

Berkshire,  
Buckinghamshire  
and Oxfordshire

**POLICE  
& CRIME**  
COMMISSIONER  
THAMES VALLEY



# ANNUAL REPORT

## 2019 – 20

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# 1. Introduction

**Welcome to my 2019-20 Annual Report as Police and Crime Commissioner for Thames Valley (PCC). This report provides an update on overall progress against delivery of my four-year Police and Crime Plan strategic priorities for the period 2017-2021.**

**My Plan was informed by a broad range of information that is reflected in five key priority areas:**

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

While I give equal weight to all five strategic priorities, the key threads of 'Vulnerability', 'Prevention' and 'Re-offending' are particularly highlighted throughout this report.

In last year's annual report, I highlighted how the Force had successfully policed two Royal Weddings and a Presidential visit - this year has seen a stark contrast to these events. The communities and the police family of Thames Valley Police were significantly impacted by the loss of PC Andrew Harper on 15 August 2019. The nature of Andrew's death on duty and his personal circumstances touched the whole force and the public, and I am proud of the way in which his colleagues and the whole force responded so professionally.

In every year, except for the last two, that I have been the Police and Crime Commissioner for Thames Valley there have been substantial cuts in government funding to Thames Valley Police (TVP). The Force has now made savings of £100m over the last 8 years.

Much of this has been achieved through improvements in efficiency, however some of the savings have resulted in the loss of police officers and a consequential reduction in capacity and capability. In part I have reduced this deficit by above inflation increases over the last two years in the annual precept on Council Tax. This I have done reluctantly, but to maintain the high standard of policing I require for the Thames Valley I have had little alternative.

In spite of these financial imbalances TVP continues to perform well, and is highly regarded by Her Majesty's Inspector of Constabulary and Fire Services (HMICFRS), and compares well with all other police forces, and especially so when compared to the other large and better funded forces.

The Prime Minister made his commitment to raising an extra 20,000 police officers nationally when he visited Sulhamstead, our Force's police training centre, a month before he became Prime Minister. He has stuck to this commitment and TVP have already recruited the first 180 new officers over and above normal recruitment. We do not know yet how many more extra officers we will be able to recruit over the next two years, but, depending on how the formula grant is reassessed, it should be at least 300, giving a total of at least 480 extra officers. This will result in a substantial improvement in policing in all areas.

My office has effectively managed our Ministry of Justice grant funding to provide a range of victim and witness support services. Our 'Victims First' service is now its second year of operation and continues to offer support through a single point of contact for victims and witnesses of crime, including affected family members.

During 2019/20 I have provided community safety grants totalling £2.7m to county and unitary councils in the Thames Valley area to help them to support me in delivering my Police and Crime Plan strategic priorities. A summary of the benefits delivered from all grants and funding - including the Home Office's Early Intervention Youth Fund - is provided later in the report.

As the financial year ended the Covid-19 pandemic started. This has had a number of effects on policing, the full financial implications of which are still being estimated. On the plus side crime dropped steeply. With no night-time economy, and people staying in their houses, both violence and household burglary reduced, as did most other types of crime. Domestic Abuse and Child Sexual Exploitation were, and still are, of concern, but as yet the crime figures do not show any clear rise. On the downside much effort went into seeing the current restrictions were enforced in a realistic and common-sense manner, and that our own officers and staff were not put at unnecessary risk.

During Covid-19 it has been heartening to see so many positive actions taken by members of the Thames Valley community. From taking essential supplies to those who are most vulnerable, to ensuring vital services can continue to run and support those in need. It is, however, important for us all to follow the Government advice on how best to keep ourselves and others safe and well in these unprecedented times and it will be a test for us all.

The local elections for Councils and PCCs that were scheduled for May 2020 this year were cancelled owing to the Covid-19 epidemic.

I was intending to stand down as PCC for Thames Valley, however my tenure has been extended for a further year. Notwithstanding this, both the Deputy PCC and I are rightly proud of the hard work and dedication of police, support staff and volunteers, whose tireless commitment ensures our communities remain safe across the Thames Valley.



A handwritten signature in black ink that reads 'Anthony Stansfeld'. The signature is written in a cursive style with a long horizontal line extending from the end.

**Anthony Stansfeld**  
Police and Crime  
Commissioner for  
Thames Valley



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

STRATEGIC PRIORITIES: APRIL 2019 – MARCH 2020

THIS SECTION HIGHLIGHTS PROGRESS IN 2019-20 TOWARDS DELIVERING MY POLICE AND CRIME PLAN 2017-2021

*Note that due to the impact of Covid-19, the following commentary against my strategic priorities is based on the Force's last published data as at Quarter 3 of 2019/20.*

*The Force will provide a full year's progress report on how it has performed against its own Strategic Plan later this year. This outturn report will be scrutinised and published (on my website) as part of my Level 1 public meeting where I hold the Chief Constable to account.*

### • Are my strategic priorities going in the right direction?

Yes, I believe the overall direction of travel is positive and remains on course to deliver my 5 key strategic priorities. I have highlighted evidence within this 2019/20 annual report which demonstrates what has been (or will continue to be) delivered by the Force, my own office and other key partners.

As the financial year ended the Covid-19 pandemic started. Whilst I have been monitoring events closely, it is clear the full implications for TVP, both operationally and financially, are still being established. Despite some crime types seeing some potential reductions, these are likely to be short lived. I am pleased, however, that my office - through our Victims First Hub - have maintained a high level of support for those victims who have needed to contact us during this difficult period.

In light of the Government's decision to postpone the PCC elections to May 2021 due to Covid-19, 2020/21 will be my final full-term in office, and I will continue to closely scrutinise progress in delivering against my strategic priorities. While I do not anticipate refreshing my Police and Crime Plan in this period, my office will be closely monitoring the policing landscape to ensure it is well placed to provide a full and effective handover to my successor.

### • Are we where we want to be?

I am mindful that there needs to be a balance in focusing on the operational demands in dealing with Covid-19 on one hand, while on the other, a clear need for a phased return to 'normality'. The long-term impact of Covid-19 on police performance will not be realised for some time to come, and there will inevitably come a point where a period of reflection and learning – both nationally and locally - will take place.

I intend to continue working closely with the Chief Constable and other key partners across Thames Valley, to ensure I continue to meet my strategic priorities and that any knock-on effect due to Covid-19 is mitigated in the best way possible.

## Strategic Priority 1

- VULNERABILITY:

Managing demand on services through working together

### PROGRESS IN 2019/20:

- TVP has been preparing guidance, correct processes and communications for the introduction of Stalking Protection Orders. The implementation of these and awareness around the Force will improve our service to victims of stalking and harassment. The College of Policing has provided a number of training tools to be delivered at a local level to educate officers around stalking and harassment and the Orders.
- Between 1st April and 31st December 2019 TVP attended over 30,000 incidents of Domestic Abuse (DA) and 53% of these were attended within four hours. A change in attendance policy was introduced in July 2019 and has resulted in an increase in the overall number of incidents being attended.
- Safeguarding the victims of DA has improved with the Force issuing an increased number of Domestic Violence Protection Notices (DVPNs) and Orders (DVPOs). TVP's use of DVPNs and DVPOs has increased substantially since April 2019 compared to the previous year. There have been 188 DVPN's authorised and 167 DVPO's granted.
- The new investigative structure for implementation in April 2020 continues to be on track and the Force are working towards creating a hostile environment for criminals by robustly investigating priority offences such as burglary and robbery, whilst CID deliver quality and timely investigations into offences of serious violence, rape, serious sexual assaults and other offences that would benefit from a detective investigation.





# Strategic Priority 2

## - PREVENTION AND EARLY INTERVENTION:

### Improving safeguarding in physical and virtual space

#### PROGRESS IN 2019/20:

- Operation Signature (financial abuse safeguarding) continues to develop and improve through operational learning gained from an ongoing assessment of TVP's response to identified potential vulnerability.
- When contacted under the Banking Protocol by financial institutions that suspect a vulnerable customer is being exploited, TVP attends 46% of incidents within 15 minutes. The overall average response time for these incidents is 22 minutes.
- 93% of our high vulnerability victims of fraud were contacted within 48 hours of a crime being recorded. 92% of victims were subject to a thorough risk assessment within 48 hours.
- Reductions continue to be seen in persons killed and seriously injured on our roads (58 fatalities in 2019 against 80 fatalities in 2018). Trauma management is now in place (TRIM, Trauma Risk Incident Management) to better support our Roads Policing staff.
- Rural Crime Week, in October 2019, saw a number of events including a securitymarking event at Bucklebury Farm Park and user testing of Whatsapp on Force smartphones in the South & Vale Local Policing Area, creating a group for rural communities (with over 60 members). A number of local initiatives and operations have also taken place to provide visibility, reassurance and crime prevention.
- LPA's use a Recency, Frequency, Gravity (RFG) matrix to identify and track offending levels of their most prolific and harmful offenders. At the beginning of April 2019 there were 752 individuals in the highest scoring category - at the end of December this had been reduced to 686 which is an indicator that local reduction / disruption activities are having a positive impact.

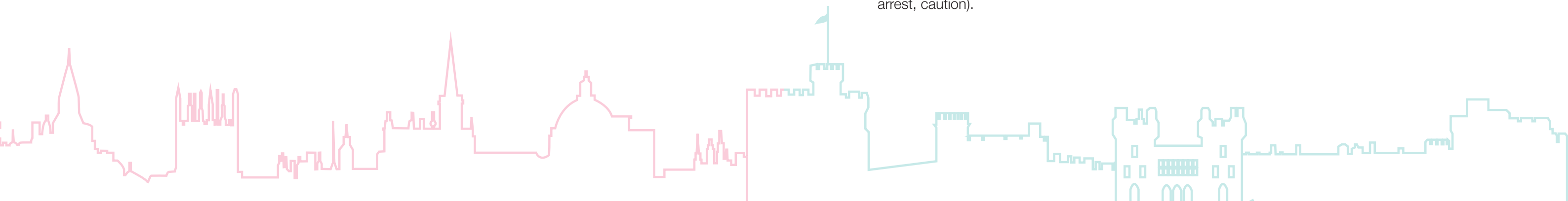
# Strategic Priority 3

## - REDUCING RE-OFFENDING:

### Targeting and managing harm and risk

#### PROGRESS IN 2019/20:

- The week of activity (Operation Sceptre) focusing on knife crime was completed with of national funding to tackle serious violence has now been committed and the Home Office is aware that TVP has completed its spend ahead of schedule. This included trauma bags, improved forensic capability, GPS tags for a new scheme focusing on those involved in violence, development of educational package, permanent amnesty bins, 180 'wands', knife arches, development of coaching programmes and the Force's True Costs campaign to tackle cocaine use. Every TVP Local Policing Area (LPA) has a dedicated plan for their proportion of the spend.
  - The current number of knife crimes recorded April-December 2019 is 1,217 which represents a 4% increase compared with the same period in 2018. An important factor in tackling knife crime is increased pro-activity by officers across the Force, reflected in the levels of stop & search and possession of weapons offences. The Force has seen an increase in the number of stop searches carried out by officers during the period April - December. A rise of 76.3% compared with the previous year means that 4,461 more searches were carried out and of the 10,305 searches in total, almost a quarter resulted in a positive outcome (such as arrest, caution).
- In addition, there has been a positive increase in the number of possession of weapons offences of 21% which is an indicator of greater pro-activity in this area.
- The Gold structure led by the Head of Crime continues to deliver a Force-wide burglary plan outlining activity to be undertaken locally to both reduce offending and increase positive outcomes. Local Crime Managers make best use of appropriate resources focusing on effective and robust offender management; standards of investigation; effective crime analysis; crime reduction campaigns and tasking processes.



# Strategic Priority 4

## - SERIOUS ORGANISED CRIME AND TERRORISM:

### Improving the local response

#### PROGRESS IN 2019/20:



- As part of Operation Stronghold, TVP and partners engaged in a national county lines week of action in May 2019. Nearly 250,000 people were reached on Facebook. More than 40 education visits in schools and over 100 to taxi firms, landlords and hotels were carried out. TVP safeguarded 96 people, arrested 79 suspects, and seized £87,652 in cash.
- Following an extensive review, the Force identified a number of areas where it needs to improve in the management of Organised Crime Groups (OCGs) and county drugs lines. Whilst there is evidence of some excellent work across areas of the Force, the review has resulted in a robust strategic plan owned by the Force Intelligence and Specialist Operations unit which will ensure a more consistent approach to tackling OCGs.
- The Force continues to work on its internal processes to record fraud incidents correctly so that appropriate responses can be taken in supporting fraud victims. As part of this work the Force is looking at the forms used, and information gathered when working on fraud cases so it can safeguard the vulnerable.
- Expertise in modern slavery is being further developed, with training delivered both within TVP and to outside partners such as health trusts. Following a successful pilot with Modern Slavery First Responders, specially trained officers will be deployed first in these instances - this role will be rolled out across the Force.

# Strategic Priority 5

## - POLICE ETHICS AND REFORM:

### Increasing the pace of change

#### PROGRESS IN 2019/20:

- TVP has been involved in the final consultation on the draft victim's rights for the new national code. TVP's victim satisfaction group has introduced a 'welcome pack for new starters to the LPA' to be piloted along with officer's business cards to provide to victims as a point of contact with the Force. The group will monitor the increase in victim contact and Victims First referrals and will look to roll out this approach across the Force by the end of March 2020.
- Victim satisfaction is a key priority for the Force and the organisation has recently launched a text survey to measure victim satisfaction and capture areas of potential improvement. This is also a key strand of the Endeavour programme where the Force is committed to delivering high levels of investigation and service to victims and callers.
- TVP have been preparing guidance, correct processes and communications for the introduction of Stalking Protection Orders. The implementation of these and awareness around the force will improve our service to victims of stalking and harassment.
- The Contact Management Platform (CMP) Programme continues to progress well with extensive functional and non-functional testing completed

Crime recording functionality has been live across TVP and Hampshire Constabulary for almost three months and full functionality including 999 calls and Officer dispatch was piloted on the Isle of Wight in December. Full roll out across both forces is expected in Q4.

- The pilot of the Drone Unit became operational in October and has reduced our requirement on NPAS helicopter deployments. The drones are supporting officers for both pre-planned operations and spontaneous incidents such as searching for suspects committing crimes and searching for missing people.





# TVP Performance headlines for 2019/20

**Overall crime levels reported to TVP increased by 7.6% in 2019/20 compared to the previous year (2018/19). There were 174,051 crimes reported across the Thames Valley during the period April 2019 to March 2020. Based on the latest available published figures, this compares to a national increase of 6%..**

Thames Valley's overall crime levels continues to remain low compared with ten and fifteen years ago. There were 6% fewer crimes recorded in this timeframe compared with ten years ago (185,611), and 15% fewer recorded offences compared with fifteen years ago (205,293).

The latest published figures from the Office for National Statistics (ONS) show that knife crime - particularly in the larger urban areas - is driven by the number of knifepoint robberies. This national picture is to some extent reflected in Thames Valley and I know is a real concern for all our communities. Through Home Office funding, I have invested into a number of initiatives which have been set up to tackle this type of insidious crime – further detail of this can be found later in my report.

The demand from the public for Thames Valley Police services through calling 999 has remained stable through 2019/20 when compared with the previous year, with just a 0.2% decrease. In contrast the number of 101 calls made decreased by 52,962 calls. Improved management of our 101 performance was one of the areas targeted for investment this year and it is notable that there was a 9.4% increase (52,259) in the volume of 101 calls answered. The average time to answer 101 calls was also improved through the year and is now under 3 minutes. While the percentage of callers waiting over 5 minutes also improved and at the end of the year was, on average, 5.9%.

The overall volume of incidents between April 2019 and March 2020 increased by 0.6% when compared to the same period in 2018/19. The time taken to respond to immediate and urgent incidents continued to rise over the year and finished significantly higher than last year (immediate 17 mins, urgent 174 mins). The Force's demand transformation programme and additional officers from the national officer uplift programme will be key to the Force reversing this trend in the coming year.

Although challenges remain, there have been a number of successes this year. While 'all crime' figures are up by 7.6%, arrests are up by 12.6%. The Force saw a 4.1% reduction in residential burglary this year. A proactive increase in the use of Stop & Search (up by 58% to 13,657) is directly related to the increase in the number of possession of weapons (+18%) and possession of drugs (+21%) incidents.

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

- Robbery of business property - down by 21.4%
- Arson down by 9.3%
- All other theft down by 7.9%
- Residential burglary sheds/ garages down by 4.8%
- Residential burglary down by 4.1%
- Burglary – business and community down by 3.8%

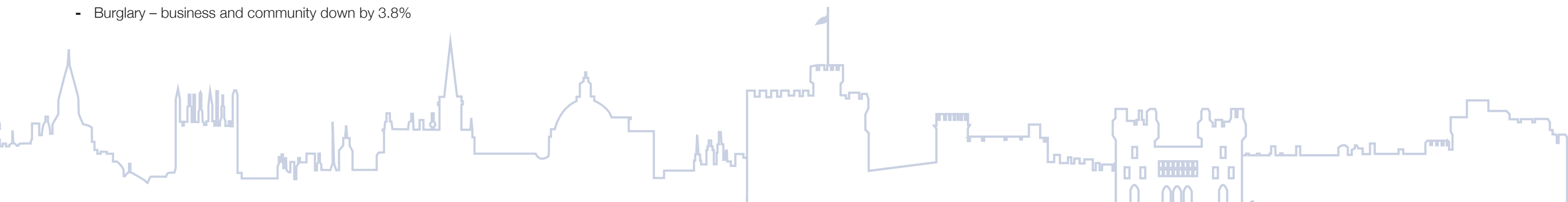
While the year ended with early signs of improvement, volume crime outcomes continue to be a challenge. There was a significant increase in both rape (8.2%) and sexual offence (6.1%) charge volumes on last year. There was also an improvement in investigation quality, residential burglary outcomes and personal robbery outcomes in the last quarter of the year, which may be early indications of the impact of the Force's focus through the year on improving the quality of its investigations.

Significant work has taken place by Force Intelligence and Special Operations to improve the consistency of the Force's approach to, and the effectiveness of, our disruption activities around Organised Crime Groups (OCGs) and County Drug Lines (CDL). There has been a 14% increase in the number of money laundering investigations and use of POCA (Proceeds of Crime Act) powers to seize cash and assets from criminals. During the year, the Force participated in two of the national CDL intensification weeks. Between 7 October and 13 October 2019, Thames Valley Police officers made 100 arrests for drugs supply and other associated offences, recovered £65,983 in cash, and seized 1,435 wraps of cocaine, crack cocaine and heroin worth over £17,000 pounds in cash. 17 weapons were seized along with 118 mobile phones. Officers also identified 19 vulnerable people and worked with partners across the three counties to safeguard them and attended 100 addresses where 'cuckooing' has previously taken place. The Force also ran a campaign in 2019/20 under the title of 'True Cost' to highlight the link between casual drug use and child exploitation.

There has been an increase in the volume of domestic abuse (DA) arrests (for urgent and immediate attended crimes); up by an additional 2,074 resulting in a 45% arrest rate for the year. This rate has remained stable despite the volume of DA crimes we attend as the number of immediate and urgent responses are also increasing. The use of DVPNs and DVPOs (Domestic Violence Protection Notice/ Order) to protect victims has increased this year.

There were a number of criminal justice cases of particular note this year that demonstrate the quality of the Force's investigative processes.

- Operation Silk was an investigation into historical child sexual abuse that resulted in three separate trials and the convictions of 13 men, who were sentenced to a total of 186 years and three months' imprisonment with four life sentences.
- Operation Naseby was an investigation that began over two years after the death of the victim in October 2015. The case was covered in a Channel 4 film - 'the Maids Moreton Murder' - as part of the series 'Catching a Killer'. The case resulted in a murder conviction and a life sentence.



## HMICFRS Inspection Reports

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted an Integrated PEEL Assessment ('Policing Efficiency, Effectiveness and Legitimacy') and I am pleased that Thames Valley Police was rated as 'Good'. They found the Force to be outstanding in the way it uses its resources to meet current demand. In the period of cuts to policing, this has demonstrated that Thames Valley Police continue to provide an excellent service to the public. Of course, we will continue to focus on areas which need improvement and we welcome the suggestions which have been made in the report.

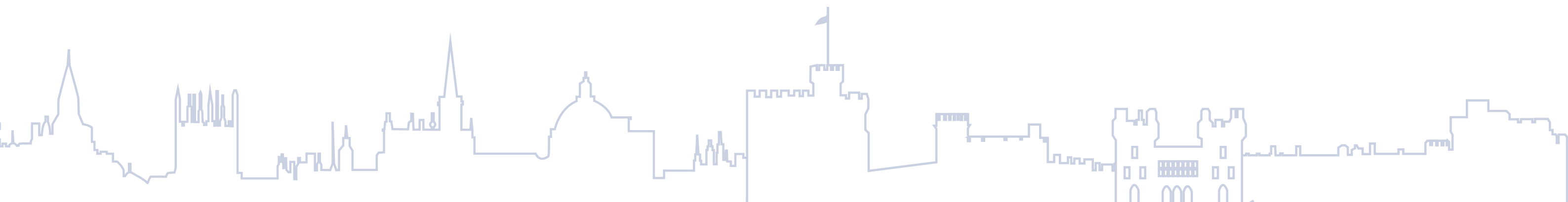
I have considered and/or responded to a number of thematic HMI reports presented by the Force to my Level 1 public meetings during the year – these include:

- Fraud: Time to Choose - An inspection of the police response to fraud
- Crime Data Integrity re-inspection 2019
- Leading Lights: An inspection of the police service's arrangements for the selection and development of chief officers
- PEEL Spotlight Report: Emerging themes from the second group of 2018/19 PEEL inspections
- PEEL: Police Efficiency, Effectiveness and Legitimacy 2018/19 - Thames Valley Police
- Shining a light on betrayal: Abuse of position for a sexual purpose
- Cyber: Keep the light on - An inspection of the police response to cyber-dependent crime
- Joint Targeted area inspection of the multi-agency response to children's mental health in Milton Keynes

Further details of these reports can be found on my [website](#).



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





# PCC Commissioned services – grants and funding 2019/20

## COMMUNITY SAFETY

**I managed a community safety budget of £3.0 million in 2019/20, of which £2.7 million was allocated in grants to county and unitary councils in the Thames Valley area, and I retained £0.3 million 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: £814,810
- Substance misuse including Drug Alcohol Action Team services, substance misuse treatment provision, awareness raising and education: £571,758
- Domestic abuse (DA) including outreach support, Independent Domestic Violence Advocates, DA champions, awareness raising campaigns to improve reporting and access to support, and needs assessments: £485,646
- Tackling re-offending through improvement of take up of accommodation, employment and education: £112,532
- Earlier intervention and prevention with young people, including programmes in schools, targeted local youth work, safeguarding and diversionary activities: £296,022
- Local Community Safety service provisions to maintain and improve local problem solving and multi-agency work around crime and anti-social behaviour reduction: £206,930

- Programmes and events that take place with and in community settings to improve wellbeing and safety in local areas: £62,387
- Tackling hidden harms including modern slavery, exploitation and vulnerable adults without support networks: £85,973
- Specific anti-social behaviour targeted work: £80,503
- Other crime prevention activities such as improved analysis of crime trends, training of professionals, drugs dogs, responses to specific rural crimes and burglaries: £40,204

### **The £0.3 million fund which I retained has been used to fund:**

- Reducing re-offending projects: £49,755
- Youth, gangs and exploitation projects: £44,810
- An elder abuse project: £30,012
- Contribution to GPS tagging project: £25,000
- Contribution to the Local Criminal Justice Board: £25,000
- Contribution to Early Intervention Youth Fund projects: £83,732
- Other expenditure includes contributions to Crimestoppers, the Modern Slavery helpline and Modus software

## VICTIMS AND WITNESSES SUPPORT SERVICES

I receive an annual grant from the Ministry of Justice (MoJ) to commission services for victims and witnesses of crime. During 2019/20 I spent my full grant allocation of £2.763m to deliver the following services and benefits:

- Thames Valley Partnership received £130,000 for Restorative Justice, which has led to 73 potential case conferences between victims and perpetrators.
- Refuge received £337,597 to provide an Independent Sexual Violence Advisory (ISVA) service and received 418 referrals between 1 April 2019 and 31 Mar 2020.
- SAFE received £448,384 to provide a service to support young victims of crime. During the last year they have received 795 referrals into the service and supported 756 young victims.
- Thames Valley Partnership received £229,064 to provide an emotional support and advocacy service to 895 victims of crime.
- Thames Valley Partnership received £376,312 to provide an exploitation and complex needs service (the Willow Programme) to 376 vulnerable and exploited people.
- Our Victims First Hub acts as a single point of contact for triage and referral to appropriate services for all victims across Thames Valley. This service cost £315,578 and received 7,049 valid referrals where successful contact was made with victims.
- Our new network of specialist counsellors cost £189,735 and resulted in 409 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 599 referrals, Buckinghamshire received £11,700 and managed 1,318 occurrences, MK Act received £13,891 and managed 1,290, Slough Borough Council received £15,600 and managed 1,437 occurrences and West Berkshire Council received £15,600 and managed 1,065 occurrences.
- We commissioned a Domestic Violence complex need service from a range of providers across the Thames Valley. Oxfordshire County Council received £139,359 and received 145 referrals, Slough Council received £48,813 and received 199 referrals and West Berkshire Council also received £48,813 and received 72 referrals.
- We funded a 'Modern Slavery Co-ordinator' post which cost £40,711.
- We funded a Domestic Violence perpetrators programme at a cost of £25,512
- £261,000 of local authority community safety spend was included within the MoJ budget. This provided additional domestic violence services across the Thames valley area.

The balance (£0.126 million) has been spent on other services for victims, including commissioning costs.

# VICTIMS FIRST

Care | Empower | Recover



## POLICE PROPERTY ACT FUND

The Chief Constable and I ran two public bidding rounds for grants from the Police Property Act Fund. In August 2019, £106,733 was awarded to 27 charities and community groups across the Thames Valley who each made a significant contribution to support my strategic priorities to 'reducing reoffending' and/or 'improve the local response to serious organised crime and terrorism'. In January 2020, a further £166,800 was awarded to 42 separate charities and/

or community groups regarding their work on supporting my strategic priorities concerning 'vulnerability' and 'prevention' and 'early intervention'. In addition, the three county High Sheriffs identified a further 11 organisations worthy of support who have received £75,000, in total, from the Police Property Act Fund.

Further details on the outcome of the bidding rounds can be found on my [website](#).



Police Property Act Award Ceremony in February 2020.

## STATUTORY RESPONSIBILITIES AND CORPORATE GOVERNANCE

During 2019/20 I continued to successfully meet my statutory duties and commitments as set out in the Police and Crime Plan 2017- 2021. In discharging my personal duties, responsibilities and functions, I 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. My performance, decisions and actions during the year were regularly scrutinised by the independent Thames Valley Police and Crime Panel.

Through a mix of regular public and private meetings, I 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 2019/20, and was achieved through regular updates from TVP as well as engagement of my 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 myself 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.



### 3. Summary financial performance: 2019/20 financial year

#### A). PCC CONTROLLED EXPENDITURE 2019/20

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

|                               | Annual<br>Budget £000 | Annual<br>Outturn £000 | Variance<br>£000 |
|-------------------------------|-----------------------|------------------------|------------------|
| Office of the PCC             | 1,078                 | 958                    | - 120            |
| Democratic Representation     | 211                   | 235                    | 24               |
| Other Costs                   | 197                   | 138                    | - 59             |
| Commissioning Services        |                       |                        |                  |
| - Community safety fund       | 3,200                 | 2,731                  | - 469            |
| - Victims & witnesses         | 2,769                 | 2,790                  | 21               |
| <b>PCC Controlled Budgets</b> | <b>7,454</b>          | <b>6,851</b>           | <b>- 603</b>     |

#### B). GROUP LEVEL EXPENDITURE (PCC AND TVP)

The following table provides a high-level comparison between the approved budget for 2019/20 and actual expenditure at the consolidated Group level (i.e. PCC and Chief Constable combined). The net revenue surplus for the year of £1.196 million has been appropriated (or transferred) to general balances. This level of surplus represents less than 0.28/% of the Net Cost of Services which demonstrates strong and effective financial management of the annual budget.

|  | Annual<br>Budget £000 | Annual<br>Outturn £000 | Variance<br>£000 |
|--|-----------------------|------------------------|------------------|
| PCC controlled budgets   | 7,454                 | 6,851                  | - 603            |
| TVP Operational budgets – direction and control of the Chief Constable |                       |                        |                  |
| <b>PAY AND EMPLOYMENT COSTS</b>  |                       |                        |                  |
| Police officer pay and allowances                                      | 254,321               | 254,102                | - 219            |
| Police officer overtime  | 10,115                | 10,785                 | 669              |
| PCSO pay and allowances  | 12,848                | 12,574                 | - 274            |
| Police staff pay and allowances  | 107,947               | 107,745                | - 202            |
| Temporary or agency staff  | 6,789                 | 6,789                  | 0                |
| Police officer injury / ill health / death benefits                    | 4,131                 | 3,578                  | - 553            |
| Other employee expenses  | 2,852                 | 2,892                  | 39               |
| Restructure, training & conference costs                               | 1,679                 | 2,354                  | 675              |
|  | <b>400,682</b>        | <b>400,817</b>         | <b>135</b>       |

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

|  | Annual<br>Budget £000 | Annual<br>Outturn £000 | Variance<br>£000 |
|--|-----------------------|------------------------|------------------|
| <b>OVERHEADS</b>                         |                       |                        |                  |
| Premises                                 | 16,419                | 16,172                 | - 246            |
| Transport                                | 9,785                 | 10,592                 | 807              |
| Supplies & services                      | 54,691                | 53,777                 | - 914            |
| Third party payments                     | 11,444                | 11,398                 | - 46             |
| Specific grants                          | - 57,998              | - 58,004               | -6               |
| Force income                             | - 34,781              | -35,400                | -619             |
|  | <b>- 440</b>          | <b>- 1,465</b>         | <b>- 1,025</b>   |
| <b>OTHER</b>                             |                       |                        |                  |
| Capital financing                        | 16,505                | 16,985                 | 481              |
| Interest on balances                     | - 890                 | - 1,369                | - 479            |
| Statutory accounting adjustments         | 125                   | 243                    | 118              |
| Appropriation from balances              | - 3,523               | - 3,343                | 180              |
|  | <b>12,217</b>         | <b>12,516</b>          | <b>299</b>       |
| <b>REGIONAL COLLABORATION SERVICES</b>   |                       |                        |                  |
| South East Regional Organised Crime Unit | 18,442                | 18,442                 | 0                |
| Counter Terrorist Police South East      | 25,644                | 25,644                 | 0                |
| Chiltern Transport Consortium            | 19,430                | 19,430                 | 0                |
| Regional CT firearms specialist officers | 4,742                 | 4,742                  | 0                |
| Government grants and partnership income | - 68,258              | - 68,258               | 0                |
|  | <b>0</b>              | <b>0</b>               | <b>0</b>         |
| <b>Cost of Services</b>                  | <b>419,913</b>        | <b>418,719</b>         | <b>- 1,194</b>   |
| <b>Funded by:</b>                        |                       |                        |                  |
| General grant income                     | - 231,836             | - 227,382              | 0                |
| Council tax                              | - 188,078             | - 164,089              | - 1              |
| <b>Net Revenue position</b>              | <b>0</b>              | <b>307</b>             | <b>- 1,196</b>   |



# Value for money

**After identifying cashable efficiency savings of £3.5 million, the police grant settlement, coupled with the increase in council tax, enabled me to invest around £37.6m in operational policing services in 2019/20.**

This includes:

- £13.5m for pay and price rises
- £13.4m for additional police officers including training, equipment and other essential infrastructure
- £5.7m for strategic investment
- £5m for other growth pressures

The financial and operational demands facing the Force mean that it is more important than ever that we continue to review, challenge and improve our services to ensure we focus our resources on priority areas.

£106 million has already been removed from the base revenue budget since 2010/11 and plans are in place to remove at least another £14 million over the next four years (2020/21 to 2023/24), including £3.5 million in 2020/21.

Total actual and planned cash savings therefore amount to £120 million, which equates to 27% of the net revenue budget in 2020/21.

Looking to 2020/21, identified savings include:

- Review of the People Services department
- Review of the Force Intelligence and Specialist Operations Unit
- Review of central budget requirements, including ICT and forensics

However, Thames Valley Police has a long history of successfully delivering productivity savings and using these to balance annual budgets or reinvesting them in frontline policing, a strategy that has been widely scrutinised and praised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) during various inspections and reports. I am therefore confident that my 2020/21 budget protects our communities today and our plans for the future. Further details of all productivity savings can be found in the Budget Book for 2020/21 which is posted on the [website](#).



**Prime Minister Boris Johnson inspects one of TVP's transport unit and discusses how Thames Valley is leading a consortium of Police Forces delivering vehicle purchasing and maintenance more efficiently.**

# 4. Looking ahead to 2020/21

**Statistics are not a perfect measure of police performance. It can never reflect all the great work policing does – things like community engagement, crime prevention, safeguarding victims, or dealing with people in mental health crisis.**

When holding the Chief Constable to account, I will continue to consider all these issues, rather than relying on raw data alone. This will be particularly important over the next 12 months as we reemerge from the Covid-19 crisis, when my Deputy and I look to review the policing landscape across the Thames Valley.

During 2020/21 I will be supporting communities that have been affected by Covid-19 in two key areas:

- The Chief Constable and I will be awarding voluntary and community organisations of over £103,00 after opening an emergency round of the Police Property Act Fund (PPAF). This is in response to the impact of the Covid-19 outbreak - both the Chief Constable and I are keen to provide vital grant funds to support the efforts of key projects across the Thames Valley. This is the first round of the PPAF for 2020/2021 and there is set to be another round later in the year. Full details of organisations who have been awarded funding have been published on my website.
- At the time of writing, the Ministry of Justice has just awarded £814,000 'extraordinary funding' for the Thames Valley – this will be available to charitable organisations who have been impacted by the coronavirus pandemic and who support victims of crime. I am delighted to help these organisations; we know that the lockdown will mean that there could be increases in cases of domestic abuse and sexual violence, which is extremely concerning. The funding is available for additional costs from the period 24th March – 31st October 2020 only, and aims to allow organisations to meet the extra costs cost incurred whilst adapting their services during the pandemic. Further detail of those successful charitable organisations who have been awarded funding will be published on my website in due course.

Once the threat of Covid19 has passed, there will inevitably need to be a business as usual approach. From a crime performance perspective, one of the key areas that I expect the Force to focus on will be outcome rates, principally for knife crime, residential burglary, robbery, and domestic abuse offences. The Force, through its current 'Endeavour programme' which focuses on improving investigative standards, will undoubtedly continue to show a positive direction of travel here. I am also confident that once we see an uplift in police officer numbers as promised by the Government, we will see a substantial improvement in policing in all areas across the Force.

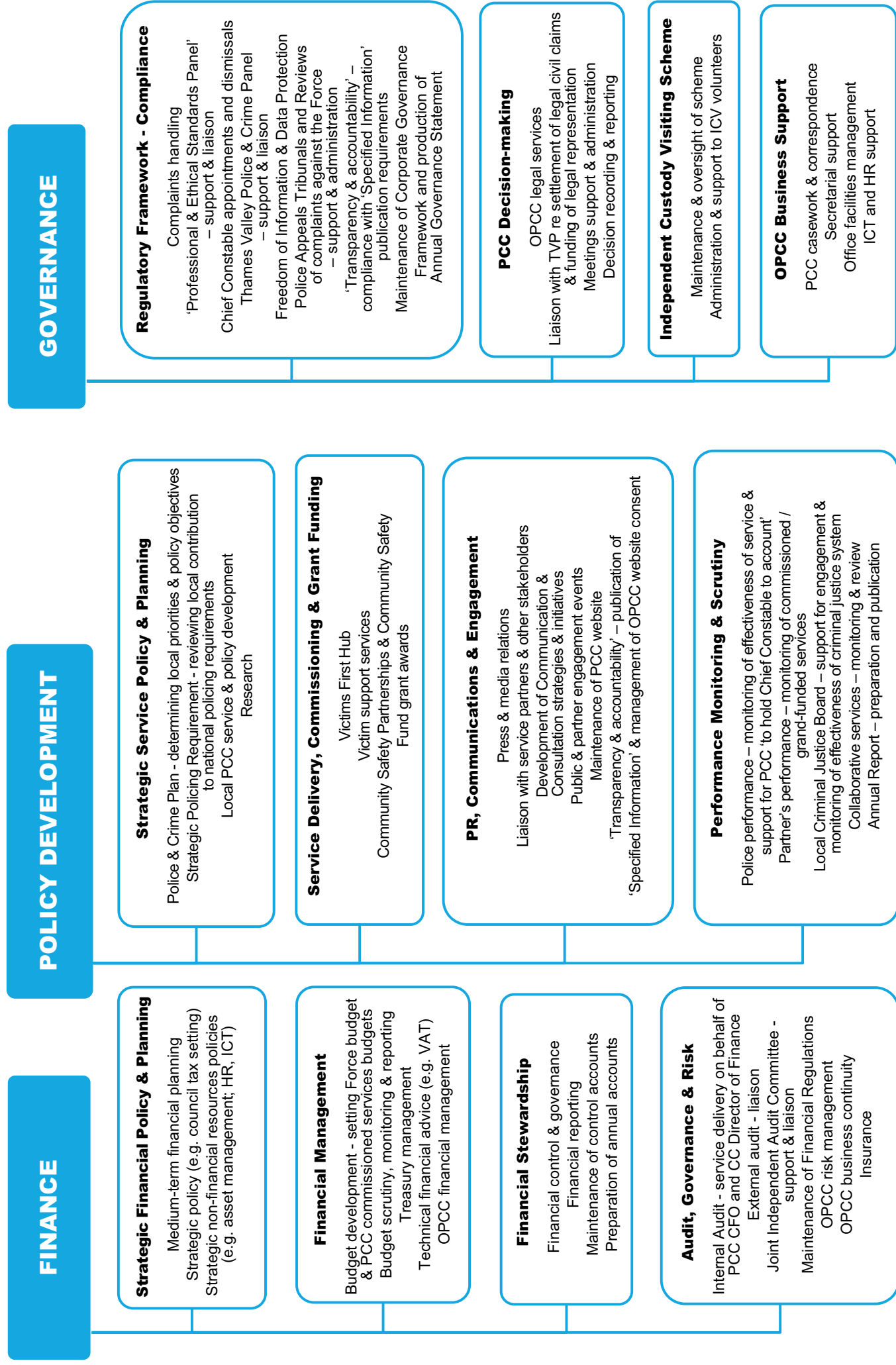
Beginning in April 2020, Thames Valley Partnership will deliver a Specialist Service for Adult Victims while SAFE! has been awarded a further three-year contract to provide services to young victims of crime across the Thames Valley. I am committed to providing accessible, high quality services to victims of crime and I am pleased to be working with Thames Valley Partnership and SAFE! to deliver this specialist support. We are providing additional funding for these contracts which will focus on the unique trauma experienced by victims and their individual needs rather than the type of crime they have faced. This will enable victims to receive an individual and tailored approach to their support to help them to cope and recover from the crime or abuse they have experienced. The services will also address some gaps in provision that we've recognised, such as support for younger children who have been a victim or witness to a crime, adult victims of serious crimes such as violence or cyber-crime who have not previously had access to specialist support, and whole families who have been traumatised by the impact of a crime.

Both my Deputy PCC and I look forward to working with the Chief Constable and other officers and staff of TVP, as well as with my other service partners, over the next 12 months. 2020/21 is my final full-term year in office, and my office will be closely monitoring the Thames Valley policing landscape to ensure it is well placed to allow me to provide a full and effective handover to my successor in May 2021.

# 6. Appendices

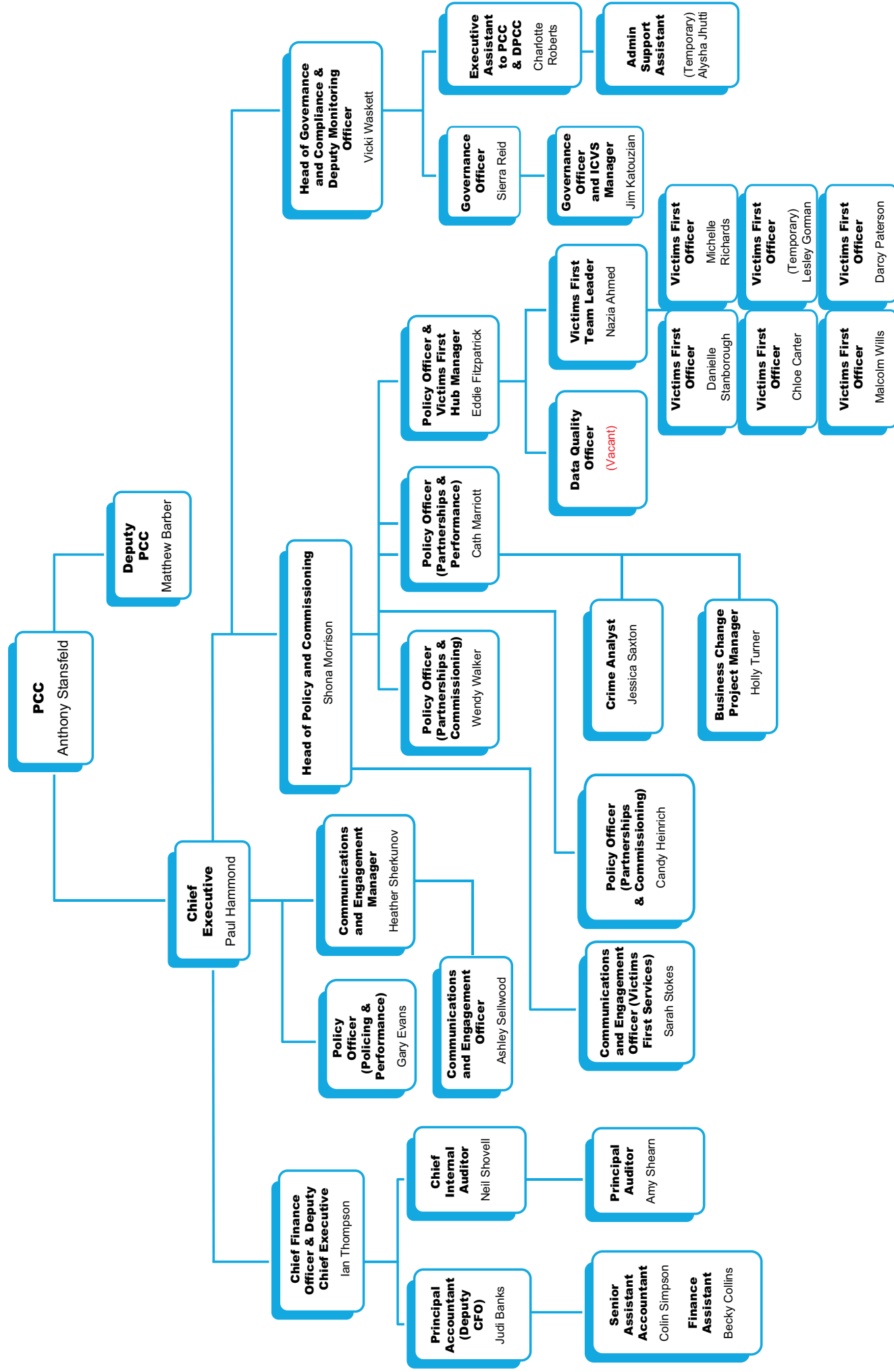
## ROLES AND RESPONSIBILITIES OF THE OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC) FOR THAMES VALLEY

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THAMES VALLEY OPCC STAFFING STRUCTURE 2019/20 (AS AT MARCH 2020)

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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](http://www.thamesvalley-pcc.gov.uk)

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