receives the Panel's report or recommendations to:

- a) consider the report or recommendations;
- b) respond to the Panel indicating what (if any) action the PCC proposes to take;
- c) where the Panel has published the report or recommendations, publish the response from the PCC.

11.3 The Panel will formally make requests to the PCC or issue other statements by way of reports and recommendations. As the Panel is a scrutiny body, rather than an executive decision-making committee, motions or resolutions will not be considered by the Panel.

Procedure for Agreeing Reports and Recommendations

11.4 Recommendations to the PCC from the Panel will be made as an outcome of a scrutiny review or as a result of an agenda item discussion.

11.5 As a cross-party scrutiny committee reports and recommendations to the PCC should normally be agreed by consensus rather than a formal vote. Where this is not possible a vote may be taken, under the voting procedure outlined above. This includes the option of a Panel member requesting a named vote is taken at the meeting to ensure that views are recorded.

Minority Reporting

11.6 In exceptional circumstances, one minority report in relation to reports prepared by Task Groups may be prepared and submitted for consideration with the majority report to the PCC. Where a member or members wish to submit a minority report the Chairman of the Panel and Secretariat should be notified as soon as possible in advance of the Panel meeting, normally 10 working days notice should be given depending on the timing of the Task Group's consideration of its majority report.

11.7 The PCC's responsibilities and remit relate to the Committee as a whole, therefore the PCC will respond to the Committee as a whole and not to individual members of the Panel. This means that for the purposes of communication to the public, stakeholders and the PCC the majority report represents the viewpoint of the Panel and the PCC will be required only to respond to the majority report.

APPENDIX 1

12.0 PCC and others giving account

12.1 The presumption will be that the PCC will be required to attend all formal Police and Crime Panel meetings (ordinary and extraordinary) to answer questions which may be necessary to assist the Panel in discharging its functions, unless the Panel decides that this is not necessary and informs the PCC that they will not be required.

12.2 The PCC shall be notified on the Annual Work Programme of the Panel including meeting dates.

12.3 In setting the Annual Work Programme the Panel should identify and consider where possible what papers will be required, and if any supporting staff from the Secretariat, Police or otherwise are likely to be needed in addition to the PCC, in order to give as much notice as possible.

12.4 Where a new agenda item is scheduled for a meeting that is not included within the work programme and the PCC (and staff/or Chief Constable) is required to attend, the Secretariat will inform the relevant persons of the nature of the agenda item and any written information that is required as soon as possible.

12.5 At least 15 working days notice will be given of the new agenda time to the PCC and any requirement to provide written information (owing to the access of information requirements this equates to 10 working days notice for the provision of written information).

12.6 In exceptional circumstances, and where there is agreement between the PCC and Chairman of the Panel, shorter notice may be required for either attendance or papers.

12.7 If the Panel requires the PCC to attend before the Panel, the Panel may also request the Chief Constable to attend on the same occasion to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions.

12.8 In undertaking its functions, the Panel may invite persons other than those referred to above to attend Panel meetings, to address the meeting, discuss issues of local concern and/or answer questions. This may, for example and not exclusively, include residents, stakeholders, Council Members who are not members of the Panel and officers from other parts of the public sector.

13.0 Special Functions

13.1 The Special Functions of the Panel, as set out in the Panel Arrangements, are those functions which are conferred on the Panel in relation to:

- a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
- b) the review of the Annual Report as required by Section 28 (4) of the Act;
- c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
- d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act;
- e) the review and potential veto of appointment of the Chief Constable in accordance with Part 1 the Act.

APPENDIX 1

14.0 Police and Crime Plan

14.1 The Panel is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.

14.2 The Panel will:

- a) hold a meeting to review the draft Police and Crime Plan (or a variation to it); and
- b) report or make recommendations on the draft Plan which the PCC must take into account.

15.0 Annual Report

15.1 The PCC must publish an Annual Report about the exercise of his/her functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the Panel for consideration.

15.2 The Panel must comment upon the Annual Report of the PCC, and for that purpose must:

- a) arrange for a meeting of the Panel to be held as soon as practicable after the Panel receives the Annual Report;
- b) require the PCC to attend the meeting to present the Annual Report and answer such questions about the Annual Report as the Panel think appropriate;
- c) make a report and/or recommendations on the Annual Report to the PCC.

16.0 Proposed precept

16.1 The Panel will receive notification from the PCC of the precept that they are proposing to issue for the coming financial year. The Panel will arrange for a meeting of the Panel to be held as soon as practicable after the Panel receives the proposed precept and make a report including recommendations.

16.2 Having considered the precept, the Panel will:

- a) support the precept without qualification or comment; or
- b) support the precept and make recommendations; or

The Panel would need to indicate whether it considered the proposed precept to be too high or too low.

c) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the Panel and present at the time when the decision is made).

16.3 If the Panel vetoes the proposed precept, the report to the PCC must include a statement that the panel has vetoed the proposed precept and give reasons for that decision. The Panel will require a response from the PCC to the report and any such recommendations.

17.0 Senior Appointments

17.1 The Panel must review the proposed appointment by the PCC of the Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime PCC.

17.2 The Panel will receive notification of the proposed appointment from the PCC, which will include:

APPENDIX 1

- a) the name of the candidate;
- b) the criteria used to assess suitability of the candidate;
- c) why the candidate satisfies the criteria; and
- d) the terms and conditions proposed for the appointment.

17.3 The Panel must hold a confirmation hearing for all proposed senior appointments within 15 working days of receipt of notification by the PCC. It must also report to the PCC at the same time with its recommendations. The 15 working days will not include the post-election period.

17.4 The confirmation hearings will be held in public and the candidates will be questioned in relation to their appointment. Candidates must attend, either in person or by video link.

17.5 Following the hearing, the Panel will make a report and/or recommendations to the PCC on the proposed appointment. The PCC must respond in writing within the usual 20 working days confirming whether the recommendation has been accepted or not.

17.6 In relation to the proposed appointment of the Chief Constable, the Panel is required to make recommendations to the PCC and has the power to veto the appointment. Following the hearing, the Panel will be asked to:

- a) support the appointment without qualification or comment;
- b) support the appointment with associated recommendations, or
- c) veto the appointment of the Chief Constable (a two thirds majority is required of those members present at the time when the decision is made).¹

17.7 If the Panel vetoes an appointment, it must set out its reasons for doing so in a report to the PCC and the PCC must not then appoint that candidate as Chief Constable.

18.0 Suspension of the Police and Crime Commissioner

18.1 The Panel may suspend the PCC if it appears to the Panel that:

- a) the PCC is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years.

18.2 This decision will be taken at a formal Panel meeting via a vote.

18.3 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:

- a) the charge being dropped;
- b) the PCC being acquitted of the offence;
- c) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act 2011 by virtue of the conviction; or
- d) the termination of the suspension by the Police and Crime Panel.

18.4 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

¹ Subject to change following HO regulations

APPENDIX 1

- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

19.0 Suspension and Removal of the Chief Constable

19.1 The Panel will receive notification if the PCC suspends the Chief Constable.

19.2 The PCC must also notify the Panel in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.

19.3 The PCC must provide the Panel with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.

19.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the Panel accordingly (the 'further notification').

19.5 Within 30 days from the date of receiving the further notification the Panel must make a recommendation in writing to the PCC as to whether or not s/he should call for the retirement or resignation. Before making any recommendation the Panel may consult the chief inspector of constabulary, and must hold a meeting.

19.6 The scrutiny hearing which must be held by the Panel is a Panel meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person or video link.

19.7 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:

- (a) at the end of 30 days from the Panel having received notification if the Panel has not by then given the PCC a recommendation as to whether or not she/he should call for the retirement or resignation; or
- (b) the PCC notifies the Panel of a decision about whether she/he accepts the Panel's recommendations in relation to resignation or retirement.

19.8 The PCC must consider the Panel's recommendation and may accept or reject it, notifying the Panel accordingly.

20.0 Appointment of an Acting Police and Crime Commissioner

20.1 The Panel must meet to appoint a person to be acting PCC if:

- a) no person holds the office of PCC;
- b) the PCC is incapacitated (i.e. unable to fulfil the functions of PCC) which is a matter for the Panel to determine; or
- c) the PCC is suspended.

20.2 In the event that the Panel has to appoint an acting PCC it will meet to determine the process for appointment which will comply with these Rules of Procedure and any legal requirements.

APPENDIX 1

20.3 The Panel may appoint a person as acting PCC only if the person is a member of the PCC's staff at the time of the appointment.

20.4 In appointing a person as acting PCC in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment.

20.5 The appointment of an acting PCC will cease to have effect upon the earliest of the following:

- a) the election of a person as PCC;
- b) the termination by the Panel, or by the acting PCC, of the appointment of the acting PCC;
- c) in a case where the acting PCC is appointed because the PCC is incapacitated, the PCC ceasing to be incapacitated; or
- d) in a case where the acting PCC is appointed because the PCC is suspended, the PCC ceasing to be suspended.

20.6 Where the acting PCC is appointed because the PCC is incapacitated or suspended, the acting PCC's appointment does not terminate because a vacancy occurs in the office of PCC.

21.0 Complaints

21.1 Serious complaints which involve allegations which may amount to a criminal offence by the PCC or senior office holders are dealt with by the Independent Office for Police Conduct (the 'IOPC').

21.2 The Panel may however be involved in the informal resolution of certain other complaints against the PCC and Deputy PCC, where they are not being investigated by the IOPC or cease to be investigated by the IOPC.

21.3 The Panel shall have a Complaints Procedure for complaint handling that shall be set out in a protocol.

22 Further Guidelines/Protocols

22.1 The Panel may agree further guidelines/protocols to assist it in carrying out its business so long as these are in accordance with the Rules of Procedure, Panel Arrangements and legal requirements.

ANNEX A: ACCESS TO INFORMATION STANDING ORDERS

1.0 SCOPE

1.1 These standing orders apply to all formal meetings of the Police and Crime Panel.

1.2 These rules do not affect any additional rights to information contained elsewhere in this Constitution or granted by law.

2.0 RIGHTS TO ATTEND MEETINGS

2.1 Members of the public may attend all meetings subject only to the exceptions in these standing orders.

APPENDIX 1

3.0 NOTICES OF MEETING

3.1 The Secretariat will give at least **five** clear days notice of any meeting by posting details of the meeting at the principal offices of the Host Authority and on the Internet.

4.0 ACCESS TO AGENDA AND REPORTS BEFORE THE MEETING

4.1 The Secretariat will make copies of the agenda and reports open to the public available for inspection at the designated offices at least five clear days before the meeting. If an item is added to the agenda later, the Monitoring Officer of the Host Authority shall make each report available to the public as soon as the report is completed and sent to members, and will ensure that it will be open to inspection from the time the item was added to the supplementary agenda.

5.0 SUPPLY OF COPIES

5.1 The Secretariat will supply copies of:

- a) any agenda and reports which are open to public inspection;
- b) any further statements or particulars necessary to indicate the nature of the items in the agenda; and
- c) if the Monitoring Officer of the Host Authority thinks fit, copies of any other documents supplied to members in connection with an item to any person on payment of a charge for postage and any other costs under the Host Authority's Charging Policy. Under the Freedom of Information Act, information would be supplied free until these costs go over the threshold of £450, when a charge would be levied.

6.0 ACCESS TO MINUTES ETC AFTER THE MEETING

6.1 The Secretariat will make available copies of the following for six years after a meeting:

- a) the minutes of the meeting, or, where appropriate, records of decisions taken, together with reasons, for all meetings of the Panel excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
- b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- c) the agenda for the meeting; and
- d) reports relating to items when the meeting was open to the public.

7.0 BACKGROUND PAPERS

7.1 *List of background papers:* Reports will include a list (prepared by the Secretariat) of those documents (called background papers) relating to the subject matter of the report which in their opinion disclose any facts or matters on which the report or an important part of the report is based; and which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information.

7.2 *Public inspection of background papers:* The Council will make available for public inspection for six years after the date of the meeting one copy of each of the documents on the list of background papers.

7.3 *Use of media technology at Panel Meetings:* At the discretion of the Chairman of the Panel recording of meetings and use of media technology will be permitted provided that it does not release information that the Secretariat has identified as being confidential under the Access to Information Regulations.

APPENDIX 1

7.4 The Secretariat supports the use of networking sites to disseminate information during their meetings, provided that confidential information as outlined above is not deliberately or inadvertently disclosed.

8.0 SUMMARY OF THE PUBLIC'S RIGHTS

8.1 A written summary of the public's rights to attend meetings and to inspect and copy documents is available for inspection at the Principal offices of the Host Authority.

9.0 EXCLUSION OF ACCESS BY THE PUBLIC TO MEETINGS

Confidential information – requirement to exclude public

9.1 The public must be excluded from an item at a meeting whenever it is likely in view of the nature of the business to be

9.2 *Meaning of confidential information:* Confidential information means information given to the Panel by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by reason of a Court Order or any enactment.

9.3 *Exempt information – discretion to exclude public:* The public may be excluded from an item at a meeting whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.

9.4 *Meaning of exempt information:* Subject to, and to the test of the Public Interest set out in paragraph below, information is exempt information where it falls within any of the following categories:

- 1 Information relating to an individual.
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the public authority holding the information), except where the information is required to be registered under certain prescribed statutes including the Companies Act 1985 and the Charities Act 1993. "Financial or business affairs" includes contemplated, as well as past or current activities.
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the Authority. "Labour relations matter" means any matter which may be the subject of a trade dispute, or any dispute about any such matter (ie a matter specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the Authority proposes:
 - a) to give under any enactment a notice, under or by virtue of which requirements are to be imposed on a person; or
 - b) to make an order or direction under any enactment.
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

9.5 *Public interest test:* Information falling within any of categories 1-7 set out above, which is not prevented from being exempt because it falls within category 3, and is required to be

APPENDIX 1

registered under the prescribed enactments is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.0 EXCLUSION OF ACCESS BY THE PUBLIC TO REPORTS

10.1 The Monitoring Officer of the Host Authority may exclude access by the public to a report which, in his or her opinion, relates to an item during which, in accordance with this Access to Information Standing Order, the meeting is likely not to be open to the public; or, as the case may be, was not open to the public. Such reports will be marked "Not for publication", together with the category of information likely to be disclosed.

11.0 RECORD OF DECISIONS

11.1 After any formal meeting of the Panel, the Secretariat will produce a record of every decision taken at that meeting as soon as practicable. The record will include a statement of the reasons for each decision and, where appropriate, any alternative options considered and rejected at that meeting.

This page is intentionally left blank

APPENDIX 2

THAMES VALLEY POLICE AND CRIME PANEL ARRANGEMENTS

Originally published: 26 April 2012

Amended: 1 April 2020

This document was agreed by a Joint Committee on 19 April 2012 on behalf of the following Authorities, and updated on 1 April 2020 to reflect Local Government Reorganisation in Buckinghamshire:

- Bracknell Forest Council
- Buckinghamshire Council
- Cherwell District Council
- Milton Keynes Council
- Oxford City Council
- Oxfordshire County Council
- Reading Borough Council
- Royal Borough of Windsor and Maidenhead Council
- Slough Borough Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Berkshire Council
- West Oxfordshire District Council
- Wokingham Borough Council

In this agreement:

- the above Authorities are referred to singularly as ‘Authority’ and together as ‘the Authorities’;
- the “Panel” is the Police and Crime Panel for the Thames Valley Police Force;
- the “Secretariat” is the financial, administrative, scrutiny and other officer support to the Panel;
- the “Host Authority” is the council which hosts the Secretariat at the relevant time;
- the “Act” is the Police Reform and Social Responsibility Act 2011;
- the “Thames Valley Local Authority Chief Executives” are the chief executive officers of the “Authorities”;
- the “Panel Arrangements Document” is this document, as amended from time-to-time; and
- the “Rules of Procedure” are the Rules of Procedure as agreed by the Panel from time to time.

1.0 Background

- 1.1 This Panel Arrangements Document will normally be reviewed every four years by all Authorities, alongside a review of the Rules of Procedure. Proposed changes to the Panel Arrangements Document will be referred to the Thames Valley Local Authority Chief Executive Officers (or to other such arrangement as may be agreed by all Authorities) for comment prior to the decision by the Panel.
- 1.2 The Police Reform and Social Responsibility Act 2011 (‘the Act’) introduces new structural arrangements for national policing, strategic police decision making, neighbourhood policing and police accountability.

APPENDIX 2

- 1.2 The Act provides for the election of a Police and Crime Commissioner ('PCC') for a police area, responsible for securing an efficient and effective police force for their area, producing a Police and Crime Plan, recruiting the Chief Constable for an area, and holding him/her to account, publishing certain information including an annual report, setting the force budget and police precept and requiring the Chief Constable to prepare reports on police matters. The PCC must co-operate with local community safety partners and criminal justice bodies.
- 1.3 The Act requires the Authorities to establish and maintain a Police and Crime Panel ('the Panel'). It is the responsibility of the Authorities for the police area to make arrangements for the Panel ('Panel Arrangements').
- 1.4 The Thames Valley is a multi-authority police area ('the police area') as defined in Schedule 1 of the Police Act 1996. All the Authorities, as the relevant local authorities within the police area must agree to the making and modification of the Panel Arrangements. If the Authorities are not able to agree the Panel Arrangements the Secretary of State is able to establish a Police and Crime Panel for the Police Area.
- 1.5 Each Authority and each Member of the Panel must comply with the Panel Arrangements.
- 1.6 The functions of the Panel—to be known as the "Thames Valley Police and Crime Panel"—are to be exercised with a view to supporting the effective exercise of the functions of the PCC for that police area.
- 1.7 The Panel must have regard to the Policing Protocol issued by the Home Secretary, which sets out the ways in which the Home Secretary, the PCC, the Chief Constable and the Panel should exercise, or refrain from exercising, functions so as to encourage, maintain or improve working relationships (including co-operative working); and limit or prevent the overlapping or conflicting exercise of functions.
- 1.8 The Panel is a scrutiny body with responsibility for scrutinising the PCC and promoting openness in the transaction of police business in the police area.
- 1.9 The Panel is a Joint Committee of the Authorities and as such is subject to the requirements of the Local Government Act 1972 and subsequent legislation
- 1.10 The Authorities by being parties to this Agreement signify their agreement to the Panel Arrangements.

2.0 Terms of Reference and Functions

- 2.1 The overarching role of the Panel is to scrutinise the work of the PCC in the discharge of the PCC's functions in order to support the effective exercise of those functions.
- 2.2 To undertake this scrutiny role the Panel will carry out the functions set out in the Act. These functions relate to the scrutiny of the Police and Crime Plan, PCC's Annual Report; confirmation hearings of appointments; issuing of precepts; and the

APPENDIX 2

appointment of the Chief Constable. These functions may not be discharged by a sub-committee of the Panel.

2.3 The Panel is a statutory consultee on the development of the **PCC's Police and Crime Plan** and must:

- a) review the draft Police and Crime Plan (or a variation to it); and
- b) report and/or make recommendations on the draft Plan which the PCC must take into account.

2.4 The Panel must comment upon the **Annual Report** of the PCC, and for that purpose will:

- a) question the PCC on the Annual Report at a public meeting;
- b) make a report and/or recommendations on the Annual Report to the PCC.

2.5 The Panel must hold **confirmation hearings in respect of proposed senior appointments** made by the PCC. This includes the posts of the PCC Chief Executive; Chief Finance Officer and Deputy Police and Crime PCC in accordance with the requirements set out in Schedule 1 of the Act. The Panel will review the appointments and make a report and/or recommendations to the PCC.

2.6 The Panel must hold a **confirmation hearing in respect of the appointment of the Chief Constable** by the PCC. The Panel has the right of veto for the appointment of this post in accordance with the Act and regulations.¹

2.7 The Panel must review the **precept** proposed by the PCC in accordance with the requirements set out in Schedule 5 of the Act, and will have a right of veto in respect of the precept in accordance with the Act and Regulations made thereafter.

2.8 The right of veto will require that at least two-thirds of the persons who are Members of the Panel at the time when the decision is made vote in favour of making that decision.²

2.10 The Panel may appoint an Acting PCC if necessary.

2.11 The Panel may suspend the PCC if he/she is charged with an offence carrying a maximum term of imprisonment exceeding two years.

2.12 The Panel will have any other powers and duties set out in the Act or Regulations made in accordance with the Act.

2.13 The Panel may carry out in-depth reviews into the work of the PCC. This work may be delegated to a Sub-Committee or Task Group.

3.0 Membership

Elected Members

3.1 The Panel comprises:

¹ Subject to Home Office regulations

² Ibid.

APPENDIX 2

- a) 14 elected members (one from each of the Oxfordshire district councils (4), one for each of the Unitary Authorities in Berkshire (6), and one each for Oxfordshire County Council, Oxford City Council and Milton Keynes Council. Buckinghamshire Council will have one member plus four further local authority co-opted Members to meet the balanced panel objective (see 3.1 c).
 - b) Two co-opted members who may not be members of the local authorities in the Thames Valley Police area;
 - c) Four co-opted members from Buckinghamshire Council to meet the balanced appointment objective (in addition to 3.1 a)
- 3.2 Appointments of elected Members to the Panel shall be made by each of the Authorities in accordance with their own procedures and in making their appointments to the Panel each individual authority shall have regard to the requirement in the Act that appointments shall be made with a view to ensuring that the 'balanced appointment objective' is met so far as is reasonably practicable. It is recognised that each Authority may choose to appoint from within the membership of the majority group.
- 3.3 The balanced appointment objective requires that the Panel should (when taken together), and as far as is reasonably practicable:
- a) represent all parts of the police area;
 - b) represent the political make-up of the Authorities (when taken together);
 - c) have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively.
- 3.4 In the event that an Authority does not appoint a Member in accordance with these requirements, the Secretary of State will appoint a Member from the Authority to the Panel in accordance with the provisions in the Act.

Term of Office

- 3.5 A member shall be appointed annually to the Panel to hold office for the following municipal year, and all such appointments shall be notified to the Secretariat no later than 31 May in each year, subject to the following proviso that he or she:
- a) shall cease to be a member of the Panel if he or she ceases to be a member of the Authority (and does not on the same day again become a member of the Authority).
- 3.6 Each Authority will give consideration to the 'balanced objective requirement' in its annual appointment process. Where possible, an Authority will give consideration to continuity of membership to enable the Panel's expertise and skills to be developed for the effective scrutiny of the PCC.

Resignation and removal of elected members on the Panel

- 3.7 An Authority may decide in accordance with its procedures to remove its Member from the Panel at any time and upon doing so shall give written notice to the Secretariat of the change in its Member.

APPENDIX 2

- 3.8 A Member may resign from the Panel at any time by giving notice to the appointing Council who will inform the Secretariat.
- 3.9 In the event that any Member resigns from the Panel, or is removed from the Panel by his or her Authority, the Authority shall immediately take steps to nominate and appoint an alternative Member to the Panel, applying the considerations given in paragraph 3.2-3.3 above.
- 3.10 Where a Panel Member fails to attend meetings of the Panel over a six month period then the Secretariat shall recommend to the relevant Authority that due consideration is given to removing the member from the appointment to the Panel and the appointment of a replacement member from that Authority.

Non-local authority co-opted members

- 3.11 Two co-optees shall be appointed by the Panel who may not be members of the local authorities in the Thames Valley police area.
- 3.12 those co-optees shall:
- a) be disqualified from being appointed if:-
 - i) he or she has not yet attained the age of eighteen years, or
 - ii) neither his or her principal or only place of work, nor his or her principal or only place of residence, has been in the police area during the whole of the period of twelve months ending with the day of appointment.
 - b) be disqualified from being a member so appointed if, at any time, neither his or her principal or only place of work, nor his or her principal or only place of residence, is within the police area.
- 3.13 The following shall be disqualified from being appointed, and from being a co-opted Member if so appointed:
- a) the PCC for the police area;
 - b) a member of staff of the Police and Crime PCC for the area;
 - c) a member of the civilian staff of the Police Force for the area;
 - d) a Member of Parliament;
 - e) a Member of the National Assembly for Wales;
 - f) a Member of the Scottish Parliament;
 - g) a Member of the European Parliament;
 - h) a member of the uniformed Police Force for the area;
 - i) a member of a principal council within the Thames Valley Police Authority area.
- 3.14 A co-opted Member shall be a Member of the Panel for four years. The maximum time length that a co-opted member may serve for is two terms.
- 3.15 The appointments of co-opted Members are undertaken in accordance with the following principles:

APPENDIX 2

- a) The appointment will be made on merit of candidates whose skills, experience and qualities are considered best to ensure the effective functioning of the Panel.
 - b) The selection process must be fair, objective, impartial and consistently applied to all candidates who will be assessed against the same pre-determined criteria.
 - c) The selection process will be conducted transparently with information about the requirements for the appointment and the process being publicly advertised.
 - d) The selection process will endeavour to encourage applications from candidates which reflect the breadth of communities in the Thames Valley and will welcome applications from all eligible people irrespective of gender, ethnic origin, religious belief, sexual orientation, disability, age or other factor.
- 3.16 Costs of the recruitment process shall be met from within the existing budget approved by the Panel as set out in section 5. Costs will be minimised by utilising existing networks and advertising online through the national public appointments website, rather than by paid advertisement in newspapers.
- 3.17 A co-opted Member of the Panel may resign from the Panel by, giving at least three months written notice to the Secretariat. In exceptional circumstances the Panel may agree to a shorter notice period.
- 3.18 The Panel may at any time terminate the appointment of a co-opted Member of the Panel by notice in writing with immediate effect if:
- a) he or she has been convicted of a criminal offence but not disqualified in accordance with 3.21(c); or
 - b) reasonably satisfied that the member is otherwise unable or unfit to discharge his functions as a member; or
- 3.19 In the event that a co-opted member fails to attend the meetings of the Panel over a six month period the Panel shall give due consideration to the termination of the appointment of the co-opted member.
- 3.20 Where, in accordance with Paragraphs 3.17 and 3.18 a co-opted Member resigns from the Panel or is removed from the Panel following a decision of the Panel, the Panel shall ensure that a replacement is sought as soon as possible in accordance with the principles set out in paragraph 3.15.
- 3.21 Subject to the exemptions set out in paragraphs 3.21 and 3.22, a person shall be disqualified from being appointed as or being a member of a Panel if:
- a) a bankruptcy order has been made against him or her or his or her estate has been sequestrated or he or she has made a composition or arrangement with, or granted a trust deed for, his creditors;

APPENDIX 2

- b) he or she is subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986, to a disqualification order under Part II of the Companies (Northern Ireland) Order 1989, to a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002 or to an order made under section 429(2)(b) of the Insolvency Act 1986(failure to pay under county court administration order); or
- c) he or she has within five years before the date of appointment or since appointment been convicted in the United Kingdom, the Channel Islands or the Isle of Man of an offence, and has had passed on him or her a sentence of imprisonment (whether suspended or not) for a period of not less than three months.

3.22 Where a person is disqualified under paragraph 3.20(a) by reason that a bankruptcy order has been made against him or her or his or her estate has been sequestrated, the disqualification shall cease:

- a) unless the bankruptcy order is previously annulled or the sequestration of his estate is recalled or reduced, on his obtaining a discharge; and
- b) if the bankruptcy order is annulled or the sequestration of his estate is recalled or reduced, on the date of that event.

3.23 Where a person is disqualified under paragraph 3.20(a) by reason of having made a composition or arrangement with, or granted a trust deed for, creditors and pays debts in full, the disqualification shall cease on the date on which the payment is completed, and in any other case it shall cease at the end of the period of five years beginning with the date on which the terms of the deed of composition or arrangement or trust deed are fulfilled.

3.24 For the purposes of paragraph 3.20(c) the date of a conviction shall be taken to be the ordinary date on which the period allowed for making an appeal or application expires or, if an appeal or application is made, the date on which the appeal or application is finally disposed of or abandoned or fails by reason of its non-prosecution.

3.25 **Balanced appointment objective**

3.26 The balanced appointment objective is the objective that local authority members of the Panel (when taken together) represent all parts of the police area as well as the political make-up of the local authorities in the police area (when taken together); and have the skills, knowledge and experience necessary for the Panel to discharge its functions

3.27 The Panel resolved on 22 November 2019 that subject to the Secretary of State's agreement to appoint up to four additional co-opted members, who are members of Buckinghamshire Council to the Panel to meet the balanced appointment objective. Appointments and resignation and removal of elected members on the Panel will be the same as Rules 3.5 to 3.10.

APPENDIX 2

4.0 Host Authority

- 4.1 The Panel shall agree a Host Authority for the Secretariat for the Panel, which shall provide such scrutiny, legal, financial, administrative and other support as is reasonably required to enable the Panel to undertake its functions within the resources agreed by the Panel.
- 4.2 In accordance with the Panel's agreement made at the meeting held on 6 September 2019 South Bucks District Council shall act as the Host Authority until 31 December 2019. Oxfordshire County Council shall act as the Host Authority from 1 January 2020 until such time as either:
- a) The Panel resolves at its annual meeting (held in June of each year) that another Authority should carry out this function, provided that such other Authority agrees. In which case, the function will be transferred six months after the Panel decision unless a shorter period is agreed between the existing Host Authority and the new Host Authority; or
 - b) The existing Host Authority serves notice that it no longer wishes to be the Host Authority and this function is transferred to another Authority in which case, a six month notice period will apply, unless a shorter period is agreed between the existing Host Authority and the new Host Authority; or
 - c) In the event that no Authority comes forward to act as Host Authority the home Council of the current Chairman of the Panel shall be expected to be the Host Authority.
- 4.3 The staff employed to support the Panel will be employed by the Host Authority. Should the Host Authority change the TUPE legislation which is in force at the time shall apply as necessary.

5.0 Budget and Costs of the Panel

- 5.1 An annual draft budget for the operation of the Panel shall be drawn up each year by the Host Authority and approved by the Panel. All monies (which are not ring-fenced) provided by the Home Office to support the operation of the Panel shall be taken into account in preparing the Budget.
- 5.2 For the first year of operation (until April 2013), the Host Authority will provide a level of service to the Panel within the resources granted by the Home Office, excluding some of the on-costs which will be covered by the Host Authority.
- 5.3 If in subsequent years, the Panel considers that the Budget is insufficient to support the functions of the Panel, the Panel may make a funding request to all Authorities, which request shall be made via the Thames Valley Local Authority Chief Executives.
- 5.4 Any additional costs arising under paragraph 5.3 shall be borne between the Authorities in equal shares.

APPENDIX 2

6.0 Allowances and Expenses

- 6.1 Each Authority has the discretion to pay its representatives on the Panel Special Responsibility Allowances, and to reimburse reasonable expenses incurred. No allowance or expenses payments will be made by the Panel itself to elected members. Any allowances or expenses which may be made to elected members arising out of Panel Membership shall be determined and borne by the appointing Authorities for each Panel Member individually.
- 6.2 The Host Authority, on behalf of the Panel will reimburse reasonable expenses to co-optees provided that this is agreed as part of the annual budget approved by the Panel.

7.0 Promotion of the Panel

- 7.1 The Panel shall be promoted and supported by the Host Authority and the Secretariat through:
- a) The inclusion of dedicated webpages on the work of the Panel, with the publication of meeting agendas; minutes; and papers where those papers are public, in line with the rules of procedure and legal obligations under the Local Government Act 1972. All reports and recommendations made, with responses from the PCC will be published. Information on member attendance and other publications will be included.
 - b) Media and communications support provided by the corporate communications team, this includes the issuing of press release where required.
 - c) Clerking support to be provided for all public Panel meetings. This includes sending out agendas; minutes; procedural advice.
 - d) Legal advice where required for the Panel to carry out its duties effectively.
 - e) Independent policy advice to the Panel through a dedicated scrutiny officer, this includes written and oral briefings to Panel members.
- 7.2 The costs of the promotion work identified above will be identified as part of the annual budget approved by the Panel. Costs will be met as set out in section 5 above.
- 7.3 The Panel shall be promoted and supported by each Authority through:
- a) Ensuring that briefings take place for local stakeholders on the work of the Panel. This includes officer briefings to respective members in each authority to support the work of the Panel (executive/non-executive members including Panel member) on a regular basis to ensure that members are fully informed about local relevant matters.

APPENDIX 2

- b) Information on each respective website about the work of the Panel and links to the main web-pages.
- c) Sharing of information on the work of the designated statutory Crime and Disorder Scrutiny Committee in order to ensure that the work programme of the Panel complements local scrutiny work and vice-versa.

8.0 Validity of Proceedings

- 8.1 The validity of the proceedings of the Panel shall not be affected by a vacancy in the Membership of the Panel or a defect in appointment.
- 8.2 All Panel members (including co-opted members) must observe the Members Code of Conduct and any related Protocols as agreed by the Panel *[further regulations may follow on this issue]*.

9.0 Rules of Procedure

- 9.1 The Panel shall determine its Rules of Procedure (in accordance with the statutory requirements and regulations).
- 9.2 The Rules of Procedure shall include arrangements in relation to:
 - a) the appointment, resignation and removal of the Chairman and Vice-Chairman;
 - b) the appointment of sub-committees;
 - c) the appointment of Task Groups;
 - c) the making of decisions;
 - e) the circulation of information;
 - f) the frequency, timing and place of meetings;
 - g) public participation; and
 - h) minority reporting.



Protocol for the Informal Resolution Procedure Regarding Complaints made against the Police and Crime Commissioner

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 mandated the statutory responsibility for Police and Crime Panels (PCP) to handle non-criminal complaints about the conduct of the Police and Crime Commissioner (PCC) and, where appointed, the Deputy Police and Crime Commissioner (DPCC).

Conduct in this regard may include but is not limited to actions and omissions, statements or procedures of, or undertaken by the PCC/DPCC, including the way decisions are taken. The PCP does not have the power to review the merits of any decisions taken by the PCC/DPCC, only whether the decision was taken properly in accordance with relevant procedures and any statutory requirements.

All complaints made to the PCP should clearly identify where the conduct of the PCC/DPCC has not met the complainant's expectations. The published [Code of Conduct](https://www.thamesvalley-pcc.gov.uk/information-hub/opcc-policies/) for the PCC can be accessed on the PCC's website <https://www.thamesvalley-pcc.gov.uk/information-hub/opcc-policies/>

Police complaint review process

Under the Police (Complaints and Misconduct) Regulations 2020 the PCC has responsibility for carrying out reviews, where they are the relevant review body for complaints against Thames Valley Police that are initiated and undertaken pursuant to the Police Reform Act 2002.

The PCP does not have the power to review individual decisions reached by the PCC and/or his office in respect of applications made to review the outcome of complaints undertaken as stated above under the Police Reform Act 2002 and is not the correct body of recourse to challenge such decisions made by the PCC and/or their office.

Complaints which are identified to be expressing dissatisfaction about the outcome of the complaint review process will not be recorded. In accordance with regulation 10(2) of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations, the complainant will be notified of the decision to take no action and the grounds on which the decision was made.

Initial recording of complaints received

The Chief Executive of the Office of the Police and Crime Commissioner (OPCC) will, within 10 clear working days, consider whether:

- the complaint relates to the conduct of the Police and Crime Commissioner;

APPENDIX 3



- it is a complaint for which the Thames Valley Police and Crime Panel is the relevant Police and Crime Panel;
- the complaint indicates the commission of a criminal offence by the PCC, in which case the complaint would be referred to the Independent Office for Police Conduct (IOPC), by the Chief Executive of the OPCC, as a potential serious complaint;
- the complaint is a relevant complaint at all; or is a complaint relating to an operational matter of the Constabulary to be resolved in accordance with the complaint's procedures of the Constabulary.

When, in accordance with the delegation to the Chief Executive of the OPCC, the decision has been made to record a complaint that will not subsequently be referred to the IOPC, the Chief Executive of the OPCC will:

- record the date of receipt;
- send a record of the complaint, to the complainant and to the person complained about (in the latter case, subject to any decision taken not to supply a copy of the complaint or to supply the complaint in a form which keeps anonymous the identity of the complainant or of any other person) and will include the contact details of the PCP's Complaints Sub-Committee (the sub-committee); and
- refer the record, and copies of all the associated paperwork, to the sub-committee. This will be no later than two working days after the complaint has been recorded.

Non-Recording of Complaints

If, in consideration of the points above, the Chief Executive of the OPCC reaches the view that action should not be taken under regulation 9 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations for notifying or recording the whole or any part of the complaint received, they will notify the PCP's scrutiny officer.

In such circumstances the PCP's scrutiny officer will, in consultation with the Chairman of the sub-committee, review the complaint and, in accordance with regulation 10(2) of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations, if they are in agreement that the complaint, or part thereof, does not properly fall within the responsibility of the PCP and should not be recorded, either in whole or in part, shall notify the complainant in writing, of the following:

- the decision to take no action and, if that decision relates to only part of what was received, the part in question; and
- the grounds on which the decision was made.

Acknowledgment of Complaints

APPENDIX 3



On receipt of the recorded complaint, the PCP's scrutiny officer will:

- assess the complaint to ensure that it is complete, and that it clearly identifies the alleged conduct matter;
- refer incomplete or unclear complaints back to the Chief Executive of the OPCC seeking further information;
- consider whether the complaint has been satisfactorily dealt with and if so, with the written signed agreement of the complainant, treat the complaint as withdrawn;
- write to the complainant, setting out timescales and providing details about the informal resolution procedure and give the complainant an opportunity to make further comments in support of their complaint (allowing them 14 clear calendar days to respond). Where the PCP's scrutiny officer believes that the circumstances of the case are such that the sub-committee may decide to treat the complaint as having been resolved, the complainant will be asked to provide their representations in this regard for the sub-committee to take into account; and
- write to the PCC/DPCC, setting out timescales and providing details about the informal resolution procedure; and giving them an opportunity to make comments in response to the complaint (allowing 14 clear calendar days to respond).

Serious Complaints

If, at any stage, the IOPC informs the PCP that they require the complaint to be referred to them, or if the Monitoring Officer, in consultation with the Chair of the sub-committee, determines that the complaint should be referred to the IOPC, the informal resolution process must be discontinued. The Monitoring Officer should only determine that the complaint should be so referred if matters come to light during the informal resolution process which indicates the commission of a criminal offence.

Meetings of the Sub-Committee

The PCP's Scrutiny Officer will convene a meeting of the Complaints sub-committee, normally to be held within 21 clear calendar days after the deadline for receipt of all comments to the complaint. The PCP's scrutiny officer will compile a brief report for the sub-committee, setting out the pertinent details of complaint, recording any failure by the person complained about to comment on the complaint and making suggestions for the next steps.

The sub-committee will first consider whether the complaint has already been satisfactorily dealt with and, subject to any representations by the complainant, may decide to treat the complaint as having been resolved. In such a case, the sub-committee's reasons will be recorded and notified to the parties.

APPENDIX 3



While the sub-committee is prohibited from conducting an open investigation of the complaint, it does have the power to ask the PCC/DPCC for documents relating to the matters referred to in the complaint and may require the PCC/DPCC or an officer of the OPCC to attend a meeting of the sub-committee to answer questions. The sub-committee may also invite the complainant to provide further information for the purpose of clarity. In exercising these powers, the sub-committee will seek to ensure fairness and transparency within its proceedings and, following legal advice, will focus on matters which substantiate or clarify a point relating to the complaint, or response to the complaint.

The sub-committee shall have regard to:

- The Code of Conduct of the PCC;
- Whether the complaint discloses a specific conduct failure on the part of the PCC, identifiable within the Code of Conduct of the PCC, or whether it relates to operational matters of the constabulary or operational policing matters within which the PCP has no authority;
- The remedies available to it;
- Any other relevant considerations.

If, on considering the report, the sub-committee feels that the matter may be determined under the informal resolution procedure, it will decide its course of action. In considering this action it shall have regard to the limits on investigation, referred to above.

The sub-committee will consider whether to devise an action plan (to be drawn up by the PCP's scrutiny officer) and in so doing will take into account any applicable guidance issued by the Secretary of State and may also consider any guidance issued by the IOPC pursuant to section 22 of the Police Reform Act 2002 .

Any such action plan will include an indicative timeframe and any such action plan may include (for example):

- An explanatory letter being written by an officer of the PCP (or on behalf of the sub-committee),
- An explanatory letter being written by an officer of the OPCC,
- A suggested change to OPCC policy; or
- A request that an apology is tendered (no apology may be tendered on behalf of the person complained against unless that person has admitted the alleged conduct and agreed to the apology).

The sub-committee will also decide whether it wishes to:

- reconvene to take any steps identified in the action plan,
- authorise any named individual (who may not be a PCC, a DPCC or the Chief Executive of the OPCC) to take any steps in accordance with the action plan; or
- refer the matter to the PCP with recommendations regarding the action plan.



Once the actions from the plan have been completed, the matter may be referred back to the sub-committee or an authorised individual may determine that the matter has been resolved. The PCP's scrutiny officer must make a record of the outcome of the informal resolution as soon as practicable after the process is completed, normally within three clear working days, and provide copies to the complainant and the PCC/DPCC. The matter will then be closed.

Disapplication of the Regulations

If the Sub-Committee considers the previously recorded complaint(s) have been satisfactorily dealt with, and if they are satisfied with the PCC's responses to the complaints, Members can treat the complaints as having been resolved and disapply the Regulations and take no further action.

This can only be done if the complaint falls into any one of various specified categories – regulation 15(2) and (3).

The categories are:

- Where the Sub-Committee considers that it should handle the complaint otherwise than it being subjected to informal resolution (per Part 4 of the Regulations) or should take no action in relation to it.
- A complaint by a member of the relevant office holder's staff, arising from the staff member's work as such (see regulation 15(3)(a)).
- A complaint that is more than 12 months old, where there is no good reason for the delay, or the delay would be likely to cause injustice (see regulation 15(3)(b)).
- A complaint about conduct that is already the subject of another complaint (see regulation 15(3)(c)).
- An anonymous complaint (see regulation 15(3)(d)).
- A complaint which is vexatious, oppressive or otherwise an abuse of process for dealing with complaints (see regulation 15(3)(e)).
- A repetitious complaint (see regulation 15(3)(f), and also regulation 15(4) for the particular circumstances in which a complaint is repetitious).

No part of the record may be published by the Complaints Sub-Committee, other than that required under the Local Government (Access to Information) Act 1985, unless, having given the parties an opportunity to make representations about the proposed publication and having considered any such representations, the Complaints Sub-Committee considers that publication is in the public interest.

A record of all complaints received by the PCP will be kept until 12 months after the PCC or deputy PCC, to whose conduct the complaint related, leaves the post.

The PCP's scrutiny officer will prepare a quarterly update report to the Panel about all complaints considered by the Complaints Sub-Committee, the action taken (including

APPENDIX 3



any obligations to act, or refrain from acting, that have arisen under the regulations, but have not yet been complied with or have been contravened) and the outcome of the process.

At any stage, the PCP's scrutiny officer may seek legal advice from the PCP's Monitoring Officer.



A Joint Protocol
for the working relationship
between the
Thames Valley Police and Crime
Commissioner and the Thames Valley Police
and Crime Panel



Protocol defining the relationship between Thames Valley Police and Crime Panel and the Police and Crime Commissioner for Thames Valley

Introduction to the protocol

This protocol concerns the relationship between the Thames Valley Police and Crime Panel (“the Panel”) and the Police and Crime Commissioner for Thames Valley (“the Commissioner”). The protocol aims to provide clarity of role and expectations of the Panel and the Commissioner for the benefit of all involved in the process of policing and crime accountability.

The public accountability for the delivery and performance of the police service is placed into the hands of the Commissioner on behalf of his electorate. The Commissioner draws on his mandate to set and shape the strategic objectives of Thames Valley Police (the Thames Valley Policing Area covers the geographical County areas of Berkshire, Buckinghamshire and Oxfordshire) in consultation with the Chief Constable. The Commissioner is accountable to the electorate; the Chief Constable is accountable to the Commissioner.

The Panel is empowered to maintain a regular check and balance on the performance of the Commissioner in that context, and its Members are accountable as elected Members of the authorities participating in the Panel or as co-opted members, under the applicable code of conduct, and its independent members are accountable under the Panel terms of reference.

The respective roles, responsibilities and functions of the Commissioner and the Panel are defined in the Policing Protocol Order 2011. This document is not a statement of the formal jurisdiction and powers of either party. Nothing in this document is intended to restrict the statutory rights or vary the legal duties and requirements of those involved. It does not take precedent over any actual legislation.

The Panel and Commissioner will strive to:

- work in a climate of mutual respect and courtesy;
- have an appreciation and understanding of the respective roles, responsibilities and priorities of each other;
- promote and foster an open relationship where issues of common interest and concern are shared in a constructive and mutually supportive way;
- share work programmes, appropriate information or data obtained to avoid the unnecessary duplication of effort.

The establishment and maintenance of an effective working relationship between the Panel and Commissioner is essential. It is expected principles of goodwill, professionalism, openness and trust will underpin the relationship between them and all will do their utmost to make the relationship work.

In accordance with the requirements of the Policing Protocol Order, the Panel and the Commissioner shall abide by the seven Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

An open dialogue:

The Chairman and/or vice-chairman of the Panel shall discuss matters of relevance to the Panel with the Commissioner. This dialogue will enable the Panel to set its agenda and plan its work programme. It is anticipated an informal meeting will be held in advance of each Panel meeting to enable the Chairman and Commissioner to discuss matters to be raised at the Panel meeting.

Time to prepare:

Where possible the programme of meetings, both formal and informal, should be established for the following year in consultation with the Commissioner. Items which are considered annually should be able to be scheduled in with as much notice as possible, for example the precept, the annual reports of both the Commissioner and the Panel and the annual review of the Panel's Rules of Procedure and Budget.

Where a report is required from the Commissioner, the Panel will endeavour to give sufficient notice to the Commissioner to enable the preparation of an accurate and complete report, such notice being in general, at least 30 working days in advance of the date for submission of the report (i.e. 5 clear working days before the Panel meeting), but less by agreement or in cases of urgency.

Access to information and supporting evidence:

The Commissioner shall provide such supporting information as may be reasonably required, or specified, by the Panel to enable the functions of the Panel to be effective, and conducted in an open and transparent manner. The Panel may also commission information from any other appropriate sources, keeping the Commissioner informed, to help the Panel in its role of scrutinising the Commissioner. This can also involve requesting attendance at meetings to provide the Panel with information to help in the process of scrutinising and supporting the Commissioner.

Each party shall support the functions of the other by sharing information and reports as appropriate, and note that their websites contain information the other might find of use, for example decisions taken and documents published.

Meetings

The Panel may scrutinise and review decisions made or actions taken by the Commissioner in connection with the discharge of the Commissioner's functions. As well as reviewing documentation, in fulfilling its scrutiny role the Panel may require the Commissioner, and members of the Commissioner's staff, to attend before the Panel (at reasonable notice) to answer any questions, which appear to the Panel to be necessary in order to carry out its functions.

Attendance at meetings:

The Commissioner will normally attend all meetings of the Panel.

- . The Commissioner shall be invited to all Panel meetings.
- . The Commissioner is required to attend the meeting at which the Panel receives the annual report of the Commissioner.
- . Where required by the Panel, the Commissioner must attend a meeting of the Panel to answer questions.

The Chief Constable

The Chief Constable of Thames Valley Police may be *requested* but cannot be *required* to attend Panel meetings. Notwithstanding this, the Chief Constable does regularly attend the Police and Crime Panel meeting. The Chief Constable retains responsibility for operational matters. If the Panel seeks to scrutinise the Commissioner on a matter which may have operational implications, the Chief Constable may be invited to comment.

The accountability of the Chief Constable remains firmly to the Commissioner and **not to** the Panel.

Post meeting actions

Reports and recommendations

Where it has formed recommendations on a particular matter, the Panel Chairman, through the Panel's Scrutiny Officer, will report them to the Commissioner. The Panel will publish these recommendations in the minutes of the meeting where the recommendation has been made. The Panel may require the Commissioner to respond in writing usually within fourteen days of the date of receipt (unless, in the circumstances, the Panel determines an alternative timeframe), in full to any report or recommendations made by the Panel to the Commissioner.

The Panel must ensure that copies of any such reports or recommendations are provided to, or accessible by, each local authority whose area falls wholly or partly within the Thames Valley policing area.

Where possible the Panel shall provide the Commissioner within five working days, starting from the first working day after the Panel has met, with any written report or recommendations the Panel intends to issue. Generally the Commissioner shall respond in writing as to whether the report and/or recommendations has been accepted or rejected. When the Commissioner chooses to reject a recommendation of the Panel the Commissioner will normally provide his reasons, except where it would be inappropriate to do so, for example on an operational matter.

Panel special functions (which may not be delegated):

1. Police and Crime Plan

The Commissioner is required to produce a Police and Crime Plan ("Plan"), following consultation. There is an expectation there will be informal discussions between the Commissioner and Members of the Panel prior to sending the draft plan to the Panel for their consideration.

Process

The Commissioner shall ensure the Panel is provided with a copy of the draft Plan or variation thereto at an early opportunity so as to enable adequate time for consideration.

The Commissioner shall provide the Panel with details of any public consultation on the Plan or consultation with other partners that has informed the priorities within the Plan.

The Panel shall convene a meeting within 15 working days of the receipt of the draft Plan to consider and comment on the draft Plan. Where possible this meeting will be pre-arranged to allow effective interaction between the Panel and the Commissioner. The Commissioner shall attend the meeting of the Panel to present the Plan and answer questions. The Panel, having considered the matter at a meeting, may make a report or recommendation to the Commissioner. Such report should normally be prepared and submitted to the Commissioner no later than five working days following the meeting. Where such report suggests amendments to the Plan, the Commissioner is required to have regard to such recommendation and advise the Panel. Where the Commissioner decides not to accept the recommendation of the Panel the Commissioner will provide reasons.

Monitoring and Review of Plan

The Plan will need to be reviewed and monitored at regular intervals. Where a review results in variations to the Plan the consultation process outlined above shall be followed.

Monitoring of Performance of the Commissioner

The Plan will be the key document by which the performance of the Commissioner is to be measured and monitored. There will be an expectation for the Panel to be provided with regular reports on the performance against the objectives of the Plan.

Where Performance Monitoring reports identify areas of underperformance, the Commissioner shall provide an explanation together with any proposals the Commissioner intends to take to rectify the position.

2. Annual Report

The Commissioner is required to publish an Annual Report after the end of the financial year. The Annual Report shall demonstrate progress in meeting the objectives set out in the Police and Crime Plan. The Panel is required to review the Annual Report and may make recommendations upon it if necessary.

Process

In June each year, the Commissioner shall aim to provide the Panel with a copy of his Annual Report. The Panel at its meeting in June/July will receive and consider this report. The Commissioner is required to attend the Panel meeting to present the report and answer questions.

The Panel may accept the Annual Report and/or make a report or make recommendations. Reports/recommendations from the Panel should normally be prepared and submitted to the Commissioner no later than five working days following the meeting.

The Commissioner shall consider any report or recommendation and advise the Panel. Where the report or recommendations are not accepted by the Commissioner, the Commissioner shall provide reasons.

3. Precept

The Commissioner shall notify the Panel of the proposed precept for the coming financial year. The latest this must be received by the Panel is 1 February of the relevant financial year.

The proposed precept level shall be accompanied by information setting out how the precept was arrived at, the level of revenue to be generated and how such revenue is to be applied. The Panel shall convene a meeting as soon as practicable and no later than 15 working days following receipt of the notification of the proposed precept, bearing in mind, the Panel must have considered it before 8 February of the relevant financial year.

Where possible this meeting will be pre-arranged to allow effective interaction between the Panel and the Commissioner. The Panel will seek information and views as to the appropriateness of the Precept from any sources it deems suitable.

The Panel, having considered the proposed precept, together with any supporting documentation, may:

- a) agree the precept without qualification or comment;
- b) support the precept and make comments or recommendations concerning the application of the revenues generated;
- c) veto the proposed precept - which requires at least two-thirds of the persons who are Members of the Panel at the time the decision is made to vote in favour of that decision - and make a report to the Commissioner (to include, if the veto is exercised, a statement to that effect).

Where the Panel supports the precept but makes comments or recommendations these should normally be prepared and submitted to the Commissioner by no later than five working days following the meeting. The Commissioner shall consider such recommendations / comments and advise the Panel of the Commissioner's view. Where the comments or recommendations are not accepted, the Commissioner shall provide reasons.

Where the Panel exercises its veto it will provide a report to the Commissioner which will include a statement that the Panel has vetoed the proposed precept, giving reasons and an indication as to whether it considered the proposed precept to be too high or too low. The Commissioner will consider the report and must issue a response, which will include a revised precept (which, if the Panel considered the proposed precept to be too high, will be lower and, if the Panel considered the proposed precept to be too low, will be higher). The Panel will review the revised precept (at the latest by 22 February of the relevant financial year) and make a report to the Commissioner, which may indicate whether or not the Panel accepts or rejects the revised precept.

The Commissioner will have regard to this second report and will issue a response by 1 March of the relevant financial year. The Panel accepts that a rejection of the revised precept on its part does not prevent the Commissioner from issuing a revised precept as the precept for the financial year.

4. Senior Officer Appointments, Including the Chief Constable

Notification

When the Commissioner commences a recruitment exercise (in whatever form that may take) with a view to making:

(a) a Schedule 1 appointment i.e. that of the Commissioner's Chief Executive, Chief Finance Officer or a Deputy Police and Crime Commissioner; or

(b) a Chief Constable appointment,

the Commissioner will inform the Panel's scrutiny officer such steps are being taken, and the likely timeframe involved, so that preliminary arrangements can be made to schedule a confirmation hearing.

When, in accordance with the Police Reform and Social Responsibility Act 2011 (the Act), the Commissioner notifies the Panel of a proposed Schedule 1 or Chief Constable appointment, the Commissioner must provide the Panel with the following information:

- the name of the person whom the Commissioner is proposing to appoint (the candidate);
- the criteria used to assess the suitability of the candidate for the appointment;
- why the candidate satisfies those criteria; and
- the terms and conditions on which the candidate is to be appointed.

At the same time as the Commissioner notifies the Panel of the proposed appointment, the Commissioner will provide the Panel with the background information that the Commissioner has had access to during the rest of the appointment process e.g. the role profile, the candidate's CV and/or personal statement, any references etc. The Commissioner will advise the candidate's referees the references they submit will be put on public deposit to assist the Panel in the performance of its duties.

Immediate steps following notification

The Panel must within three weeks of receiving the Commissioner's notification hold a confirmation hearing for the Panel to review the proposed appointment and make a report on it to the Commissioner. Therefore, on receipt of the Commissioner's notification, the Panel's scrutiny officer will by the end of the next working day after receiving the Commissioner's notification must convene a public meeting of the Panel to be held within 19 days of receiving the Commissioner's notification (this meeting will not normally be used for any other business) and confirm the date of the confirmation hearing to the Members of the Panel.

Preparing for the confirmation hearing

The Panel's Scrutiny Officer, together with the Chairman and Vice-Chairman of the Panel, will draw together a list of relevant issues for the Panel to consider, in particular highlighting possible question topics and themes, and background information on which Members might wish to focus.

The Panel's Scrutiny Officer will circulate this information electronically to all Members of the Panel for their consideration and comment. The aim of this process is to enable the necessary preparatory work to be undertaken as efficiently as possible within the tight timescale but to ensure that all Members of the Panel have the opportunity to consider the relevant issues and lines of questioning, and raise any queries, prior to the confirmation hearing itself. The Panel's scrutiny officer will also remind Members of the process taken at the hearing.

At the confirmation hearing

The Chairman will open the meeting and will outline the key themes that the Panel hopes to explore. The Chairman will explain the process for approval, refusal or, where the proposed appointment is that of Chief Constable, veto of appointments and will allow the candidate to ask any procedural questions.

The Panel will normally focus on issues of professional competence (this relates to the candidate's ability to carry out the role, his/her professional judgment and insight) and personal independence (this relates to the need for a candidate to act in a manner that is operationally independent of the Commissioner, the ability to advise the Commissioner effectively and to understand the need to respond constructively in situations where they might be asked to provide factual information to the Panel to facilitate and inform their scrutiny of the Commissioner's performance).

At the end of the session, the candidate will be given the opportunity to clarify any answers given and ask any questions of the Panel. Immediately following the hearing, the Panel will go into closed session to decide on its recommendations, taking legal and HR advice if necessary.

Decision-making by the Panel

The Panel's decision-making process, will normally comprise two linked steps:

- Taking account of the minimum standards of professional competence and personal independence, does the candidate meet the criteria set out in the role profile?
 - a) do they have the professional competence to carry out the role?
 - b) do they have the personal independence to carry out the role?
- Should, consequently, the Panel:
 - (a) recommend that the candidate should be appointed; or
 - (b) recommend that the candidate should not be appointed; or
 - (c) in the case of a Chief Constable appointment, use its power of veto

Where a candidate does not meet the minimum standards, it will normally be self-evident and, in the case of a Chief Constable appointment, the Panel may decide to exercise its power of veto. Where the candidate meets these standards, but there is still cause for concern about his/her suitability, the Panel may outline these concerns in its response to the Commissioner. Where a Schedule 1 candidate does not meet the minimum standards, the Panel has no power of veto but may provide advice to the Commissioner in the form of a letter.

Making recommendations on Schedule 1 and Chief Constable appointments

The Panel may decide to recommend to the Commissioner that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not, in the case of a Chief Constable appointment, the same as a veto (see below) and the Commissioner can still choose to appoint the candidate.

On the next working day after the Panel has made its decision, the Panel's Scrutiny Officer will, in consultation with the Chairman of the Panel, send a report on the proposed appointment to the Commissioner confirming the Panel's recommendation as to whether or not the candidate should be appointed. The report will be copied to the candidate. Where the Panel is recommending refusal, a summary of the principal reasons will be included.

The Panel shall determine the form and timing of the public notice of recommendation which shall be no less than three working days after the decision.

In response to the Panel's report, the Commissioner must notify the Panel whether he will accept or reject the Panel's recommendation. Where the Panel has recommended refusal and the Commissioner continues with the appointment, he will normally make a response at the same time as the publication of the Panel's report, focusing on why he felt the candidate did in fact meet the minimum standards for the post. If, before the result of the appointments process is made public, the candidate withdraws from the process only the Panel's report, and no other information from either the Commissioner or the Panel, will be published. Where the Commissioner decides not to appoint, the Panel's report will normally be published alongside a statement by the Commissioner setting out a timetable and process to make a new appointment.

The Panel will not liaise with the candidate, either directly or through any officer.

The veto (for Chief Constable appointment only)

The veto will normally only be exercised in exceptional circumstances; for example where it is clear to the Panel there has been a significant failure of the 'due diligence' checks carried out earlier in the appointments process, to the extent that the candidate is not 'appointable'.

The Panel has the power to veto a Chief Constable appointment only in the three week period starting with receipt of the Commissioner's notification.

Where the Panel decides (on a two-thirds majority) to veto the proposed appointment, on the next working day after the Panel has made its decision, the Panel's Scrutiny Officer will, in consultation with the Chairman of the Panel, send a report on the proposed appointment to the Commissioner confirming the Panel's decision to veto the appointment and including a summary of the Panel's principal reasons for its decision. Following this, the Commissioner must not appoint the candidate. The Commissioner will be responsible for notifying the candidate. The parties will liaise with each other over the issue of public communication of the Panel's decision. At the same time as the publication of the Panel's report, the Commissioner will normally publish information setting out the steps that will be taken to make another appointment.

Following a veto of the proposed appointment, the Commissioner must propose another individual for appointment as Chief Constable. The Panel must, within three weeks of receiving a notification by the Commissioner review the proposed appointment. The process is the same for an initial candidate and any reserve candidate following a veto; however, the Panel's power of veto only applies to the first candidate.

Other Functions:

Suspension/Removal of Chief Constable

Where the Commissioner proposes to suspend the Chief Constable, he shall alert the Panel Chairman of his intentions so that preliminary arrangements may be made in relation to a meeting of the Panel. The Commissioner shall notify the Panel if his intention is to ask the Chief Constable to resign or retire, together with a copy of the written explanation of the reasons provided to the Chief Constable. The Commissioner shall provide the Panel with a copy of any representations the Commissioner may have received from the Chief Constable in response.

After the Chief Constable has been given an opportunity to make representations, the Commissioner will send further notification to the Chief Constable and the Panel if he still proposes to call upon the Chief Constable to resign or retire. Within six weeks of receiving the notification from the Commissioner, of an intention to call upon the Chief Constable to resign or retire, the Panel must make a recommendation in writing to the Commissioner. Before making any recommendation the Panel may consult with the Her Majesty's Inspector of Constabulary.

Before making any recommendation, the Panel shall hold a meeting, in private, at which the Commissioner and Chief Constable shall be entitled to attend and make representations. The Commissioner may accept or reject the recommendation of the Panel and will notify the Panel of his decision. This will be the end of the process and until either this has taken place or no recommendation has been given by the Panel within the six week period the Commissioner cannot call upon the Chief Constable to resign or retire.

Suspension of the Police and Crime Commissioner and appointment of an Acting Police and Crime Commissioner

The Panel is responsible for dealing with complaints against the Commissioner and if applicable, the Deputy Commissioner.

Suspension of the Commissioner

The Panel may suspend the Commissioner if the Commissioner is charged with an offence which carries a maximum term of imprisonment exceeding two years.

The Commissioner will inform the Panel immediately on being charged with any such offence. The Panel will be required to convene a meeting as soon as practicable thereafter, as the decision to suspend must be taken at a meeting of the Panel and voted upon. The Commissioner will be entitled to attend for the purpose of making representations.

Any suspension of the Commissioner shall cease if the:

- charge is dropped
- Commissioner is acquitted of the offence
- Commissioner is convicted but is not disqualified because of the conviction
- Panel agrees to terminate the suspension.

The Panel shall keep any suspension under review and will, if circumstances change, convene a further meeting to consider whether the suspension should continue.

Appointment of an Acting Commissioner

The Panel must meet to appoint an Acting Commissioner if:

- The Commissioner is incapacitated and cannot carry out the functions of the office; or
- The Commissioner is suspended.

The Office of the Commissioner shall inform the Panel immediately on learning that the Commissioner is incapacitated. The Panel will be required to convene a meeting as soon as practicable thereafter to appoint an Acting Commissioner, to be drawn from the Commissioner's staff at the time. The Panel will have regard to any views submitted by the Commissioner.

The appointment of an Acting Commissioner shall cease:

- When a new Commissioner is elected as a result of a vacancy arising;
- If the Commissioner is no longer incapacitated
- If the suspension of the Commissioner has been lifted
- On the termination by the Panel, or by the Acting Commissioner, of the appointment of the Acting Commissioner
- If the acting commissioner learns that tenure will elapse, the acting commissioner will inform the Panel as soon as possible.

Protocol for the informal resolution procedure regarding complaints made against the Commissioner

When the decision has been made to record a complaint that will not subsequently be referred to the Independent Office for Police Conduct (IOPC), the Commissioner's Chief Executive will:

- send a record of the complaint to the complainant and to the person complained about (in the latter case, subject to any decision taken not to supply a copy of the complaint or to supply the complaint in a form which keeps anonymous the identity of the complainant or of any other person) and will include the contact details of the Panel's Scrutiny Officer; and
- refer the record, and copies of all the associated paperwork, to the Panel's Scrutiny Officer. This will be no later than two working days after the complaint has been recorded.

On receipt of the complaint, the Panel's Scrutiny Officer will:

- convene a meeting of the Complaints Sub-Committee, normally to be held within three weeks of the referral of the complaint,
- write to the complainant, setting out timescales and providing details about the informal resolution procedure; and giving the complainant an opportunity to make further comments in support of his/her complaint (allowing him/her two weeks to respond). Where the Panel's Scrutiny Officer believes that the circumstances of the case are such that the Complaints Sub-Committee may decide to treat the complaint as having been resolved, the complainant will be asked to provide his/her representations in this regard for the Complaints Sub-Committee to take into account; and
- write to the person complained about, setting out timescales and providing details about the informal resolution procedure; and giving him/her an opportunity to make comments in response to the complaint (allowing him/her two weeks to respond).

A brief report will be prepared for the Complaints Sub-Committee, setting out the pertinent details of complaint, recording any failure by the person complained about to comment on the complaint and making suggestions for the next steps.

The Complaints Sub-Committee will first consider whether the complaint has been satisfactorily dealt with and, subject to any representations by the complainant, may decide to treat the complaint as having been resolved. In such a case, the Complaints Sub-Committee's reasons will be recorded and notified to the parties.

If, after considering the report, the Complaints Sub-Committee feels that the matter needs to be formally resolved, it will decide its course of action. In accordance with regulations, the Complaints Sub-Committee may not conduct an investigation. The Complaints Sub-Committee may exercise its delegated powers to require the person complained against to provide information or documents or attend before it to answer questions or give evidence, as this will not be regarded as an investigation. However, any other step intended to gather information about the complaint, other than inviting the comments of the complainant and the person complained against, will be likely to amount to investigation.

The Complaints Sub-Committee will consider whether to devise an action plan (to be drawn up by the Panel's Scrutiny Officer) and in so doing will take into account any applicable guidance issued by the Secretary of State and may also consider any guidance issued by the IOPC pursuant to section 22 of the Police Reform Act 2002 on local resolution. Any such action plan will include an indicative timeframe.

Any such action plan may include (for example):

- An explanatory letter being written by an officer of the Panel (or on behalf of the Complaints Sub-Committee),
- An explanatory letter being written by an officer of the OPCC,
- A suggested change to OPCC policy; or
- A request that an apology is tendered (no apology may be tendered on behalf of the person complained against unless that person has admitted the alleged conduct and agreed to the apology).

The Complaints Sub-Committee will also decide whether it wishes to:

- reconvene to take any steps identified in the action plan,
- authorise any named individual (who may not be a Commissioner, a Deputy Commissioner or the Chief Executive of the OPCC) to take any steps in accordance with the action plan; or
- refer the matter to the Panel recommending that the identified action be taken.

Once the actions from the plan have been completed, the matter may be referred back to the Complaints Sub-Committee or an authorised individual may determine that the matter has been resolved. The Panel's Scrutiny Officer must make a record of the outcome of the informal resolution as soon as practicable, normally within three working days, after the process is completed and provide copies to the complainant and the person complained against. The matter will then be closed.

No part of the record may be published by the Complaints Sub-Committee unless, having given the parties an opportunity to make representations about the proposed publication and having considered any such representations, the Complaints Sub-Committee considers that publication is in the public interest.

The Panel's Scrutiny Officer will prepare an update report after the resolution of a complaint(s) considered by the Complaints Sub-Committee to the next scheduled meeting of the Panel, the action taken (including any obligations to act, or refrain from acting, that have arisen under the regulations, but have not yet been complied with or have been contravened) and the outcome of the process.

If, at any stage, the IOPC informs the Panel that they require the complaint to be referred to them, or if the Complaints Sub-Committee decides that the complaint should be referred to the IOPC, the informal resolution process must be discontinued.

The Complaints Sub-Committee should only decide that the complaint should be so referred if matters come to light during the informal resolution process which indicates the committing of a criminal offence, thus leading to the earlier decision as to whether or not the complaint was a serious complaint being reversed.

At any stage, the Panel's scrutiny officer may seek legal advice from the Panel's legal adviser.

The Commissioner

The Commissioner has a statutory duty and electoral mandate to hold the police to account on behalf of the public. The Commissioner is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction and all funding for a force must come via the Commissioner. How this money is allocated is a matter for the Commissioner in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and recommendations.

The Commissioner has the legal power and duty to:

(a) set the strategic direction and objectives of the force through the Police and Crime Plan ("the Plan"), which must have regard to the Strategic Policing Requirement set by the Home Secretary

- (b) scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan
- (c) hold the Chief Constable to account for the performance of the force's officers and staff
- (d) decide the budget, allocating assets and funds to the Chief Constable; and set the precept
- (e) appoint the Chief Constable
- (f) remove the Chief Constable subject to following the process set out in Part 2 of Schedule 8 to the Police Reform and Social Responsibility Act 2011 ("the 2011 Act") and regulations made under section 50 of the Police Act 1996
- (g) maintain an efficient and effective police force for the police area
- (h) enter into collaboration agreements with other Commissioners, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable (where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable)
- (i) provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action
- (j) hold the Chief Constable to account for the totality of policing across the Thames Valley Police Area and for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable;
- (k) publish information specified by the Secretary of State and information that the Commissioner considers necessary to enable the people who live in the force area to assess the performance of the Commissioner and Chief Constable
- (l) comply with all reasonable formal requests from the Panel to attend their meetings
- (m) prepare and issue an annual report to the Panel on the Commissioner's delivery against the objectives set within the Plan
- (n) monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable

In addition, the Commissioner must not restrain the operational independence of the Chief Constable or Thames Valley Police.

In order to enable the Commissioner to exercise the functions of office effectively, the Commissioner will need access to information and officers and staff within the force area. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and/or restrain the Chief Constable's direction and control of the force.

The Commissioner has wider responsibilities than those relating solely to Thames Valley Police, namely:

- (a) a specific responsibility for the delivery of community safety and crime reduction
- (b) the ability to bring together Community Safety Partnerships at the force level
- (c) the ability to make crime and disorder reduction grants within the force area
- (d) a duty to ensure all collaboration agreements with other Local Policing Bodies and forces deliver better value for money or enhance the effectiveness of policing capabilities and resilience
- (e) a wider responsibility for the enhancement of the delivery of criminal justice in the force area

(f) commission services and make grants to support victims and vulnerable people, or those affected by crime.

The Panel

The Panel provides checks and balances in relation to the performance of the Commissioner. The Panel does not scrutinise the Chief Constable – it scrutinises the Commissioner’s exercise of statutory functions. While the Panel is there to challenge the Commissioner, it must also exercise its functions with a view to supporting the effective exercise of the Commissioner’s functions. This includes:

- (a) the power of veto, by a two-thirds majority of the total Panel membership, over the level of the Commissioner’s proposed precept;
- (b) the power of veto, by a two-thirds majority of the total Panel membership, over the Commissioner’s proposed candidate for Chief Constable;
- (c) the power to ask Her Majesty’s Inspectors of Constabulary (“HMIC”) for a professional view when the Commissioner intends to dismiss a Chief Constable;
- (d) the power to review the draft Plan and make recommendations to the Commissioner who must have regard to them;
- (e) the power to review the Commissioner’s Annual Report and make reports and recommendations at a public meeting, which the Commissioner must attend;
- (f) the power to require relevant reports and information in the Commissioner’s possession (except those which are operationally sensitive) to enable them to fulfil their statutory obligations;
- (g) the power to require the Commissioner to attend the Panel to answer questions;
- (h) the power to appoint an acting Police and Crime Commissioner where the incumbent Commissioner is incapacitated, resigns or is disqualified; and
- (i) responsibility for complaints about the Commissioner, although serious complaints and conduct matters must be passed to the IOPC in line with legislation.

Chairman of the Thames Valley Police and Crime Panel	Thames Valley Police and Crime Commissioner
Date:	Date:

This page is intentionally left blank

Thames Valley Police & Crime Panel Work Programme 2021/22

25 June 2021	Police and Crime Commissioner's – Draft Police and Criminal Justice Plan	<ul style="list-style-type: none"> • Public questions • PCP Annual Report • PCC Annual Report • Joint Protocol for the working relationship between the Thames Valley Police and Crime Commissioner and the Thames Valley Police and Crime Panel • Community Safety Partnerships Update • Annual Review of Panel's Terms of Reference, Complaints Procedure, appointment to Sub-Committees and Task and Finish Groups • Chairman/PCC Updates and Topical Issues Report • Work Programme
10 September 2021* Date changed	Rural Crime	<ul style="list-style-type: none"> • Outcomes arising out of the recommendations contained in the HMICFRS report on Roads Policing as they are applied to Thames Valley Police • Annual Assurance Report – Joint Independent Audit Committee • Update on the introduction of Average Speed Cameras in Thames Valley and an update on on-line Community Speedwatch system • Chairman/PCC Updates • Work Programme • Chairman/PCC Update and Topical Issues Report

19 November 2021	Themed Item: Exploitation - Forced Marriage and Honour Based Crime	<ul style="list-style-type: none"> • Professional & Ethical Standards Panel Annual Assurance Report 2019 • Update on “Blue Light” collaborations in meeting the Strategic Priorities of the PCC and collaborations with local authorities • Public questions • Chairman/PCC Updates/Topical issues • Work Programme
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"> • Public questions • Chairman/PCC Updates /Topical Issues • Work Programme
8 April 2022	Themed Item?	<ul style="list-style-type: none"> • Public questions • Chairman/PCC Updates /Topical Issues • Work Programme

Items to be added to the work programme

Updates on the 5 priorities in the 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**

This page is intentionally left blank