# **POLICE & CRIME COMMISSIONER FOR THAMES VALLEY**

**MINUTES OF THE LEVEL 1 MEETING HELD IN THE CONFERENCE ROOM, POLICE HEADQUARTERS, KIDLINGTON, OXON**

**25 JULY 2019 COMMENCING AT 10.00AM AND CONCLUDING AT 12.15 PM**

Present:

A Stansfeld (Chair & Police & Crime Commissioner) (OPCC)

Present:

J Campbell (Chief Constable) (TVP)

M Barber (Deputy Police & Crime Commissioner) (OPCC)

P Hammond (Chief Executive) (OPCC)

L Waters (Director of Finance) (TVP)

I Thompson (Chief Finance Officer & Deputy Chief Executive) (OPCC)

C Hemmings (Head of Governance) (TVP)

M Chappell (Head of Corporate Communications) (TVP)

M Winkler (Corporate Governance Officer) (TVP)

C Roberts (Executive Assistant to the PCC/DPCC) - Minutes (OPCC)

Apologies:

J Hogg (Deputy Chief Constable) (TVP)

Others Present:

C Marriott (Policy Officer) (OPCC) (Observer)

**1. APOLOGIES**

The PCC welcomed all attendees to the meeting and noted apologies given by DCC Jason Hogg (JH). The PCC noted the new leadership in the Home Office and the pledge of the new Prime Minister to put 20,000 more police officers on the streets over the next three years. The PCC believed that there would be a total of between 800-1000 extra officers for the Thames Valley area but he would wait and see how this would be paid for but on the whole, this was really good news for policing.

**2. MINUTES OF THE LAST LEVEL 1 MEETING HELD ON 26 MARCH 2019**

The PCC went through the actions in the minutes of the last Level 1 meeting held on 26 March 2019. The Chief Constable John Campbell (JC) confirmed that he had shared the TVP Drug Diversion report with the PCC and this action was now complete. (JC) had also received good feedback from the West Berkshire Pilot Scheme and was now looking at a new conditional referral which would be a preferred option in order to educate people. Linda Waters (LW) informed the PCC that she was still working with universities as to the costs of training officers which meant the costs for TVP were unknown at this stage and is still ‘work in progress’.

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(JC) confirmed that farmers were using ‘What’s App’ as a way of communicating with other farmers but that there were a lot of complexities around whether TVP would be able to add this to their mobile phones. In particular, there would be difficulties around disclosure which was on an encrypted system within the organisation and Amanda Cooper (AC) was currently working on this. However, it was worth looking at a ‘business version’ of What’s App and this was on (JC’s) ‘to do list’.

(LW) confirmed that she had sent figures to the PCC for proceeds of crime that go back into the central fund to the Treasury from which TVP receives around £400k per year.

The PCC had sent a letter to the Chancellor Philip Hammond in relation to banking fraud but as Sajid Javid had now taken over as the new Chancellor, this letter would need to be forwarded on again.

(LW) confirmed she would forward the slides to the PCC in relation to ERP which showed the complexity of systems feeding into it.

The rest of the actions in the Level 1 minutes had all been completed.

Action: The PCC to forward the letter originally sent to Philip Hammond on to the new Chancellor Sajid Javid.

Action: (LW) to forward to the PCC the slides in relation to the complexity of ERP.

The PCC APPROVED the Level 1 Minutes dated 26 March 2019.

**3. MINUTES OF THE CIEP MEETING DATED 27 FEBRUARY, 3 APRIL AND 26 JUNE 2019**

The PCC noted the three sets of Complaints, Integrity & Ethics Panel Minutes (CIEP) dated 27 February, 3 April and 26 June 2019. (JC) had spoken to (JH) and the Deputy PCC, Matthew Barber (MB) who had proposed a review and revision of the Panel’s Terms of Reference (TOR). All was currently working well and there were no issues to report.

The PCC NOTED the CIEP Minutes dated 27 February, 3 April and 26 June 2019.

**4. TREASURY MANAGEMENT ANNUAL OUTTURN REPORT 2018/19**

The Treasury Management Report provided information on actual treasury activity for the 2018/19 financial year ending 31 March 2019.

The PCC’s debt and investment position was organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage any risks within all treasury management activities.

Ian Thompson (IT) confirmed that the total debt had increased by £5m and referred the PCC to page 33 which showed the treasury position at 31 March 2019. (IT) summarised the Short Term Borrowing that was undertaken during 2018/19. Borrowing was undertaken on 12 separate occasions during the year and amounted to £71,000,000 with the interest rate including fees of 0.64%. This was felt to be a good policy to follow.

The PCC’s longer term cash balances comprise both revenue and capital resources and this was set out in Table 7 on page 39.

The OPCC invested any surplus cash balances that were not required on a day-to-day basis for periods of up to 12 months, at interest rates of between 0.91% and 1.15%. Due to cashflow fluctuations during the year, the actual position on investments varied considerably from a minimum lending position of £45.000m on 5 days to a maximum of £104.645m. The Investment yields set out in Table 8 showed that the actual rate of return on treasury dealings over the last 12 months had on average, outperformed the bespoke TVP benchmark rate by 10 basis points due in the main to the fixed term and notice deposits that were placed with Lloyds Banking Group, Santander UK and Dundee City Council.

The PCC NOTED and APPROVED the recommendations in the Annual Treasury Management Report for 2018/19.

**5. CHILTERN TRANSPORT CONSORTIUM FINANCIAL PERFORMANCE OVERVIEW FOR 2018/19**

The purpose of the Chiltern Transport Consortium (CTC) Financial Performance Overview was to provide the PCC with an overview for 2018/19. The PCC noted the report which had been considered and discussed at the recent CTC Board meeting. A discussion took place as to the current and potential future use of electric cars within the organisation but the cost for TVP was extremely high due to the need for high power charging points and the costs and benefits therefore would need to be balanced. It was noted that Sam Sloane (SS) had delved into the use of electric cars for local officers and the CTC Board had recently approved a pilot scheme in the first instance.

**6. TVP ANNUAL DELIVERY PLAN REPORT 2018/19 (Q4) / END OF YEAR REPORT 2018-19**

The Delivery Plan update reflected the activities of TVP which contributed to meeting the force commitments as set out in the 2018/19 Delivery Plan. The update provided an overview of activities that had taken place in Q4 covering the period January to March 2019. The Force’s reports which are produced by Cat Hemmings (CH) and her team reflected the work that had been carried out throughout the year and gave a good sense of activity within the Force.

(JC) summarised the Force commitments in particular the Witness Care Unit, the Modern Slavery element of the ‘Hidden Harm’ campaign and the cohort of high-risk nominals that were managed by Integrated Offender Management (IOM) Unit continued to grow. Almost a quarter of the offences committed by the offenders were domestic abuse related and there was a growing number of Organised Crime Group (OCG) nominals involved in the scheme. (JC) noted that one observation by HMICFRS on IOM was that a different profile of offender was needed in relation to domestic abuse.

As to improving investigative outcomes, feedback from the CPS had highlighted that the last year had seen a marked improvement in file quality, leading to increased confidence in the quality of prosecutions. This was directly linked to the creation of the new file quality and prosecution performance portfolio led by a dedicated Operational Manager.

The move to front-end crime recording in Contact Management Centres had led to an increase in compliance with the National Crime Recording Standard but it was recognised that further work would be required to address all recommendations and areas of improvement identified by HMICFRS. The PCC indicated that at a national level, the outcome rates was getting worse. The PCC had written to Zoë Billingham in relation to the outcome rates noting that TVP had structures in place.

The Endeavour Programme was the commitment to achieving outstanding investigations throughout the Thames Valley area and would be a priority area for delivery in the coming year. (JC) continued to summarise the section as to prevention of crime and engaging young people. ‘Operation Signature’ had been implemented to safeguard victims of financial abuse and this included a proactive aspect to prevent people from becoming victims of fraud.

In July 2018, TVP launched their new website and seen a significant take-up rate in the number of people that chose to report crime online which in turn reduced call handling time. (JC) updated the PCC on the new Contact Management Platform system which recorded and managed police contact with the public and this was currently going well and had no problems to report.

In the section for ‘supporting our people’, wellbeing of TVP officers and staff had been a priority for the Force in 2018/19 with new initiatives being introduced. TVP would be liaising with HMICFRS to assess wellbeing within the organisation as this now formed part of a structured plan. The Local Policing Operating Model had been revised to provide a fairer workload, improving conditions for officers and support as the increase in numbers continued and there would be a new shift system in place in August.

Across the Thames Valley area volumes of residential burglary (excluding garages and sheds) had reduced by 1.6% compared with the previous year but there had been an increase in violence against the person (excluding domestic offences) of 33%.

Domestic abuse related crime had risen this year with a 53% increase from last year. This was an area of concern in the HMICFRS Inspection of Crime Data Integrity with hate crime occurrences going up slightly by 4%. (JC) continued summarising the Priority Outcomes within the report noting in particular continued improvements in the Force’s response to fraud (including cyber-fraud) where key findings highlighted particular areas for development across the Force including officer awareness, training and investigation quality.

The number of missing persons continued to decrease and were 10% down from last year. The number of missing person occurrences involving children had also decreased. (JH) informed (MB) that processes for assessments were constantly reviewed by the Duty Inspector and any issues were then raised in DMM. (JC) wanted the Superintendents to make informed decisions which was very resource intensive especially on Friday nights but confirmed that the next set of reports would look very different and would contain more detail. In relation to work force capabilities, TVP had been awarded a contract with Buckinghamshire but that this had not been signed yet. (JC) reassured (MB) that nothing would be signed off until he had checked it himself first.

The PCC NOTED the Annual Delivery Plan End of Year Report.

**7. FINAL ACCOUNTS 2018/19**

The report informed the PCC of the final position for revenue and capital expenditure in 2018/19 and provided updated information on the level of reserves and balances that were currently held as at 31 March 2019.

Although the final accounts audit was complete the auditors had yet to issue the letter of assurance and ‘Value for Money Certificate’. (IT) gave a brief explanation as to the main variations against budget and capital expenditure noting that the total capital financing for 2018/19 had gone up slightly this year.

Earmarked reserves had reduced from £26.024m to £24.456m as money was used to support planned investment items in the revenue budget and capital programme. Capital grants and capital receipts had reduced from £20.5m to £18.2m due to the planned financing of capital expenditure. These reserves would be further utilised in the coming years to finance the medium term capital plan.

The Insurance Provision had increased in value from £8.078m to £8.627m to match the increase in the assessed value of insurance liabilities as at 31 March 2019.

Overall, the level of reserves and balances remained fairly healthy and left the PCC in a relatively good position as to implementation and the delivery of significant amounts of budget reductions that had been identified in the Medium Term Financial Plan, approved back in January 2019.

The PCC NOTED and APPROVED the recommendation for the final outturn position for 2018/19.

**8. ANNUAL GOVERNANCE STATEMENT 2018/19**

The Annual Governance Statement (AGS) 2018/19 was for the PCC’s record and information only. The AGS had been presented and endorsed by the Joint Independent Audit Committee (JIAC) on 12 July 2019. Following consideration by the JIAC, the finalised AGS was presented to the PCC and Chief Constable for consideration and formal sign off and would be published on the OPCC website.

The PCC and Chief Constable APPROVED the Annual Governance Statement for 2018/19 and formally signed this off.

**9. INDEPENDENT CUSTODY VISITOR SCHEME ANNUAL REPORT 2019**

The Independent Custody Visitor Scheme Annual Report (ICVS) provided an analysis of the ICVS from 1 April 2018 to 31 March 2019 The analysis provided a clear picture of the scheme running effectively with all issues highlighted and having been resolved. The scheme would continue its aim of reassurance to the local community of the rights and treatment of detainees in custody together with the conditions of custody facilities.

At the start of the reporting period, the scheme had a total of 68 visitors who visited eight designated stations across the Thames Valley area. The OPCC held two induction days and following recruitment in April and November 2018, added a further ten new visitors to the scheme. However having lost eight volunteers during the year, the year-end total was 70.

The agreed number of visits to achieve was fifty-two per year, per custody suite. A report would then be written and produced by the visitors at the end of each of their visits which recorded any findings, actions taken and matters that required further investigation.

In terms of performance, the ICVS achieved a ‘Code Compliant’ award in 2019 from the Independent Custody Visiting Association and would continue to look after the rights of detainees as well as the facilities.

The PCC ENDORSED the ICVS Annual Report as a true record of activities for the reported period.

**10. PCC ANNUAL REPORT 2018/19**

It was noted that the PCC’s Annual Report 2018/19 had been presented to and endorsed by the Thames Valley Police and Crime Panel and published on the PCC’s website.

**11. HMICFRS UPDATE REPORT**

The HMICFRS briefing paper updated the PCC with regard to national or thematic reports that had been published by HMICFRS during this reporting period. Cat Hemmings (CH) ran through sections of the report noting that between 21 and 25 January 2019, Ofsted, the Care Quality Commission (CQC), HMICFRS and HMI Probation carried out a joint inspection of the multi-agency response to abuse and neglect in Bracknell Forest which focussed on a number of areas.

The inclusion of a permanent police presence in each of the six MASHs in Berkshire represented significant investment from TVP to ensure that staff worked across all areas of vulnerability. This was reinforced by a dedicated police supervisor at each MASH to offer resilience and flexibility across the service. There were no backlogs in the work of the police team in the MASH and staff responded in a timely way to requests for information made by the local authority and other partner agencies.

(JC) would liaise with D/Supt Nick John to ask for an update on the Berkshire MASH and to think about whether changes to resources would occur. (JS) would share any findings with the PCC. (JC) noted that HMICFRS required the PCC to publish any responses of the PCC and Chief Constable to an HMICFRS report and (PH) would liaise with (JC) once HMICFRS had defined their guidance although as yet, this had not yet been finalised.

In conclusion, HMICFRS would share the reports with departmental leads and senior officers for information. The recommendations would be captured on the Force Recommendations Register for consideration, review and to action accordingly.

The PCC NOTED the update and recommendation to provide a response to HMICFRS in due course.

Action: (JC) to liaise with D/Supt Nick John to ask for an update in relation to the Berkshire MASH and whether changes to resources would occur. (JS) would share findings with the PCC.

Action: (PH) to liaise with (JC) once HMICFRS had defined their guidance and update HMICFRS thereafter.

**12. FORCE MANAGEMENT STATEMENT**

(CH) presented the Force Management Statement (FMS). The biggest change was that it focused on the analysis of issues and the need to develop it and how forces assess and plan to meet future demand. Data and information in the FMS covered the 2018 calendar year with forecasting for the following 12-48 months. The four step process included:

* The demand the Force expected to face in the next four years;
* How the Force would change and improve the conditions, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand;
* How the Force would improve its efficiency to make sure the gap between future demand and future capability was as small as it could reasonably be; and
* The money the Force expected to have to enable all of the above.

(CH) summarised the business areas in TVP which was assessed using the Bedfordshire Strategic Demand Assessment (SDA) although collaborative and regional sections had not been scored. There had been a slight increase in the number of registered sex offenders (RSOs) within TVP and it was estimated that this number would increase.

Digital demands within Forensic Services were increasing beyond expectations and had come out strongly in the report both in terms of the number of cases and volume of data per device. Greater complexities were also leading to increasing levels of specialist downloads which were time and resource intensive.

Thematic analysis of the FMS identified a number of drivers that cut across multiple business areas. There were noticeable changes in data volumes and victim engagement. However, the largest change was in regard to funding which had become less of a concern since the Government allowed PCCs to significantly increase their Council Tax Precept, but even so this only enabled TVP to continue as they had been. In relation to training and accreditation, (CH) noted that the organisation was moving towards skill gaps and awaited TVP’s skill profile and what it would look like.

The report gave a strategic understanding of where the organisation lies and would be available on the TVP website in full and HMICFRS would also be producing feedback to each individual Force. Plans for the September TVP strategic day were currently being discussed to ensure people were sighted on the plan and to focus on areas where demand was needed. (CH) confirmed that next year, TVP were looking to produce the FMS in September 2020 rather than in May 2020.

The PCC NOTED that a lot of hard work had gone into producing the FMS and endorsed the content.

**13. REVENUE MONITORING REPORT 2019/20**

It was still early stages in the financial year with a lot of unknowns and potential pressures which would influence the financial outturn. The pay award was higher than forecast in the budget. Work would be monitored over the next few months and some decisions would impact on the budget. The 2019/20 productivity plan was on target for delivery in the current year albeit issues were being identified for future years.

The Force started the year with 3,825 FTE police officers which was 30 officers below the approved establishment but this had been anticipated and within the budget would retain 56 temporary case investigators for three quarters of the year. It was agreed to keep the case investigators up to the end of the financial year. The Force’s current strength was 3,836 officers (19 below establishment). The People Services work plan should enable the Force to achieve establishment by September 2019.

The budget was currently overspent against profile by £0.298m for the first two months of the year. In 2018/19 the Forces utilisation of overtime was significant, but this had been pre-planned to maintain operational capacity with relatively low numbers of police officers. However, this is being monitored closely and the Force were proactively looking at the management of overtime to bring this down.

(LW) noted that the PCSOs were still under strength and continued to be lower than the established budget, hence an underspend.

The Medium Term Financial Plan (MTFP) incorporated funding for an extra 202 posts, i.e. 57 officers and 145 staff. This had now been revised to 212 posts, i.e. 69 officers and 43 staff. The split between officers and staff may vary slightly to ensure the right number of persons in each post. In relation to funding in the current year, the organisation were expecting to spend £6.6m on salaries for these new posts, subject to the actual recruitment dates, plus overtime etc. For next year this would increase to £8m+ as the organisation would expect to have all the posts for a full year. The available £2m in the current year represented the money intended to invest in technology to improve the information and communications available to officers to improve the service provided.

The PCC NOTED and APPROVED the contents of the report.

**14. MEDIUM TERM CAPITAL PLAN 2019/20 to 2022/23 AND CAPITAL MONITORING REPORT 2019/20**

The report provided both an update on the MTCP 2019/20 to 2022/23 which included any changes since formal approval in January and also the first Capital Monitoring Report for the 2019/20 financial year. The report included actual spend and known commitments up to the end of June 2019.

In January 2019 the PCC approved the MTCP budget for 2019/20 at £26.978m and since January, a number of changes to the MTCP have taken place which included some additional approvals by the PCC in March. (LW) made reference to the inclusion of the TVP contribution to the SEROCU Western Hub Building including phase 1 refurbishment works estimated at £3.941m, subject to final quantification of the refurbishment works, and the purchase of Atlantic House which would provide replacement facilities for the Reading policing area. This occurred sooner than expected and hence had a required acceleration in spending of £9.350m of the budget in 2019/20. (LW) would update all figures in the autumn. Future considerations were discussed around Atlantic House, Reading replacement and SEROCU Western Hub.

(LW) had placed an order for 1300 body worn video devices although these had been delayed by a software issue and were due in October 2019. The Windows 10 project was approaching the business pilot phase with the first wave of hardware roll out expected to begin in September.

The PCC:

* APPROVED the updated 2019/20 Capital Budget at £53.395m.
* APPROVED the changes to the Capital Financing, set out in paragraph 2.5, including the use of £1.327m from the Optimism Bias (OB) Reserve.
* NOTED that the 4 year MTCP had a small surplus at the close of the 4 year period and that that cash flow over the next 3 years may require some support if projects do not require re-phasing into later years.
* NOTED the OB Reserve currently £8.920m to support additional unplanned project costs, proposed to reduce this reserve to £7.593m.
* NOTED the budget spend to date and identified budget variances.

**15. TREASURY MANAGEMENT QUARTERLY PERFORMANCE UPDATE 2019/20**

The Treasury Management Report explained how the OPCC was complying with the agreed strategy and provided performance information for the period 1 April to 30 June 2019.

(IT) confirmed he had recently had a meeting with the PCC’s external advisor in relation to the treasury position.

The CFR had been increased by £12.2m to reflect the additional borrowing requirement in 2019/20 for Atlantic House, Reading and the SEROCU Western Hub building.

As to short-term borrowing, borrowing was required on seven occasions during a 3 month period (April to June 2019). In all seven cases borrowing was undertaken to cover a short-term cash shortfall pending the receipt of government grants, precept income and the PWLB long-term borrowing.

The original borrowing operational boundary limit of £55.173m encompassed long-term PWLB loans, market debt, short term loans and the finance lease for the PFI scheme in Abingdon. This limit was exceeded during the quarter with overall borrowing presently amounting to £55.566m. By increasing this limit by £18.2m, this would provide sufficient headroom should there be a need to take any further long-term loans for capital purposes or short loans for cashflow. It was therefore recommended that authorised limit for external debt be increased from £75.173m to £93.373m.

(IT) continued to summarise key points set out in the report in particular reference was made to the following sections:

* Fixed & Variable Term Investments; and
* Investment Performance – April to June 2019

The PCC NOTED and APPROVED the recommendations given in the report.

**16. OPCC STRATEGIC DELIVERY PLAN 2019/20**

The OPCC Strategic Delivery Plan covered nine separate business areas that each contained a number of ‘actions’ to be progressed during the financial year together with narrative concerning the current status of activities and progress associated with the delivery of these actions.

The recurring themes were staffing issues and recruitment in the Victims Hub. (PH) noted that whilst delays were not good, the actions subject to delays were not critical to service delivery. Nevertheless, PH was concerned with the position regarding Action 3.7 which was set out on page 232, i.e. to implement recommendations to secure improvements in governance and management of the Victims First Counselling Service. (PH) noted that he had also commissioned a separate internal audit report as to the concerns in relation to payment processes relating to this service. These concerns were also raised at the Joint Independent Audit Committee on 12 July 2019. The findings of the separate report would be included in the OPCC Strategic Risk Register, as necessary and appropriate.

The PCC NOTED the OPCC Strategic Delivery Plan 2019/20.

**17. DECISIONS TAKEN UNDER DELEGATED POWERS**

The report detailed the decisions that had been taken in accordance with the Scheme of Governance for the period 1 March to 30 June 2019.

(LW) went through the report noting that the Scheme of Governance included a number of delegations from the Chief Constable to the Director of People to facilitate effective day-to-day management. During the period in question 12 applications were granted to extend occupational sick pay on behalf of members of police staff.

The Scheme of Governance authorises the Head of Legal Services to approve the settlement of any claim. Since 1 March 2019 to 30 June 2019 the following payments were made.

* Under Public Liability – 32 payments under £10,000 were made totalling £41,032
* Under Employers Liability – 2 payments had been made totalling £16,450
* Ex-gratia payments – 13 payments made all for less than £10,000 totalling £6,956
* Employment Tribunal settlements – 1 settlement of £4,500 was made during this period.

The PCC NOTED the decisions taken by Chief Officers during the period 1 March to 30 June 2019.

The meeting concluded at 12:15pm.

**DATE OF NEXT MEETING**

Level 1 Meeting 29 November 2019 at 10.00am at Thames Valley Police Headquarters South, Conference Hall.