POLICE & CRIME COMMISSIONER
THAMES VALLEY

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Date: 6 July 2018

Dear Member

JOINT INDEPENDENT AUDIT COMMITTEE

You are requested to attend a meeting of the Joint Independent Audit Committee on Friday 13 July 2018 in the Conference Hall, Police Headquarters South, Kidlington at **10.30am**.

Yours sincerely

Paul Hammond
Chief Executive

To: Members of the Joint Independent Audit Committee

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Date of next meeting 21 September 2018 at 10.30am in the Conference Hall, Police Headquarters South

MINUTES OF A MEETING OF THE JOINT INDEPENDENT AUDIT COMMITTEE HELD AT POLICE HEADQUARTERS, KIDLINGTON ON 16 MARCH 2018 COMMENCING AT 12.00PM AND CONCLUDED AT 2.30PM

Members Present:
Dr L Lee (Chairman)(LL), M A Day (MD), Mrs A J Phillips OBE (AP), Dr G A Woods (GW), Richard Jones (RJ)

Present:
A Stansfeld (Police & Crime Commissioner)
J Campbell (Deputy Chief Constable)
A Cooper (Director of Information)
M Lattanzio (Head of ICT Dept.) for agenda items 14 & 15
L Waters (Director of Finance)
I Thompson (Chief Finance Officer, OPCC)
N Shovell (Chief Internal Auditor, OPCC)
A Shearn (Principal Auditor, OPCC)
A Balmer (Manager, Ernst & Young)
L Knight (Admin Assistant, OPCC)
M Horne (Governance & Service Improvement)
S Holland (Governance & Service Improvement)

Apologies:
M Barber (Deputy Police & Crime Commissioner)
F Habgood (Chief Constable)
R France (Chief Supt.)
P Hammond (Chief Executive, OPCC)

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46   MINUTES OF THE LAST MEETING HELD ON 13 DECEMBER 2017

Minute 34   This action was for AC to provide an updated paper to the Committee members regarding cyber security risk. Actions and feedback had been received and a briefing paper had been prepared which would shortly be presented to JCOG. This agenda item would be discussed in Part 2.

Minute 35   CH to liaise directly with LL as to the date for the Committee members to attend the practical presentation on the management of risks by the force.

Minute 37   The OPCC Staff Structure had been updated and sent to the Committee members to incorporate narrative for each staff member who worked for the Office of the Police & Crime Commissioner (OPCC).

Minute 40   Firearms storage issues would be discussed during the meeting.

Minute 41   NS confirmed both actions had been completed as set out in Minute 41 and updated the Committee members.

The Committee **APPROVED** and **AGREED** the Minutes.

47 TVP RISK MANAGEMENT REPORT

In accordance with the Operating Principles of the Committee agreed at its first meeting held on 27 March 2013, the Committee has the following responsibilities in respect of risk management:

- Consider and comment upon the strategic risk management processes; and
- Receive and consider assurances that organisational risks are being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary.

The attached report provided an overview of risk management policy and processes adopted by Thames Valley Police covering such issues as a strategic risk management framework, training, analysis of the Strategic Risk Register and potential risks to be considered.

SR65 Gazetteers out of date, Risk Owner ACC Hardcastle
The gazetteer currently in use in CHARM and OASIS was out of date which would be resolved when the CMP is rolled out live. CMP is to be rolled out between April and May. This will not resolve the issue with different gazetteers in use by RMS. RMS is expected to be upgraded in the summer.

SR74 Force resilience (Workforce Resilience Gold Group)
The force have experienced recruitment and retention pressure as a result of increased demand for policing services in recent months. The force are currently around 100 officers below establishment. 50 of these are PCSO's and 50 Contact Management. Retirements, resignations and transfers to other forces is why there are difficulties meeting recruitment targets. Dr Steven Chase chairs a Gold Group meeting bi-monthly to monitor the immediate risks and recruitment process.

JC went on to discuss the risks that were considered and de-escalated to the local risk register at the FRMG dated 20 February 2018. The issues around availability of fleet vehicles within certain LPA's were currently being managed as part of BAU through fleet sharing and leasing.

The work planned for the coming months included the Strategic Governance Unit's Internal Audit of Force Risk Management which spans November 2017 until May 2018. This will enhance the development of work being undertaken post go-live of the unit. Benchmarking and audit outcomes will be worked on alongside departmental leads and LPA Commanders to identify areas where processes can be refined and risk management made more user friendly. Plans for possible new processes will be taken to the CCMT meeting in April after the results from Audit.

ACTION: JC to report back on the review of risks from the April CCMT meeting.

LL mentioned that the scoring matrix for Risk Management received and considered by CCMT would help monitor whether the risks were frequent or infrequent.

ACTION: JC will circulate a scoring matrix to the Committee members. This information will also be provided in future reports to JIAC

JC clarified that the risks on the Risk Register were specific to the organisation as opposed to national issues. National level risks are not necessarily included in the Risk Register.

The Committee **APPROVED** and **NOTED** the report as appropriate.

48 TVP BUSINESS CONTINUITY REPORT

In accordance with the Operating Principles of the Committee agreed at its first meeting held on 27 March 2013, the Committee members have the following responsibilities in respect of risk management

- Consider and comment upon the strategic risk management processes; and
- Receive and consider assurances that organisational risks are being managed effectively and that published goals and objectives will be achieved efficiently and economically, making recommendations as necessary.

The attached report provided an overview of Business Continuity Management policy and processes adopted by Thames Valley Police together with the most recent quarterly progress report covering such issues as training, learning from business continuity incidents and training exercises.

The paper states that it provides an annual overview as well as the most recent quarterly report, which it did not. In previous years the annual element of the report contained important information about the year's performance. It was agreed that it was not a deliberate omission and the annual report will be provided for the next meeting.

From a force point of view, there were a total of 36 incidents from November 2017 to January 2018 (Thames Valley Police or joint incidents only), 3 of which were priority one incidents. JC addressed the priority one incidents individually.

On 17 November 2017 at 14:55, 50% of users across multiple sites were unable to access any systems, including users within Contact Management. The total outage time was recorded as 2.75 hours and had a critical impact rating by ICT. The root cause was found to be a faulty link with the core switches at Fountain Court and the service was recovered once these were removed.

On 12 January 2018 at 22:47 PCN was reported to be unavailable nationally. The total outage time was 19 minutes and had a high impact rating due to the PCN being a critical system. The root cause was found to be due to a software issue identified by Hendon. Hampshire Constabulary remained unaffected and Thames Valley Police will be moving to a similar connection.

On 16 January 2018 at 09:59 there was a further national PCN outage report which lasted 17 minutes. This was also recorded as high impact. The root cause has not been communicated to forces. ICT are investigating the recent outages with Hendon.

The Business Continuity plans are continuing to be reviewed to ensure the force are compliant with the Government Security Classification (GCS) Scheme.

The United Kingdom Accreditation Service (UKAS) inspection to South East Regional Organised Crime Unit (SEROCU) e-Forensics and Cyber teams are complete and there are no further business continuity actions or recommendations for Governance and Service Improvement to Consider.

The force Resilience and Business Continuity Practitioners Group met for the second time and will continue to monitor incidents and potential disruptions.

JC summarised business continuity going forward for the force and the activities planned for the next period. The Governance Team will be working with ICT to review their Business Continuity plans and make changes following their exercise. Further exercises will be planned in due course. The Corporate Governance Officers will complete their visits to the Senior Management Teams to help inform the review processes around the governance processes. Governance will begin reviewing the business continuity process.

The Committee members agreed that the pyramid diagram was a useful way to show the Review of Priorities and would want to see its use continuing.

The Committee **APPROVED** and **NOTED** the report as appropriate.

49   OPCC RISK REGISTER

Members were reminded that the OPCC Risk Register identified those risks that had the potential to have a material adverse effect on the performance of the PCC and/or the OPCC and our ability to deliver strategic objectives, as well information on mitigating those risks.

There were currently three discrete risks on the register, as shown in the Appendix (not reproduced).

IT gave an update as to Risk OPCC16 stating that the OPCC would be recruiting for the Governance Officer role shortly which would increase capacity to meet the legislative requirements. The updated staff structure had been circulated to the Committee members prior to the meeting and the redesign of the Victims Support Services referred to in Risk OPCC17, was on track for completion.

LL noted that the colour coding on page 30 was incorrect and should be the opposite way round.

The Committee **APPROVED** and **NOTED** the report as appropriate.

50   DRAFT ANNUAL GOVERNANCE STATEMENT 2017/18

Local authorities, including the police, are required to produce an Annual Governance Statement (AGS) to show the extent to which they comply with their own code of corporate governance.

The appendix to the report (not reproduced) was a single, combined AGS which showed how the Chief Constable (CC) and the Police and Crime Commissioner (PCC) had complied with their joint Code of Corporate Governance during 2017/18.

This was an early draft and further work would be required before the joint AGS was finalised in May, for inclusion within the annual Statement of Accounts for 2017/18 that the CC and PCC were producing.

The review of effectiveness of the present governance arrangements were still being considered and at this early stage, there were NO significant issues that required immediate attention nor, were there any potential issues that could have an adverse impact on the internal control environment during 2018/19. However, this could change over the coming months before the AGS was finalised.

The Governance Working Group considered a number of key national and local issues and/or potential concerns. The issues and reasons were not included in the action plan but were set out in the papers and IT explained each one. The wording would need to be amended on the Annual Governance Statement before July 2018 when the report was bought back to JIAC.

The Committee members were invited to review the Annual Governance Statement and provide feedback to officers.

At paragraph 1.6 on page 34, LL thought the final sentence should be removed from the document *'…This is a more comprehensive update than provided in prior years' governance statements…'.* IT agreed

JC provided further information on the recent HMIC inspection report on Data Integrity and Crime Reporting. The "requires improvement" rating came as somewhat of a surprise to the force and largely reflected a difference in interpretation between HMIC and local forces. JC explained that no victims had suffered as a result of the local TVP recording practice.

It was noted that the Complaints, Integrity & Ethics Panel gave a reassuring view on how matters were handled by the force and that they review or develop policies as mentioned by HMICFRC. IT agreed to update the AGS accordingly

A further update would be provided to the Committee members on 13 July before being presented to the CC and PCC for their consideration and a formal sign-off at the Level 1 meeting on 25 July 2018. The Committee members wanted to see a copy of the final document before it was published. There were no major issues reported for 2018/19 and IT summarised each point that he considered was an issue.

It was agreed that the AGS provided an accurate representation of the corporate governance and internal control environment in place in Thames Valley Police during 2017/18. Committee members were happy to endorse the statement confirming that no significant governance issues were required during 2017/18. Once the changes had been revisited by GAG, the Committee members would be happy with the list of potential governance issues as set out at 1.9 under 'Local Position' on page 34 of the reasons provided by the Governance Advisory Group for not including them.

The PCC left the meeting at this point due to a prior engagement.

ACTION: IT to circulate the updated AGS to the Committee before it is published within the Annual Statement of Accounts.

The Committee members **APPROVED** the recommendation set out in the Executive Summary.

51   JOINT CORPORATE GOVERNANCE FRAMEWORK 2018/19

Committee members were advised that the Corporate Governance Framework provided clarity on the way the two corporations' i.e. the CC and PCC of Thames Valley govern both jointly and separately to ensure that they are conducting business in the right way, for the right reason and at the right time.

It consisted of:

- Statement of corporate governance – statutory framework and local policy.
- Code of corporate governance – sets out how the core principles will be implemented.

- Scheme of corporate governance – defines the parameters within which the corporations sole will conduct their business.
- Separate policy and procedures for each corporation sole, with protocols and other governance documents where they operate jointly.

The current version was approved by the CC and PCC at the Level 1 meeting on 31 March 2017.

Since the above date, the Framework had been reviewed and updated accordingly.

The tracked changed copy of the document was emailed out to the Committee members prior to today's meeting.

Committee members were invited to review the Framework and provide any feedback to IT, Chief Finance Officer/Deputy Chief Executive at the OPCC.

The Committee members **APPROVED** the recommendation set out in the Executive Summary.

52   EXTERNAL ANNUAL AUDIT PLAN 2017/18

AB summarised the significant accounting and auditing matters outlined in the report which seeks to provide the CC and the PCC with an overview of initial risk identification for the upcoming audit and any changes in risks identified in the current year which were all in line with the previous year.

Other areas of the audit were identified but had not been classified as significant risks. These were still important when considering the risks of material misstatement to the financial statements and disclosures and therefore, may be key audit matters that were included in the audit report. The main area of risk was the Pension Liability Valuation and Actuarial Assumptions as well as Valuation of Land and Buildings and Fixed Asset Register.

The Local Authority Accounting Code of Practice and IAS19 required the CC to make extensive disclosures within its financial statements regarding its membership of the Local Government Pension Scheme administered by Buckinghamshire County Council.   The PCC to do the same in respect of the Police Pension Fund. The PCC and CC's Pension Fund deficit is a material estimated balance and the Code requires that this liability be disclosed on the respective balance sheets of the CC and PCC. As at 31 March 2017 this sum totalled £2.6 million and £4337 million respectively.

As part of the 2016/17 Audit, Ernst & Young LLP identified a number of minor issues as to the Fixed Asset Register. These issues were reported in the Audit Results Report but none of them were considered to be material in 2016/17. Ernst & Young's approach would be to focus on reviewing the key areas where issues were found in 2016/17 and ensure that these similar errors do not exist in 2017/18.

As to the audit process and strategy, Ernst & Young LLP are required to consider whether the CC and PCC have put in place 'proper arrangements' to secure economy, efficiency and effectiveness on their use of resources.

Computer-based analytics tools were used to capture whole populations of financial data, in particular, journal entries.

- Help identify specific exceptions and anomalies which can then be subject to more traditional substantive audit tests; and
- Give a greater likelihood of identifying errors than random sampling techniques.

All findings from this process and analytics work, including any significant weaknesses or inefficiencies identified and recommendations for improvement are then reported to management and the Joint Independent Audit Committee.

The timetable of communications and deliverables showed the key stages of the audit and deliverables through the audit cycle for 2017/18. From time to time matters may arise that require immediate communication with the CC and PCC and these would be discussed with the Joint Independent Audit Committee Chair as appropriate. There was nothing significant to report from the interim audit testing.

The Committee **NOTED** the report.

53   ERNST & YOUNG POLICE SECTOR AUDIT COMMITTEE BRIEFING

The sector briefing covered issued which could impact on the organisation, the Police sector, and the audits that are undertaken and bring together not only technical issues relevant to the Police sector but also wider matters of potential interest to the organisation.

AB summarised the rest of the briefing report noting in particular the error on page 222. The paragraph beginning '…of the 43 police *officers* across England and Wales some 25 police forces saw police officer numbers fall in the previous 12 months'. This should instead read '…of the 43 police *forces* across England and Wales some 25 police forces saw police officer numbers fall in the previous 12 months……'.

The Committee **NOTED** the briefing given by Ernst & Young.

54   INTERNAL AUDIT PROGRESS REPORT

The report provides details on the progress made in delivering the 2017/18 Joint Internal Audit Plan and on the findings arising from the audits that had been completed.

NS noted there had been no changes to or impacts on the Joint Internal Audit Team's resource plan for 2017/18, with the plan being delivered by the Chief Internal Auditor, Principal Auditor and TIAA Ltd (ICT audit provider). There were 5 ongoing audits outstanding although the final reports would be sent out at the end of April 2018.

The RAG status for current performance against each indicator were set out on page 227 showing details of the delays. It was noted that management pressure would have improved this performance.

The Committee **NOTED** the progress and changes in delivering the 2017/18 Joint Internal Audit Plan and audit service for TVP and the OPCC.

55   PROGRESS ON DELIVERY OF AGREED ACTIONS IN INTERNAL AUDIT REPORTS

The report provided details of the progress made by managers in delivering the agreed actions in internal audit reports.

There were currently 16 priority 1 overdue actions. RJ noted that trends for the overview outstanding actions were spreading over various departments. However, it was noted that illness and vacancies could have caused these delays.

The Committee members **NOTED** the report.

56 INTERNAL AUDIT STRATEGY AND JOINT INTERNAL AUDIT PLAN 2018/19

This report detailed the Internal Audit Strategy and Joint Audit Plan 2018/19, including methodology for collating the plan and the audit areas included for 2018/19

NS ran through the issues for consideration in the report which included in particular details on the following:

- Strategy for delivering the Joint Internal Audit Service for TVP and the OPCC.
- Methodology applied in collating the plan of audit work.
- Resources available for delivering the audit service.
- Details of each area that would be reviewed during the year and the days allocated.
- Service performance indicators that will be monitored and reported on during the year.

The Joint Internal Audit Plan provided a good level of coverage across both organisations. The areas covered within TVP were:

- Three audits being completed within Crime and Criminal Justice, looking at the areas of Body Worn Video, County Drug Lines and the Multi Agency Safeguarding Hubs (MASH).
- Two reviews are being completed within Local Policing in relation to LPA Financial Controls and Partnership Information Data Sharing.
- One area within Regional Crime and Counter Terrorism, looking at Counter Terrorism Policing South East's Financial Management.
- Within Information and Communication Technology, three audits are being completed, focusing on Asset Management, Network Management and Knowledge Transfer. One audit will also be completed within Information Management, looking at the organisation's approach to the New General Data Protection Regulation.
- Within the Deputy Chief Constable's portfolio, three strategic audits are being completed which would focus on changes to the Force's Risk Management and Business Continuity arrangements, Force Performance Management and Delivery Plan Performance and the Force's approach to Project Lessons Learnt and Benefits Realisation. One further audit will be completed on the Chiltern Transport Consortium's Governance Arrangements.
- Two audits to take place within Finance looking at the Force's Key Financial Controls and Contract Management.
- Two audits to be completed within People, focusing on the Acting's and Promotions process and the Force's Recruitment.
- The Joint Internal Audit Team are responsible for auditing the non-collaborated functions within Operations. The audit planning process did not identify any areas that needed to be included within the plan.

Within the OPCC two audits are being completed:

1) A review of the operations of the new Victims First Hub.

2) A review of the OPCC's process for completing Statutory Responses (FOI, GDPR and Subject Access Requests).

It was noted that Performance Indicators had been slightly modified this year.

Operational audits were in line with operational issues as it stands at the present time.

The Committee **APPROVED** the recommendations set out in the Internal Audit Strategy and Joint Internal Audit Plan 2018/19.

57   ANY OTHER BUSINESS

The next Joint Independent Audit Committee meeting should be scheduled to last at least 3 hours since the meeting will receive all the usual year end reports as well as the final accounts and audit-sign reports from external audit.

JC updated the Committee on the firearms storage situation and confirmed that these issues had improved across the force. Oxford and Milton Keynes were now in a good place but more focus on Bucks would be required. The firearms storage backlog would be cleared by September 2018 and business would carry on as usual. The risks were being managed by the force and a number of firearms were being checked in.

Date of next meeting 13 July 2018 at 10.30am the Conference Hall, TVP Headquarters South

JOINT INDEPENDENT AUDIT COMMITTEE

Report for Decision: 13th July 2018

Title: Annual Treasury Management Report 2017/18

Executive Summary:

The Police & Crime Commissioner (PCC) approved the Treasury Management Strategy Statement for 2017/18 at his Level 1 meeting on 24th January 2017.

Quarterly treasury management performance updates were presented to the PCC in July and October 2017 and January 2018.

This report provides information on actual treasury activity for the 2017/18 financial year ending 31st March 2018.

Recommendation:

1. That the Committee notes the Annual Treasury Management Report for 2017/18

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature   **Date**

PART 1 – NON-CONFIDENTIAL

1   Introduction and background

1.1   Treasury management is defined as:

'The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks'

1.2   Treasury management in local government is regulated by the CIPFA Code of Practice on Treasury Management in Local Authorities (the Code) and the Prudential Code for Capital Finance in Local Authorities. The Office of the PCC (OPCC) has adopted the CIFPA Code and fully complies with its requirements. Compliance with the Prudential Code is mandatory.

1.3   In accordance with the Codes, the PCC agreed the Treasury Management Strategy Statement for 2017/18 at his Level 1 public meeting held on 24th January 2017.

1.4   The financial year 2017/18 continued the challenging investment environment of the previous years, namely low investment returns, although levels of counterparty risk had subsided somewhat.

1.5   Since the Treasury Management Strategy Statement was approved in January 2017 the PCC received quarterly treasury monitoring reports in July and October 2017 and January 2018.

1.6   The regulatory environment places responsibility on the local policing body for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and demonstrates compliance with the PCC's relevant approved policies.

2   Issues for consideration

2.1   The detailed annual report is provided in Appendix 1. The key points for the Committee to note are set out below:

- We continue to borrow from internal cash backed reserves rather than take external loans to help fund the capital programme. As at 31st March 2018 we were "under-borrowed" by £17.327m.
- At 31st March 2018 cash investments exceeded external borrowing by £32.319m.
- We did not exceed the authorised borrowing limit or the operational boundary during 2017/18.
- We borrowed on 5 separate occasions during the year to cover temporary short-term cash shortfalls pending the receipt of government grant and/or council tax precept income.
- The average return on our investments was 0.63%, which exceeded the bespoke TVP benchmark by 0.27%. This was largely due to the fixed term and notice deposits that we have placed with Lloyds Banking Group, Royal Bank of Scotland and Santander UK.

- Actual income from investment interest (£0.789m) fell short of the approved annual income budget (£1.000m) by £0.211m.
- We exceeded our bank overdraft facility twice during the year. One occasion was due to a precepting local authority making a late payment and the other was the very late completion of a police station sale which prevented funds being received the same day.
- We were below the £5m benchmark level of having the minimum amount of short term deposits (including "the receipt of government grant and/or council tax income within the next 7 days") on 6 days during the year.
- The weighted average life of maturities on 31st March was 168 days, within the benchmark level of 270 days.
- We complied with all the statutory relevant and regulatory requirements which limit, as far as possible, the levels of risk associated our treasury management activities.

3   Financial comments

3.1   The financial performance is summarised in paragraph 2.1 above with further detail provided in the Annual Treasury Management Report attached at Appendix 1.

4   Legal comments

4.1   The PCC is required to receive and approve, as a minimum, three reports each year, which incorporate a variety of policies, estimates and actual. These are the annual treasury strategy statement, a mid-term report and the annual treasury report. Best practice suggests that these should be adequately scrutinised before being recommended to the PCC.

5   Equality comments

5.1   There are none arising specifically from this report.

6   Background papers

Link specimen Annual Treasury Management Review 2017/18
Minutes of the PCC Meetings
Treasury Policy + Systems Documents
Montreas18 spreadsheet
Final Accounts 2017/18
Benchmarking 2017/18

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

Is the publication of this form to be deferred? No

Is there a Part 2 form? No

Name & Role	Officer
Head of Unit This document meets the requirements in the CIPFA Code of Practice for Treasury Management in Public Services	PCC Chief Finance Officer
Legal Advice This report complies with the various statutory and regulatory guidance relating to treasury management in the public sector	Chief Executive
Financial Advice The financial implications are summarised in paragraph 2.1 above	PCC Chief Finance Officer
Equalities and Diversity No specific issues arising from this report	Chief Executive

PCC's STATUTORY CHIEF OFFICERS' APPROVAL

We have been consulted about the report and confirm that appropriate financial and legal advice have been taken into account.

We are satisfied that this is an appropriate report to be submitted to the Joint Independent Audit Committee.

Chief Executive   Date   04 July 2018

Chief Finance Officer   Date   03 July 2018

Annual Treasury Management Report 2017/18

1.   Introduction

1.1   The PCC is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for each financial year. This report relates to treasury management performance in 2017/18 and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

1.2   During 2017/18 the minimum reporting requirements were that the PCC should receive the following reports:

- an annual treasury strategy in advance of the year – Level 1 meeting on 24th January 2017
- a mid-year (minimum) treasury update report – Level 1 meeting on 16th October 2017
- an annual review following the end of the year describing the activity compared to the strategy - this report

1.3   In addition, the PCC also received quarterly treasury management update reports on 28th July 2017 and 23rd January 2018.

1.4   The regulatory environment places responsibility on relevant bodies for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the PCC's policies, as approved in previous reports.

1.5   The Chief Finance Officer confirms that he has complied with the requirement under the Code to give prior scrutiny to the key treasury management reports (i.e. the Annual Treasury Strategy Report and the Annual Treasury Management Report) by presenting them to the Joint Independent Audit Committee for scrutiny before being reported to the PCC for formal approval.

1.6   The various prudential and treasury management indicators are summarised in Appendix 2.

2.   The Economy and Interest Rates[1]

2.1   The outcome of the EU referendum in June 2016 resulted in a gloomy outlook and economic forecasts from the Bank of England based around an expectation of a major slowdown in UK GDP growth, particularly during the second half of 2016, which was expected to push back the first increase in Bank Rate for at least three years. Consequently, the Bank responded in August 2016 by cutting Bank Rate by 0.25% to 0.25% and making available over £100bn of cheap financing to the banking sector up to February 2018. Both measures were intended to stimulate growth in the economy. This gloom was overdone as the UK economy turned in a G7 leading growth rate of **1.8% in 2016**, (actually joint equal with Germany), and followed it up with another **1.8% in 2017**, (although this was a comparatively weak result compared to the US and EZ).

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[1] Paragraphs 2.1 to 2.11 have been provided by Link Asset Services

2.2   During the calendar year of 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year; quarter 1 came in at +0.3% (+1.7% y/y) and quarter 2 was +0.3% (+1.5% y/y), which meant that growth in the first half of 2017 was the slowest for the first half of any year since 2012. The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up in quarter 3 to 0.5% before dipping slightly to 0.4% in quarter 4.

2.3   Consequently, market expectations during the autumn rose significantly that the MPC would be heading in the direction of imminently raising Bank Rate. The **MPC meeting of 14 September** provided a shock to the markets with a sharp increase in tone in the minutes where the MPC considerably hardened their wording in terms of needing to raise Bank Rate very soon. The **2 November MPC quarterly Inflation Report meeting** duly delivered on this warning by withdrawing the 0.25% emergency rate cut which had been implemented in August 2016. Market debate then moved on as to whether this would be a "one and done" move for maybe a year or more by the MPC, or the first of a series of increases in Bank Rate over the next 2-3 years. The MPC minutes from that meeting were viewed as being dovish, i.e. there was now little pressure to raise rates by much over that time period. In particular, the GDP growth forecasts were pessimistically weak while there was little evidence of building pressure on wage increases despite remarkably low unemployment. The MPC forecast that CPI would peak at about 3.1% and chose to look through that breaching of its 2% target as this was a one off result of the devaluation of sterling caused by the result of the EU referendum. The inflation forecast showed that the MPC expected inflation to come down to near the 2% target over the two to three year time horizon. So this all seemed to add up to cooling expectations of much further action to raise Bank Rate over the next two years.

2.4   However, GDP growth in the second half of 2017 came in stronger than expected, while in the New Year there was evidence that wage increases had started to rise. The **8 February MPC meeting** minutes therefore revealed another sharp hardening in MPC warnings focusing on a reduction in spare capacity in the economy, weak increases in productivity, higher GDP growth forecasts and a shift of their time horizon to focus on the 18 – 24 month period for seeing inflation come down to 2%. (CPI inflation ended the year at 2.7% but was forecast to still be just over 2% within two years.) This resulted in a marked increase in expectations that there would be another Bank Rate increase in May 2018 and a bringing forward of the timing of subsequent increases in Bank Rate. This shift in market expectations resulted in **investment rates** from 3 – 12 months increasing sharply during the spring quarter.

2.5   PWLB borrowing rates increased correspondingly to the above developments with the shorter term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year (within 25 bps for much of the year) compared to US treasuries. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms, around 5 year, rather than longer term yields.

2.6 As for equity markets, the FTSE 100 hit a new peak near to 7,800 in early January before there was a sharp selloff in a number of stages during the spring, replicating similar developments in US equity markets.

2.7 The major UK landmark event of the year was the inconclusive result of the **general election** on 8 June. However, this had relatively little impact on financial markets. However, **sterling** did suffer a sharp devaluation against most other currencies, although it has recovered about half of that fall since then. Brexit negotiations have been a focus of much attention and concern during the year but so far, there has been little significant hold up to making progress

2.8 **EU.** Economic growth in the EU (the UK's biggest trading partner) was lacklustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of quantitative easing to stimulate growth. However, growth eventually picked up in 2016 and subsequently gathered further momentum to produce an overall GDP figure for 2017 of 2.3%. Nevertheless, despite providing this massive monetary stimulus, the ECB is still struggling to get inflation up to its 2% target and in March, inflation was still only 1.4%. It is, therefore, unlikely to start an upswing in rates until possibly towards the end of 2019.

2.9 **USA.** Growth in the American economy was volatile in 2015 and 2016. 2017 followed that path again with quarter 1 at 1.2%, quarter 2 3.1%, quarter 3 3.2% and quarter 4 2.9%. The annual rate of GDP growth for 2017 was 2.3%, up from 1.6% in 2016. Unemployment in the US also fell to the lowest level for 17 years, reaching 4.1% in October to February, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has been the first major western central bank to start on an upswing in rates with six increases since the first one in December 2015 to lift the central rate to 1.50 – 1.75% in March 2018. There could be a further two or three increases in 2018 as the Fed faces a challenging situation with GDP growth trending upwards at a time when the recent Trump fiscal stimulus is likely to increase growth further, consequently increasing inflationary pressures in an economy which is already operating at near full capacity. In October 2017, the Fed also became the first major western central bank to make a start on unwinding quantitative easing by phasing in a gradual reduction in reinvesting maturing debt.

2.10 **Chinese economic growth** has been weakening over successive years, despite repeated rounds of central bank stimulus and medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

2.11 **Japan.** GDP growth has been improving to reach an annual figure of 2.1% in quarter 4 of 2017. However, it is still struggling to get inflation up to its target rate of 2% despite huge monetary and fiscal stimulus, although inflation has risen in 2018 to reach 1.5% in February. It is also making little progress on fundamental reform of the economy.

3. Overall Treasury Position as at 31 March 2018

3.1 The PCC's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through regular formal financial performance reporting to the PCC and through officer activity detailed in the approved Treasury Management Practices. At the beginning and the end of 2017/18 the PCC's treasury position was as follows:

Table 1: Treasury Position

	31 March 2017		31 March 2018	
	Principal £m	Average rate	Principal £m	Average rate
Actual borrowing position				
Fixed interest rate debt	14.843	4.72%	22.478	3.90%
Variable interest rate debt	0.000		0.000	
Total debt	**14.843**	**4.72%**	**22.478**	**3.90%**
Finance lease	5.739		5.478	
Overall Borrowing Need (A)	**20.582**		**27.956**	
Capital Finance Requirement	46.407		45.283	
Over / (under) borrowing	**-25.825**		**-17.327**	
Investment position				
Fixed interest rate investments	48.000	1.11%	50.000	0.79%
Variable interest rate investments	8.240	0.54%	10.275	0.46%
Total investments (B)	**56.240**	**0.99%**	**60.275**	**0.73%**
Net Borrowing position (A-B)	**-35.658**		**-32.319**	

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4. The Treasury Management Strategy for 2017/18

4.1 The expectation for interest rates within the strategy for 2017/18 were for no bank rate rise (with the first being in Spring 2019) and gentle rises in medium and longer term fixed borrowing rates. On 2nd November 2017 the Bank of England increased rates by 0.25% to 0.50%. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

4.2 In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

4.3 During 2017/18 there was a lack of consistency in PWLB rates. There was volatility in 25 and 50 year rates with increases during quarters 2 and 4 from 2.5% to 2.6%. There was a rising trend in shorter rates during the second half of the year.

4.4 The detailed Treasury Management Strategy for 2017/18 was approved by the PCC on 24th January 2017.

5. The Borrowing Requirement and Debt

5.1 The PCC's underlying need to borrow for capital expenditure is called the 'Capital Financing Requirement' (CFR). This figure is a gauge of the PCC's debt position. The CFR results from the Force's capital activity and what resources have been used to pay for the capital spend. It represents 2017/18 and prior years' net capital expenditure which has not yet been paid for by revenue or other resources.

5.2 Part of the PCC's treasury activities is to address this borrowing need, either through borrowing from external bodies or utilising temporary cash resources.

5.3 Whilst under treasury management arrangements actual debt can be borrowed or repaid at any time within the confines of the annual treasury strategy, the PCC is required to make an annual revenue charge to reduce the CFR. This statutory revenue charge is called the Minimum Revenue Provision (MRP).

5.4 The statutory revenue charge is called the Minimum Revenue Provision (MRP) – the total CFR can also be reduced by:

- The application of additional capital resources (e.g. unapplied capital receipts); or
- Charging more than the MRP each year through a Voluntary Revenue Provision

5.5 The MRP policy for 2017/18 was approved by the PCC on 24th January 2017.

5.6 The CFR for the year is set out in table 2 below and represents a key prudential indicator. The CFR balance includes PFI and leasing schemes on the balance sheet which increase the underlying borrowing need. However, no borrowing is actually required against these schemes as a borrowing facility is included in the contract

Table 2: Capital Financing Requirement

	31-3-17 Actual £m	31-3-18 Original indicator £m	31-3-18 Actual £m
Opening CFR balance	39.655	46.407	46.407
Annual borrowing requirement	7.635		
Annual charge to revenue for debt repayment (i.e. MRP + VRP)	-0.710	- 0.863	- 0.863
Less PFI & finance lease repayments	- 0.173*	- 0.261	- 0.261
Closing CFR balance	46.407	45.283	45.283

* During 2016/17, an accounting error in the PFI model was identified, which has been corrected. The overall result was to increase the liability outstanding to date by £0.079 million

5.7 The borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.

5.8 Net borrowing and the CFR - In order to ensure that borrowing levels are prudent over the medium term, the PCC's external borrowing, net of investments, must only be for a capital purpose. Net borrowing should not therefore, except in the short term, have exceeded the CFR for 2017/18 plus the estimates of any additional CFR for the current (2018/19) and next two financial years. This indicator allows the PCC some flexibility to borrow in advance of his immediate capital needs for 2018/19. Table 3 highlights the PCC's net borrowing position against the CFR. The PCC has complied with this prudential indicator.

Table 3: Net Borrowing & the Capital Financing Requirement

	31-3-17 Actual £m	31-3-18 Actual £m
Net Borrowing position	- 35.658	-32.319
Capital Financing Requirement	46.407	45.283

5.9 The 'Authorised Limit' is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. The PCC does not have the power to borrow above this level. Table 4 below demonstrates that during 2017/18 the PCC has maintained gross borrowing within its Authorised Limit.

5.10 The 'Operational Boundary' is the expected borrowing position during the year. Periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached.
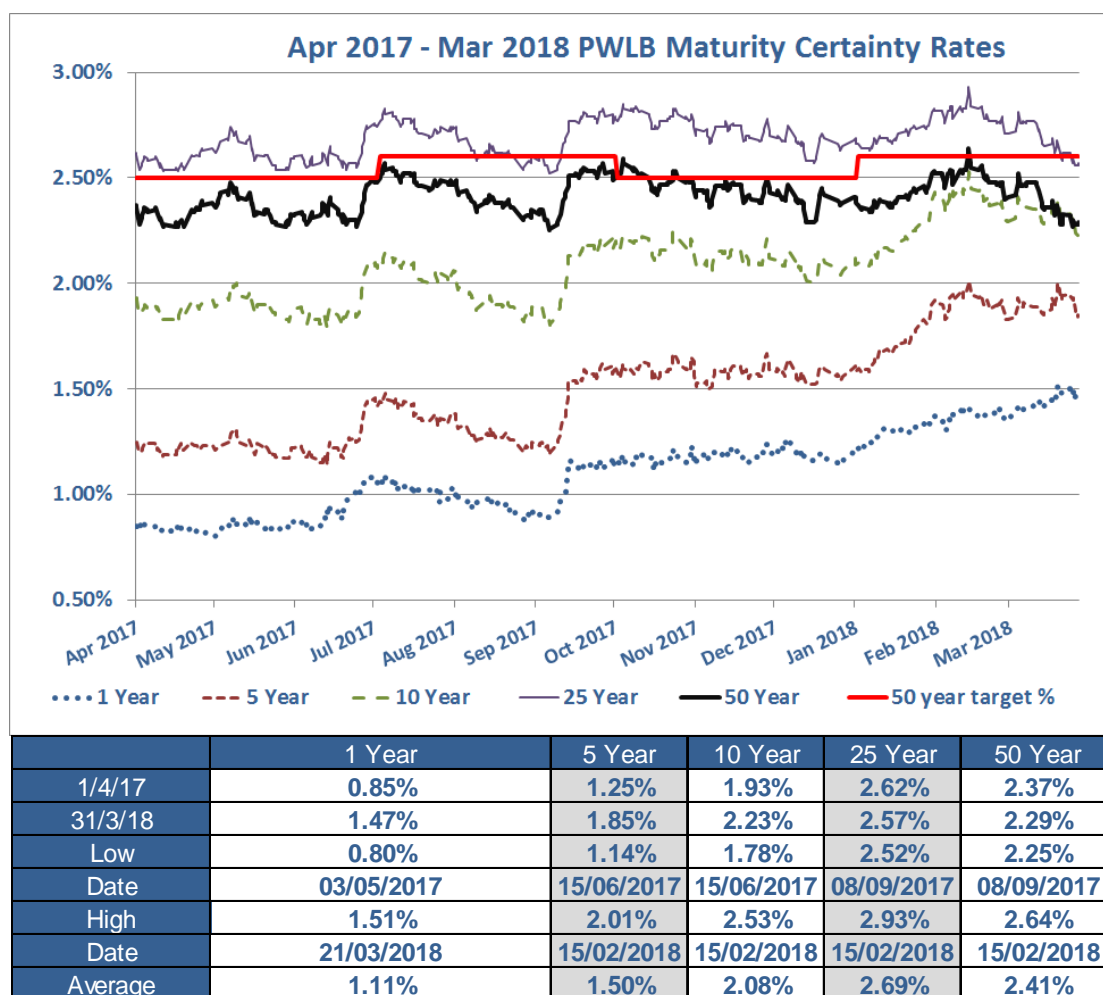
5.11 The indicator for 'Actual financing costs as a proportion of net revenue stream' identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream (i.e. the Net Budget Requirement).

Table 4: Borrowing limits

	2017/18
Authorised Limit	£58.138m
Maximum gross borrowing position	£37.321m
Operational Boundary	£38.138m
Average gross borrowing position	£22.960m
Actual financing costs as a proportion of net revenue stream	0.36%

6.   Borrowing Rates in 2017/18

6.1 As depicted in the graph below, PWLB 25 and 50 year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of the year and reached peaks in February / March.

6.2 During the year, the 50 year PWLB target (certainty) rate for new long term borrowing was 2.50% in quarters 1 and 3 and 2.60% in quarters 2 and 4.

6.3 The graph for PWLB rates show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.

Apr 2017 - Mar 2018 PWLB Maturity Certainty Rates

	1 Year	5 Year	10 Year	25 Year	50 Year
1/4/17	0.85%	1.25%	1.93%	2.62%	2.37%
31/3/18	1.47%	1.85%	2.23%	2.57%	2.29%
Low	0.80%	1.14%	1.78%	2.52%	2.25%
Date	03/05/2017	15/06/2017	15/06/2017	08/09/2017	08/09/2017
High	1.51%	2.01%	2.53%	2.93%	2.64%
Date	21/03/2018	15/02/2018	15/02/2018	15/02/2018	15/02/2018
Average	1.11%	1.50%	2.08%	2.69%	2.41%

7. Borrowing outturn for 2017/18

Short Term Borrowing

7.1 Short term borrowing is required to cover cash flow shortfalls on a day-to-day basis and to finance capital expenditure temporarily pending the receipt of Government grant, contributions from third parties or the undertaking of long term borrowing for capital purposes.

7.2 The following short term-borrowing was undertaken during 2017/18.

Table 5: Short Term Borrowing

Counterparty	Amount	Date Placed	Days	Interest Rate	Interest rate incl fees	Total cost
	£			%	%	£
Coventry City Council	8,000,000	03/04/2017	4	0.44	0.47	412.05
Perth & Kinross Council	7,000,000	03/04/2017	4	0.43	0.46	352.88
Essex PCC	2,000,000	03/04/2017	4	0.22	0.22	48.22
Bridgend CBC	3,000,000	02/05/2017	16	0.23	0.26	341.92
Middlesbrough Borough Council	6,000,000	01/06/2017	8	0.15	0.18	236.71
East Renfrewshire Council	2,000,000	30/06/2017	3	0.23	0.26	42.74
Manchester City Council	1,000,000	01/02/2018	7	0.38	0.41	78.63
TOTAL	**29,000,000**		**46**	**0.27%**	**0.30%**	**1,513.15**
				(Equated Averages)		

7.3 On each occasion borrowing was undertaken to cover a short term cash shortfall pending the receipt of government grants and/or council tax precept income.

Long Term Borrowing

7.4 Borrowing is necessary to finance capital expenditure and maturing debt and to optimise the balance between external debt and cash investments.

7.5 The amount outstanding at 31st March 2018 was £22.478m, the repayment profile of which is set out in Table 6 below.

Table 6: Maturity profile of debt as at 31st March 2018

	£m	%
Maturing under 12 months	1.393	6.2
Maturing in more than 1 year and less than 5 years	0.000	1.0
Maturing in more than 5 years and less than 10 years	0.756	3.4
Maturing in more than 10 years	16.829	74.9
LOBO* Loan (Maximum outstanding maturity of 30 years)	3.500	15.6
Total Long Term Borrowing	**22.478**	**100.0**

* The variable interest rate debt became a fixed rate instrument on 28 June 2016.

7.6 The average rate on external borrowings is currently 3.90%

7.7 The total loan portfolio of £22.478m is at fixed rates. The PCC has therefore complied with its upper limit of a maximum of 50% of total borrowings being at variable rates.

Finance lease

7.8   The PFI scheme at Abingdon is treated as a finance lease which means that future lease obligations are brought on to the PCC's Balance Sheet, to be written down over the remaining 12 years of the contract.

7.9   The outstanding lease liability at 31st March 2018 was £5.478m.

Overall Borrowing

7.10   The overall borrowing limit encompasses long term debt, short term loans and finance lease liabilities. During 2017/18 overall borrowing peaked at £37.321m, inside the authorised limit of £58.138m.

8.   Investment Rates in 2017/18

8.1   Investment rates for 3 months and longer have been on a rising trend during the second half of the year in the expectation of Bank Rate increasing from its floor of 0.25%, and reached a peak at the end of March.

8.2   Bank Rate was duly raised from 0.25% to 0.50% on 2nd November 2017 and remained at that level for the rest of the year. However, further increases are expected over the next few years. Deposit rates continued into the start of 2017/18 at previously depressed levels due, in part, to a large tranche of cheap financing being made available under the Term Funding Scheme to the banking sector by the Bank of England; this facility ended on 28th February 2018.

Apr 2017 - Mar 2018 Bank Rate vs LIBID rates %
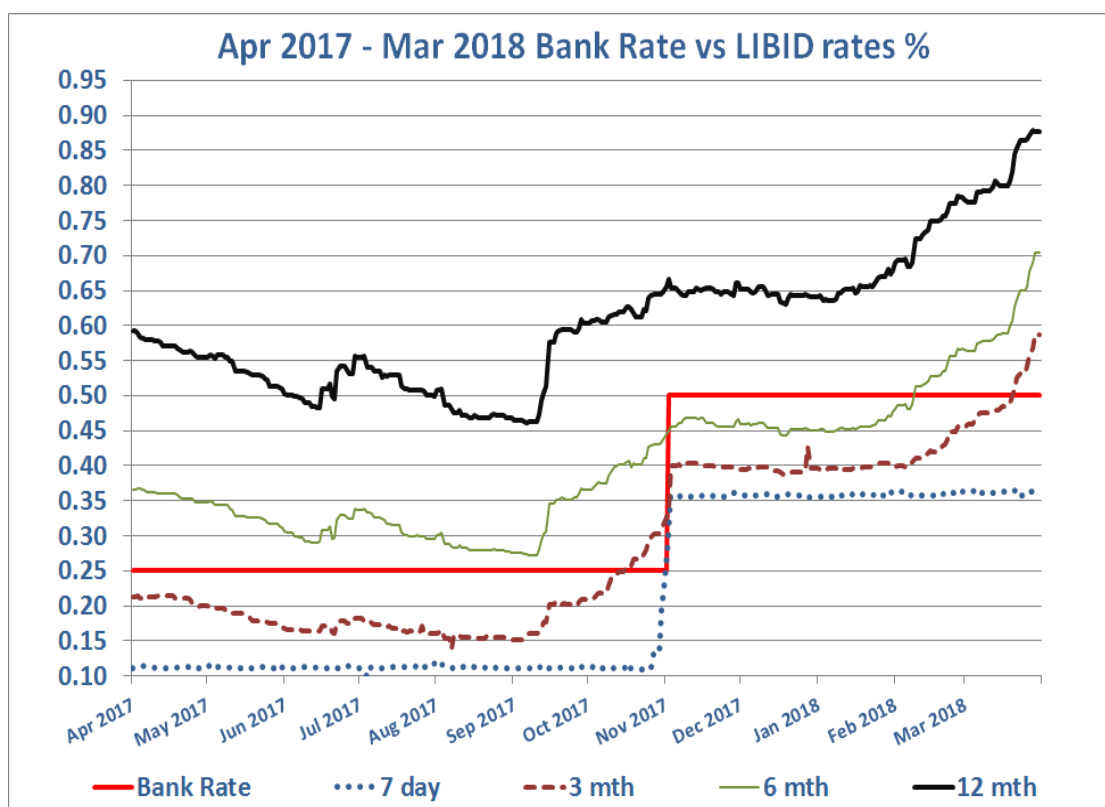
9. Investment outturn for 2017/18

9.1 The PCC's investment policy is governed by CLG Guidance, which has been implemented in the annual investment strategy approved by the PCC on 24th January 2017. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data such as rating outlooks, credit default swaps, bank share prices etc.

9.2 The investment activity during the year conformed to the approved strategy, and the OPCC had no liquidity difficulties.

Resources

9.3 The PCC's longer term cash balances comprise both revenue and capital resources as shown in Table 7 below.

Table 7: Balance sheet resources

	31-3-17 £m	31-3-18 £m
General revenue balances	18.091	18.648
Earmarked revenue reserves	34.720	26.024
Provisions	7.006	8.078
Capital grants	10.345	11.776
Capital receipts	7.022	8.756
	77.184	**73.282**

Investments

9.4 The PCC's investment strategy is set out in paragraph 9.1 above. This needs to be viewed against the economic background for 2017/18 as highlighted in section 2 above.

9.5 The OPCC invested any cash balances not required on a day to day basis for periods of up to 12 months, during the year, at interest rates of between 0.55% and 0.85%. Due to cashflow fluctuations during the year, the actual position on investments varied considerably, from a minimum lending position of £29.835m on 3rd July 2017 to a maximum of £92.405m on 21st August 2017. The cash flow situation is illustrated graphically in Appendix 3.

9.6 The investments at 31 March 2018 totalled £60.275m and were placed with 3 different institutions i.e. Santander (Notice account), Lloyds Bank (Term Deposit) and Standard Life (MMF).

9.7 In order to measure treasury performance, the rate of interest earned by the PCC on its investments has been compared to both the 7 day LIBID rate (the London Interbank Sterling Rate), the standard benchmark for treasury activity in England, and a bespoke benchmark comparator which reflects the fact that a significant proportion of our investment portfolio has been invested for periods of 12 months.

Table 8: Investment yields

Month	7 Day LIBID Rate %	Bespoke TVP Benchmark %	Average rate earned on TVP Investments[1] %	Performance versus TVP Benchmark %
April 2017	0.11	0.34	0.83	0.49
May 2017	0.11	0.32	0.85	0.53
June 2017	0.11	0.31	0.81	0.50
July 2017	0.11	0.21	0.49	0.28
August 2017	0.11	0.18	0.45	0.27
September 2017	0.11	0.20	0.47	0.27
October 2017	0.12	0.26	0.49	0.23
November 2017*	0.36	0.41	0.55	0.14
December 2017	0.36	0.42	0.58	0.16
January 2018	0.36	0.49	0.68	0.19
February 2018	0.36	0.55	0.68	0.13
March 2018	0.36	0.61	0.69	0.08
Average for year	**0.22**	**0.36**	**0.63**	**0.27**

* Bank of England base rate rise on 2nd November 2017

9.8 Table 8 above shows that the actual rate of return on treasury dealings over the last 12 months (0.63%) has, on average, outperformed the bespoke TVP benchmark rate (0.36%) by 27 basis points due, in the main, to the fixed term and notice deposits that we have placed with the Lloyds Banking Group, the Royal Bank of Scotland and Santander UK.

9.9 However, actual interest receipts for the year of £0.789m was £0.211m lower than the annual budget of £1.000m.

10. Performance Measurement

10.1 One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide. The PCC's performance indicators were set out in the Annual Treasury Management Strategy.

10.2 The purpose of these benchmarks is to enable officers to monitor the 'current' and 'trend' positions and amend the operational strategy depending on any changes. Any variance from the benchmark's are reported in the quarterly performance monitoring report as well as this annual outturn report.

10.3 **Security** - The PCC's maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

- 0.25% historic risk of default when compared to the whole portfolio.

10.4 I can report that the investment portfolio has been maintained within the overall benchmark. The actual position as 31st March 2018 was 0.043%

10.5   In terms of **Liquidity** the OPCC will seek to maintain:

- A maximum bank overdraft of £0.100m
- Liquid short term deposits, including the receipt of government grants and/or council tax precept income, of at least £5m within one week
- A weighted average life (WAL) benchmark of 9 months (270 days), with a maximum of 2 years

10.6   We exceeded our overdraft limit on two occasions during 2017/18, on 8th December 2017 and 13th February 2018. The first was due to a police station sale which did not complete until 5pm and the second was a local authority not paying their precept on the agreed date. The authority was charged and paid a late payment charge which covered our interest charge. On both occasions there was insufficient time to secure any short term borrowing The bank were informed of the position before the close of business on the day.

10.7   We were below the benchmark level of "£5m within 7 days" on a total of 6 days during the year. This was rectified by short-term borrowing as explained in paragraph 7.2.
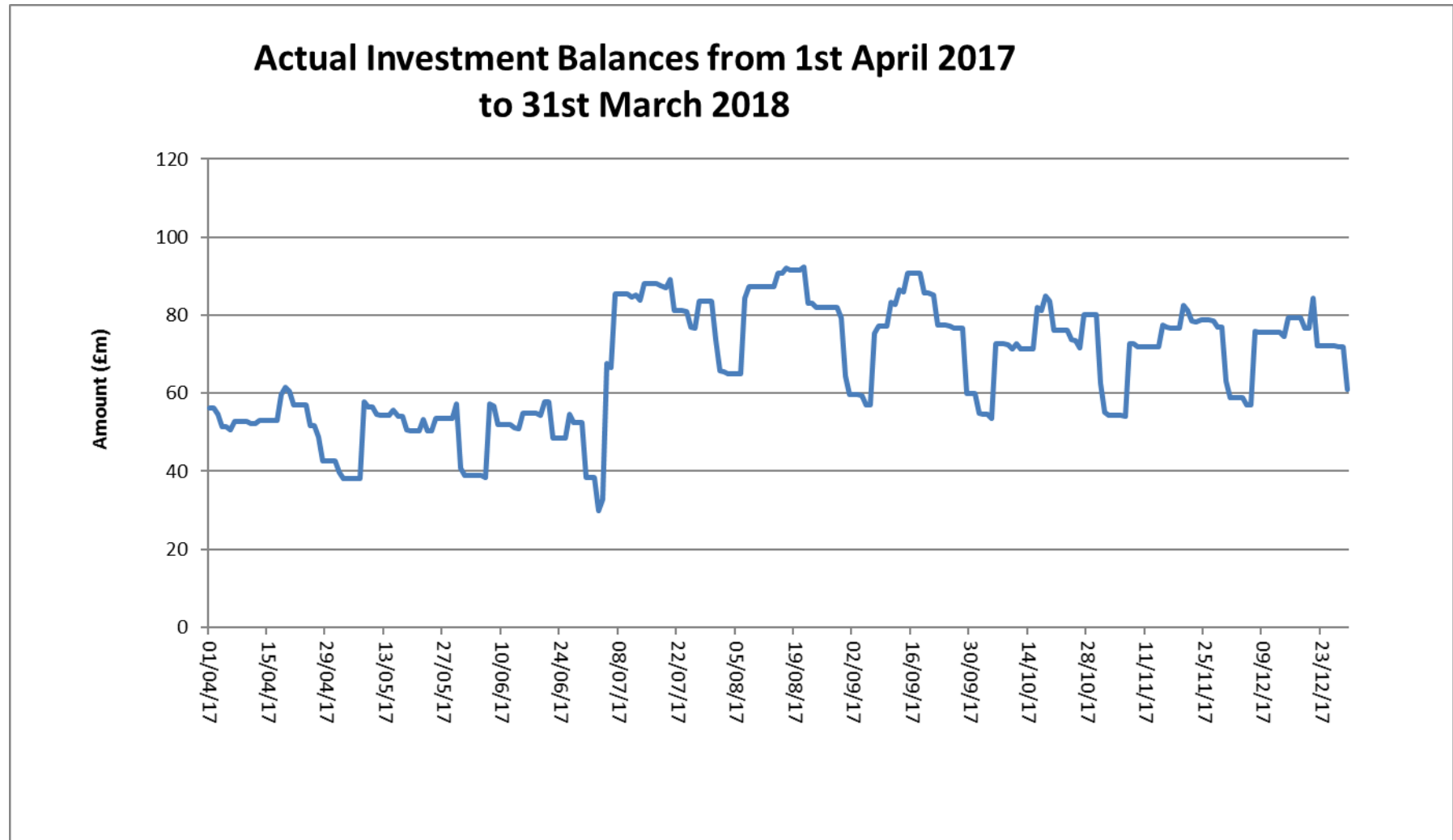
10.8   The Weighted Average Life of maturities on 31st March 2018 was 168 days, which is below the benchmark level of 270 days.

10.9   **Yield** – the performance target is to achieve returns above the bespoke TVP benchmark rate. As Table 8 above shows, we have exceeded this target.

Appendix 2

1. PRUDENTIAL INDICATORS	2016/17 Actual £m	2017/18 Revised Estimate £m	2017/18 Actual £m
Capital Expenditure	26.063	37.137	23.147
Financing by:			
Capital receipts	14.664	12.562	4.965
Capital grants	2.543	1.752	1.200
3rd party contributions	0.212	0.480	0.212
Revenue reserves	0.000	9.549	9.973
Revenue contributions	1.009	0.382	7.067
Safer Roads Partnership	0.000	0.450	0.000
Cashflow – timing issues	0.000	11.962	0.000
Net financing need (i.e. borrowing)	7.635	0.000	0.000
Ratio of financing costs to net revenue stream	0.40%	0.51%	0.36%
Capital Financing Requirement (CFR)	46.407	45.283	45.283
Annual change in CFR	6.752	-1.124	-1.124

2. TREASURY MANAGEMENT INDICATORS	£m	£m	£m
Authorised Limit for external debt -			
Borrowing	40.016	52.478	52.660
Other long term liabilities	5.739	5.660	5.478
TOTAL	45.755	58.138	58.138
Operational Boundary for external debt -			
Borrowing	20.016	32.478	32.660
Other long term liabilities	5.739	5.660	5.478
TOTAL	25.755	38.138	38.138
Actual external debt	14.843		22.478
Upper limit on fixed interest rates			
Debt only	100%	100%	100%
Investment only	85%	100%	83%
Upper limit on variable interest rates			
Debt only	0%	50%	0%
Investment only	15%	100%	17%
Upper limit for total principal sums invested over 364 days	£10m	£20m	£25m

Maturity Structure of fixed interest rate borrowing during 2016/17	Upper limit	Lower limit
Under 12 months	0%	100%
12 months to 2 years	0%	100%
5 years to 10 years	0%	100%
10 years and above	0%	100%

Maturity Structure of fixed interest rate borrowing during 2017/18	Upper limit	Lower limit
Under 12 months	0%	100%
12 months to 2 years	0%	100%
5 years to 10 years	0%	100%
10 years and above	0%	100%

Actual Investment Balances from 1st April 2017 to 31st March 2018

THAMES VALLEY POLICE

EQUALITY, DIVERSITY AND INCLUSION

ANNUAL REPORT 2017-18 FOR
JOINT INDEPENDENT AUDIT COMMITTEE

July 2018

1.0 Introduction

    1.1   We are pleased to present this annual report outlining our commitment to equality, diversity and inclusion by showcasing the achievements from the past 12 months as well as planned activity for 2018/19.

2.0 Purpose

    2.1   The report covers the following key areas:

- Strategic governance
- Providing a policing service to diverse communities
- Recruitment and Attraction
- Retention and Progression
- Community Recruitment and Engagement
- Other Equality and Diversity activity
- Future plans

3.0 Strategic Governance

    3.1   Our Equality and Diversity Board, chaired by the Chief Constable, takes place on a quarterly basis to meet and review current equality and diversity priorities as well as look at regional and national issues to ensure we are better sighted on and what we, as a force, need to do to and take any action.

    3.2   Whilst the Chief Constable retains overall responsibility for equality and diversity, responsibility for external facing equality and diversity issues rests with the Assistant Chief Constable – Local Policing and responsibility for internal facing equality and diversity issues with the Director of People.

    3.3   The Chief Constable has set out his vision and commitment to building a diverse workforce at numerous internal events including Senior Leaders' Forum, Leadership Conferences, BAME Development Day and Roadshows, highlighting the importance of why having a diverse workforce is so important to the service that we provide to our community. These events reinforce the message that it is everyone's responsibility to help create a diverse and inclusive workforce and encourage the development of new ideas and initiatives.

    3.4   A new Equality, Diversity and Inclusion statement has been agreed, supported by an online Manager's Toolkit which provides advice, information and raises awareness of equality and diversity (Appendix A).

4.0   Providing a policing service to diverse communities

  4.1 **Improving TVP's response to Mental Health.**

The use of the Mental Health Triage service continues within force assisting in the response to those in mental health crisis as well as providing advice prior to utilisation of S136 powers following the introduction of the changes to the mental Health Act by the Police and Crime Act (PaCA). Online training has been completed by staff within the organisation affected by the legislative changes with a completion rate of over 90% across the Force. Overall, in the period 1 April 2017 to 31 March 2018, the organisation has seen an overall reduction in the use of S136 of around 16%. This may be due to the introduction of requirements to consult where appropriate with a healthcare professional and will become clearer as data is available in the future. For the first quarter of 2018, it is clear that the use of powers under S136 have decreased significantly based on the same period for the previous year (January 2018 -13%, February 2018 -15%, March 2018 -44%). Following the changes to MHA legislation, work is being undertaken through consultation with strategic partners to review the current Interagency Joint Working Protocol to ensure it remains effective and appropriate, offering the best service level and maintaining the safety and dignity of the patient. Following the introduction of PaCA, there has been a reduction in the use of police custody suites as a place of safety for S136 detainees, although there have been challenges in relation to reduced time scales under the Act, particularly within the custody environment. This has seen an increase in potentially unlawful detentions due to the unavailability of appropriate bed space or availability of AMHPs for initial assessment following arrest for a substantive offence. In view of this, work is ongoing in relation to enhancing and clarifying the relevant escalation processes for each MH Trust and Local Authority, as well as work with the Superintendent's Association to ensure effective management of live incidents of this type. Process maps have been produced for publication to all staff in relation to consideration of alternative means of dealing with a detainee in the event of such a delay to minimise risk of potentially unlawful detentions. This may result in an increase in the use of S136 powers within the custody environment. However, this will be appropriate based on individual circumstances and with the welfare of the patient at the forefront of decision making. The use of Liaison and Diversion support continues within custody suites across the force.

Partnerships remain strong, with ongoing engagement both at strategic and operational levels. Partnerships in Practice meetings assist in problem solving and identifying good practice at a local level and subsequently feed into the Crisis Care Concordat with representation from strategic leads. Various in force meetings offer opportunity for collaboration between all relevant partners at senior level as well as ensuring clear strategic direction and acting as a conduit between the strategic and operational forums.

4.2   **Appropriate and Effective Use of Stop and Search**.

Stop and Search continues to be monitored by way of quarterly Organisational Review meetings chaired by ACC LP and the scrutiny of the Stop and Search Independent Advisory Group which includes viewing BWV of encounters. The number of searches carried out continues to reduce – mirroring the national trend - 16 per day this year compared to 23 per day last year. During the Service Improvement Reviews on LPAs, officers have identified a lack of confidence in using the power, compounded by the quality of training as the main reason for the reduction. Going forward, the plan is to harness the confidence and ability of those prolific searchers on LPAs to create a champion network and develop a programme focusing on enhancing confidence in street policing skills to be rolled out entitled Street Craft. The outcome rate since 1st April 2018 is currently 23.7% a dip from 26% this time last year. Drugs continue to account for the majority of the searches, 71.7% an increase from 62% last year, with the outcome rate here being 24.9% a decrease from 29% last year yet still greater than the outcome rate for all other search reasons. Since May 2017, stop and search encounters are recorded by officers using a Stop and Search app on their smart phone. The app also geo locates the stop search and provides safeguarding prompts for searches of those under the age of 18 and for searches that require the removal of more than the outer coat jacket or gloves. Taking on feedback from the users there are improvements and enhancements to be made to the app this will wait until the introduction of the new android phones replacing the current smart phones.

4.3   **Recognising recording and responding to Hate Crime.**

Hate Crime is monitored by a quarterly Organisational Review chaired by the ACC of LP and scrutinised at both Local IAG and the Strategic IAG. Each LPA has their own Hate Crime plan covering engagement work with communities and scrutiny of hate crime reports and outlines tackling hate crime with communities using the principles of Prevent, Pursue, Protect, and Prepare. A Hate Crime risk meeting identified that correct recognition and recording plus appropriate use of qualifiers needed to improve as a priority. These plans are to be refreshed in line with the review of the 2016-2022 Home Office Hate Crime Action plan.

Thames Valley Police has the lowest recorded hate crime per 1000 population as compared to our most similar family group. This year has seen the number of hate crimes recorded increase by 25% compared to the same period last year. The increase is seen as a positive indicator of increased confidence from victims. Hate Incidents have reduced by 46%. The Racial qualifier remains the most utilised Hate Crime qualifier type, however the proportion of hate crime identified as Racial is declining. There has been an increase in the proportion of Faith hate crime with the proportion of disability hate crime seeing the largest proportional increase.
The OPCC has launched its Victims First website which allows for third party reporting of hate crime on line or via telephone and offers support and advice.

TVP currently chairs the SE Regional Forces Hate Crime Group and as such is represented at the national NPCC Lead Hate Crime Working Group.

4.4 **Continue to increase engagement with young people and hard to reach groups.**

TVP has a Children and Young Person action plan and delivery group mirroring the NPCC Child Centred Policing 2018-2012 National Action plan's 5 key principles.

Oxford LPA have assisted in the running of a Young Enterprise company programme in Oxford Academy called 'Think' running a social enterprise tackling the issues of drug exploitation and knife crime. TVP staff went in to the school every few weeks. Young Enterprise also provide a business mentor. The group through their interest in rap music wrote, performed and produced a video which has reached over 5K hits on YouTube. They have also written and delivered workshops for year 6 and 7 recognising that transition age is vulnerable. They have a franchise proposal which other schools could adopt and tailor make their own programme.

The Reading Community Court is a pilot initiative looking to provide a restorative justice approach to first time offenders between the ages of 10-17. Volunteers have been recruited from local colleges and the University of Reading to facilitate the court which allows for closure for the victim and also provides support with any safeguarding requirements for both victim and offender. The community panel will be able to consider sanctions such as attending a knife awareness course or a letter of apology. The process itself also provides an opportunity for the victim to be able to explain the impact of the crime to the offender.

The cadet scheme continues within all 12 LPAs. Each LPA has an Engagement Plan covering diverse and hard to reach communities, including children and young people, captured within the central Local Policing Engagement Plan. The first cohort of Mini Police in Reading with 70 nine to eleven year olds from three primary schools is being assessed with a view to the feasibility of a wider roll out. The Reading cohort have recently completed an alcohol awareness session in partnership with Reading Councils Community Alcohol Project.

A Schools Policing Conference is planned for 31st July 2018 bringing together schools/youth engagements officers from across the Force to learn from key internal and external stakeholders, share good practice and provide a networking opportunity.

Every Stop and Search of a young person aged under 18 is scrutinised by each LPA to ensure the legality and proportionality of the search and to ensure no safeguarding opportunity is missed.

5.0   BAME Representation

5.1   The challenge of increasing BAME representation across our workforce remains a considerable one. The data below shows performance against the Force Delivery Plan diagnostic indicators for the 4 staff groups:

5.2   Below is the data for 2017/18 with comparisons for 2016/17

Diagnostic Indicator	March 2017	March 2018
% of police officers from BAME background	4.81%	5.02%

On 31st March 2018 there were 211 police officers from a BAME background, a representation rate of 5.02%. The rate has increased from 4.81% on 31st March 2017 when there were 202 police officers from a BAME background.

Diagnostic Indicator	March 2017	March 2018
% of police community support officers from BAME background	6.80%	5.50%

On 31st March 2018 there were 21 PCSOs from a BAME background, a representation rate of 5.50%. The rate has decreased from 6.80% on 31st March 2017 when there were 30 PCSOs from a BAME background.

Diagnostic Indicator	March 2017	March 2018
% of special constables from BAME background	9.54%	9.46%

On 31st March 2018 there were 40 special constables from a BAME background, a representation rate of 9.46%. The rate has decreased from 9.54% on 31st March 2017 when there were 48 special constables from a BAME background.

Diagnostic Indicator	March 2017	March 2018
% of police staff from BAME background	4.97%	5.73%

On 31st March 2018 there were 172 members of police staff from a BAME background, a representation rate of 5.73%. The rate has increased from 4.97% on 31st March 2017 when there were 142 members of police staff from a BAME background.

Diagnostic Indicator	March 2017	March 2018
% of total workforce from BAME background	5.3%	5.54%

The total BAME representation for all staff groups (Police Officers, PCSOs, Special Constables and Police Staff) shows an increase from 5.3% on 31 March 2017 to 5.54% on 31 March 2018, a net growth of 22. Whilst this is a small percentage increase, it is encouraging to see a 0.54% increase from 2016 which was only 5%.

6.0   Recruitment and Attraction

6.1   TVP have participated in the "Police Now" scheme, based on the "Teach First" graduate recruitment model, which was initiated by the Metropolitan Police Service (MPS). We have recruited 2 cohorts and committed to a third.

6.2   One of the key drivers for the "Police Now" programme was to appeal to those graduates who would have not previously considered policing as a career choice and to recruit from under-represented groups, which supported TVP's diversity strategy. However, the results have been disappointing with no significant impact of diversity of applications. There were only 2 BAME recruits in cohort 1 from BAME backgrounds, 1 has left due to personal reasons. The remaining BAME recruit is doing very well. There has been more success in attracting female applicants, in excess of 33%. One of whom has recently passed her board for internal Fast Track (PC to Insp) recruitment and is working with the first cohort officers to explore their aspirations on completion of the two year programme.

6.3 The Chief Constable has reviewed eligibility criteria for internal staff, volunteers (including Special Constables) and temporary staff, relaxing the level 3 qualifications criteria and increased support for study funding from 50% to 100%.

6.4   We have reviewed how we progress candidates post National Recruit Assessment Centre (NRAC), providing opportunities for candidates to demonstrate competency at interview if they have failed NRAC on "Working with Others" only.

We have stopped interviewing those who score 60+ at NRAC, as it was evidenced that those who scored 60+ are more likely to pass force interview. Those scoring 50 to 59% are still interviewed.

Finally, we have stopped interviewing TVP Special Constables. It was felt that evidence of their performance as an officer can be more appropriately gained through references.

6.5   The use of social media specifically targeting individuals from BAME backgrounds has been increased. These include; Asian Star radio, Vercida, Travellers Times and Black History Month on-line. We continue promoting careers at TVP on social

media via Facebook, LinkedIn and Instagram and will continue to look at new and emerging social media channels which we could use. As part of a positive action initiative, a new Facebook group to called 'Thames Valley Police – Supporting Diverse Recruitment' has been set up. The Facebook group is specifically for individuals from the BAME community and has been set up to enhance continuous engagement with our diverse communities

6.6 Feedback is being provided to BAME candidates in Contact Management who have not been successful at the shortlisting stages of recruitment and in future the plan is for further support to be provided if required to these candidates to encourage them to apply for roles in TVP again.

6.7 The statistics below show the police officer recruitment and new starter figures and completion of probation figures for 2017.

2017 Recruitment		2017 New Starters		1st April 2017 – 31st March 2018 Completion of Probation	
Application Total	715	Total New Recruits	166	Total Completed Probation	232
BAME Total	104	BAME Total	21	BAME Completed Probation	17
BAME % of Total Applicants	14.54%	BAME % of New Recruits	12.65%	BAME % of Total Completed Probation	7.33%

7.0 Retention and Progression

7.1 The Positive Action Practitioners Alliance (PAPA) was set up in 2016 and consists of key practitioners from each of the forces who are leading on equality and diversity activities. The members meet on a quarterly basis and the meeting is hosted by different forces on a rotational basis. The key agenda for PAPA is to support each other, share ideas and good practice as well as work towards an ultimate goal to improve workforce representation in the respective forces, what approach to take and how this is developed in each force. The PAPA group agreed that there would be six work streams of activity to make the work more action focused – Recruitment, Progression, Exit from Service, Leadership and Culture, Wellbeing and Fulfilment and Retention. The activity from these work streams will form the workforce toolkit (see 7.2).

7.2 A new Diversity, Equality and Inclusion Strategy (2018-2025) and Toolkit was

signed off by the NPCC in April 2018 (Appendix B). The next steps for each force is to determine their priorities in terms of activities and draft an action plan that can be driven via a Workforce Representation Group, due to be launched in July. This will allow us to discuss how we, as a force take the appropriate activities forward, each LPA and OCU will be represented by a nominated SPOC.

7.3   A BAME Development Day which focused on continuous professional development was held by Support Association for Minority Ethnic (SAME) in December 2017. Opened by the Chief Constable, with 10 guest speakers, 65 delegates attended, 35 Officers and staff from specialist departments and 7 representatives from staff support networks.

7.4   We have a number of BAME mentors across the force who support new applicants through the recruitment and selection process in terms of advice, support and mentoring.

7.5   Learning from Hampshire Constabulary, we introduced an initiative whereby officers are provided with a copy of the interview questions immediately prior to the board. This applies to all Officers, but may benefit individuals who are on the autistic spectrum, have dyslexia or where English may not be their first language.

7.6   We have introduced the Career Tracker for all BAME and Female Officers Inspectors and above which enables us to track individuals' careers and target activity to improve representation across the ranks.

7.7   We continue to conduct one to one exit interviews for all BAME individuals who have resigned. The exit interviews are conducted via the telephone or face to face and by a member of staff/officer from a BAME background. The current generic exit interview process is being reviewed and streamlined to ensure that we are capturing management data to help form decisions in order to help retention.

7.8   The new Disability Staff Network (DSN) has been established which is a staff support group who can offer advice, support and guidance on all aspects of disability related issues. We have committed to achieve Tier 1 Disability Confident accreditation and currently working on activities to proceed to Tier 2. We are also part of the Business Disability Forum where we can obtain advice and good practice on all aspects of disability issues, awareness, policy and training.

7.9   The umbrella group, Network Connect, set up for all staff support networks and associations is now well established and meets quarterly in line with the Equality & Diversity Board, to discuss key activities to promote Equality, Diversity and Inclusion, address challenges and issues and support each other to work together as a cohesive support group. People Directorate Business Partners and Lead Advisors have been aligned to each of the staff support networks to play an active role in promotion of equality, diversity and inclusion.

7.10   We are currently running the second cohort of a BAME only positive action

programme called **Professional Action Learning Sets (PALS).**The PALS programme consists of an introductory workshop and six action learning sets which give candidates the opportunity to improve your self-awareness and self-confidence, develop their leadership style, and understand their personal values and network within the organisation. During the programme, candidates create an ongoing development plan, are matched with a coach from the Leadership Team, undertake psychometric assessments, are matched with a mentor and gain skills for application and interview.

Feedback from the programme has been extremely positive. Delegates have given presentations at the Equality & Diversity Board, the BAME Development Day and will be presenting at the first workshop of the cohort 2 PALS programme. Delegates from both Cohorts 1 and 2 are being invited to play key roles in the BAME Workforce Representation meetings.

7.11   Two candidates were successful in this year's application process for Fast Track PC – Inspector process. Both are female and one entered the service through the Police Now programme. Both will start their development trajectory in December subject to a pass in the forthcoming Inspectors exam.

8.0 Development for Women

8.1   We continue to invest in the Springboard Women's Development Programme. Through four workshops spread over three months and a personal workbook, Springboard enables women to value their skills and build on their strengths while conquering their weaknesses. It develops the self-confidence and assertiveness for women to make things happen in their lives.

8.2   TVP have commissioned a Women's Development Programme aimed at female police officers aspiring to higher ranks. There are a number of objectives for the development programme tackling confidence, wellbeing, presence and networking. It will run over a number of Action Learning Sets with guest speakers and is similar in content to Windsor Women's Leadership Programme.

9.0 Community and Recruitment Engagement

9.1   In line with the recommendation of Baroness McGregor Smith's 'Race in the Workplace' report, we have raised awareness within the community and throughout our recruitment engagement by the following initiatives.

9.2   We have collated lists of Community Ambassadors that are made up of influential individuals and organisations within their respective communities/locations who we want to attract. We engage with them regularly by email and occasionally by phone, sending them details of vacancies to circulate, inviting them and their members to events or attending events run by them and sharing news about work we are doing or that could affect their communities through our triannual Ambassador Newsletter.

9.3   We have delivered 20 of our own recruitment events and co-ordinated TVP attendance at 51 external events including careers events and community / cultural events to raise the profile of TVP across the region – not only as a Force (in terms of how we support our communities) but as a prospective employer. Diversity is always front of mind when we attend events. Examples of community / cultural events attended include Oxford & Milton Keynes Mela's (Hindu), Reading Diwali (Hindu), Art in the Park – Milton Keynes (Islam), Oxford & Reading Pride (LGBT+) and International Day of the Girl, Slough. This is in addition to the many local community events and careers days attended by individual LPAs.

The College of Policing piloted a virtual careers fair and TVP had a virtual booth candidates could visit. The event had a focus on 'Equality and Diversity' and members of TVP staff were available to live chat, offering advice and support to prospective candidates.

We have organised several of our own recruitment events, for example for 'Specialist Entry Detectives' in Reading, Slough, Oxford and Milton Keynes. The locations were chosen due to their high BAME populations, 17% of those who attended the events were from BAME backgrounds.

For 2018/19 we already have the following events / presence planned: Khalsa Primary School Summer Mela (Sikh), Reading World Café (a TVP Diversity event) as well as attending all the above events again. Our presence at events is promoted across social media and Thames Valley Alerts.

We continue to work closely with schools, colleges and universities too, attending a variety of careers events across the region. We are working partnership with 'Inspiring the Future' (ITF) an organisation that matches volunteers with schools/colleges requiring careers information. This raises awareness of the wide range of future possibilities for state educated pupils. So far 40 TVP employees have signed up to be volunteers and speak at ITF careers events.

9.4   Social media activity has continued to be invaluable when reaching out to BAME/diverse communities.

We have recently launched a closed Facebook Group 'Thames Valley Police – Supporting Diverse Recruitment' which provides support to BAME candidates looking for additional support and counselling during their application process.

Targeted Thames Valley Alerts have been sent to our BAME communities in support of ongoing Police Officer and PCSO recruitment campaigns. We have just over 2,500 BAME individuals signed up to Alerts.

We have advertised on Asian Star radio in Slough area and are currently planning new advertising on the station to coincide with the launch of the Police Constable Degree Apprenticeship (PCDA), including an advert translated into Punjabi.   We are also committed to ensuring that diversity is represented in all new recruitment advertising imagery.

We are members of VERCIDA which is an online job shop and magazine which sources candidates from diverse backgrounds. Thames Valley Police were awarded a top 10 BAME employer award in 2017 by Vercida in recognition of all the positive work we are undertaking to create a diverse and inclusive workforce.

9.5   We have been maximising the opportunity to use our BAME leaders to promote career opportunities at TVP. Supt Bhupinder Rai has spoken on BBC Asian Network about Asian females considering a career in policing, she followed up the interview with one in Punjabi. Channel 4 news and Desai Radio have also worked with her on other diversity related interviews.

10.0   Other Equality and Diversity activity

10.1   Information on equality, diversity and inclusion continues to be published and updated on the Knowzone.

10.2   Thames View articles submitted to increase awareness of work on diversity, from Network Connect. The latest one focused on Ramadan.

10.3   The existing equality monitoring questionnaire has been reviewed as part of the changes due to the future implementation of a new Enterprise Resource Planning (ERP) system. Plans to re-issue this to all individuals in the force as part of the ERP roll out to enable accurate and up to date data on diversity which will help inform decision making on improving equality, diversity and inclusion.

10.4   A number of positive action initiatives have been rolled out. These include Reverse Mentoring, BAME Career Development Tracker, career development workshops, Equality, Diversity and Inclusion workshops as part of the Leadership Conferences, ensuring facilities are in place for people with different requirements e.g. flexible working patterns for parents and carers, Ramadan considerations for Muslim Officers and staff, Prayer and Quiet space facilities, adapted equipment for individuals with disabilities or learning needs.

10.5   World Café event scheduled for July 2018 focussing on engagement with the community to talk about TVP recruitment and attraction.   Further events are going to be planned across LPA's with diverse communities.

10.6   Developed an on-line Equality, Diversity and Inclusion 'Manager's Toolkit' which complements the Equality and Diversity policy statement and assists staff and managers to access information easily.

10.7   Thames Valley Police signed up to the national Apprenticeships Diversity Champions Network (ADCN) and agreed to a number of pledges to work towards. The attached

slides which provide more information on the network and the June newsletter (Appendix C.) This is a network made up of representatives from various industries, including private sector business, public sector, RAF, Fire and Rescue and charities to work together share best practice and improve diversity in apprenticeships. Thames Valley Police are the first and at present the only force to be part of the network and we are encouraging other forces to consider being members.

10.8 Gender Pay

New gender pay reporting legislation requires employers with over 250 employees or more to publish statutory calculations on an annual basis showing the difference between the average hourly rate of pay between men and women expressed as a percentage. In line with other public and private sector companies.

Thames Valley Police published the first of its annual gender pay reports covering both police officers and police staff. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Gender pay often gets confused with equal pay. Equal pay is whether a man and woman doing the same (or comparable) job earn the same.

Headline figures for Thames Valley Police as at 31 March 2017:-

Hourly rate

• Women's mean hourly rate is 10.3% lower than men's

• Women's median hourly rate is 19.2% lower than men's

Bonus pay

• 6.6% of women received bonus pay

• 14.4% of men received bonus pay

Full copy of the published report can be found at Appendix D

Thames Valley Police is dedicated to addressing its gender pay gap and are looking at a number of initiatives to reduce it. These initiatives aim to address how we can increase the number of women taking on more senior roles in the organisation and take on roles that receive bonus payments. Our leaders and Staff Support Networks are committed to creating the right environment to ensure that equality and inclusion issues are considered and addressed.

11.0 Future Plans

In terms of looking forward, we intend to do the following:

11.1   Establish the new Equality, Diversity, Inclusion strategy which will complement the National Strategy and Workforce Toolkit. Agree an action plan which will reflect on the six point roadmap from the Baroness McGregor Smith report called 'Race in the Workplace' (2017) and tie it into the six work streams of the National strategy.

11.2   Expand the reverse mentoring programme to other under-represented groups.

11.3   Continue to roll out positive action initiatives to support under-represented groups. We are currently planning a Positive Action Learning Sets (PALS) for BAME staff, set to launch in October 2018.

11.4   Continue to work with the College of Policing to explore the possibility of a review of the NRAC process, whether we can include having a second language as an additional criteria for applicants from a BAME background. Work with the College of Policing in regard to the new SEARCH exercises (called Day One exercises) is ongoing after issues were identified regarding the technical equipment.

11.5   Continue to work with other police forces and public and private sector organisation to explore and share good practice and learn from each other to enable to have a more representative workforce.

11.6   Improve communications internally and externally and increase the use of social and digital media.

11.7   We will continue to build upon the work done this year (outlined in point 9) with a cohesive plan promoting recruitment needs at events and across social media. We will enhance internal messaging so current employees are aware of new routes of entry and career opportunities. We will improve our marketing materials to ensure TVP develops a reputation as an "employer of choice" in our region, offering excellent career opportunities and chance for specialisation for all. We are planning to enhance the careers pages on our website through development of micro-site enabling TVP to have a more engaging and informative careers portal.

11.8   We will continue to innovate and adapt our current processes to ensure any perceived blockers of recruitment are removed for example providing candidates with 'crib sheets' which help them to prepare for an interview and manage expectations and providing interview questions shortly before their interviews, allowing opportunity for them to think about their responses and come up with good examples.

11.9   Continue to improve TVP's response to victims of hate incidents and crime engaging with hard to reach marginalised communities to increase confidence to encourage reporting, through greater recognition of the crime, easier access to police, and

improved NCRS recording, working with our partners in Local Authorities and CPS to ensure positive outcomes for victims

- Continue to increase the effective use of stop and search in line with the principles of the Best Use of Stop and Search Scheme (BUSSS).
- Continue to improve engagement with young people through the TVP CYP action plan mirroring the national NPCC plan.
- Continue to work with agencies and partners to improve our response to mental health.
- Embed and enhance the role of community forums and Independent Advisory Groups ensuring communities and groups have a voice and are listened to as regards concerns over or criticality resulting from police actions being aware of the impact and legacy of those actions.

Dr Steven Chase   **Nikki Ross**

Director of People   **Assistant Chief Constable**

Appendices:

Appendix A   Equality, Diversity and Inclusion Policy Statement – July 2018

                             Equality, Diversity and Inclusion - Managers Toolkit.

Appendix B –   NPCC National Diversity, Equality and Inclusion Strategy

                             Workforce Representation Toolkit - 2018 -2025

Appendix C –   Apprenticeship Diversity Champions Network (ACDN)

Appendix D -   Gender Pay Report 2017

THAMES VALLEY POLICE

Policy Statement: Equality, Diversity and Inclusion

It is the policy of the Chief Constable and Police and Crime Commissioner to build confidence within all our communities and workforce through our commitment to equality, diversity and inclusion.

We serve a large and diverse community in the Thames Valley. We remain committed to delivering a high quality service, irrespective of any protected characteristics by promoting equality, diversity and inclusion within our own workforce as well as the service we provide to the community.

We will comply with the requirements of the Equality Act 2010, the Public Sector Equality Duty (PSED) and all statutory provisions. The Chief Constable's Management Team, in partnership with the Police and Crime Commissioner, will promote diversity, equality and inclusion.

We will take action to ensure equality of opportunity for all persons. Specifically we will use the provisions of the Equality Act to ensure that no one sharing protected characteristics suffer any disadvantage or under-representation connected to that characteristic.

The Code of Ethics is embedded into the Police Service and consists of the nine policing principles and the ten standards of behaviour. The code applies to everyone in policing; officers, staff, volunteers and contractors, therefore it is everyone's responsibility to read, understand and apply the Code in respect if this policy.

An online Guide to Equality, Diversity and Inclusion can be located in the following link: Equality, Diversity and Inclusion: http://hqcdms/livelink/livelink.exe/open/EDI_Toolkit_3.

This policy statement supports the Force Delivery Plan and the Force Commitment.

As Chief Constable and Police and Crime Commissioner, we expect all staff, volunteers and others working on behalf of the Force, to co-operate in the achievement of our objectives.

Francis Habgood QPM

Chief Constable

Anthony Stansfeld

Police and Crime Commissioner

Welcome to the Equality, Diversity & Inclusion Toolkit

NPCC Workforce Representation Strategy

NPCC Workforce Representation Toolkit

TVP's Workforce Representation Strategy (Work in Progress)

Enter the Toolkit

Our toolkit and workforce representation strategy sits alongside the NPCC Strategy and Toolkit, which state that by 2025, policing will be a profession with a more representative workforce that will align with the right skills, powers and experiences to meet challenging requirements.

The key components of the national strategy include:
Leadership and Culture
Attraction/Recruitment
Retention
Progression
Wellbeing & Fulfilment
Exit from Service with Dignity

Toolkit
Equality, Diversity & Inclusion

THAMES VALLEY POLICE

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What can you do? Our Positive Action initiatives, legislation and unconscious bias.

Internal Workforce & The Equality Act

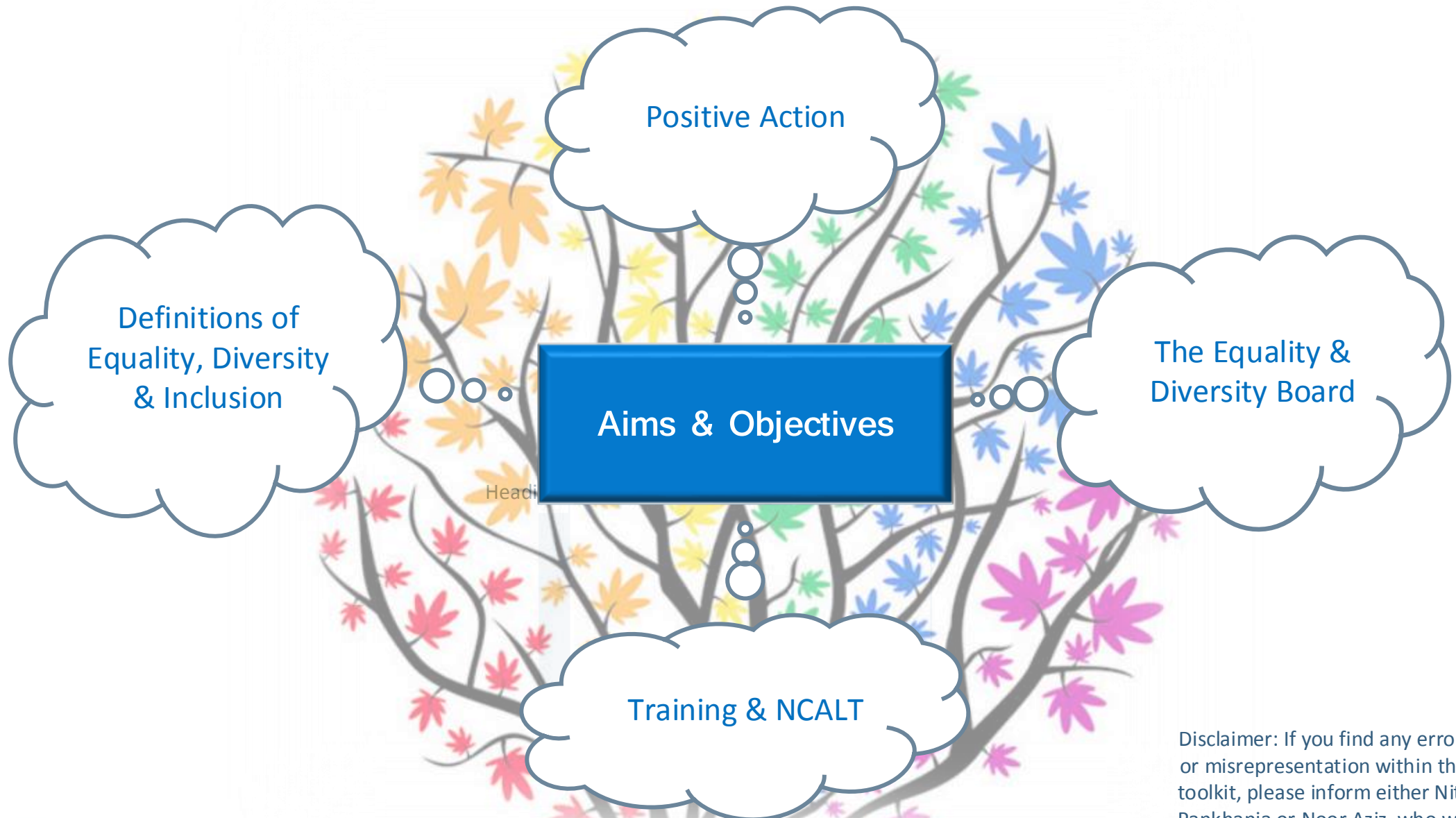**External Community Engagement & Crime**

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Disclaimer: If you find any errors
or misrepresentation within this
toolkit, please inform either Nita
Pankhania or Noor Aziz, who will
review and amend it.

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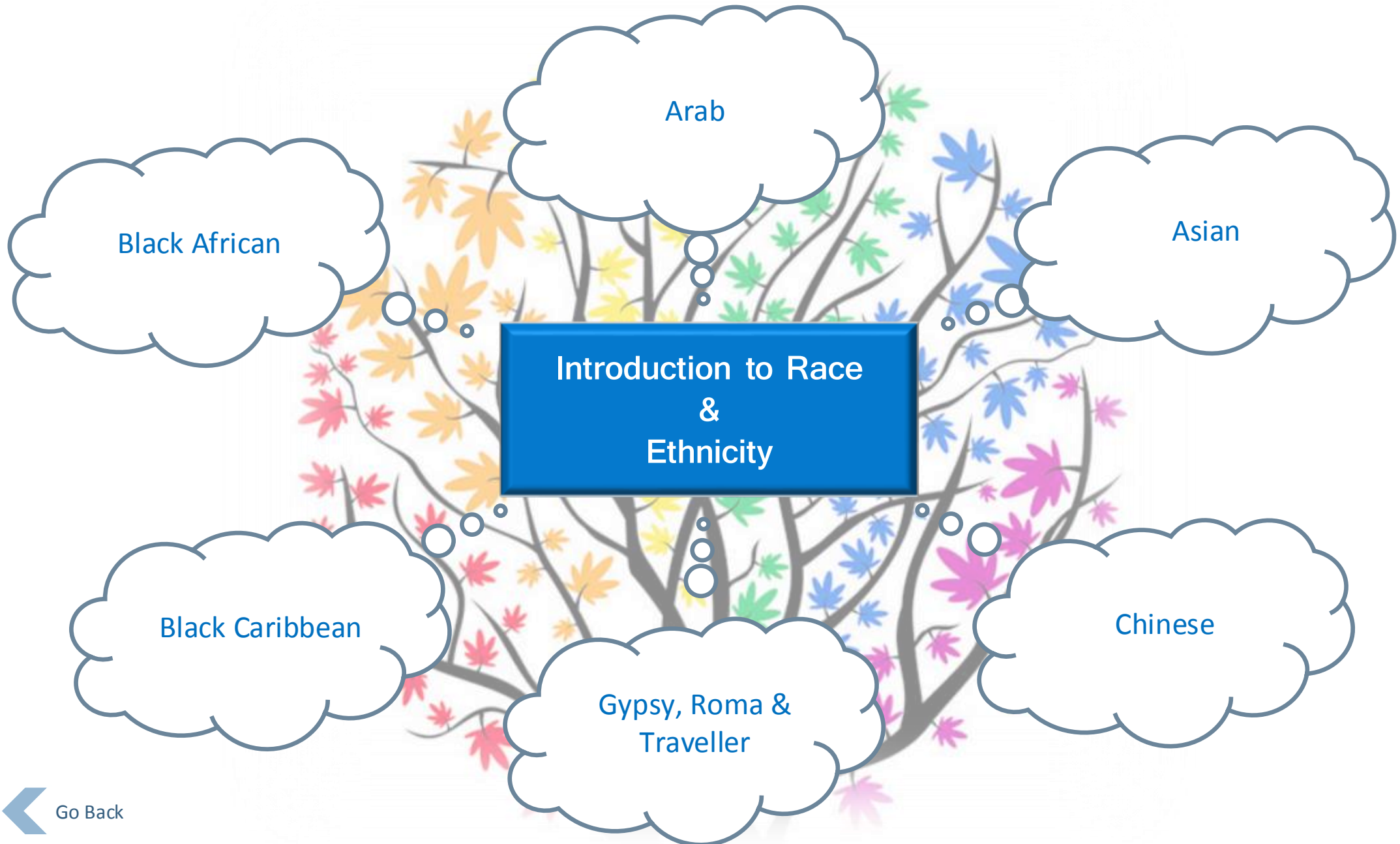
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NPCC
National Police Chiefs' Council

NPCC
National Police Chiefs' Council

Association of Police and Crime Commissioners

2025 VISION

Our vision is that by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

Policing Vision 2025

Keeping the Public Safe

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FOREWORD

Chief Constable Gareth Wilson
Chair of the NPCC Diversity, Equality
and Inclusion Coordination Committee

Policing by consent is the most fundamental building block in the provision of policing services. This can only be achieved by retaining legitimacy within the communities we serve through transparency, engagement and an ethical and fair application of the law by a workforce that reflects the people it serves.

Policing has undergone a transformation over recent years responding to changes in demand, rising public expectations, increasingly diverse communities and alongside the impact of globalisation, technology and international terrorism on the nature of crime. We now have a more diverse workforce across a variety of roles and with a strong culture that focuses on outcomes. Policing is vitally important to all our lives and it is central to protecting the rights and freedoms that underpin our society.

In response to the Home Affairs Select Committee Report on Diversity in Policing, the Government restated its view that a diverse workforce representing people of all backgrounds and groups goes right to the heart of this country's historic principle of policing by consent. Not only does this ensure we can make much better use of the talents and skills of people from all backgrounds, but also better understand all communities enhancing our abilities to tackle crimes that affect them.

An understanding of the context of policing as part of the whole public system is essential and has been examined by both The Lammy Review that studied the treatment and outcomes for Black, Asian and Minority Ethnic individuals within the Criminal Justice System, and the Race Disparity Audit, published in October 2017, which evidenced race disparity across the public sector.

It is clear that sometimes the police service creates disparity but also that it has to deal with the consequences of disparity from other parts of the public sector. Policing must play its part to work with partners to reduce and ultimately seek to eliminate disparity wherever it lies.

The NPCC Diversity, Equality and Inclusion (DEI) Committee utilised a grant from the Police Transformation Fund (PTF) to develop a national strategic response and worked with The National Centre for Social Research (NatCen) to provide an evidence base to enable greater workforce diversity and effective service delivery across communities.

This strategy gives clarity of leadership and action that is required by the police service across three categories; our organisation, our communities and our partners.

Embedding diversity, equality and inclusion into all that we do is an essential ingredient for success and fundamental to this is an effective co-ordination committee that influence our work within the NPCC and through into individual organisations. The Diversity, Equality and Inclusion Co-ordination Committee will own, develop and deliver this strategy on behalf of the NPCC.

NATIONAL POLICE CHIEFS COUNCIL PLEDGE

As Chief Constables both individually and as a collective, we recognise the significant work that has been undertaken to embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. However, we recognise there is still significantly more to be done and we do not underestimate the effort needed to truly embed it within all that we do.

1. We are committed to ensure we better understand the composition of our communities and that having a truly diverse workforce that reflects those communities not only has great benefits for the organisation but also for the public we serve.

2. We agree there is not a 'one size fits all' approach to diversity, equality and inclusion and the local response needs to be tailor made to ensure local needs are addressed. A truly diverse workforce and service provision is one that reflects the nine protected characteristics and goes beyond to value difference.

3. We recognise and support the priority Government has given to tackling race disparity and commit to ensuring we address those issues in line with that agenda.

4. We aspire to be an employer of choice for people across our communities.

5. We will create an inclusive culture where people feel confident to provide information about themselves.

6. We recognise the legal obligations we have as leaders and are committed to ensuring these are met.

7. We also recognise the moral basis for diversity, equality and inclusion and how delivery of this strategy and associated toolkits strengthens both the legitimacy of policing and our operational outcomes.

8. We recognise the importance of having a strong evidence base for our decision making and will continually improve our approach based upon the research undertaken.

9. We agree that as a police service we sometimes create disparity but also have to deal with the consequence of disparity within other parts of the public sector system. We are committed to understanding disparity within policing and to explaining that disparity. If we cannot, we will reform. Furthermore, we are committed to working with partners to develop a whole system response that will help reduce and ultimately seek to eliminate disparity and create a truly diverse and inclusive service.

THE STRATEGY

LEADERSHIP

Our Communities
- Understanding our Communities
- Engagement and Good Relations
- Increasing Confidence

Our Partners
- Understanding the Partnership Landscape
- Joint Service Delivery
- Tackling Disparity

Our Organisation
- Developing our Workforce
- Transparency and Scrutiny
- Understanding our Workforce

The strategy has three key elements that enable success centred on the personal leadership of all Chief Constables and their chief officer teams.

These elements are;

Our Organisation   **Our Communities**   **Our Partners**

They provide a framework to accelerate progress on diversity, equality and inclusion, the delivery of positive equality outcomes and to ensure legal compliance. In so doing, we will deliver a fair and responsive service that engages effectively with our staff, our partners and our communities and builds on our organisational values and culture.

LEADERSHIP

Chief officers will provide visible leadership to ensure our staff, our partners and our communities witness our personal commitment to diversity, equality and inclusion.

Our Organisation

Transparency & Scrutiny

We will maximise the transparency of our organisations to ensure our activities can be scrutinised to enable explanation or give evidence to enable reform.

Understanding our Workforce

We will better understand the composition of our workforce by ensuring we put in place systems that enable the collection, collation and analysis of workforce data across the nine strands of diversity.

We will put in place effective strategies that enable formal and informal engagement with our staff and support networks to ensure we better understand how we can continue to develop an inclusive organisational culture that promotes and embeds diversity and equality.

Developing our Workforce

We will develop our staff to better understand diversity, equality, and inclusion and the positive outcomes that will be delivered if we truly embed our response within our organisations.

We will create an inclusive culture where people, no matter their background, feel confident to disclose their characteristics.

Workforce Toolkit

The workforce tool kit sets out the key components to successfully achieving the vision of creating a representative workforce free from discrimination by focusing on specific actions within the following work streams:

- Leadership and Culture
- Attraction/Recruitment
- Retention

- Progression
- Wellbeing and fulfilment
- Exit from service with dignity

Our Communities

Understanding our Communities

We will better understand the composition of our communities by ensuring we put in place systems that enable the collection, collation and analysis of community data and information across the nine strands of diversity.

Engagement and Good Relations

We will develop effective engagement strategies that enable interaction with all communities, fostering strong relationships that build trust and confidence.

Increasing Confidence

We will deal effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence those communities have in the police.

We will ensure the code of ethics is embedded in all we do and is pivotal in our interactions with those we come into contact with.

Community Toolkit

We will develop a toolkit to enhance our approach to diversity, equality and inclusion within our communities.

Our Partners

Understanding the Partnership Landscape

We will work with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies disparity in service delivery across the nine strands of diversity.

Tackling Disparity

We will work with partners to implement whole system strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service.

Joint Service Delivery

We will work with our partners to develop strategies that enable more effective public service provision across our communities.

Partnership Toolkit

We will develop a toolkit to enable the police service to work more effectively with our partners to develop joint strategies that enable a whole system approach towards service provision and tackling disparity.

THE NPCC DIVERSITY, EQUALITY AND INCLUSION COMMITTEE

The DEI Co-ordination Committee is chaired by an appointed chief officer whose role is to own, develop and deliver this strategy, report progress against the NPCC annual delivery Plan and to direct and coordinate work of individual portfolios that cover all nine protected characteristics.

The DEI Co-ordination Committee will ensure that individual portfolio owners, together with representatives from the Association of Police and Crime Commissioners, College of Policing, Staff Associations, Unions and the Home Office develop the strategic direction for Diversity, Equality and Inclusion on behalf of the NPCC. It will enable a cross cutting response that takes account of individual protected characteristics and the intersection between each of them.

The DEI Co-ordination Committee will provide strategic oversight of the development of the evidence base in this area working in close partnership with the College of Policing.

The DEI Co-ordination Committee has a guardianship role. To fulfil this, a DEI Co-ordination Committee member will sit on each remaining co-ordination committee. Known as a 'link member', their role will be to inform those committees of relevant work being developed within DEI, allow a two-way flow of information to enable strategic development and provide support to embed DEI across the NPCC committees, portfolio and working group structure.

The DEI Co-ordination Committee will not have its own work plan but will have a composite plan that incorporates relevant objectives from the remaining co-ordination committees. Relevant objectives will be agreed by the co-ordination committees' chairs and the purpose of the composite plan will be to enable a strategic oversight of relevant work being undertaken that is relevant to DEI and enable signposting of specialist support that will help ensure diversity, equality and inclusion is embedded within all that we do.

SEX

RACE

DISABILITY

AGE

SEXUAL ORIENTATION

RELIGION AND BELIEF

PREGNANCY AND MATERNITY

MARRIAGE AND CIVIL PARTNERSHIP

GENDER REASSIGNMENT

PCSO

Protected Characteristics

Diversity, Equality & Inclusion Coordination Committee

Operational Governance

COORDINATION COMMITTEES

STATUTORY OBLIGATIONS

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

The Public Sector Equality Duty came into force across Great Britain on 5 April 2011. The PSED duty applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

It also requires that public bodies have due regard to the need to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

The Equality duty is supported by specific duties which require public bodies to publish relevant proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measureable equality objectives.
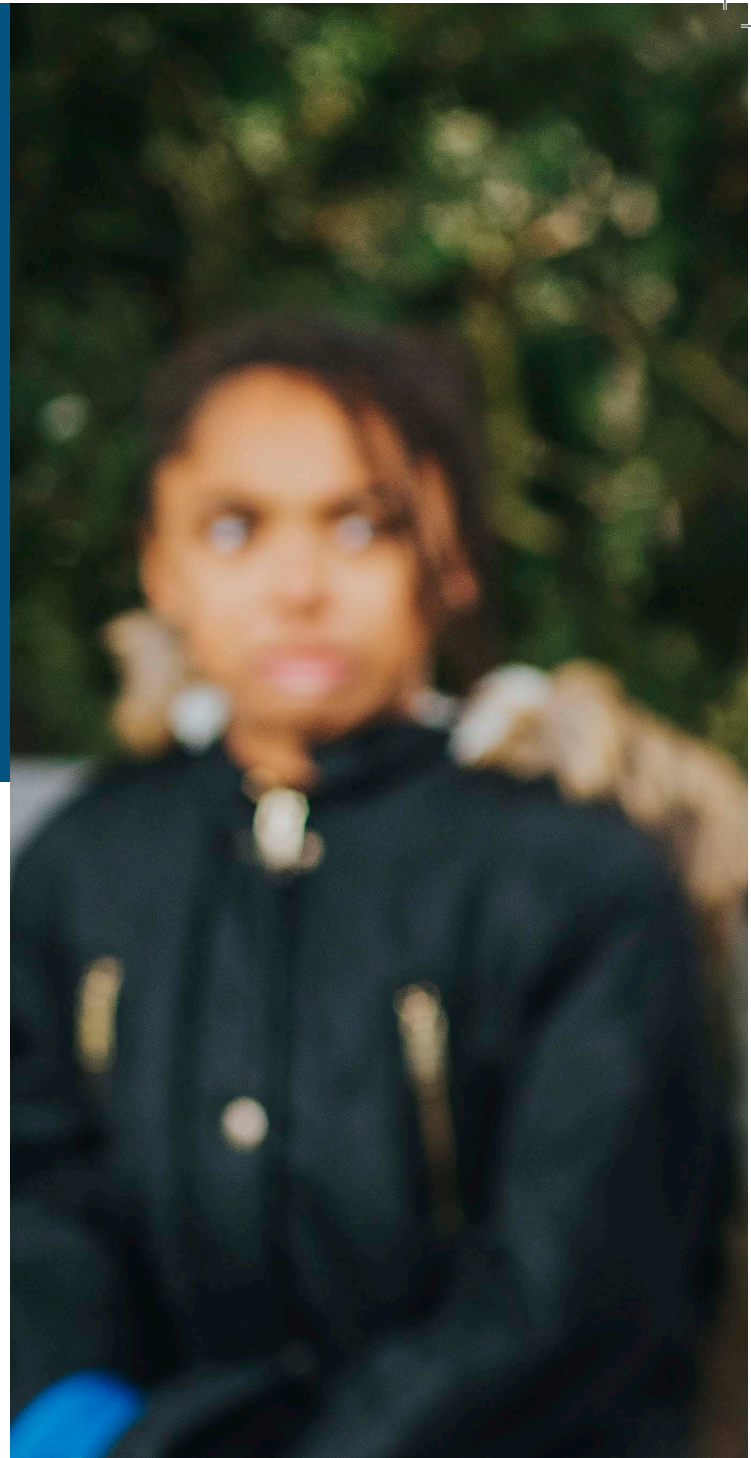
SCRUTINY

We will work with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to enable effective scrutiny of progress against this strategy and the associated toolkits.

2018-2025

NPCC
Workforce Representation, Attraction, Recruitment, Progression & Retention Toolkit

NPCC
National Police Chiefs' Council

NPCC Workforce Representation

Attraction, Recruitment, Progression and Retention Toolkit 2018-2025

The NPCC/APCC Policing Vision 2025 states that (by 2025) policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements

"To create a culture that values difference and diversity" "….Attract and retain a workforce….(that) will better reflect its communities" and "Continuing work to build a culture which values difference…."

The delivery plan is a template for Chief Constables to provide leadership and cultural change in order to deliver NPCC/APCC Vision 2025. It should ultimately be the framework for which Mayors/PCC's hold Chief Constables to account for delivery.

The delivery plan sets out the key components to successfully achieving the vision by focusing on:

➢ Leadership and Culture
➢ Attraction/Recruitment
➢ Retention
➢ Progression
➢ Wellbeing and fulfilment
➢ Exit from service with dignity

There are key interdependencies that the service also has to consider through the lived experience of our communities and Staff in order to achieve the vision and success on the delivery plan.

➢ Use of force
➢ Tackling hate crime
➢ Prevent
➢ Stop and Search
➢ Conduct and Performance

This requires leadership to ensure disparity especially on the grounds of race is tackled across these interdependencies

Attraction, Recruitment, Progression and Retention Toolkit

Leadership and Culture

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Police and Crime Commissioners should be asked to consider the importance of workforce representation and underrepresented groups within Police and Crime Plans	• PCC's are seen as key advocates of diversity related issues. • Consultation with public and key stakeholders • To include aspirational objectives for each Constabulary for all who are underrepresented within policing and reflect this in their accountability processes • To ensure delivery of this key objective by Chief Constables			
Appoint a NPCC lead in each Constabulary (DCC/ACC/ACO)	• Chief Constable to clearly articulate a vision in respect of those who are underrepresented within Policing, recruitment being seen as a force priority and clear benefits for doing so • To appoint a Chief Officer Lead			
Establish a GOLD group – Given the critical nature of diversity (ARRP)	• To consider key stake holders staff associations and community representation • It is recognised Gold Groups invariably relate to critical incidents. In this context the gold group would be to ensure NPCC direction and oversight on a longer term critical issue. • Each Gold group to allow the six key strands as standing agenda items • To consider task and finish principles ensuring tangible outcomes • Ensure oversight of the Gold Group is a standing agenda at Chief Officer group meetings			
Police leaders need to ensure that they create an inclusive culture within the organisation	• Leaders to undertake regular cultural audits of teams, departments to eliminate discriminatory attitudes • Leaders to develop inclusive and culturally sensitive team/units • Leaders to understand and respond to workforce surveys that seek to highlight concerns as to practices internally • Leaders should ensure the desired culture is aligned to that of the Forces vision, mission and values as set by the Commissioner/Chief Constable • Leaders to encourage peer learning and journey sharing within teams			
Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning.	• Leaders within Forces should consider quarterly action learning sets based upon key themes one of which should include under representative groups • Leaders should have an explicit PDR objective to deliver a commitment to the ARRP of all protective characterises within their operational command • Police leaders to take responsibility for all staff progression with HR support • Selection to senior and Chief Officer posts should ensure values based selection frameworks (VQF)			
Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce	• Leaders to develop better relationships within their command and ensuring increased confidence within the workforce • A two way process of ensuring that senior leaders and less senior colleagues develop emotional intelligence in terms of their own thinking, foresight and knowledge of their working environment • Feedback will be provided following the CoP reverse mentoring pilot			

Police leaders should ensure they have policies and procedures in place to identify why Staff who are underrepresented in policing leave the service.	• Effective Exit interviews for early leavers and those at the point of retirement with a Chief Officer/Police leader should be used to identify any opportunities to improve the service. • Leaders should explore every opportunity to identify and utilise those exiting the service as advocates for recruitment. As well as being retained within the organisation as a member of Police Staff or a volunteer. • These need to be shared across the service and there needs to be greater transparency in this area.			
Police leaders should develop a cultural where staff feel confident to disclosure their Protective Characterises	• Leaders should develop an internal communications campaign that seeks to encourage all staff with protective characterises to self-declare • Consider surveys, academic research to better understand what would increase willingness to self-declare and increase confidence in the area • Staff in making a determination to self-declare should understand the clear benefits of ensuring greater integration, engagement with all communities resulting in enhance trust and confidence			

Attraction, Recruitment, Progression and Retention Toolkit				
Attraction/Recruitment				
Work stream	**Action**	**Action Owner**	**Updates of Action**	**Work Stream Status**
Strategic Work Stream				
Complete a national 'cradle to grave' review of all recruitment processes.	• NPCC and College of Policing to jointly develop a singular approach (either through one national recruitment campaign or regional campaigns, but to an agreed national standard) from advertisement through to appointment that seeks to minimise the various stages, ensures a quicker process. Yet maintains quality, thus leading to a wider diverse talent pool.(See CoP Leadership review recommendation 5) • NPCC/CoP aspirationally moving to a national recruitment campaign with singular agree processes. But allowing local flexibility around the underrepresented areas force need to address. • To ensure best practice from private/third sector • To actively consider community advocates to support the selection process • To actively consider technological solutions to ensure efficiency • To actively consider awarding greater marks to candidates with language or cultural skills			
NPCC to review vetting approach to diversity ARRP, with a priority to BME.	• NPCC Vetting lead has published new vetting guidance • To undertake analysis to identify any unconscious bias in terms of vetting approach to BME selection • To ensure wide and representative membership of force vetting appeals panels. • Final decision on BME vetting should be made by Chief Officers to allow forces discretion in line with the Vetting APP.			
Each force to consider external supportive scrutiny of BME associated matters	• Each force to consider its ethics/scrutiny boards as having key oversight of BME ARRP • Each to consider ethic/scrutiny board membership to allow credible local representation and meaningful oversight			
Each Force to undertake a detailed analysis of workforce data	• Forces to commission work that seeks to understand its current workforce, key ethnicity data, working with trade unions and staff associations. • To undertake a gap analysis set against the local demographics. • Forces to develop a narrative with staff associations and the workforce in order to capture ethnicity and associated data in a transparent manner, with a clear aim of better understanding the workforce demographic and how this could inform targeted recruitment • Forces to acknowledge and work with the official police work publication – home office which provides a rich source of data			
NPCC and the College of Policing to establish a national standard of recruitment	• NPCC and CoP to scope benefits of national recruitment campaign • To review Police Now/Police Scotland campaigns and establish identifiable best practice • Consider armed services campaigns and synergy of approach • Develop an attraction strategy for all potential opportunities within policing to include Cadets, Specials, Police Staff, PCSOs, Apprenticeship's and Officers. •			

Tactical Work Stream			
Each force to formulate a Silver Group to lead on proactive diversity recruitment with a priority focus on BME ARRP	• To appoint a practitioner lead with detailed understanding of the diversity landscape • To construct a truly representative practitioner lead team that can authentically engage with all communities and understands the principles of community cohesion and engagement. This will lead to greater legitimacy with the public • To utilise neighbourhood policing teams as a conduit to feed ongoing recruitment • Regularly review best practice in respect of recruitment used by external partners and the private sector • The practitioner lead team to identify and regularly brief community ambassadors of the importance of their role in ensuring attendance of potential applicants at recruitment events		
Utilise more up to date methods in recruitment	• Using telecommunications systems and Internet multi-media forms of communications (Skype interviews) to assess competencies of candidates. • Use of online pre application vetting (research) • Use of Virtual careers fair (research)		
Forces to consider open ended lines of recruitment	• Forces to ensure all year recruitment capability that seeks to reduce demand on recruitment teams • Forces being able to offer up excess candidates to regional counterparts in the eventuality of over demand		
SEARCH Assessors to reflect the communities the Constabulary serves	• Forces to ensure that their SEARCH assessors reflect the communities that the Constabulary serves		
Forces must equip selection panels with unconscious bias training for all those involved in the recruitment process.	• Forces to consider this for all internal and external processes		
Practitioner lead recruitment teams to host community based recruitment overview sessions	• Recruitment teams to use wide ranging community located venues to ensure greater access for communities • Recruitment teams to demystify and talk openly about forms, processes and share officer experiences utilising the existing workforce • Role model from all diverse backgrounds to be invited to each session and talk of their journeys • To invite members of the vetting units to talk to at the recruitment session to provide greater insight to the vetting process		

	• Practitioner lead themed workshops to provide coaching/mentoring at key stages such as application stage, assessment centre support and interview support		
Consider longer term engagement with schools and colleges in arranging work shadowing, placements and experience in order to attract and nurture future recruits	• Local policing teams in partnership with recruitment teams to develop relationships with intuitions such as schools, colleges and universities to better understand the talent pool • Bespoke partnerships to be formed to encourage and target females within Education • Conduct focus groups to understand barriers to recruitment • Utilise role models in the planning and running of events for recruitment, including universities, colleges, fairs, and at community/religious events		
Set up processes for feedback for unsuccessful applicants and promote development plans to provide support for future applicants.	• One to one feedback sessions between the recruitment team and the failed applicant to seek feedback on the recruitment process • Recruitment team to provide bespoke and meaningful feedback to the unsuccessful candidate, with greater emphasis on what the candidate could do differently to be more successful • To shorten the wait period to reapply for a failed candidate (reduce failed search from 6 to 3 months)		.
Each force to understand the operational interdependencies of their diverse communities and the opportunities of Officers being better equipped with cultural and language skills brings in mitigating this risk	• Consider where the gaps are in the organisations before recruiting officers to try and meet any potential gaps, such as culture and language skill gaps within the force. • Heads of departments should seek to utilise positive action initiatives such as short term secondments, where an under represented colleague expresses an interest in a specialist role. This will allow a 'come and see' style approach to support an applicant • Where no potential BME applicant is available for a specialist post. Heads of department should be allowed to advertise nationally to fulfil their operational requirements and in keeping with the leadership reviews recommendation number five. • To communicate a clear vision of this approach to the wider workforce and ensure better understanding and support • Making best use of internal staff association to act as advocates in support of targeted recruitment		

Attraction, Recruitment, Progression and Retention Toolkit				
Retention				
Work stream	**Action**	**Action Owner**	**Updates of Action**	**Work Stream Status**
Strategic Work Stream				
Forces to undertake an evolution of retention figures and determine rationale for colleagues leaving prematurely	• To understand if retention indicators are associated with changes to terms and conditions, pension reform, working conditions and wider private sector employment opportunities			
Forces to undertake annual workforce surveys	• To capture workforce morale, contentment and foresight • Data to be published to increase transparency • To ensure procedural and organisational fairness at all levels • To ensure surveys feed into force planning cycles and force management statements		.	
Forces are encouraged to recognise good work, bravery, innovation and community engagement	• Forces are encouraged to create and promote a program of recognition for all areas of the organisation. • Forces are encouraged to recognise internally and externally sustained community cohesion activities are praise worthy, where BME candidates can prove to be of greater value			
Forces to invest in training and development of Police leaders	• Forces to undertake a review of their leadership training and development programs • Force to ensure delivery of training and development programs for all its leaders to better equip them to lead and develop their staff.			
Forces to be transparent with their recruitment, progression and Exit from Service data in respect of all staff who are underrepresented in Policing	• Forces to publish annually their recruitment data for both Police Officers and Police Staff. To include numbers of applicants, numbers sifted, number progressed to SEARCH, numbers appointed, numbers failed at final stage of recruitment. • Forces to publish annually their internal progression data, both upward and lateral • Forces to publish annually their data in respect of those exiting their employment (outside or discipline and ill health) • Forces to publish lessons learnt from discipline and grievance procedures involving all underrepresented groups			
Tactical Work Stream				
Review flexible working practices together with cultural/religious observance	• Forces to demonstrate enhanced inclusivity through flexible approaches to cultural/religious observance • Recognition of health and wellbeing effects within certain BME communities linked to religious observance i e fasting			
Forces are encouraged to promote and utilise cultural exchange programs within law enforcement to enhance community cohesion	• Forces to review established relationships and look to develop new ones to add opportunities for increased use of cultural exchange scheme			
Forces are encouraged to understand and create support programs for all staff	• Forces to consider the creation of support programs to assist those older female staff experiencing the menopause			

Progression

Work stream	Action	Action Owner	Updates of Action	Work Stream Status
HR colleagues responsible for progression should be encouraged to understand the connectivity and interdependencies of a diverse workforce and cohesion leading too improved legitimacy with communities	• Facilitating joint meetings between local policing teams and HR colleagues. That allows the progression towards patrolling riding schemes and community engagement. • Better understanding of the equality act legislation and the practical implementation of positive action • HR colleagues to be minded of the timings of promotion and interview processes in respect of Cultural issues such as days of the week and times of year • Engaging with Equality Staff and staff support networks to be utilise positive action and equality legislation			
NPCC/CoP to develop a national talent management program for upward and lateral development	• Each force to develop a talent management strategy that seeks to identify future leaders or those seeking to diversify their talents and skills laterally • Each force to ensure that effective marketing and exposure of the strategy • Each force to ensure alignment of fast track and or direct entry programs into this strategy • Each force is encouraged to support BME colleague who are talented and have expressed a clear commitment in this regard • Forces to review lessons learnt from any existing talent management programs			
Forces must seek to appoint diversity champions from specialist posts who are willing to promote their roles to external communities	• Forces should appoint diversity champions to positively encourage BME colleagues to actively consider lateral development into specialist posts • Diversity champions should act as a formal/informal mentor to the aspiring candidate ahead of and throughout any appointment • Diversity champions within specialist posts should seek to develop a peer support group to share best practice and ideas that can inform force policy via the Silver group • Diversity champions should also be encouraged to support all processes of ARRP within the organisation • Force should make use of awareness days, shadowing opportunities and talent spotting to increase lateral and upward progression of officers who are underrepresented in Policing.			
Forces to ensure mentoring/coaching and support mechanisms are in place to support staff who are underrepresented in Policing	• view of existing formal and informal processes with a view that all police leaders should be encouraged to support, mentor, inspire officers with protected characterises seeking progression or specialism • Make full use of in house mentors and coaches by stipulating that part of their work must be with staff who are underrepresented in Policing • Identify staff with who are underrepresented in Policing and offer them 1:1 career conversations with senior police leaders who can support and signpost them for progression and specialisms. Long term tracking and regular reviews of these			

	individuals will measure the program's success. • Use of the tools found on the College of Policing website – professional Development Programme pages is suggested			
Forces to review their promotion and lateral progression policies and procedures	• Force should consider the removal of line manager support for all advertised roles or promotion opportunities • Ensure acting and temporary promotion polices are reviewed to ensure they meet the forces demand profiles and that they are fair and transparent across all departments within forces • The timing of all promotion exams should be reviewed to ensure that they are inclusive to all and allow for all staff partaking in them have a fair opportunity to adequately prepare • Forces to provide support to officers with disabilities and consider support meetings in respect of study tips and guides to exams • Forces to provide relevant preparatory information to Officer and Police Staff seeking progression from underrepresented groups preparing for exams			
	Tactical Work Stream			
Staff who are underrepresented in Policing should at the commencement of their service be sign posted to support groups to seek early guidance should it be required.	• All forces should ensure that all early training programs cover the wide ranging specialist support groups available			
Forces should at the conclusion of selection processes, grievance procedures and misconduct related procedures specially review any learning in respect of disadvantages or barriers relating to protected characterises	• Forces should as part of their 'What Works / Lessons Learnt forums ensure all learning is understood and applied to policy. HR would need to be a key component of any such meeting • Lessons learnt from this forum should also be reported into the Gold group • Leaders should ensure support is provided around the capability of staff, rather than looking a discipline as a default.			
Forces to utilise positive action principles to proactively contact BME officers and staff within two years of them exiting the organisation and encourage them to return	• The contact with be within two years of their exit from the organisation contained within Policing Regulations • An offer of return would be subject to no previous misconduct matters and vetting • The BME candidate may have attracted further skills or specialist skills that allows them to be selected for a specialist role upon their recommencement of service			

| Attraction, Recruitment, Progression and Retention Toolkit				
Wellbeing and Fulfilment				
Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
All forces are encouraged to develop a local plan that incorporates. Health and Safety, Wellbeing and fulfilment	• Forces should look to incorporate health and safety, wellbeing and fulfilment into an overarching plan to assist in reducing sickness levels across the force, support staff physical and mental wellbeing and improve HR and Occupational Health Units efficiencies • Forces should be mindful of complimentary NPCC work being undertaken in respect of Wellbeing and with the Blue light wellbeing framework when setting local plans. The Oscar Kilo website provides evidence base resources and guidance • Forces should conduct full consultation in the development of wellbeing plans in including staff support networks and associations			
Forces should ensure that their leaders are equipped to identify and address mental health within the organisation	• Forces should ensure that awareness training is given to all police leaders to make them aware of suicidal behaviours and early indicators • Forces should ensure that all police leaders are trained in mental health awareness (e.g. trauma awareness and mental health first aid)			
Tactical Work Stream				
Forces should focus on their staffs mental health and embed supportive and preventative policies and initiatives	• Forces should develop and implement new specialist role screening tools that will identity individuals at risk of psychological distress • Forces should scope and implement an effective suicide intervention tool to identify those at risk of suicide and ensure that they receive the help they require • Forces should promote the use of post-incident diffusion processes (e.g. TRIM) to ensure early identification and support for Post-Traumatic Stress Disorder • Force should consider training opportunities for all staff and the implementation of peer support networks			
Forces should focus on their staffs emotional health and happiness and implement wellbeing initiatives to improve people's quality of life whilst at work	• Forces should seek to support individuals who wish to promote wellbeing by offering training and /or time to practice wellbeing initiatives within their workplace • Forces should look to recognise and celebrate of culturally focused events e.g. Black History Month and major religious festivals within the workplace • Organise and deliver wellbeing masterclasses on a range of topics including menopause, sleep and relationships etc. • Forces should scope options for a Healthy living campaign to improve healthy eating and health checks to improve overall staff health			

All forces should review their current HR policies to maximise the support that is given to all staff who are underrepresented in Policing	• Flexible and agile working arrangements to be supported by Forces to aid disabled workers and religious observance (e.g. breaks for prayer, support for observance of Ramadan, Lent, Hanukkah etc.) • Occupational Health Units and police leaders to increase their awareness of health issues faced by different sections of their workforce. E.g. Type 2 diabetes and enhanced risk from stroke in African/African Caribbean communities, those of south Asian descent (particularly of Pakistani and Bangladeshi origin) have a higher risk of heart disease.		

| Attraction, Recruitment, Progression and Retention Toolkit				
Exit from Service with Dignity				
Work stream	Action	Action Owner	Updates of Action	Work Stream Status
Strategic Work Stream				
Forces are to undertake a review of their current exit from service procedures	• Forces to undertake a review of what steps are currently in place to capture exit information from all those leaving the organisation • Forces to review how the gathered exit information is shared around the organisation and what learning/organisation change occurs as a result			
NPCC/COP to consider what national policies are required to allow exit and re-entry into the organisation	• NPCC and COP to scope the full range of changes that will be required to allow forces to consider the use of short term contracts 10/15/20 years. • NPCC and COP to scope the full range of changes that will be required to allow Police Officers and Staff to exit from service options allowing flexible opportunities for pension provisions. • NPCC and COP to scope career transition services for those wishing to exit the Police Service early • NPCC and COP to scope the creation of Police Reservists to allow police service leavers to serve in a reservist capacity for a period of time			
Tactical Work Stream				
Forces to scope partnership working opportunities and /or secondments outside of the organisation	• Forces to work with community and statuary partners to identify opportunities for short and medium term secondments and joint working initiatives to enhance and build new skills • Forces to design clear secondment outcomes in the form of plans that candidates debrief upon their return to the organisation			
Forces to widely advertise re-joining options	• Forces to ensure that re-joining options are advertised and all those who have left the organisation within two years are provided with information regarding their options			
Forces to undertake a review of what roles within their organisation could most benefit from greater flexibility in staff entering and exiting.	• Forces to identify areas within their organisations which may benefit from enhanced flexibility around staff entering and exiting the service, such as Cybercrime, CSI, Community Safety etc.			

Representation, Attraction, Recruitment, Progression and Retention Toolkit

Evidence Base and Consultancy

Under Development
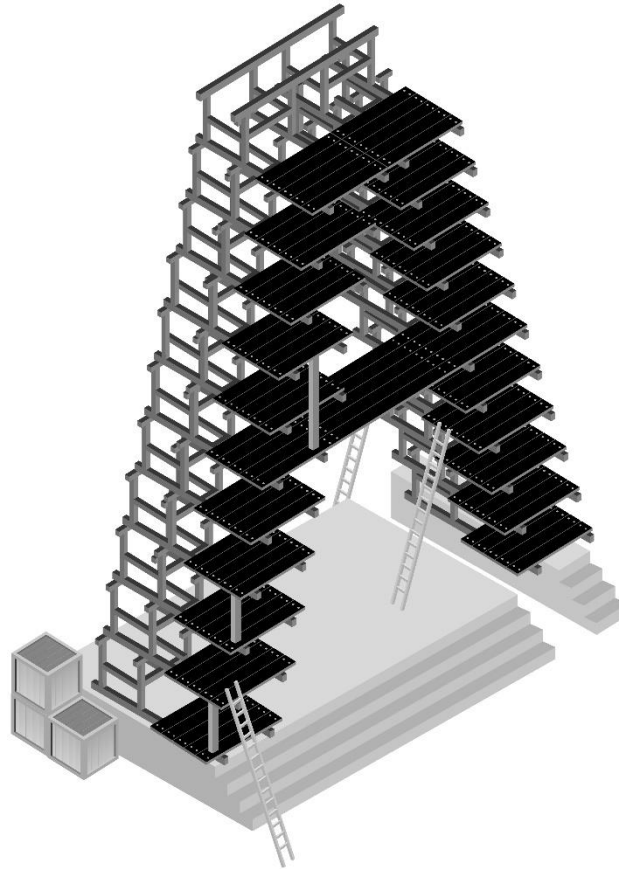
Who are the Apprenticeship Diversity Champions Network?
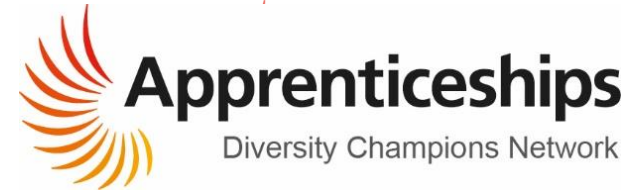
- Established in 2017
- Doubled in size in first 6 months
- Now has over 60 members and continues to growing
- Over 180 events held in its first year
- Aims to encourage more apprentices from underrepresented groups, including: Women in Science, Technology, Engineering and Maths (STEM), Black, Asian, and Minority Ethnic (BAME), and Learners with a learning difficulty or disability (LLDD).

I am proud that ADCN members are already introducing cutting edge, thought leading approaches to recruitment, selection and progression, to ensure that they truly advocate fairness for all.
Helen Grant MP, Chair of ADCN

Brought to you by
National Apprenticeship Service

Widening Participation

Apprenticeships
Diversity Champions Network

The overwhelming majority of UK companies have senior leadership teams that fail to reflect the wider population. BAME individuals submit a relatively high proportion of applications for apprenticeships, yet represent just 10% of all starts compared to almost 15% of the general population[1].

Yet every 1% increase in diversity rate of a workforce, can lead to a 9% rise in sales revenue[1]. Furthermore, businesses with a healthy balance of men and women are 15% more likely to outperform their competitors, those with employees from a good mix of ethnic backgrounds are 35% more likely[2].

In short, a diverse workforce makes good business sense!

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National
Apprenticeship
Service

[1] ADCN Membership Information and Application
[2] Why Diversity Matters – McKinsey & Company

Why the ADCN matters?

Apprenticeships
Diversity Champions Network

We need to create positive change, and ensure that widening participation is a key part of the apprenticeship agenda.

So the ADCN leads on this as an employer-led network whose members are committed to take action to widen participation in apprenticeships, champion diversity, and support greater social mobility.

The Network enables us to share best practice, learn from other, and as a collective make a difference towards improving diversity across our sector.
Julie Newton, United Utilities

The ADCN is great forum for sharing ideas and learning from others on how to achieve better diversity in our workforce.
Claire Paul, BBC

Being a member of the ADCN Is hugely beneficial for us. We saw it as a rallying cry for all businesses committed to diversity and we couldn't not be a part of it.
Shaun Meekins, Barclays

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ADCN Core Principles

Employ apprentices

Drive an inclusive culture

Make a pledge

Champion diversity

Gather data

Report back

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Service**

Pledges

Apprenticeships
Diversity Champions Network

- Are how we know which members are focusing on what areas.

Increase the diversity of the applications they receive and the apprentices they hire by 15%, specifically working to increase BAME and disability representation at all stages
ITV

- Create results, the ADCN is not just a talking shop.

Engaging with 3,000 students across the UK to talk about the breadth of careers in our industry, with at least 50% from schools or colleges in deprived areas.
Kier

- Formulate our reports and case studies, showcasing the best of our members work.

20% of apprenticeship hires being female by 2020 in technical and engineering roles
100% of apprenticeship assessors for TfL conducting unconscious bias training by 2019
Transport for London

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Membership Benefits

Apprenticeships
Diversity Champions Network

- The opportunity to help share and grow the Network

- Access to a dedicated partnersite of tools and materials

- Use of the Network's Communications Toolkit

- Your own Certificate of Membership

- Receive an exclusive monthly newsletter

- Use of the Network's logo (and badge)

- Peer support form other members

- Best practice insights and case studies from across the Network

- An annual celebration event, in recognition of achievements

- Various PR opportunities, including announcement of membership

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Service

Apprenticeships
Diversity Champions Network

- The ADCN has grown and contributed so much in its first year and continues to do so
- We are a network that shares ideas and experiences, helps its members to overcome barriers, and improve the diversity of their apprenticeship programmes
- We recently published our first report, which celebrates the successes of our members and gives examples of what you can do.

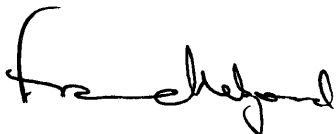Get in Contact:
Jessica.bushell@education.gov.uk

Gender Pay Report 2017

THAMES VALLEY
POLICE

Foreword

In line with other public sector and private companies Thames Valley Police is publishing the first of its annual reports on gender pay.

We are passionate about fairness and dedicated to our values: transparency, integrity, public service and impartiality. Gathering and analysing our pay for both police officers and police staff has highlighted that we do have a gender pay gap. We are committed to understanding why a gender pay gap exists, identifying any structural issues that contribute to it and developing initiatives to reduce the gap.

This gap does not arise because we do not pay women equally for doing the same job as a man but rather it is associated with an imbalance in the number of women in senior positions or in positions that accrue an additional bonus payment, such as firearms officers.

We know that we need to do more to address this imbalance but there is not a quick fix that can be applied and making a positive change to our gender pay gap figures will take time. Along with our leaders and Staff Support Networks I will ensure that equality and inclusion issues are actively considered and addressed at every opportunity.

I am committed to having the right foundations in place for Thames Valley Police to ensure that we fully reflect the diversity of our communities and deliver a high quality service to the public we serve.

Francis Habgood, QPM
Chief Constable
Thames Valley Police

Background

New gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Thames Valley Police's first report is based on the snapshot date of 31 March 2017.

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Gender pay often gets confused with equal pay. Equal pay is whether a man and woman doing the same (or comparable) job earn the same.

The workforce mix is likely to vary from one police force/organisation to another so comparisons are not necessarily conclusive or indeed insightful. However, it would be useful to understand the differences and any context of underlying reasons for differences with other police forces.

Mean (average) Gender Gap	Difference between the mean hourly rate of pay of male employees and that of female employees as a percentage
Median (midpoint of a range) Gender Gap	Difference between the median hourly rate of pay of male employees and that of female employees as a percentage
Mean Bonus Gap	Difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage
Median Bonus Gap	Difference between the median bonus pay paid to male employees and that paid to female employees as a percentage
Bonus Proportions	Percentage of male and female employees paid a bonus during the relevant period
Quartile Pay Bands	Percentage of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands

Our Pay Gap Data as of 31 March 2017

Our calculations followed the legislative requirements published on the Gov.uk website. For the purpose of this report all police officers and police staff are considered as employees.

Mean / Median

The **mean** difference in hourly rate of pay for all full-pay relevant employees

Police Officers: Males are paid an average hourly rate of **3.5%** higher than females.

Police Staff: Males are paid an average hourly rate of **7.3%** higher than females.

Combined: Males are paid an average hourly rate of **10.3%** higher than females.

The **median** difference in hourly rate of pay for all full-pay relevant employees

Police Officers: Males & females have an equal median hourly rate **(0.0%)**.

Police Staff: Males have a **2.3%** higher median hourly rate than females.

Combined: Males have a **19.2%** higher median hourly rate than females.

Summary of Mean / Median

Thames Valley Police has a mean gender pay gap of 10.3%. Given our commitment to equality and fairness we need to understand the reasons behind why this gender pay gap exists.

The high combined figure of 19.2% is the difference between the median pay point per hour for males of £19.16 and the median pay point for females of £15.49 (as shown below).

	No. of Full-Pay Relevant Employees	Median	Median
Male	4199	£19.16	**19.2%**
Female	3175	£15.49	

Bonus Mean / Median

The **mean** difference in bonus pay for all relevant employees in the 12 month period up to 31 March 2017.

Police Officers: Males receive an average of **39.3%** higher bonus payments than females.

Police Staff: Males receive an average of **28.0%** higher bonus payments than females.

Combined: Males receive an average of **51.9%** higher bonus payments than females.

The **median** difference in bonus pay for all relevant employees in the 12 month period up to the snapshot date of 31 March 2017.

Police Officers: Males have a 55.5% higher median bonus payment than females.

Police Staff: Males have a 50.0% higher median bonus payment than females.

Combined: Males have a 62.9% higher median bonus payment than females.

The **total number of employees receiving a bonus payment** in the 12 month period up to 31 March 2017.

	Male	Female
Police Officers	15.3%	11.1%
Police Staff	2.8%	3.1%
Combined	14.4%	6.6%

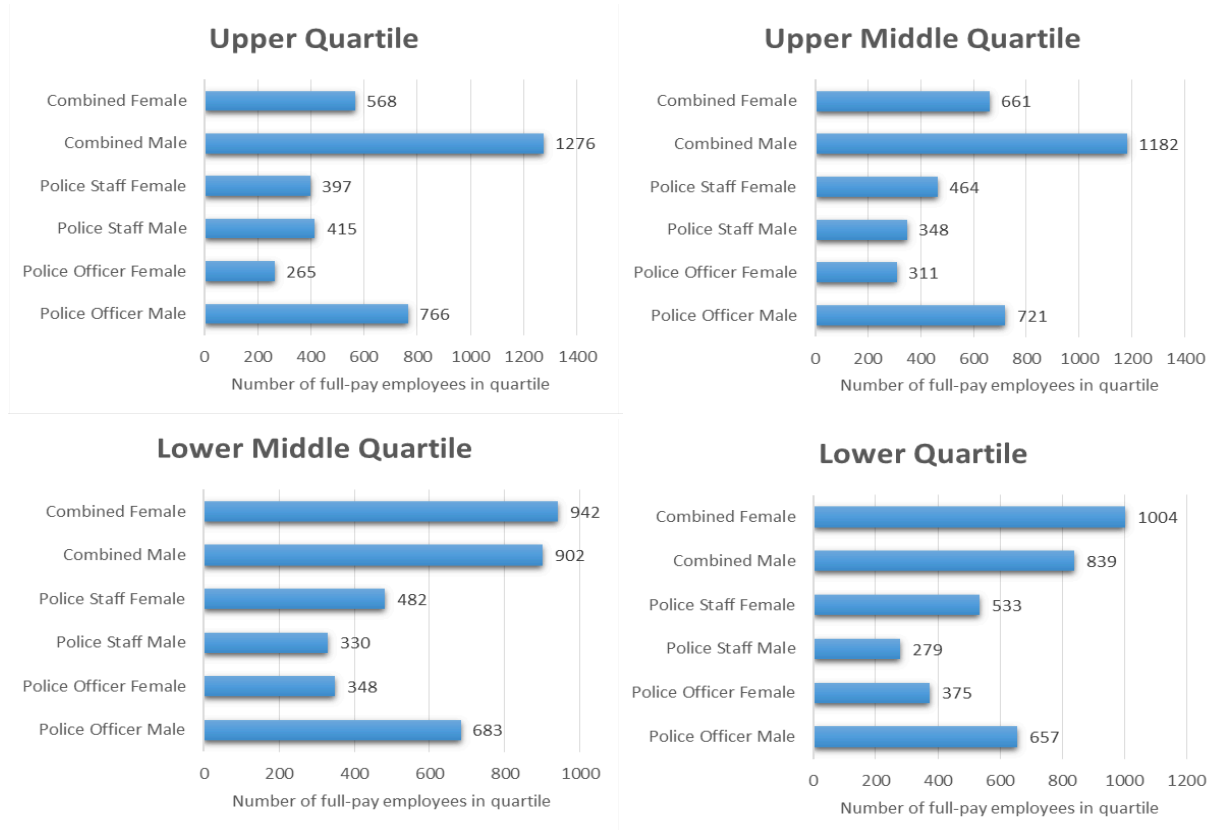The **total number of employees receiving a bonus payment** in the 12 month period up to 31 March 2017
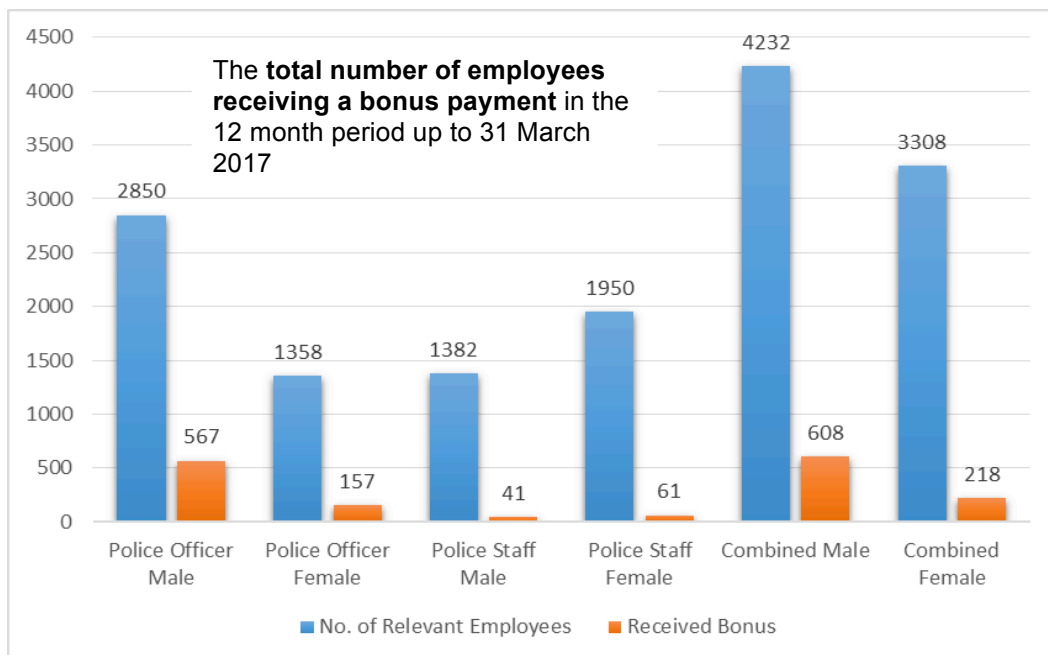
Summary of Bonus Mean / Median

Overall the proportion of males and females receiving a bonus shows a similar number of males and females claim a bonus. However the amounts claimed by males are higher, which indicates the roles and specialisms that attract higher bonus payments are dominated by men.

Quartiles

The percentage of full-pay employees in each pay quartile

	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Police Officers	74.3%	25.7%	69.9%	30.1%	66.2%	33.8%	63.7%	36.3%
Police Staff	51.1%	48.9%	42.9%	57.1%	40.6%	59.4%	34.4%	65.6%
Combined	69.2%	30.8%	64.1%	35.9%	48.9%	51.1%	45.5%	54.5%

Upper Quartile

	Number of full-pay employees in quartile
Combined Female	568
Combined Male	1276
Police Staff Female	397
Police Staff Male	415
Police Officer Female	265
Police Officer Male	766

Upper Middle Quartile

	Number of full-pay employees in quartile
Combined Female	661
Combined Male	1182
Police Staff Female	464
Police Staff Male	348
Police Officer Female	311
Police Officer Male	721

Lower Middle Quartile

	Number of full-pay employees in quartile
Combined Female	942
Combined Male	902
Police Staff Female	482
Police Staff Male	330
Police Officer Female	348
Police Officer Male	683

Lower Quartile

	Number of full-pay employees in quartile
Combined Female	1004
Combined Male	839
Police Staff Female	533
Police Staff Male	279
Police Officer Female	375
Police Officer Male	657

Summary of Quartiles

The proportion of male police officers and staff increases from the lower to the upper quartile. The percentage of female police officers and staff is greatest in the lower quartile.

The combined data indicates that overall, males are more predominant in the upper quartiles, whereas females dominate the lower quartiles.

Closing the gender pay gap

Thames Valley Police has a mean gender pay gap of 10.3%.

Thames Valley Police is dedicated to addressing its gender pay gap and will look at initiatives to reduce it. These initiatives will address how we can increase the number of women taking on more senior roles in the organisation and take on roles that receive bonus payments, such as firearms officers. Our leaders and Staff Support Networks are committed to creating the right environment to ensure that equality and inclusion issues are considered and addressed.

Conclusion

Thames Valley Police believes that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Thames Valley Police are committed to taking action to understand any disproportionality. A focus group has been formed to explore further and maximise opportunities to reduce the gap. We will also look to work collaboratively with other forces and external partners to share learning.

It may be several years before any initiatives taken will have an impact on the gender pay gap.

THAMES VALLEY POLICE

ANNUAL REPORT

HEALTH & SAFETY MANAGEMENT 2017-2018

TABLE OF CONTENTS NEEDS

INTRODUCTION

1   This Annual Report for the financial year 2017-18 has been provided as per previous reports in the format recommended by the Health & Safety Executive (HSE) covering the key management areas specified within the revised 2013 publication HSG65 'Successful Health & Safety Management' (Appendix A). It is intended to document progress made in the continuous improvement of Thames Valley Police (TVP) policies and procedures for the effective management of health and safety.

2.   The Joint Independent Audit Committee (JIAC) has within its Terms of Reference (ToR) the following entry for which this report provides cover:

"Health and Safety satisfy itself on behalf of the PCC and the Chief Constable that an adequate and effective policy and practice framework is in place to discharge legal duties in relation to health and safety. In particular, having regard to the safety, health and welfare of police officers and police staff, people in the care and custody of Thames Valley Police and all members of the public on police premises or property"

3   Further the JIAC also expressed the following in the minutes of their review of the 2015-2016 report

"Members commented that in many of the statistics reported the changes could be viewed as within statistical errors especially if the figures were normalized to the decreasing staff numbers over the periods reported. It would be informative to compare our performance against other forces. They highlighted the Force Health Wellbeing and Safety Policy's commitment that the Chief Constable's Management Team, in partnership with the Police and Crime Commissioner, will promote the continual improvement of TVPs health and safety management system. The Head of Health and Safety and Environment stated that relative performance data will be made available in the future Health and Safety Annual Reports, Thames Valley Police contribute Quarterly to the National statistics compiled by Association of Police Health and Safety Advisors."

"Members expressed their wish to see activities relating to the continual improvement commitment in the Force Health Wellbeing and Safety Policy Statement."

PLAN

4   The Chief Constable of TVP and the Police & Crime Commissioner (PCC) have jointly signed the Policy Statements for Health and Safety. They have jointly committed themselves and TVP / Office of the PCC to reasonably practicable compliance with the requirements of the Health and Safety at Work Act 1974, Police Health and Safety Act 1997, and all relevant statutory provisions.

5   In TVP, the Chief Officer responsible person for Health and Safety is Dr Steven Chase OBE, Director of People. TVP's Health, Safety & Environment (HS&E)

Department forms part of People Services and provides interpretation of new and existing legislation, assessment of any impact upon policing and the development of policy and procedures to ensure compliance. Four HS&E Coordinators provide local advice and practical support on a shared service approach to LPA/OCU and Departments. They are line managed by the HS&E Officer who, along with the HS&E Auditor, report to Philip Paling, Head of HS&E. He in turn, reports via Superintendent Kath Lowe Head of People Services to Dr Steven Chase, Director or People. The main function of these posts is to act as the competent persons in relation to local HS&E issues.

6   Opportunity is being sought where possible to align reporting, Health and Safety meeting structures, policies and procedures with our colleagues in Hampshire Constabulary particularly relating to Joint Operations Unit Departments, regional through the work of the Association of Police Health .and Safety Advisors (APHSA). A new Accident Management System which will operate jointly with Surrey and Sussex Constabularies should come into use during 2019-20 reporting year.

7   **Force Policy**

TVP policies dealing directly with aspects of health and safety management, are subject to Equality Impact Assessment (EIA), have been approved. The "*Health, Wellbeing and Safety*" Policy (Appendix B) aligns the Force Health and Safety function with the Force Commitment and Force Delivery Plan. Commitment statement "We will continue to invest in our people, including their capability, health, safety and wellbeing, so that they are able to meet the challenges of policing now and in the future." Work is being undertaken to move polices into the new TVP format and update for other departments associated policies where there are links into HS&E.

The HS&E Department additionally works with the Governance Department to ensure that HS&E aspects are considered in all force policy.

8   **Health & Safety Manuals**

The TVP Health and Safety Manual, providing the overall strategy for effective health and safety management, is reviewed and updated as required, with approval of amendments during the reporting period by the TVP Health Safety Environment and Wellbeing Board. Access is available to all via the Staff Portal.

9   **Health Safety Environment and Wellbeing Board.**

A new Health Safety Environment and Wellbeing Board (Appendix C) has replaced the Force Health Safety Environment committee (FoHSEC) during the reporting period extended in remit to include "Wellbeing" Force Lead for Wellbeing is Norma Brown Head of Employment and Wellbeing. As part of TVP's broader strategy to improve the wellbeing of officers and staff. Local initiatives are being brought forward to the board such as additional force Gyms and wellbeing gardens

10   **Personal Safety Meeting**

Use of Force reporting has improved the amount of data available for officer assaults as reports are now generated daily which enables a cross check with Health and Safety reporting. A quarterly Personal Safety Meeting is chaired by ACC Operations Dave Hardcastle and the 7 Point Plan (Appendix D) has an expectation that the assaulted officer or member of staff must complete a Health and Safety Incident report with their supervisor. There is a gap between reports through crime reporting systems and those reported through the Per10 system. Actions are being taken to close this gap with daily assault reports being provided to the HS&E Coordinators in order that they may encourage completion by officers and staff as officer welfare and wellbeing support are key in the process. All police officers, whether they are a regular officer, special constabulary and certain staff, e.g. custody officers, receive personal safety training. The purpose of this training is to maintain the safety of the officer or staff member, the public and any subjects.

11   Health and Safety Strategy and Policy

In order to demonstrate a plan of activities relating to the continual improvement commitment a Thames Valley Police Health and Safety Strategy 2017 -2020 has been produced (Appendix E). A plan of HSE Audit has been produced (appendix F) Endorsement that these and the Force Health and Safety Policy (Appendix B) are still current is sought from Health Safety Environment and Wellbeing Board and CCMT / JIAC via the approval of this report. Documents will be dated accordingly.

12   Fire Risk Assessment and Risk Management

The HS&E Department and Property Services have ensured all TVP and landlord premises have a current Fire Risk Assessment (FRA) and continue to monitor the electronic fire management system to ensure both corrective and routine tasks are completed. There is a rolling program to complete Fire Risk Assessments – these are carried out either by an external consultant (RPS) or internally as a joint exercise by the HS&E Coordinators and Property Services staff.

The estate is reviewed regularly by an external consultant for FRA's and FRA Reviews– the remainder of the estate by TVP HS&E Coordinators Property Services Staff.

The split between external consultant and internal assessment is based on level of risk and complexity of the individual sites. This split has been reviewed during the period of this report, a spread sheet is maintained by the HS&E Department to monitor status of assessment.

All associated tasks and actions are monitored via an electronic file management system (BHI), which will shortly after the reporting period be replaced by an internal CAFM system, and regular meetings held with external consultant (RPS), the Facilities Support Service Manager and the HS&E Officer to review compliance.

Current level of compliance for current FRA is below.
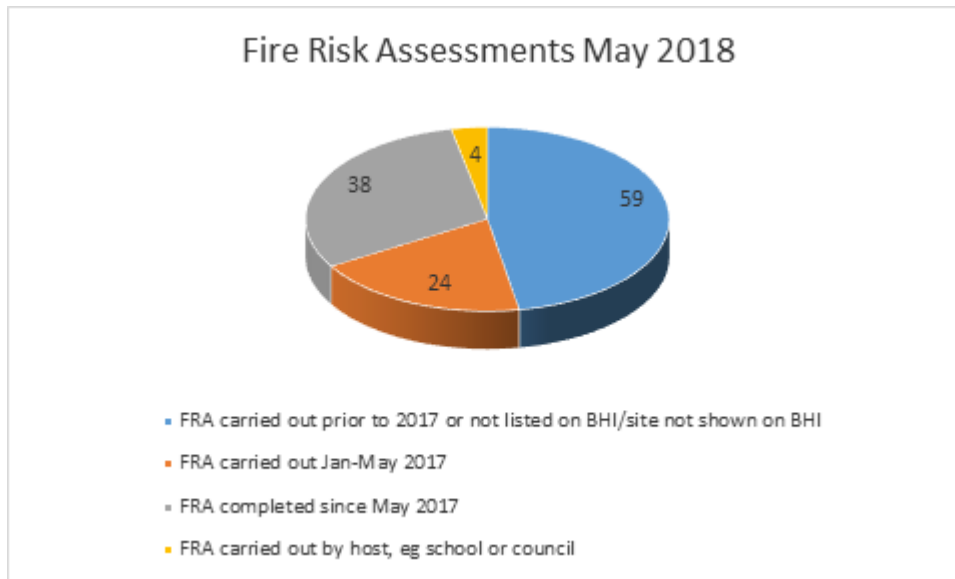
The current status of assessment review is such that TVP is no longer maintaining annual review of the risk assessments The Regulatory Reform (Fire Safety) Order 2005 does not impose a frequency for inspection as the need for inspection is based on risk, Article 9 (3) states:.........

 (3) Any such assessment must be reviewed by the responsible person regularly so as to keep it up to date and particularly if—

(a) there is reason to suspect that it is no longer valid; or

 (b) there has been a significant change in the matters to which it relates including when the premises, special, technical and organizational measures, or organization of the work undergo significant changes, extensions, or conversions, and where changes to an assessment are required as a result of any such review, the responsible person must make them.

It has become standard best practice to review the Fire Risk Assessment on an annual basis. Local Government Association Guidance for Buildings with overnight accommodation states 40.6 As a general guide, for a low risk, modern, low-rise block (eg a block of no more than three storeys above ground, built within the last 20 years), a review every two years might be sufficient, with a new fire risk assessment completed every four years. For blocks with higher risk – arising from social factors, the age of the building, and so forth– and blocks over four storeys in height, an annual review might be more appropriate, with a new fire risk assessment every three years. In extreme cases, for the highest risk premises, an annual fire risk assessment might be appropriate.

Review will be made during 2018 of TVP Fire Risk Assessment process against current guidance.

3   **Legionella and Water**

The Water Hygiene Team hold monthly meetings with the Water Hygiene external consultant (SMS), these meetings are always attended by the HS&E Officer. All meetings are minuted.

Hazards identified are reported to Property Services via an auto email system that is in real-time, and any hazards that are deemed of an immediate risk to TVP are actioned to mitigate the risk and these actions are reviewed at the monthly meeting.

Significant activities initiated showing continual improvement during the reporting period are

1.To improve water safety for Custody wallgate (sink Units) are a programme of a six month descale, replacement of nozzles, flexible hoses (all flexible hoses to be removed and replaced with fixed copper). It is agreed that this programme of works should take priority due to the high risk occupants in the cell areas that may use the wallgate units for potable water.

2. Reading Police station has been re piped, to replace an old system which had required ongoing flushing, sampling and dosing works.

Once the new system has been connected there will be no further need to complete these works. A sampling programme has been put in place to prove system quality. Assuming all results are clear the sampling will then fall back in line with all other sampling across TVP. This has been recommended to give as much data as possible to prove that the ongoing legionella issues have been resolved.

Further work will be carried out during the coming year to look at updating Section 23 of the H&S Manual (Water Management) into a Force Policy, aligned with requirements of HSE Approved Code of Practice L8 Legionnaires' disease. The control of legionella bacteria in water systems and associated documents.

During 2018 the Head of Force Health Safety & Environment (HS&E) will arrange for an independent external audit of procedures and the level of compliance to be carried out to support development of the above policy, Consideration will be made as to the need to form a Water Safety Group to manage Water issues beyond the force estate.

14   **Asbestos**

Property Services continue to manage Asbestos Containing Materials (ACMs) that are known to be present within our estate. Contract in place with Life Environmental Services Ltd, has finished 1/04/2017. All 2016 re-inspections had been completed however no re-inspections were completed in 2017 and a new company. BDA Surveying Ltd will commence surveys for TVP in approx. September 2018.

The Control of Asbestos Regulations (CAR) 2012 does not impose a frequency for inspection as the need for inspection is based on risk, however HSE Guidance INDG223 (rev5) Managing asbestos in buildings has the following recommendation

"*The time between inspections will depend on the type of material, where it is and its condition, but it should be at least every six to 12 months.*"

During 2017 Life Environmental continued to complete Refurbishment and demolition surveys prior to any projects proceeding when the fabric of the buildings may be disturbed.

All information is shared with GVA (Property Services database), including CAD electronic drawings.

With the introduction of the Property Services Computer Aided Facilities Management (CAFM) system potentially in 2017, all data/drawings will be migrated to this database, opportunity will be sought at that point to further align the documentation from previous inspection contacts with current reports.

One RIDDOR Reportable Asbestos incident occurred at Reading Police Station in October 2017 Workmen at Reading Police Station whilst working in an interview room to cut a hole in a concrete floor for a new water main drilled through an ACM Amosite (Brown Asbestos), when they broke through into a service riser. An Asbestos Refurbishment / Demolition Survey had been completed as required prior to the work being undertaken and this had failed to identify asbestos as present at this location. The room was immediately sealed off. A small amount of debris fell through the drilled hole and onto the ground of the Mezzanine area below and the Police Station Car Park. This is away from the car parking area. The facilities team and workmen covered and sealed the small amount of debris. Contact was made with Asbestos Surveying Monitoring clearance companies to carry out testing and remedial works. No harm was identified to any officer or staff.

A RIDDOR report was raised by the contractor concerned.

A review will be undertaken as required by CAR2012 of the Asbestos Management plan during 2018.

15   Control of Substances Hazardous to Health (COSHH)

The HS&E Department has developed a database of Force COSHH Assessments to assist in the local management of substances. An e-learning package is used for training of TVP Staff.

16   Changes to Legislation and Guidance

During the reporting period there have been no significant changes that require amendment of TVP HS&E Policy.

Changes in sentencing guidelines for Health and Safety offences, Corporate Manslaughter and Hygiene offences have been implemented for approaching 2 years with fines based on the company's turnover known as the Annual Revenue Budget

('ARB'). There has been a very significant increase in the level of fines with £1m+ becoming the norm for fatalities and significant increases in the number and severity of fines approx £160,000 – £350,000 for incidents that caused little or no harm to workers – risk based approach to sentencing. There is additionally increasingly for contractor accidents a tendency for the HSE to prosecute the client under the Health and Safety at Work act sections 2(1) and 3(1) the client where the client has failed to provide a safe working environment or failed to use competent contractor's.

Commercial clients for whom a construction project is carried out that is done as part of a business are required to make suitable arrangements for managing a project, including making sure: Relevant information is prepared and provided to other duty holders, The principal designer and principal contractor carry out their duties. Example fines being £2.5M where a fatality has occurred.

During the period of the report one HSE improvement notice was served on West Yorkshire Police relating to the management of the risk of hand-arm vibration (HAV) injury for employees engaged in the maintenance of vehicles No fine is identified for this notice however there will have been a Fee for intervention charge by the HSE.

Actions identified by West Yorkshire to monitor and control HAV exposure will be considered by TVP.

The National Police Chiefs Council (NPCC) Health Safety and Wellbeing Board has produced a Police Health & Safety: A Guide for Chief Officers which is published just outside of the time period for this report (June 2018), copies have been sent to Chief Officers. The document identifies standards required for the effective management of health and safety within today's police service, setting a benchmark for monitoring and inspection purposes.

17   Clinical Governance

The combined Thames Valley Police and Hampshire Constabulary Clinical Governance Board is chaired by ACC Operations Dave Hardcastle and is supported by a consulting panel of doctors to manage processes used within the collaborating organizations, involving medical training, equipment and its use by staff. The main stakeholder departments HS&E, First Aid Training, L&PD, and Criminal Justice attend the meetings which are held quarterly.

Topics reviewed have included for example, review by a panel of doctors of Enhanced First Aid incident responses, provision and PPE for response to acid attack.

Support is being given to Surrey and Sussex Forces who are establishing their own Clinical Governance process.

DO

18   **Risk Assessment**

Risk assessments are carried out at four distinct levels:

- **Force:** The library of Force Generic Risk Assessments (GRAs) is maintained and reviewed by the Health Safety Environment and Wellbeing Board members. Work is being carried out to ensure that risk assessments for these areas align with Operational and COP guidance. Further amendments to risk assessments may be made at any time in light of new experience and/or changes in procedures. A formal review by the HS&E Department and stakeholders is carried out at least once in every 3-year period.

- **Local:** LPA/OCU Departments are expected to review force risk assessments and develop local risk assessments if there are any conditions and hazards distinctive to a particular operation / location and/or working practice that require additional, fewer or different controls.

- **Dynamic:** Police officers and front-line staff have responsibility to carry out their own dynamic risk assessments of incidents as they develop. Training in dynamic risk assessment is included within the National Decision Model (NDM).

- **Strategic Risk**: The Force maintains a register of strategic and business continuity risks. Where appropriate, HS&E risks will be brought forward for review by the Governance Unit for potential inclusion on the Force Strategic Risk Register. For the reporting period, the issue of effectiveness of searching and strip-searching on entry to Custody was raised, as this is generating the majority of incident reports for Custody, a second issue of the condition and maintenance of the Force Horse Transporters was raised from the JOU Risk Register.

Risk assessment will identify circumstances in which health surveillance is required by specific health and safety regulations, e.g. the Control of Substances Hazardous to Health Regulations 2002 (COSHH). Assessments, as required, are carried out by the Occupational Health Unit (OHU).

Specific responsibilities for health and safety are delegated by the Chief Constable to managers and supervisors at all levels. Individuals are also responsible for their own safety and must comply and cooperate with safety information, instructions and training and make correct use of all personal protective equipment (PPE) provided.

Within the Force meetings structure, there is adequate provision made for due consideration and resolution of health and safety issues. The Health Safety Environment and Wellbeing Board and local committee meetings provide the opportunity for staff to raise and resolve / escalate any issues. There is appropriate representation by respective Staff Associations at these meetings.

19   **Action Plans**

The Thames Valley Police Delivery Plan 2017-18 has been developed showing clear targets for policing. Opportunity is used where possible by the HS&E Department to give support to policing activities as they are developed, examples being support of

the Officer Safety meeting and provision of risk assessments for use of spit guards.

20   **Training**

A range of health safety and environment training courses is available and easily accessible via the Staff Portal. This includes induction, job specific and management training through a variety of media (including e-learning, and classroom based training). Specific examples include:

- E-learning courses implemented for Legionella Awareness and Working at Height.

- Engagement with management has been improved by the development of training for CSI Teams, provided by the Health and Safety Department.

- Work has been undertaken during the reporting period to update the First line and senior managers Health and Safety training courses, however as the training company that we have been working with has ceased trading, options for provision of this training will need to be reviewed, a new training contract will need to be tendered and work progressed into 2018-2019

20   **Support to Operations**

Health and safety advice and support have been provided for the planning of operations such as Royal Ascot, and various training events.

CHECK

There are active and reactive procedures for the monitoring of performance.

21   **Active Monitoring**

Management of the compliance of TVP with legal and other requirements is a core function of the Health Safety and Environment Department. Examples include:

- Joint workplace safety tours and more detailed inspections of high-risk areas such as custody suites are carried out by local managers, HS&E Coordinators and Property Services

- Fire risk assessments of all buildings are reviewed by HS&E Coordinators and Facilities Managers, TVP contractors

- Legionella and water management risk assessment support activities are reviewed by HS&E Officer, Property Services, appointed consultant, HS&E Coordinators and Facilities Managers. Review of the current Asbestos Management plan and escalation to policy will be undertaken in 2018

- Asbestos management risk assessment support activities are reviewed by HS&E Officer and Force Maintenance Manager, Property Services and an appointed

consultant. Meetings / assessments of asbestos condition are to be scheduled with the new consultant when in place.

- Periodic thematic safety activities are carried out by the HS&E Department. An example of this being the update of First Aid Risk Assessments and the provision of first aid boxes on TVP sites by the HS&E Coordinators to fit with existing incident reporting trend and levels of risk.

- Internal audits measuring compliance with policy and procedures carried out by the HS&E Auditor, HS&E Officer and HS&E Coordinators. The internal Auditor has now started in post and will receive further Auditor specific training during 2018.

- An on-line training and assessment package DSEasy which is sent to all new police officers and police staff including volunteers, and those requiring additional support, for example during maternity, monitors compliance with the DSE Regulations.

Opportunity is sought via this report for approval to conduct a Health and Safety Maturity Audit using a set of questions and audit to establish levels for individual areas of the force and drive continuous improvement based on schemes used by the MET police and Fire Service.

Safety maturity is measured against the key elements of:

> Leadership;
> Policy and governance;
> Capability management and competence;
> Communication;
> Safety risk management;
> Reactive/proactive monitoring;
> Wellbeing;
> Infra-structure and asset management;
> Partnerships, contracts and shared risks;
> Change management;
> Assurance, performance and benchmarking; and
> Audit.

22 Reactive Monitoring

The following monitoring mechanisms are in place:

Self-service electronic reporting, investigation and recording of all safety incidents (i.e. accidents, assaults, work-related illness and 'near misses' - including health and safety, environmental issues relating to premises) is an important part of our accident monitoring and review This system will be replaced by ERP in a joint collaboration with Surrey and Sussex in 2020

23 External Monitoring

- During the period of this report there has been no HSE actions against TVP

- A police motorcyclist was killed in a collision with a vehicle in Berkshire along with a member of the public in December 2017, this was subject to an IOPC review, A review of the tactic is being undertaken and will be taken to TVP CCMT, Force Risk assessment has been subject to peer review.

EMPLOYEES

24   Accident statistics

The below statistics are in relation to safety incidents involving TVP staff and other people who may be affected by police activities. Data has been collected from a number of sources to give an overall picture of TVP safety performance.

It is recognised that there is a disparity between the recorded assaults identified below and the number of assaults against officers recorded as crimes. A process of checking the daily Assault report against reported incidents has been instigated with e-mail of the report to the HSE Coordinators.

Learnings from incidents, accidents and near misses are used to both inform development of training / policy / procedures to reduce risks going forward.

Accidents

The total number of accidents has not changed durring the reporting period.

| Accidents 2017-2018	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	45	41	35	41	44	59	47	47	41	53	50	43	**546**
FY2016	39	50	40	45	32	42	47	36	38	31	42	39	**481**
FY2017	25	44	39	47	52	39	43	36	44	39	33	41	**482**

Accidents
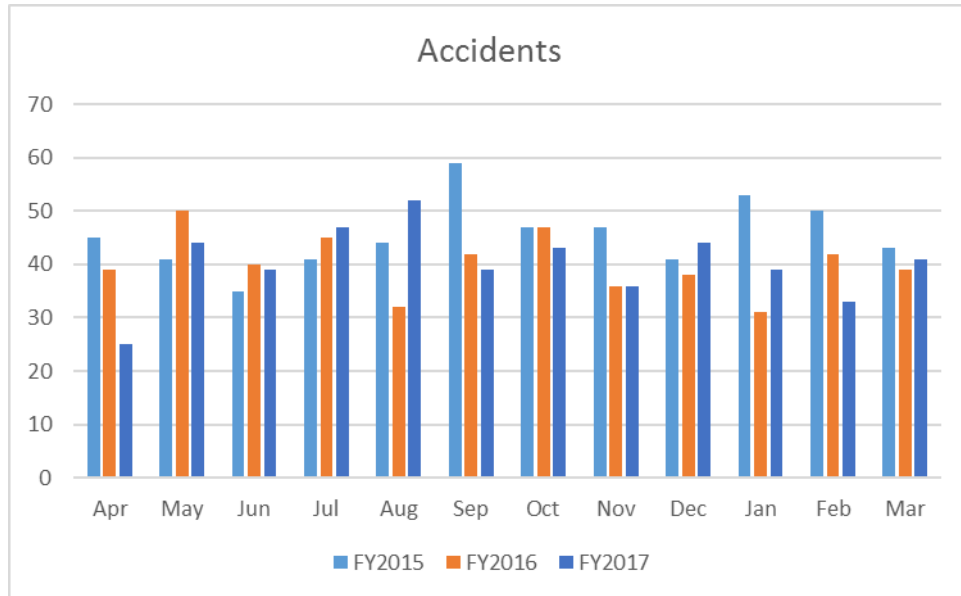
Assaults

The total number of assaults (data drawn from Per10s) has increased in the last reporting period as Use of Force reporting and Officer Safety activities have highlighted the need to report via the completion of a Health and Safety Incident report with their supervisor.

A gap still exists between these figures and those in crime reporting.

Assaults 2017-2018	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	24	19	14	15	22	33	26	14	40	24	21	15	**267**
FY2016	24	21	22	35	25	22	17	23	26	13	25	20	**273**
FY2017	24	28	24	24	19	34	24	28	25	27	31	28	**316**
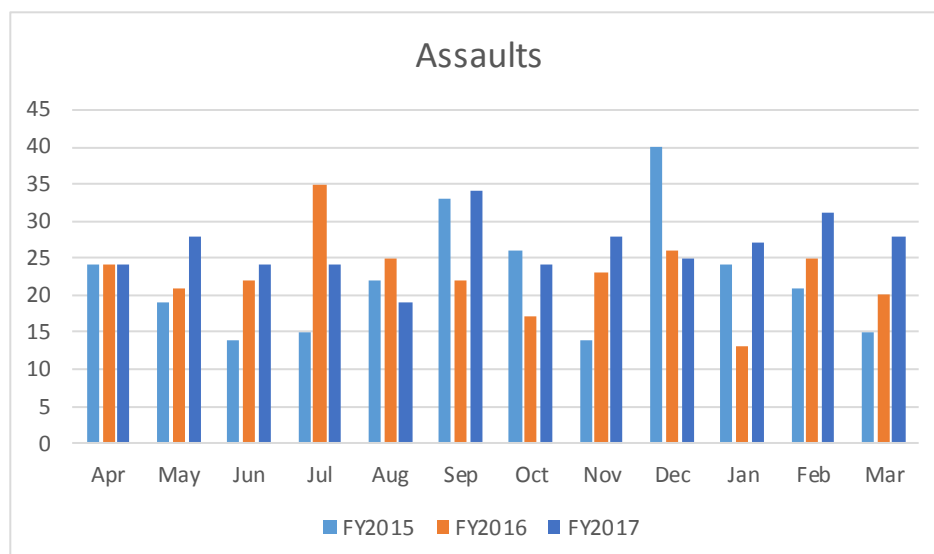
Assaults

However, as highlighted at paragraph 10, the figures above do not align with the higher published number of assaults as shown in the table below (data drawn from crime reporting).

	Assaults on officers	Injuries on officers
Apr 17 – Jun 17	180	67
Jul 17 – Sept 17	162	64
Oct 17 – Dec 17	182	40
Jan 18 – Mar 18	189	54
Total	713	225

We continue to work on this alignment and the gap has closed to some extent over the last 12 months. We are also looking at whether we need both reporting mechanisms to see if the crime reporting system would suffice. We just need to ensure that any health and safety investigations are triggered appropriately and organisational learning captured.

Near Misses

The total level or reporting remains similar to previous years.

Near Miss 2017-2018	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2014	41	37	40	57	41	43	56	44	33	29	40	49	**510**
FY2015	58	29	32	40	37	35	42	33	36	53	52	34	**481**
FY2017	27	36	49	65	50	36	38	38	35	35	34	38	**481**
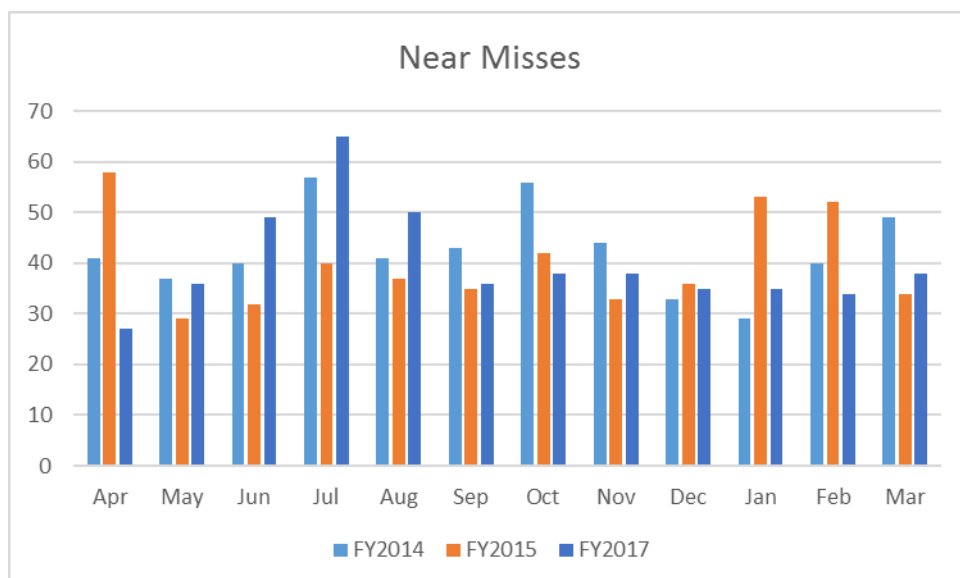
Work Related Illnesses

Work related illnesses have decreased over the last reporting year:

| Work Related illness 2017-2018	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	8	4	11	6	6	7	3	10	6	12	9	9	91
FY2016	9	7	16	7	8	7	12	13	8	4	10	6	107
FY2017	3	3	9	10	9	8	7	6	4	5	8	4	76
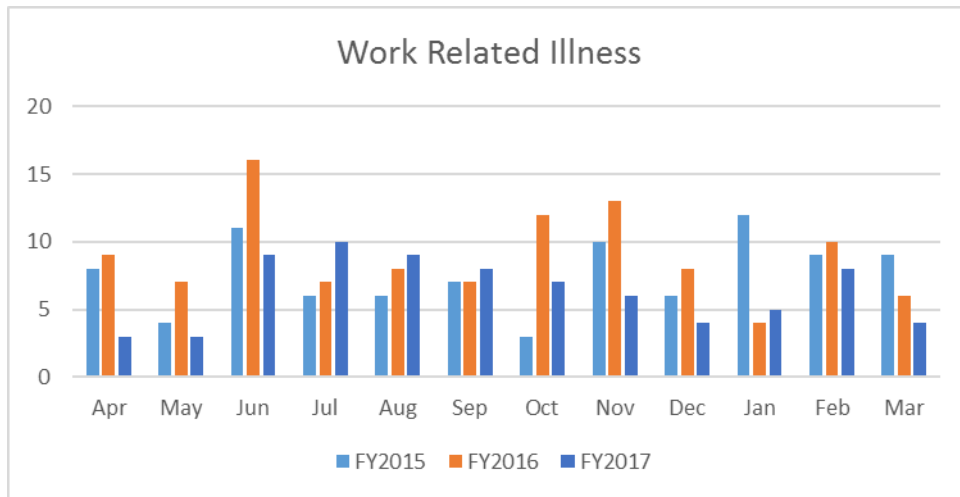
NON-EMPLOYEES

Non-employee Accidents

The total number of non-employee accidents has increased with training injuries for Non TVP officers training with TVP being reported.

Non-Employee Accidents	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	0	1	1	0	1	1	1	1	5	3	1	1	16
FY2016	0	1	0	1	2	1	3	0	0	0	1	0	9
FY2017	0	0	2	1	0	0	0	3	1	0	1	2	10
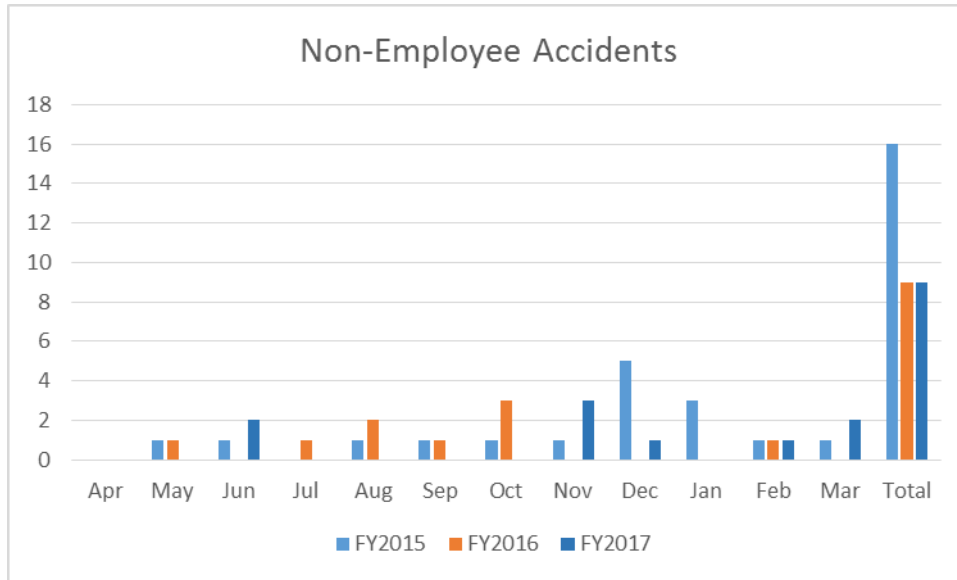
Non-employee Assaults

The total number of non-employee assaults has droped as Custody staff have temporay employee numbers and are reported in the employee stats where individuals have assaulted Custody staff.

Non-Employee Assaults	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	0	2	1	0	0	2	0	0	0	0	2	1	8
FY2016	1	0	0	0	1	0	0	1	0	0	0	1	4
FY2017	0	0	0	1	0	0	0	0	0	0	0	0	1
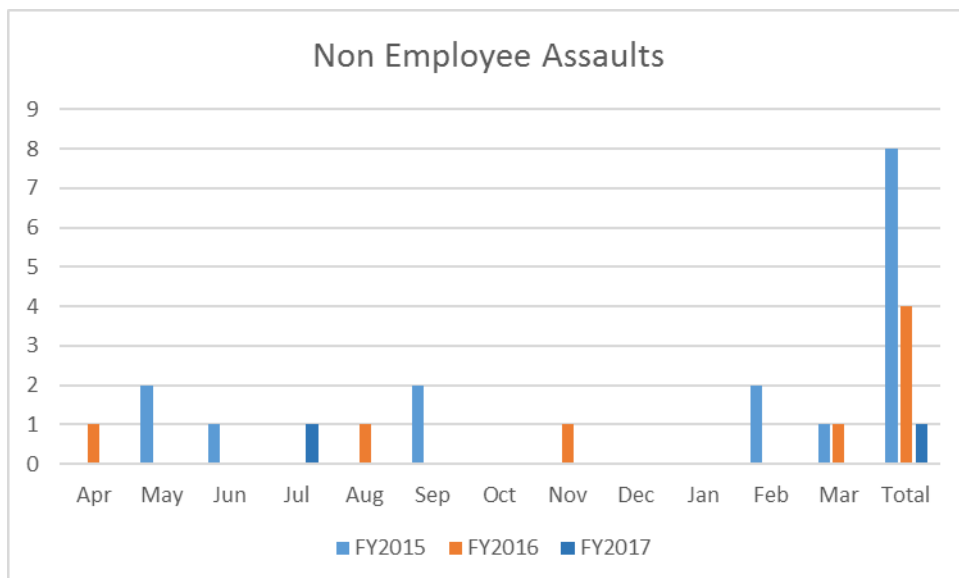
Non-employee Near Misses

The total number of non-employee near misses have also decreased and relate predominantly to incidents in Custody.

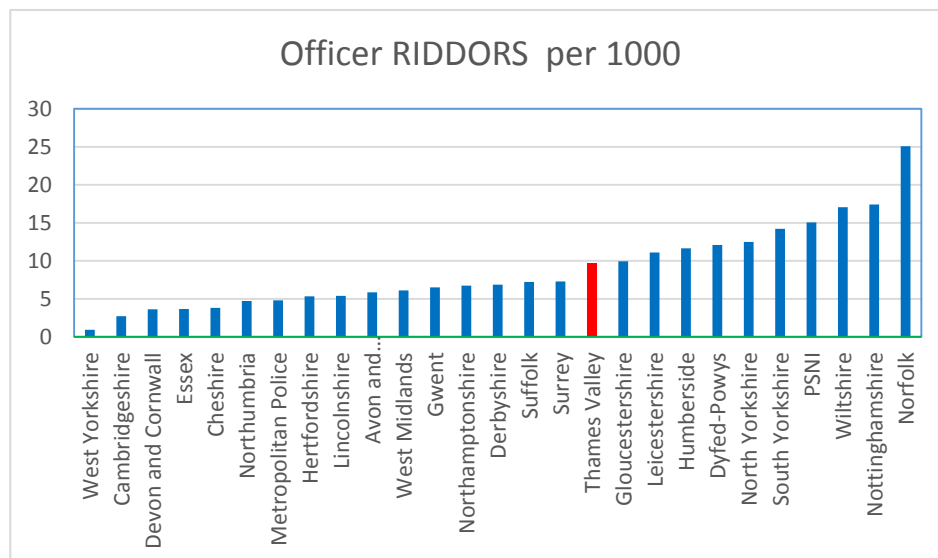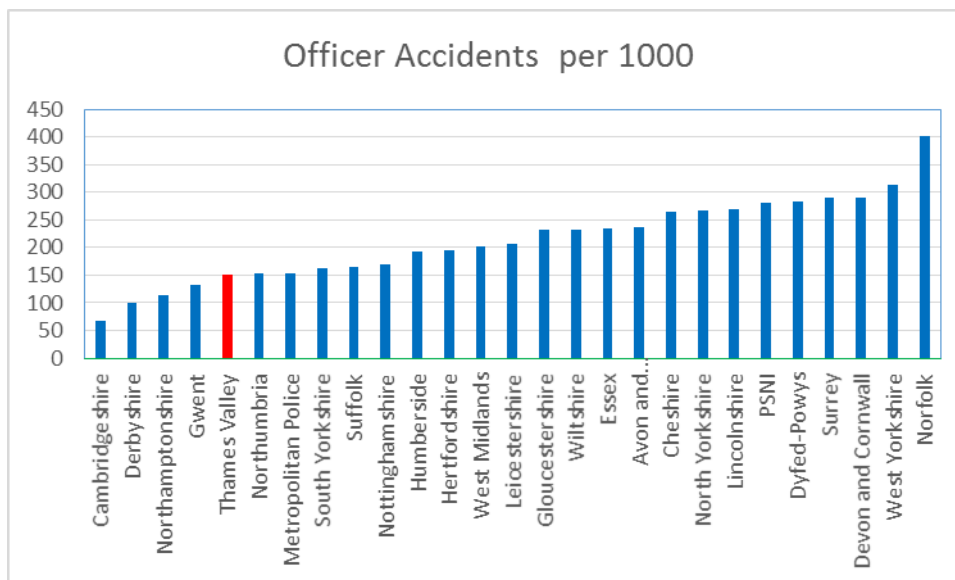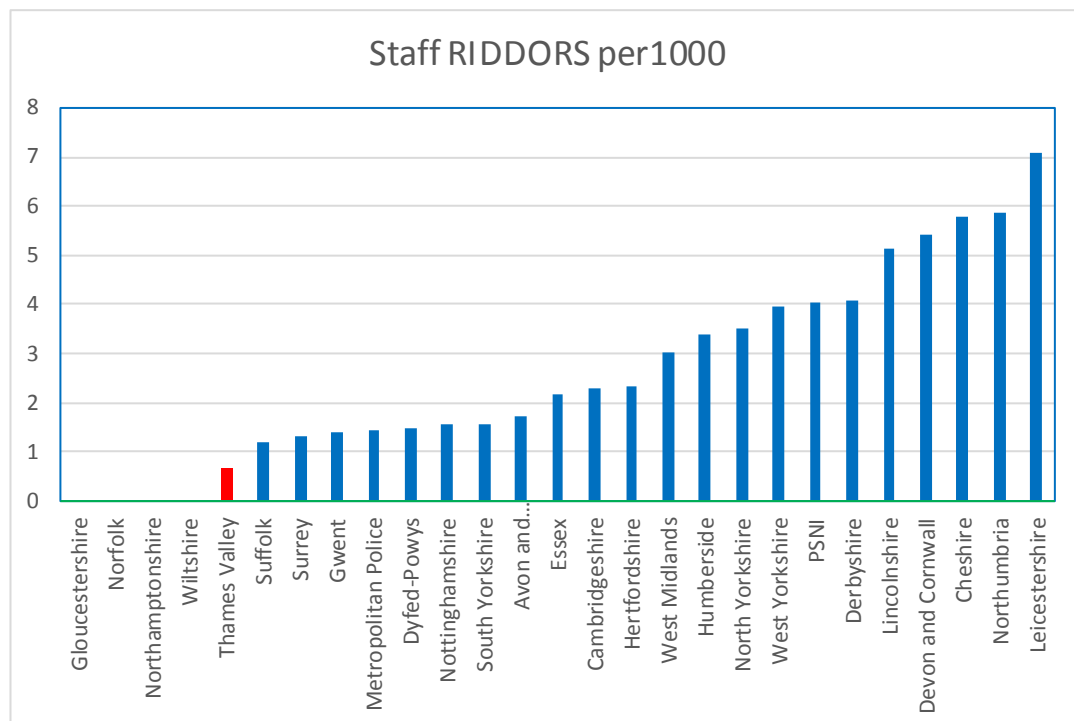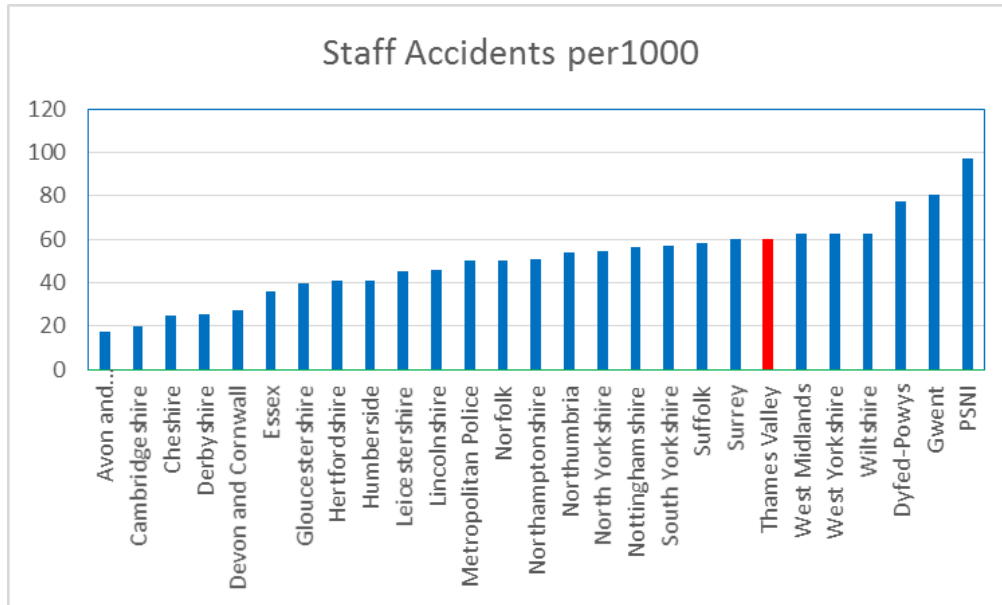| Non-Employee Near Miss	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
FY2015	1	2	2	0	3	4	5	3	3	1	1	2	**27**
FY2016	2	2	0	1	0	0	3	1	0	0	2	1	**12**
FY2017	0	0	1	2	1	0	1	2	0	0	0	3	**10**
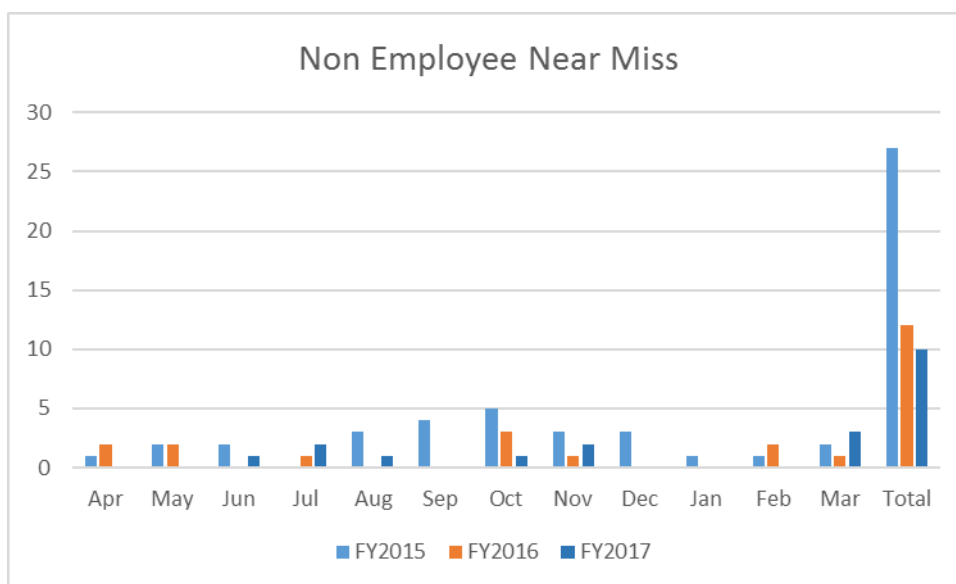
RIDDOR

- RIDDOR: Reporting of Injuries, Dieseases and Dangerous Occurencies.The number of serious (RIDDOR reportable) incidents is (*i.e. resulting in specified injuries and/or lost time*) is 22 compared to 23 in the previous reporting year.

- All external reporting to the Health & Safety Executive (HSE) under the requirements of RIDDOR is carried out by the HS&E Department.

- RIDDOR has specific exclusion of the majority of road traffic incidents and as such these incidents do not result in a RIDDOR, and are instead investigated by Roads Policing.

- RIDDORS are not produced by TVP for those incidents relating to RIDDOR 2013 Paragraph. 5. Where any person not at work, as a result of a work-related accident, suffers— (a) an injury, and that person is taken from the site of the accident to a hospital for treatment in respect of that injury. Separate PSD review would take place for such incidnets.

- Accidents are monitored, through presentation of management information at

Health Safety Environment and Wellbeing Board by the HS&E Department and at local level by HS&E Coordinators, who are responsible for briefing their respective commanders, monitoring trends and identifying potential problem areas.

- Significant safety incidents are subject to a detailed investigation by a member of the department concerned supported by Health and Safety.

- Comparison of TVP Health and Safety Performance with other Police Forces is available through the UK Police Force Health and Safety Statistics.

- Where a full years data for 2017 other Forces is available on the College of Policing POLKA (Police On Line Knowledge Area) Web site comparison has been made after, data has been amortized by force numbers. RIDDORS relate to over seven day lost time accidents.

Officer Accidents per 1000

Officer RIDDORS per 1000

Staff Accidents per1000

Staff RIDDORS per1000

ACT

25   This report provides an annual review to senior leaders of HS&E performance in TVP.

CONCLUSION

26   Thames Valley Police health and safety management brings aspects of overall staff wellbeing in support of the Force Delivery Plan. Adequate resources are applied to ensure that legal compliance is maintained for risk assessment and areas of

specific risk management. Highlights include:

- Total assaults reported is rising in line with force requirements to report, a Personal Safety Group has been established to monitor this area and use of Force reporting.

- Work related illness reporting has fallen.

- Total accidents have not statistically changed

- Total near misses have not statistically changed.

- The numbers of RIDDOR reportable over 7 day injuries have not statistically changed.

- One Health and Safety Executive Dangerous Occurrence was identified relating to a contractor working on a TVP site.

- Operation of a Joint TVP and Hampshire Constabulary Clinical Governance group continues to provide support to both Forces.

- A new Health Safety Environment Wellbeing Board has been established.

Philip Paling CMIOSH, AIEMA   **May 2018**

Head of Health Safety & Environment

APPENDIX A -
HEALTH & SAFETY EXECUTIVE MANAGEMENT CHECKLIST

Plan

- Determine your policy/plan for implementation. Say what you want to achieve, who will be responsible for what, how you will achieve your aims, and how you will measure your success.

- Decide how you will measure performance.

- Consider fire and other emergencies.

- Plan for changes and identify any specific legal requirements.

Do

- Profile risks/organise for health and safety/implement your plan.

- Profiling your organisation's health and safety risks.
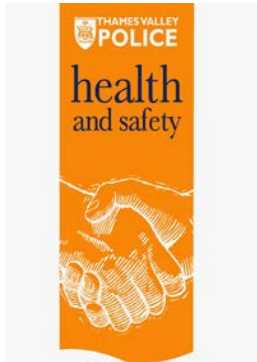
- Organising for Health and Safety.

Check

- Measuring performance

Act

- Consider the review findings and that a report is issued to senior leaders at least annually.

APPENDIX B POLICY

POLICY STATEMENT

Health, Wellbeing and Safety

It is the policy of the Chief Constable and the Police & Crime Commissioner to ensure so far as is reasonably practicable the provision and maintenance of: -

- **Safe and healthy work activities, the right working environment for all Thames Valley Police staff and for anyone else who may be affected by our policing, thereby reducing the potential for accidents, incidents, impact on individual Health and Wellbeing.**

- **Such consultation, support, leadership, resources, information, instruction, training and supervision needed to achieve this aim.**

We will comply with the requirements of the Health and Safety at Work Act 1974, the Police Health and Safety Act 1997 and all relevant statutory provisions. The Chief Constable's Management Team, in partnership with the Police & Crime Commissioner, will promote the continual improvement of our health and safety management system.

The allocation of responsibilities for all health and safety matters is set out within Force policy Health & Safety Management. Force standards, objectives and arrangements under this policy are set out in the Force Health & Safety Manual. LPA/OCU Commanders and Heads of Department are responsible for local implementation of procedures described in the Manual which may be accessed via the Staff Portal or by following this link: H&S Manual.

As Chief Constable, I expect all staff, volunteers and others working on behalf of the Force, to co-operate in the achievement of our objectives

Francis HaBgood   Anthony Stansfeld

Chief Constable   Police & Crime
                                                                       Commissioner

APPENDIX C
HEALTH & SAFETY ENVIRONMENT AND WELLBEING BOARD TOR

THAMES VALLEY POLICE

Force Health, Safety Environment & Wellbeing Board HSE&W Board Terms of Reference

1.0 Objectives

1.1 Facilitate the development, implementation and review of Force strategy, policy and procedure for effective Health Safety Environment and wellbeing management taking into account changes in existing legislation and/or new legislative and other requirements.

1.2 Demonstrate senior management commitment towards the promotion of a positive Health Safety Environment and Wellbeing culture throughout the Force.

1.3 Provide a forum for consultation, cooperation and the sharing of Health, Safety Environment and wellbeing information between management and staff.

1.4 Monitor and ensure by audit the effectiveness of Force policy, procedures and implementation of effective and targeted training for Health, Safety Environment and wellbeing management and the level of compliance, thereby minimising potential for any breach in legislation.

1.5 Monitor the Force Risk Assessment schedule, escalating risks that significantly affect critical business areas or has a severe impact on large groups of officer/staff, to the Governance Unit for potential inclusion on the Force Strategic Risk Register.

1.6 Monitor Force safety incident statistics, identify trends and prioritise any remedial action required to reduce potential for injury on duty.

1.7 Ensure all Safety incidents are investigated at an appropriate level in accordance with Section 6 of the Force H&S Manual, monitoring the implementation of any recommendations and evaluation of outcomes.

1.8 Provide direction and communicate information in Health, Safety Environment and wellbeing matters to all managers and staff

1.9 Monitor minutes and actions arising from the periodic meetings of HS&E Department.

1.91 Monitor minutes and actions arising from meetings of the Force Environmental Management Group. (EMG)

1.92 Highlight activities of the force relating to wellbeing.

2.0 Membership

2.1 Membership will include the following representation: -

- o Director of People (*chair*)
- o Head of People Services (*deputy chair*)
- o Head of Health Safety & Environment
- o Head of Employment and Wellbeing
- o Head of Corporate Communications
- o Force Health Safety Environmental Officer
- o Force Health Safety Environmental Auditor
- o Representative of Office of PCC
- o Representative LPA Commander
- o Representative of Strategic Development and Governance
- o Representative of L&D
- o Facilities & Support Services Manager - Property Services Department
- o Representative Superintendents Association
- o Police Federation Safety Lead
- o Unison
- o Administrator Health Safety & Environment Department (*minutes*)

2.2 Other personnel may be invited to attend, as and when required, in order to discuss and progress specific issues.

3.0 Meeting Arrangements

3.1 The Committee will meet quarterly

3.2 The Head of Health Safety & Environment will ensure effective arrangements are in place for the coordination of meetings, booking of venue and the circulation of agenda, backing papers and minutes.

3.3 Standing agenda items must include: -

- o Attendance
- o Apologies
- o Minutes of previous meeting
- o Matters arising
- o Standing Items
- o New items
- o Accident/injury statistics
- o Wellbeing initiatives
- o Staff association matters
- o Any other business (AOB)
- o Date, time and location of next meeting

DR Steven Chase Director of People Services 8th June 2017

APPENDIX D
SEVEN POINT PLAN

Thames Valley Police will not tolerate assaults (physical or verbal) or hate crimes on our officers, staff and volunteers. Being assaulted or abused in any way is not part of the job.

- **Assaults and hate crimes on police officers, staff and volunteers will be investigated with the same care, compassion, diligence and commitment as an assault or hate crime on a member of the public.** This sounds obvious, but too often our response to affected officers and staff can be rushed or treated as secondary to other offences or victims.

- **The Victims' Code applies to all victims including police officers, staff and volunteers who have been subject to assault or hate crime.** Complying with the Victims' Code means keeping the victim updated, discussing outcome options, and taking account of the victim's point of view before imposing an outcome. This is crucial because we know how important it is for our affected officers and staff that we treat them properly.

- **The affected officer must never be the OIC for the investigation into their own assault or hate crime.** This is not appropriate on any level and even taking statements from witnesses may be inappropriate. The integrity of the investigation and the impartiality of the officer could be called into question, which could undermine the case and/or heighten the impact on the victim.

- **Victims recover better and more quickly if they receive the right welfare and supervision.** This also helps to avoid long-term negative consequences. The affected person's supervisor should meet with them as soon as it is practical to do so. The victim may downplay the impact on them, but supervisors should be aware of the potential effects of the incident.

- **The supervisor must ensure that the LPA Commander/head of department is informed to provide continuity of welfare support.** The Police Federation, Superintendent Association, Unison or relevant staff association can also provide valuable additional support to the victim.

- **The assaulted officer or member of staff must complete the Health & Safety incident report with their supervisor.** It will not always be possible for the victim to do this, in which case another person must be tasked to complete the report.

- **To achieve a successful prosecution, the best evidence must be presented.** Victim Personal Statements should be used and whoever is investigating the offence needs to fully understand the "points to prove" and ensure that they are adequately addressed as required.

October 2017

THAMES VALLEY POLICE   **UNISON** *the public service union*   **THAMES VALLEY POLICE Federation**

Thames Valley Police (TVP) Health and Safety Strategy 2017/2020

1.0 Introduction

1.1 The Corporate Health and Safety Plan establishes strategic targets to support the Chief Constables/Police and Crime Commissioners Health and Safety Policy, Policing and Wellbeing Plans. The Corporate Health and Safety Plan has been developed for 2017-2020 with the aim of ensuring the continuous improvement of health and safety management, which can be measured against agreed standards set out in procedures and risk assessments.

2.0 Key Aim

2.1 The key aim is to provide and maintain a Health and Safety culture where the opportunities for accidents and ill health are minimised helping to reduce costs, sickness absence, improving workforce wellbeing and minimising the risk of litigation. As well as meet the requirements of the NPCC Bench Marking Paper on health and safety, which looks to integrate the management of health and safety within the general management of policing. Changing attitudes to Health and Safety to ensure good Health and Safety management is embedded within force management cultures.

2.2 To achieve this aim the following objectives have been developed:

o To assist managers, staff and officers by providing Health and Safety policies and guidance that provide clear support and direction to achieve best practice and legal compliance as a minimum standard. Ensuring a cost effectiveness and non-bureaucratic systems.

o To ensure that all levels of management, Staff and Officers are sufficiently competent to discharge their duties in relation to Health and Safety through training.

o To facilitate the integration of health and safety considerations into the TVP/Police and Crime Commissioners decision making processes. To ensure that resources are appropriately and effectively allocated by all levels of management.

o To monitor and evaluate the Health and Safety performance, motivating management to take effective measures to reduce health and safety losses and improve performance.

o To undertake regular Health and Safety audits of the Force

o For Force risk assessments and safety procedures to be reviewed and updated along with auditing departmental and operational risk assessments for compliance.

o Health and Safety Training courses to reflect changes in the Health and Safety Management system and policing.

o For the Health and Safety Department to be embedded in Force Boards including change management and working groups.

o To ensure a consistent Health and Safety standards and culture is developed within the JOU and Contact Management with our partner Force Hampshire Constabulary.

3.0 Definition of Health and Safety

3.1 Health and Safety is organised efforts and procedures for identifying hazards within the working environment to reduce accidents, ill health and exposure to harmful situations. A hazard being something that has the potential to cause harm. Health and safety is intrinsically linked with the wellbeing of officers and staff within the organisation and is fundamental to good business performance.

4.0 Benefits of Good Health and Safety Management

4.1 The Forces main resource is its staff, without them it would not be able to operate. Therefore when staff are off sick or injured the effectiveness of the Force is reduced. It is recognised that good Health and Safety management is good for business, in that it reduces accidents, injuries ill health and damage to equipment and improves wellbeing. This in turn reduces costs to the organisation, reduces days lost due to ill health absence ensuring reduced loss of resources.

5.0 Monitoring and Review of the Health and Safety Plan

4.1 The plan will be monitored through the Force Strategic Health Safety Environment and Wellbeing Board and reviewed on an annual basis, to ensure it is fit for purpose.

6.0 Delivering the Health and Safety Strategy

6.1 Critical to achieving the strategies aims is the engagement of managers at all levels within the Force including those within the JOU

7.0 Promotion Communication and Engagement

7.1 Promotion of health and safety should not been seen as the sole responsibility of the Force Corporate Health and Safety Department, it should be promoted by all managers and safety representatives as the key stakeholders being driven from the top of the organisation downwards and includes the Office of the Police and Crime Commissioner.

7.2 Officers and staff also have a key role to play, ensuring accidents and near misses are reported, damaged or unsafe equipment and building faults reported. There should be a clear vision that health and safety is every bodies responsibility.

7.3 Each health and safety committee across the Force is responsible for

communicating the health and safety strategy, ensure managers are reporting to the board on their local safety action plan and it progress.

8.0 Measuring Progress and Performance

8.1 The Strategy will be monitored through the Strategic Health Safety and Wellbeing Board on a quarterly basis.

8.2 The accidents will be monitored for trends and whether the strategy is reducing accidents, injuries and ill health. Local Health and Safety Committees will be required to monitor managers to ensure they have Completed their accident investigations.

8.3 This strategy will be reviewed annually to ensure it is relevant.

APPENDIX F - HEALTH & SAFETY AUDIT PLAN

Audit Title	Timescale	Draft scope of Audit	Proposed start
H&S Training			
	28 DAYS	Review Mandatory H&S training Requirements	June 18
H&S Management			
	56 DAYS	External Review of Legionella Management / Update of Policy	September / October 18
Maturity Benchmarking			
	28 DAYS	Audit of health and safety compliance and policy / procedure implementation	June / July 18
Fire Management			
	28 DAYS	Audit of compliance with Fire legislation / TVP policy against current guidance	Dec 18
Control of Contractors			
	28 DAYS	Desk top review of H&S Management system for controlling contractors	March 18
Compliance			
	28 DAYS	Audit of health and safety compliance and implementation (including Mandatory training, risk assessments & H&S management)	Apr-18

THAMES VALLEY POLICE

ANNUAL REPORT

ENVIRONMENTAL MANAGEMENT 2017-2018

Contents

Introduction

Thames Valley Police (TVP) understands the impact our operations and work activities may have on the environment. As a police force and responsible organisation TVP, and its staff as individuals, have a clear responsibility to care for our environment in which we live and work. The Force is committed to implementing and supporting programmes that effect lasting, positive, environmental change.

This Report outlines the range of environmental sustainability work of the Force and gives an overview of our Environmental Performance, focusing on the Functional estate. It also outlines some of the work we will undertake in the coming year and beyond for Continuous Improvement.

Summary

The Force has made significant efforts and clear progress during the last year which shows the support across the Force for this important area of work. Key points are as follows:

Governance
The responsibility for the Environmental Management Group has transferred to the Facilities function within the Property Services Dept. Membership of the Group has been reviewed.

Carbon Management Plan
The 2nd Carbon Management Plan 2015-20 helped the Force reduce carbon emissions and work towards carbon reduction targets. The Force set a target of a 33% reduction in CO_2 emissions over a 10 year period and after 7 years is on target to meet this.

Waste
Delivered a new Integrated Waste Management Services Contract and joined the South Wales Police framework Contract for Secure Waste Disposal Service (confidential waste). The integrated waste contract was a merge of several smaller contracts and agreements and was a significant and complex task.
During the last year our total level of waste has continued to reduce and the proportion of recycling has continued to increase.

Biodiversity
We also began working with "Praise Bee," a charity set up for the express purpose of increasing the Mason bee population across the UK, with a bee nest installed at HQ South.

New challenges and opportunities mean that continuous improvements are needed to move towards our targets. Over the coming year we will continue to integrate environmental sustainability into our working practices, to reduce our environmental impact.

Our Commitments

The Force have made a number of commitments to work towards an environmentally sustainable future for our organisation.

Environmental Management Approach
The reasons for having a defined approach is to provide the framework to drive achievement of our goals and objectives in order to ensure continuous compliance with current and future environmental legislation. It also demonstrates our commitment to maintain a *continuous* improvement programme to control our "Aspects and environmental impacts" of any significant activities, which we can be expected to influence. Our approach is based on Corporate Social Responsibility (CSR), self-regulation and some requirements of the ISO14001 standard and framework.

The Force Environment Protection Manual (EPM) was set up in response to the Environment Protection Act to control pollution and forms part of our defined approach which includes:

- Environmental Management Policy
- Chief Constables Environmental Protection Statement (as our commitment)
- Register of Legislation
- Register of Aspects and Impacts
- Sustainability Impact Assessment
- Pollution Guidance
- Waste Management Guidance
- Procurement Guidance
- Energy Conservation Guidance

Work has begun to review, all the above to conform to our stated Environmental Policy. The Environmental Management Group will oversee this work.

Environmental Policies, Strategies and Standards
The Force have a wide range of documents to drive our approach to sustainability, the key ones are listed below:

Environment Management Policy
The Policy is part of our environmental approach and is the Force's central and overarching Environmental Policy. The intention of the Policy is to ensure compliance, reduce consumption/costs/ carbon emissions, and minimise the impact our activities have on the environment. The Policy is owned by the HSE department and reviewed by the Environmental Management Group.

The Environmental Policy is underpinned by other detailed Policies, Procedures, Strategies, Plans and Standards which are key drivers for sustainability and outline our approach and objectives, some of which are listed below:

- Asset Management Strategy and Plan
- Energy Policy
- Heating, Cooling and Ventilation Standard
- Travel & Vehicle Use Policy
- Workplace Travel Strategy
- Carbon Management Plan
- Print Strategy

Governance

Strategic Estates Group
The Strategic Estates Group (SEG) has the primary aim of ensuring the estate is capable of supporting the delivery of TVP's service delivery requirements whilst pursuing all sustainable opportunities to reduce the size and cost of the estate.

The SEG is intended to form a bridge between overseeing the strategic implementation of the Force's Asset Management Strategy and Asset Management Plan. It provides accountability to CCMT for managing the estate in order to align with and to ensure it contributes to the Force's strategic priorities. It also provides assurance to the Police & Crime Commissioner (PCC) that the estate is being effectively managed in order to preserve and protect the PCC's interests.

Force Environment Management Group (EMG)
The EMG was formed in 2008 with the aim of ensuring TVP follow the best feasible environmental management options available. In 2017 the responsibility for the EMG was transferred to the Force Property Services, Facilities Department from the Health, Safety & Environment Department. The EMG continues to report to the Force Health Safety Environment and Wellbeing Board, chaired by the Director of People.

Work has begun to review membership and revise the Terms of Reference (ToR) for the Group. This is an ongoing piece of work for 2018/19. Responsibility and Membership of the EMG is likely to include a number of key staff:

- Facilities Support Services Manager (Chair)   Property Services
- Energy Manager   Property Services
- Head of Health Safety and Environment   HSE Department
- HS&E Auditor   HSE Department
- Environment and Sustainability Coordinator   Property Services
- Capital Schemes Project Officer – Sustainability   Property Services
- Fleet Manager   Chiltern Transport Consortium

The ToR also indicate that the EMG will include key staff from other departments as required.

The EMG also monitors national and international environmental legislation changes, policy developments and best practices and advises on their implications, to ensure the Force is legally complaint.

Legislation

Water Industry
On the 1st April 2017 the water industry for non-domestic users was de-regulated. This means TVP is no longer restricted to buying water services from our 5 regional water companies and is instead free to choose a single water retailer.

Hazardous Waste Legislation
Changes to the Hazardous Waste Regulations 2005, were introduced in 2016/17. From 1 April 2016, premises no longer needed to register with the Environment Agency as hazardous waste producers to comply. In addition, new codings for Hazardous Waste

Consignment Notes came in to force. To comply, the codings must begin with the first 6 letters of an organisation's name i.e. THAMES. Followed by 5 characters generated by our waste contractors for each waste collection.

Key Areas of Work

Carbon Management Plan

The force Carbon Management Plans (CMP) 2010-2015 and 2015-2020, continue to demonstrate our commitment as a responsible organisation towards protecting the environment in which we all live and work. The CMP defines carbon emissions as consisting of transport and building emissions. The transport emissions include the fuel used in the fleet vehicles, hire cars, business miles in private cars and rail journeys. Building emissions consist of electricity, gas (natural and propane), and oil. The wood used in the biomass boilers is zero rated for carbon emissions.

The following chart shows year to year progress over the period of the plans and against the target.
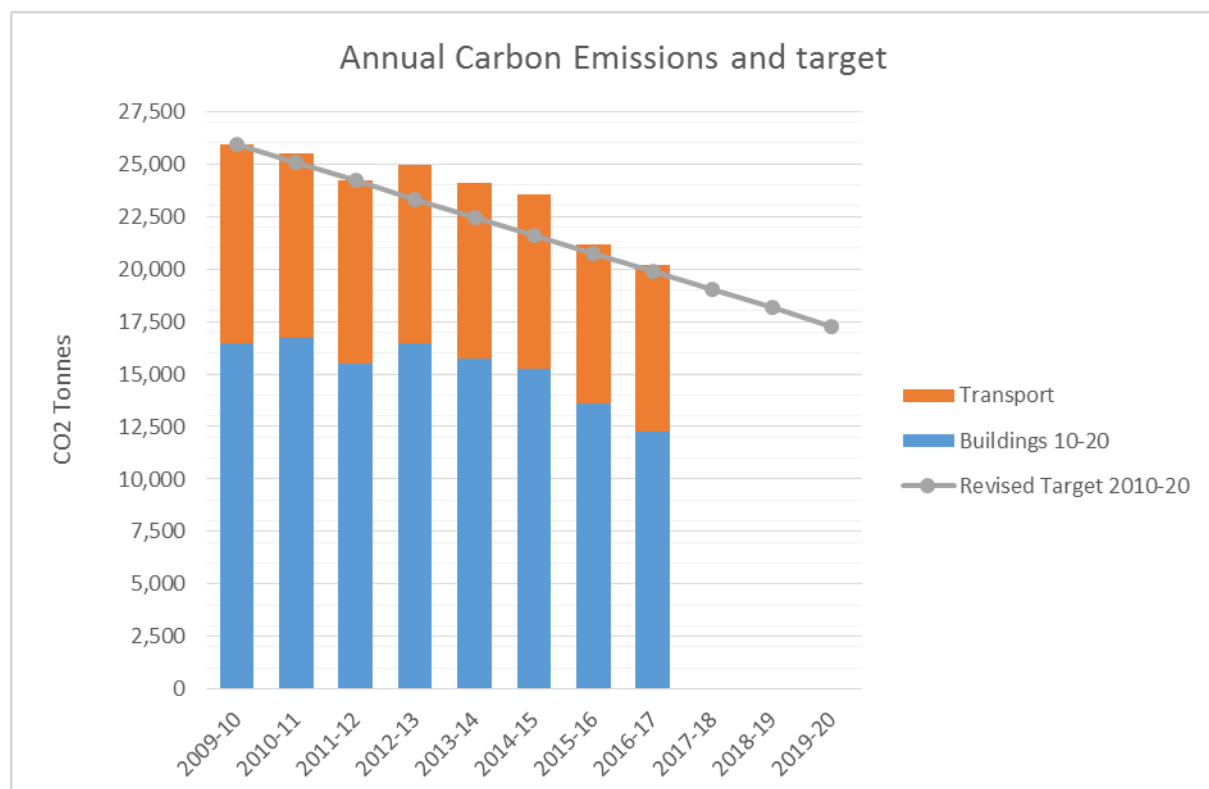
Significant progress has been made during the last year towards the 33% CO_2 reduction target that has been set for the entire 10 year period of both plans. Reductions in consumption of 22% have been achieved to date. Based on a straight line target reductions should currently be at 23.1% and therefore overall the plan is essentially on target.

Key Actions and pieces of work undertaken recently are as follows:-

Property Services

Review of Energy Use across the Estate

A review was been undertaken of our estate that identified that the top 20 buildings in terms of energy usage represent over 80% of the total consumption by TVP. It is therefore clear that energy reduction work needs to be focussed on these buildings.

Building Management Systems (BMS)
BMS control all aspects of the building in terms of heating, cooling, and ventilation. These are complex systems and checks of TVP buildings have indicated that many were not set up to achieve maximum efficiency. Extensive work has been undertaken to review the BMS in our top 20 energy using buildings. For example, at Fountain Court we have been able to reduce the hours of heating in parts of the building by 40% (nights and weekends). Work on the BMS will continue for the foreseeable future.

LED Lighting
The maintenance electrical engineers have developed a spreadsheet that calculates the savings from installing LED lights by comparing the costs of running (including maintenance) the current lights and the cost of LED lights including purchase and fitting. The spreadsheet has been used to justify a number of external lighting projects which should deliver annual savings of 36,000 Kg of CO_2 and £12k.

External lighting was also installed across the Sulhamstead site which should deliver annual savings of 76,000 Kg of CO_2 and £11k. A series of further projects are being developed across the force. This includes working with the Capital team to ensure LED lights are a core requirement of new builds and refurbishments.

Work is ongoing to replace the lights in custody cells and there will be a further project to look at the viability of replacing lights in the rest of the custody blocks.
There is an extensive program to replace the majority of lights at Loddon Valley.
Part of the major refurbishment work at Milton Keynes will be to replace the majority of lights in the station with LED.

Voltage Optimisation (VO)
This has been installed and commissioned at 9 sites (11 units) and they are delivering energy savings of between 3% and 7% on a site by site basis. A review of potential other sites has been undertaken and based on other ongoing/proposed energy reduction projects the business cases do not justify further investment.

Biomass Boilers

The Capital Team are currently working on refurbishing Imbert Court at Sulhamstead and as part of this work the building will be connected to the existing biomass boilers in the PSTC building. These boilers will provide heat and hot water and will replace the electrical systems that are currently employed in Imbert Court.

Approval has been obtained for the installation of biomass boilers to replace the oil boilers that currently supply the Teaching Block, White House, and Stable Block at Sulhamstead.

Solar PV

TVP currently has 3 solar arrays:
REC – 240 kW array
Sulhamstead – 22 kW array
HQ South – 7.5 kW array

Investigations are currently underway for a solar PV array at Loddon Valley funded by a third party providing reduced price energy to TVP

Chiltern Transport Consortium (CTC)

Transport emissions in 2015-16 were 20% lower than at the start of the plan. However, this fell back in 2016-17 and overall transport is now 7% off target. This appears to be due to a significant increase in the use of hire cars.

The level of emissions in relation to the use of private cars for business use continues to fall with a 6.3% decrease compared to last year.

The telematics system is installed in the majority of the fleet. The new ID cards/fobs are now being used in the vehicles and the data is available to the CTC. Based on experience in the industry it is hoped that this will deliver savings of between 10% and 20%.

CTC continues to source increasing efficient vehicles with lower CO_2 emissions. They are also currently investigating electric vehicles for use within the centre of Oxford.

ICT Department

Measuring the impact of changes made by the ICT department is extremely difficult as the energy used is included within the overall building energy usage. However, the planned outsourcing of the data centres should have a significant impact on the energy usage within our estate. The move to the outsourced data centres should be starting in the near future although the full impact will not be seen for some time.

Sustainable Transport

The implementation of the Force "Travel and Vehicle Use Policy" and "Workplace Travel Strategy", aims to enable efficient operation of the functional estate whilst reducing the traffic congestion, air pollution and carbon emissions associated with the business travel and commuting needs of our staff.

Sustainable Transport - Fleet and Business

Chiltern Transport Consortium
See the "Carbon and Energy Management" section of this Report.

Sustainable Transport - Commuter Travel

The Workplace Travel Strategy
Our Work Place Travel Strategy focuses on sustainable commuting and business travel. The strategy was formally adopted in September 2012. The Strategy seeks to minimise air pollution and carbon emissions associated with commuting and business travel and achieve other health and environmental objectives while maintaining operational capabilities. Including improving the range of travel options available to staff to encourage them to travel more sustainably. The strategy benefits not just the Force, but the wider community. Progress has been made, to improve the package of measures available to facilitate sustainable travel in line with the Travel Hierarchy. These include measures to reduce the

need to travel (flexible working, use of technology), the cycle to work scheme and concessions and facilities, public transport discounts, and car sharing measures.

<u>Staff Cycle to Work Scheme</u>
The Cycle to Work Scheme is aimed at encouraging salaried staff to use cycles for all or part of their journeys to and from work and reduce environmental pollution. Staff are able to obtain bikes, accessories and equipment under the scheme, up to a £1000 in value, over 18 months as a tax-free benefit.

Table: Staff Registrations

Year	No. of New Registrations (Force wide)
2011	272
2012	243
2013	270
2014	250
2015	234
2016	174
2017	141
Total	**1584**

<u>Other Staff Cycle Concessions</u>
Staff Benefits also ensured that Other Cycle Concessions continued to available at cycle shops or mobile providers for bikes, folding bikes, electric bikes, parts, mobile servicing, servicing and repairs, cycle hire, Cycle Club Memberships and Clothing and Accessories.

<u>Cycle parking, showers, lockers, changing & drying room facilities</u>
The Force aims to provide sufficient facilities to meet existing and future need.

<u>Public Transport – Staff Discounts on Bus and Rail Travel</u>
Staff Benefits ensure that measures are in place so that Police Officers, Special Constables, PCSO's and Police Staff continued to travel free or with concessions on <u>Public Transport</u> across various areas of the Force. This was dependant on the Service Operator, Areas covered by the Operator, whether staff were on duty or not and travelling to/from work and on production of a warrant or staff ID Card.

Transport for London (TfL) also allows free travel on London Underground, over ground, buses, Tram link and Docklands Light Railway for TVP police officers at any time on production of their warrant card. Special Constables are not included in this arrangement, but PCSOs are allowed free travel when on duty and in uniform. There are no concessions for any other police staff or special constables within TfL.

A link has been set up to https://police.trainsplit.com for members of police organisations, who are travelling by train on journeys over a reasonable distance. Savings averaging around 30% are available by using a "Trainsplit" ticket, depending on the journey and networks used. When more than one ticket is purchased this generates an affiliate commission allocated to children's charities.

<u>Car Sharer's Group – Commuter Travel</u>
A "Car Sharers Group" was set up by Force Users of the Yammer Network. Yammer is the Force social networking service used for communication within the Force. Property Services have also been working with L&D so that an email is generated to training course delegates to facilitate car sharing arrangements.

Water Management

Thames Valley Police currently spends approximately £250,000 per year on our water services. Our water is currently supplied by 5 separate water companies, with the majority of our sites being supplied being supplied by Castle Water (formerly Thames Water).

In order to manage our water usage we have Automatic Meter Reading (AMR) equipment on all of our large Castle Water sites and this data feeds into a monitoring system with built in alarms to flag when there is significant background flow. This system (Fusion) works extremely well.

We are expanding this system to include independent meters at Sulhamstead due to the number of buildings and pipe work geography of the site. This will ensure swift identification of any leakage.

Last year, the water industry for non-domestic users was de-regulated. We are currently investigating opportunities for tendering the whole Force to a single water supplier, and have met with Crown Commercial Services, Laser Energy Services and, Independent service providers to facilitate this. This will allow us to fit AMR meters to all of our larger sites.

In terms of activities to reduce water consumption and waste, we are carrying out & introducing the following initiatives:

- Installation & management of the AMR equipment
- Site surveys and water audits on all of our large sites
- Urinal – low flushing control system on all (220) urinals force-wide
    - Reducing water consumption with a net value of £30,000
- Trail of warterless urinals at specific sites
- Installation of automatic sensor taps at:
    - HQ south
    - Bicester Traffic base workshop
    - Bracknell PS
    - Reading PS
- Installation of aerated taps
    - Standard specification

Waste Management

Waste management is an important way in which the Force influences Material Resources. The Force continues to work with its Contractors to adopt the Waste Hierarchy in the delivery of the Services:

1. Prevention / Reduction
2. Reuse
3. Recycling
4. Recovery
5. Disposal

The principles of Resource Waste Management and sustainable development are adopted, so that as many of the Force's waste materials (as is practically possible) are transferred to

approved treatment facilities and turned in to a resource, recycled and diverted from landfill. This improves sustainability and saves money, as well as reducing the environmental impact of Thames Valley Police.

Review of Waste across the Estate
In 2016/17, a Project Team was set up to take on the major challenging task of reviewing and improving the Waste Management and Disposal Services throughout the Force. Collaboration took place between Waste Suppliers, Property Services, Procurement, Finance and other key stakeholders such as Evidence Management Unit and H, S&E and a tender exercise took place.

In August 2017, we delivered a best value integrated Waste Management Contract to improve sustainability, manage waste in accordance with the Waste Hierarchy and comply with legislation and best practices. The Contract was awarded to Grundon Waste Management with a contract start date of 1 October 2017. The contract covers a wide range of integrated Waste management Services and contracts which were brought under one umbrella to support stakeholders including:

- General and Mixed Recycling Waste
- Hazardous and other Technical Waste
- Chemical Waste from Forensic Investigation Units
- Seized Cannabis Farm Site Clearance
- Destruction Of Drugs And Pharmaceuticals
- Adhoc Skip Hire Waste (wood and metal)
- Offensive, Hygiene Waste Services (Dog / Horse Waste)

Property Services does not manage waste for the Chiltern Transport Consortium, ICT, and a number of other minor waste streams.

The Evidential Management Unit manages its waste from across the Force using the central contracts but also diverts waste by selling as many items as possible. This not only reduces waste but also generates an income stream.

Non-Confidential Office Waste Initiative
The Non-Confidential and Confidential Office Waste Initiatives are managed by Property Services. General Waste and Dry Mixed Recyclables internal containers are in place across the estate. This enables the Force to comply with "Pre-Treatment" regulations (contained within the UK and Landfill Regulations) to sort and separate our waste before it is collected.

The graph below shows the breakdown of waste arisings in terms of general waste, recycled and the percentage reduction in overall waste since the initiatives began in 2009/10.
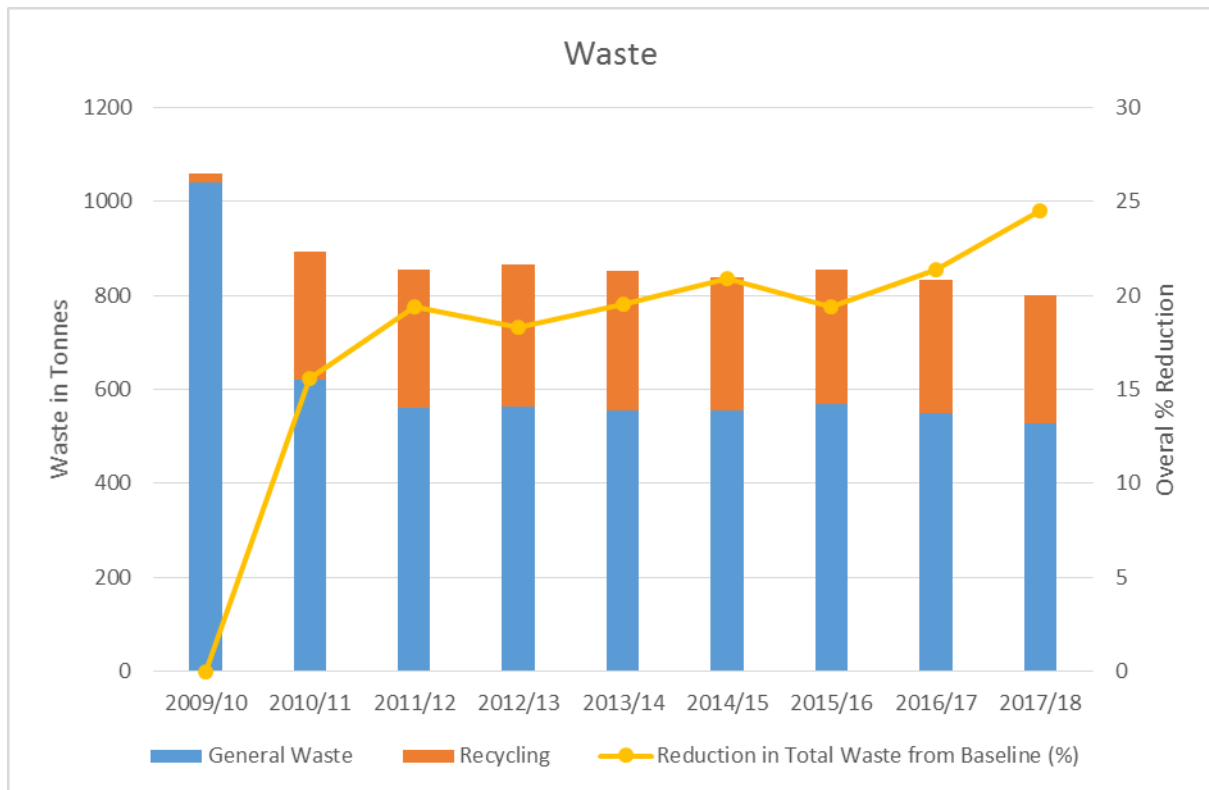
Over the period there has been a 24.5% reduction in total waste. Over the same period the recycling rate has increased from 2% to 34%.

In 2009/10 all general waste went to landfill, however now it is all diverted from landfill and recovered for energy which avoids land fill tax.

Food waste recycling facilities are in place at Sulhamstead Training Centre and food waste is recycled through an anaerobic digester.

Confidential Office Waste

In 2016/17, a Project Team was set up to look at improving Confidential Waste Management and Disposal Services throughout the Force. This resulted in the Force migrating to a national framework for confidential waste run by Gwent Police which includes the secure disposal of paper, magnetic media and uniform.

Internal containers are in place across the estate to segregate confidential waste including a console trial at Aylesbury to improve security. Confidential Waste information has been compiled from data estimates supplied by the Waste Contractors based on all containers collected from all of their customers. The graph below shows the quantities of confidential waste and the percentage reduction since 2009/10.

Confidential Waste
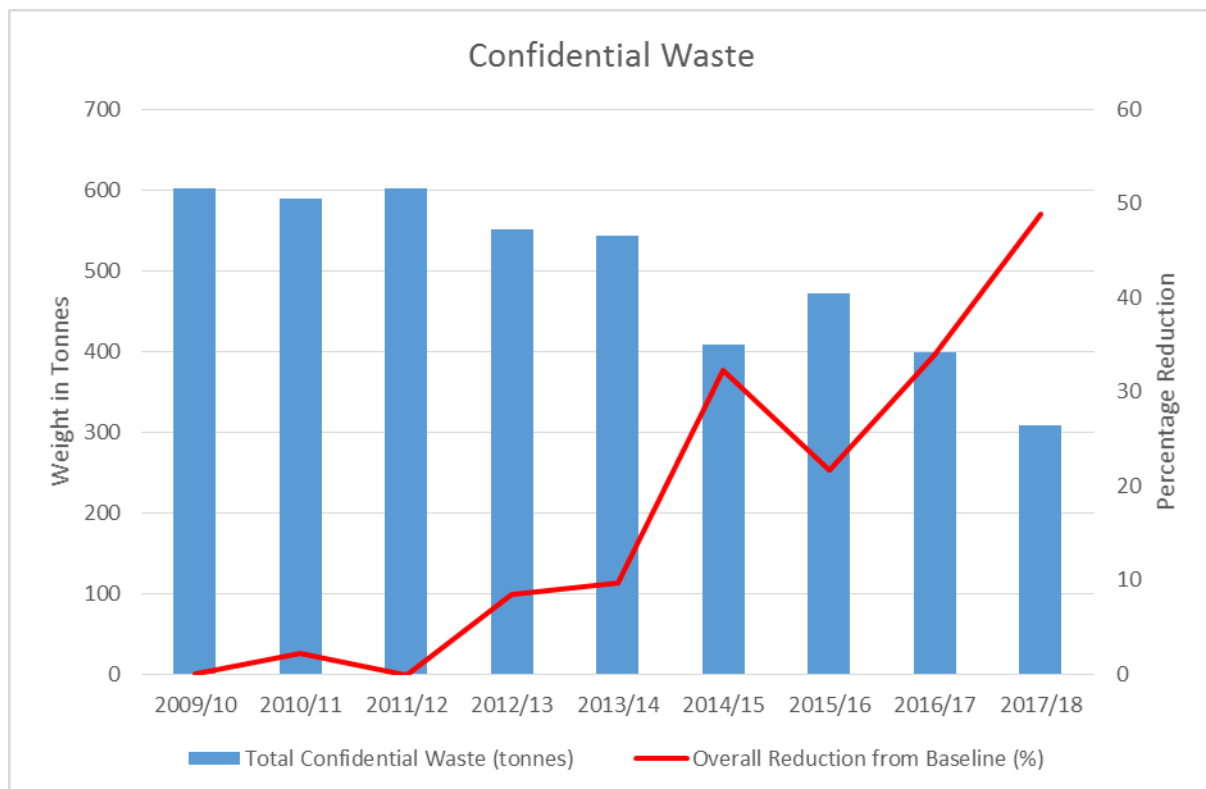
Over the period there has been a 49.9% reduction in total confidential waste. All confidential paper is securely shredded and recycled.

Combined Non-Confidential & Confidential Waste
From the baseline year 2009/10, there has been a 33.3% reduction in combined total waste and the combined recycling rate for 2017/18 was 52.3%.

Hazardous Waste
In 2016/17, Our Facilities, Evidence Management Unit (EMU) and Procurement Departments worked with our Waste Contractor, to put in place a cost effective procedure, to transfer property purge waste from local EMU's to a central point of collection within the Force, which also freed up storage space at local EMU's. Separate containers have been supplied at this location to enable the EMU staff to segregate waste for disposal and recycling where possible.

In 2016/17 Property Services Department briefed changes to the Hazardous Waste Regulations and the new procedures to suppliers, targeted staff and waste producers to ensure compliance (including Procurement, Facilities, Evidence Management Units & Roads Policing and Tactical Support).
The waste management guidance was updated and communicated on the Environment website. The changes will necessitate a re-write of the Force Environmental Management Policy in 2018/19.

Environment Collaboration and Benchmarking

Collaboration
Working collaboratively with a diverse range of organisations has the value of efficiently sharing resources & best practices to reduce costs. It improves the skill base, market knowledge, problem solving, innovation, customer service, communication & common goals to make collective decisions.

TVP is member of a number of key national, regional and local organisations to help promote sustainability and to share best practice. Key environmental staff work with the National Police Estates Group (NPEG) which and focuses on energy, travel, CO^2, water, waste, behavioural change and benchmarking. The Force also collaborates with Low Carbon Oxford.

Benchmarking
Waste, Energy and Water data is provided to CIPFA to carry out national benchmarking of sustainability performance and achievements against other sites and Forces.

This data is used to identify any problems or poorly performing site and these are targeted to improve performance & working methods.

Biodiversity

Biodiversity is the whole variety of wildlife and habitats on Earth and not just rare or endangered species. Biodiversity is fundamental for the Earth's life support system and provides for basic natural services such as fresh water, fertile soil, and clean air. Biodiversity protection and enhancement is relevant to TVP land and around its buildings. The aim is to preserve and where possible enhance biodiversity and reduce the Forces environmental impacts on biodiversity.

Bees
The Force are working closely with "Praise Bee," a charity set up for the express purpose of multiplying up the Mason bee across areas of the UK, which are deficient of bees. The solitary Red Mason bee is an indigenous bee which does not make any honey and therefore it is not aggressive, as it has no reason to sting to protect that food source. The bees emerge around March or April time. They have a short five month life cycle and as adults produce pupae and as such, pollinate most plants more quickly than any other bee.

The strategy of the charity is to use large organisations, such as the Church of England, the MoD, Police Stations and the NHS etc. who own many sites in close proximity to town gardens, where these bees can be breed. A bee nest has been installed (facing south west for full sun) in the grounds of HQS and it is hoped that over time we will be able to populate bee nests at other sites across the force.

Communication and Engagement

The Force Website
The Carbon Management Plan 2015-20 is accessible to the public on the Force website.

Environment Management Website
The Force Environmental Management website has been developed to include the following:

- About Environmental management
- Biodiversity
- Energy and carbon
- Get Involved! (Opportunities)

- Pollution control
- Sustainable purchasing
- Sustainable development
- Travel Choices
- Waste and recycling
- Water conservation
- Transport (Fleet)
- IT Management

An Audit of the website is being carried out and following this further work by the EMG will be required in 2017/18 to update the website.

Get Involved! (Opportunities)
All staff are encouraged to take responsibility to get involved in sustainability on the website with a range of tools to help:

- Eco Handbook
- Spreading the Word (Top Tips)
- The Spread the Word Checklist is a good way to get started.
- Green Messages & Slogans (to use it on email signature footers)
- Posters, Stickers & Clip Art Images
- Walk Around Checklists Tools for Environmental Auditing
- Create an Employee Awareness Campaign tool
- Personal CO_2 Foot printing Tool
- Thermometers

Environment Champions
The force wide network of voluntary Champions continued to provide support to those staff already in key environmental roles. Champions act as a focal point within their own department, building or station to spread the word on sustainability issues. And identify simple actions and changes to encourage staff to reduce energy & water use; reduce, re-use and recycle waste and reduce the impact of our travel. The Network is key to the Carbon Management Plan as a core communication channel for promoting awareness of the need to reduce our carbon emissions and realise financial savings. There were 81 staff participating in the Champions Network in 2017/18.

- A database has been set up to "Find your Environment Champion"
- There is an application form to apply to be an Environment Champion.
- An Environment Champions global email address has been set up to communicate and network.

Behavioural Change
TVP staff are working with National Police Environmental Group on behavioural change including developing a range of tools to encourage staff to get involved in sustainability.

Conclusion

Thames Valley Police continues to meet its obligations under environmental legislation and pro-actively manages all aspects of if its environmental impacts.

During the last year new waste contracts have been signed for an integrated waste management service and a confidential waste service. The year has seen a continued improvement in our recycling rates and a reduction in our total waste volumes.

The Force is successfully managing its carbon emissions and is on track to meet its 33% reduction target by 2020.

In conjunction with "Praise Bee" the Force has installed a bee nest at HQ South as part of a national project to increase the Mason bee population.

Plans are in place across Property Services and Chiltern Transport Consortium to deliver further significant savings over the coming years. Staff are encouraged to take part in our Environment Champion programmes.

Mike Underwood   **June 2018**
Facilities Support Services Manager

THAMES VALLEY POLICE

ANNUAL REPORT

Wellbeing 2017-2018

The national journey for Wellbeing

1. "*In 2013, the first National Police Chiefs' Council (NPCC) wellbeing working group was set up to translate the research, carried out by Dr Ian Hesketh, into practice. DCC Andy Rhodes from Lancashire Constabulary led the national working group on wellbeing and engagement. In May 2015, the NPCC unanimously agreed to sign up to the Workplace Wellbeing Charter, an evidence-based framework approved by the National Institute for Health and Care Excellence that is now explicitly referred to in the HMIC PEEL inspection program.*

2. *The National Policing Vision (2025) makes specific reference to the importance of workforce wellbeing and forces supported by partners such as Police Mutual, the Police Dependent's Trust and MIND have made significant progress. Our focus and commitment has highlighted challenges, particularly in relation to emotional and psychological support, that have previously been hidden beneath the surface.*

3. *As the service has started to talk more openly about these issues, while working through the charter, it has enabled the College of Policing to develop a new police-specific framework that we believe is the first of its kind in law enforcement. This new Blue Light Framework contains learning from across the service, academia and Public Health England (PHE) to provide forces with a self-assessment tool that sets a new standard for policing.*"

National Blue Light Wellbeing Framework – May 2017

4. The framework is structured to focus on 6 key areas:
- Leadership
- Absence Management
- Creating the Environment
- Mental Health
- Protecting the Workforce
- Personal Resilience

5. This is the first annual wellbeing report to be produced for JIAC and as such the areas contained in the framework have been used to aid the structure of this report.

6. The Health Safety and Environment and Wellbeing Board has replaced the Force Health Safety Environment Committee (FoHSEC). Although the Force has a wellbeing strategy that was published in 2015, the service has developed its thinking and approach to wellbeing since this time and therefore the strategy is be reviewed and is currently being re-written with the intention of taking an evidenced based approach to what works.

Leadership and Creating the Environment

7. The College of Policing (CoP) Framework is in effect an action plan / standard which covers the areas shown in paragraph 4. There is a supporting website called 'Oscar Kilo' in which all forces can document their activity against each of the 6 areas with supporting evidence. Forces can participate in sharing good practice and peer review. An example for mental health is attached (Appendix 1).

8. TVP has also been working with the Open University to examine which areas could attract research funding and to conduct research that could have a significant on the wellbeing of officers and staff.

9. Wellbeing received a significant focus in the staff survey result and has been included as a priority area of activity for the next 12 months and features in the Force's 2018-19 Delivery Plan.

10. The staff survey was conducted between October and November 2017 with a much improved response rate of 48.9% compared to 38% in 2014 and 21% in 2015. The average score for emotional energy is higher for police staff than police officers. The average score for police staff is higher than found in other forces, whilst the average score for police officers is slightly lower. Life satisfaction is reported at a high average level across TVP.

11. Impact of change and timing of the survey is thought to have impacted on LPA Officer results. Levels of Public Service Motivation, Individual – Code of Ethics, Life Satisfaction and Ethical Voice Behaviour remain high. In terms of taking forward the results of the staff survey, four priorities have been identified: Supportive Leadership, Fairness, Wellbeing and Removing Barriers.

12. At a local / operational level, all of the Employment and Wellbeing Business Partners and their Teams play an active part in assisting their respective areas of responsibility. They help to develop and implement local wellbeing action plans to drive activity and positive outcomes for the issues which are important for those areas/ For example, Milton Keynes are looking to establish a wellbeing garden, some LPAs have dedicated prayer / quiet rooms, there have been a number of requests to establish gyms within LPAs, Criminal Justice have a calendar of activity for the next 12 months. TVP has an active Yammer Wellbeing forum.

13. Both the Core Leadership Programme (CLP) and the Police Staff Induction Programme have been reviewed and re-written to strengthen the content in relation to wellbeing.

<u>Police Staff Induction</u>

Period	Number of attendees	Number of sessions
April 2015 to March 2016	155 accredited	11 sessions
April 2016 to March 2017*	287 accredited (91 temp staff)	22 sessions
April 2017 to March 2018	299 accredited (56 temp staff)	18 sessions

*In July 2016 the Temps employed longer than six months were added to the sessions.

14. The approach was also taken that all staff regardless of their contractual status would be required to attend the one day induction programme. Previously, contractors and those on fixed term contracts were not required to attend. The new approach has generally been well received by those who attend stating that it has provided them with the opportunity to feel a part of the organisation and has increased their knowledge of how their role contributes to the Force objectives.

15. Formal feedback sheets are no longer distributed, but the training team do receive emails on a regular basis from participants.

16. We have a very good uptake for the completion of the Moodle training which staff are asked to complete before they attend the course. The presentation delivered by the Professional Standards Department is always particularly well received as it helps new starters to be clear about the Code of Ethics and the expectations of the organisation.

Officers and staff who have attended CLP in the last 3 years

Level		Apr 2015 - 31 March 2016	April 2016 – March 2017	April 2017 – March 2018
Level 1				
	CLS010 Leadership & personal Development	161	152	169
	CLS101 Initial OP Leadership	115	80	128
	CLS030 Coaching for Performance	132	110	136
	CLZ991 managing people and Resources	119	116	154
Level 2				
	CLZ012 leadership	37	48	45
	CLZ100 ADV OP Leadership	17	41	32
	CLZ032 Coaching for Performance	41	37	57
	CLZ992 managing people and resources	37	29	45

17. All the figures above were taken from PeopleSoft on 22 June 2018. The figures show the total number of people who have completed the course, in the financial year, including staff and officers who have left TVP since completing.

18. In March each year, the Force holds what is known as the Leadership Conferences, which are mandatory for all BB4 and Inspectors. This year the event was opened up to include sergeants and a total of 924 officers and staff were registered on the system. Senior Leaders are also in attendance or run workshops for the afternoon session.

19. A key feature of wellbeing is how staff are managed in respect of their personal performance. Unlike some forces, TVP has a long history of undertaking Personal Development Reviews (PDRs) for all officers and staff. The reviews are supported by the electronic 'Talent Management' system which sits outside of any other systems (this is subject to change with the introduction of the Enterprise Resource Programme (ERP) next year).

PDR Data

Performance and Development Review Stats						
This information has been taken from Talent Performance which is a standalone system. The job role information has been input by the users and may not directly match the staff information on PeopleSoft.						

Year on Year Comparison	2015-16*		2016-17		2017-18	
Not Rated	1974	24.9%	619	8.7%	833	11.7%
Not Achieved	57	0.7%	38	0.5%	34	0.5%
Achieved	4626	58.3%	4932	69.3%	4705	66.2%
Exceeded	1284	16.2%	1531	21.5%	1535	21.6%
Total	**7941**		**7120**		**7107**	

Police Officer	2015-16*		2016-17		2017-18	
Not Rated	1509	36.4%	538	14.1%	776	20.3%
Not Achieved	13	0.3%	10	0.3%	10	0.3%
Achieved	2100	50.7%	2542	66.5%	2327	61.0%
Exceeded	522	12.6%	733	19.2%	703	18.4%
Total	**4144**		**3823**		**3816**	

Police Staff	2015-16*		2016-17		2017-18	
Not Rated	384	10.3%	44***	1.3%	39	1.2%
Not Achieved	44	1.2%	28	0.9%	24	0.7%
Achieved	2526	68.0%	2390	73.3%	2378	72.7%
Exceeded	762	20.5%	798	24.5%	832	25.4%
Total	**3716**		**3260**		**3273**	

Side notes:

* 12% of 15-16 PDRs were not rated due to switch over to anniversary PDRs

*** 9 people from those 44 were given an Achived rating as sufficent evidence was added to their PDR

15-16 81 Accounts
16-17 37 Accounts
17-18 18 Accounts

The above shows the number of people that have not selected a job role in each year. They are included in the 'all' table but not in the split tables for officer and staff. Some will be Hampshire staff or Temps.

20. There are two key features of the above table; (a) there has been an overall decline since 2015-16 in the number of 'Not Rated' PDRs and (b) a gradual increase in the numbers of staff and officer being rated as exceeded. The latter could be related to the fact that at the start of PDR year 2014-15 the decision was taken to reduce the number of overall ratings from 5 to 3. Another reason could be that the reduction in the overall officer and staff numbers has led to an increase in personal effort to increase performance and meet objectives.

Leadership and career development interventions

21. In 2007, TVP embarked on the introduction of coaching and mentoring as an inherent part of leadership and management and training has been delivered to both officers and staff to become certified coaches. To date there are 51 people in the organisation who have been formally trained as a coach of which 33 are Level 7 and 18 are Level 5.

Absence Management

Hours lost due to sickness - TVP - YTD			
Force Level	Officer	Staff	PCSO
Mar-16	66.4 (-2.9%)	61.5 (+11.0%)	75.7 (-12.5%)
Mar-17	65.6 (+1.2%)	61.8 (+0.5%)	78.4 (+3.6%)
Mar-18	75.7 (+15.4%)	68.9 (+11.5%)	85.1 (+8.5%)
Apr-18	5.5 (+5.8%)	4.3 (-10.4%)	6.7 (+42.6%)
May-18	10.9 (+4.8%)	8.6 (-10.4%)	13.2 (+40.4%)

* shows hrs lost per individual and % increase/decrease

22. Over the last 3 years there has been an increase in the number of days that have been lost to sickness for all staff groups with the greatest increase amongst

police officers. In comparison to our 'most similar group', TVP is ranked as second highest.

23. Currently, the Attendance Management Procedure is being reviewed by a small working group made up of staff representatives, Unison, staff support groups and Advisors from the Employment and Wellbeing Team. The drive of the review is to achieve a higher emphasis on the person rather than the process. We have made changes to the way Supportive Recovery Plans are written to encourage greater discussion with the individual rather than taking a 'standardized' approach. This has been supported with the development of an E-Learning package.

24. The Force's average number of day's sickness in the last 12 months is 10.69 days as compared to the national average for the public sector* of 8.5 days and private sector services average of 5.6 days.

*Data drawn from the CIPD Health and Wellbeing at Work Annual Survey (Public Sector: Published May 2018)

Number of days lost in excess of 28 days absence
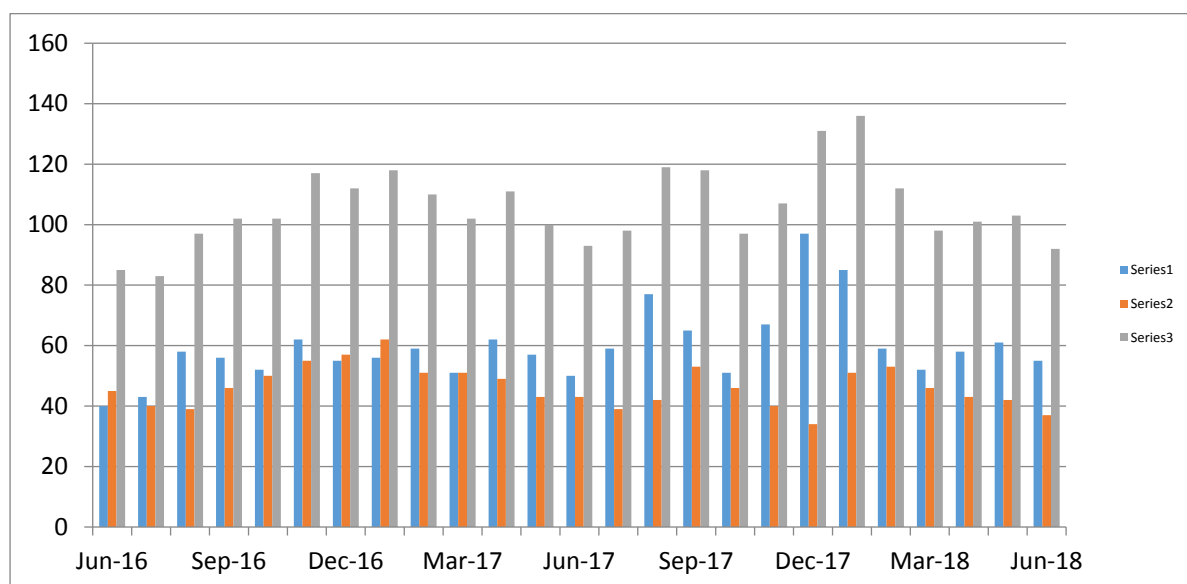
Series 1 = 28-90 days   Series 2 = Over 90 days   Series 3= Total

Overall Waiting Times for Management Referral Appointments by month – in days

Snapshot	Mar – 16	Mar – 17	Mar – 18	Apr – 18	May – 18
Nurse Referrals	17	16	16	13	18
Doctor Referrals	39	33	0	0	18

25. The management referrals relate to those requests for medical advice for first appointments. The above figures do not relate to any appointments for recruitment, reviews or health screening. The zero figures for the doctor referrals

in March and April are because all of the appointments were utilised as part of the recruitment process.

Private Health Fund - YTD

Mar 16 – 4 cases treated with a total saving of £22,344.50 YTD
Mar 17 – 3 cases treated with a total saving of £13,619.00 YTD
Mar 18 - 6 cases treated with a total saving of £23,964.00 YTD
Apr 18 – 1 case with a total saving of £4803.00 YTD
May 18 – 2 cases with a total saving of £5423.00 YTD

26. The savings that are quoted above are calculations based on the salary of the individual and the waiting time for treatment on the NHS. Officers and staff can apply to the Occupational Health Manager.

OHU Appointment (all) – Did not attend data (by Month)

	Mar 18	Apr 18	May 18
Total DNA	37	36	45
Total attended	394	358	510
%DNA	8.6%	9.1%	8.1%

27. The above reflects well in comparison to missed GP appointments in 2017 which stood at 25%. There is an obvious importance for all staff and officers to ensure that they keep their OHU appointment, but the rate of attendance is also an indication of the participation levels of individuals.

Welfare Client Contact

Time period	Number of appointments
Apr 2015-Mar 2016	1103
Apr 2016-Mar 2017	1421
Apr 2017-Mar 2018	1826

28. The above table shows a steady increase in the number of 'clients' seeking assistance from the Welfare Team. This is not necessarily seen as a negative aspect because it demonstrates the fact that our staff are seeking the assistance of appropriately skilled staff. It is of note that TVP has a dedicated Welfare Team, internal Chaplaincy service and contacts the services of an external supplier to deliver an Employee Assistance Programme which is very well patronized.

Mental Health and Personal Resilience

Referrals to Occupational Health Unit (OHU) in relation to stress

	Mar – 16	Mar – 17	Mar – 18	Apr – 18	May – 18
Stress Referrals YTD	472/1646	586/1729	540/1483	46/137	89/268
	28.7%	33.9%	36.4%	33.6%	33.2%

Due to the changeover of systems in OHU, there is no July data available
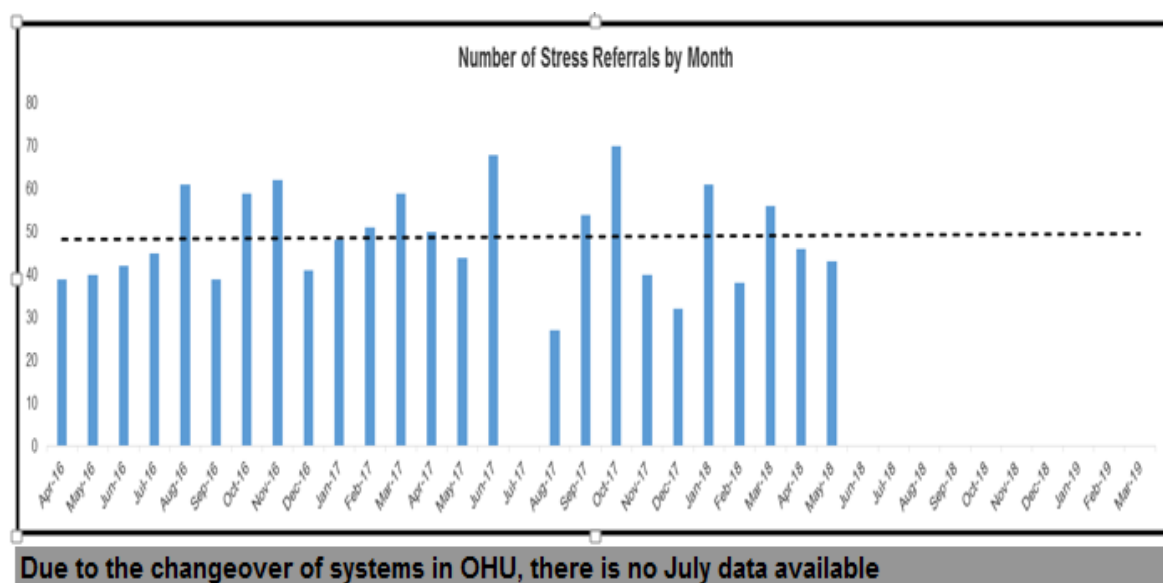
29. Improvements to the mental wellbeing of staff and officers continues to build on the momentum created with the signing of the Mind Blue Light Pledge in 2016. TVP now has very well established Blue Light Champions (161) and Peer Supporters (29) as well as the provision of resilience training for line managers. This is a very active part of the wellbeing agenda for TVP with regular information, guidance, and signposting for individuals and mental health having increased focus within the People Management module of the CLP. There is a view that the increase in numbers of stress related referrals are a result of a combination of increased demand on resources and the fact that the stigma related to the reporting of mental health issues has lessened over the years that the Mind Blue Light initiative has been introduced.

30. The spike in referrals to OHU from July 2017 is believed to be as a result of the introduction of the new Operating Model with the changes that had been made to ways of working and the shift pattern. Several managers had referred staff to OHU due to stress which related to workload. Advice and guidance was given to line managers to help them support their staff.

31. The Force has identified roles which have been assessed to have the potential to have a detrimental impact on staff. As a consequence staff (e.g. PVP) are

required to undertake regular screening to ensure that their emotional and mental wellbeing is being monitored and where appropriate interventions can be implemented.

32. The Force has signed a formal agreement with Christians Against Poverty to provide personal assistance and support to educate, manage and resolve personal debt, as this can not only have a detrimental impact on the wellbeing of staff and their families but can create risk of vulnerability and vetting issues. A new provider for the Employee Assistance Programme (EAP) was signed last year and regular management information is provided to assist with the targeting of activity where appropriate.

33. The first internal mediation service will be launched in July 2018. Twelve members of staff and officers from TVP will receive accredited training from ACAS to become qualified workplace mediators. Two places have been offered to Hampshire Constabulary to build on our collaborative partnerships and in recognition that there will be occasions when a mediators from outside the respective force will be beneficial.

Physical Health

34. As with all forces, TVP has a history of giving focus to physical fitness and health. The Job Related Fitness Test (JRFT) was introduced to the service in 2014 and is a requirement for completion for officers in designated roles on annual basis. As can be seen in the table below, the pass rate for the bleep test (PST100) has remained consistently high.

Data relating to Job Related Fitness Test (JRFT)

PST100 JRFT Figures

2015-16

Outcome	Count of ID
Fail	97
Pass	4237
Grand Total	**4334**

2015-16

Outcome	Sum of ID
Fail	2%
Pass	98%
Grand Total	**100.00%**

2016-17

Outcome	Count of ID
Fail	58
Pass	3993
Grand Total	**4051**

2016-17

Outcome	Count of ID
Fail	1%
Pass	99%
Grand Total	**100.00%**

2017-18

Outcome	Count of ID
Fail	59
Pass	3530
Grand Total	**3589**

2017-18

Outcome	Sum of ID
Fail	2%
Pass	98%
Grand Total	**100.00%**

PST102 Chester Treadmill Figures

ChTM 2015-16

Outcome	Count of ID
Fail	4
Pass	13
Grand Total	**17**

ChTM 2015-16

Outcome	Sum of ID
Fail	24%
Pass	76%
Grand Total	**100.00%**

ChTM 2016-17

Outcome	Count of ID
Fail	40
Pass	77
Grand Total	**117**

ChTM 2016-17

Outcome	Count of ID
Fail	34%
Pass	66%
Grand Total	**100.00%**

ChTM 2017-18

Outcome	Count of ID
Fail	28
Pass	72

ChTM 2017-18

Outcome	Count of ID
Fail	28%
Pass	72%

Grand Total	100		Grand Total	100.00%

35. The Chester Treadmill Test has been devised as an alternative to the bleep test as a reasonable adjustment. The adjustment may be required because of recent injury, illness or for a long term medical condition. The professional view for the difference in the pass rate of the Chester Treadmill as compared to the bleep test is that the Treadmill test is undertaken for a longer period of time – 10 minutes as compared to the bleep test which takes 3 minutes to complete.

PST004 Fitness development
PST004 - 2015-16
Count of ID
105
PST004 - 2016-17
Count of ID
44
PST004 - 2017-18
Count of ID
18

36. PST004 above relates to the number of people who have received an assessment, advice and guidance in a one-to-one session with an Instructor. It is of note that when the JRFT was first introduced the numbers of individuals who accessed the Instructors was high (105) in comparison with the latest figure (18). The reason put forward for the decrease is that officers have become more comfortable with the concept and the process of the JRFT.

37. The Instructors also provide general support by way of personal assessments and can undertake some elements of health screening e.g. BMI, lung capacity and heart rate monitoring. Local sessions are arranged too with similar, but a more limited number of sessions, organised by the OHU nurses.

Wellbeing initiatives

38. By way of summary, examples of initiatives and activity are:

- OH referral form and Statement For Work reviewed and updated to be fit for purpose
- Review of recuperative duties and pro forma
- Review of the Attendance Management Procedure
- 'Blue on the Loo' – Mind Blue Light initiative
- Themed months for mental health
- Monthly meetings with the Chief Constable in which cases can be highlighted, trends, patterns and distribute personal letters to acknowledge staff in difficult circumstances
- Force sign up to the Disability Confident scheme

- Establishment of a Wellbeing Dog
- Mandatory E-Learning package for the completion of Supportive Recovery Plans
- Moodle platform mental health awareness training.
- Nearly 200 managers and staff attended workshops on the menopause
- Corporate support for health screening of senior officer and staff
- Quiet and prayer rooms
- Smarter Ways of working (SWOW) initiatives
- Stress, resilience, trauma and Blue Light inputs to the following teams: Roads Policing Amersham, Force CID Bucks, Force CID Oxon. Contact Management new starters, Team Leaders and Operators. LPA Commanders / SMT. PVP Inspectors. CTPSE. SEROCU. Milton Keynes PSs, Federation, CSI training day, DVI course new starters, Records and Evidence Centre, High Tech Crime Unit. South & Vale PSs training day. IRB. FLO training and CHSS attendance at the CLDP Level 2 training mental health sessions.

Norma Brown   July 2018

Head of Employment and Wellbeing

Appendix:

1. Oscar Kilo Blue Light Framework

	Notes and Evidence	Location of Evidence
A mental health and wellbeing statement of intent is in place and followed. This should highlight the promotion of mental wellbeing to the organisation and address investment in mental wellbeing of the workforce	Health & Wellbeing Strategy Health, Safety & Wellbeing Policy Statement TVP Blue Light Pledge & Action Plan	Policies & Procedures Livelink Knowzone
The organisation is signed up to, and engages with, MIND blue light pledge	Blue Light Pledge signed Oct 2016. Pledge action plan in place. Active engagement with Mind via Blue Light Leads which is disseminated to Champions & Peer Supporters – which include members of CCMT Collaboration to assist other services in their development of BL networks: SCAS, Cleveland Police, Hampshire Constabulary, Royal Berks FRS, Avon & Somerset Police.	HQ(S) main reception Live pledge action plan maintained by BL leads.
The organisation provides information to employees, and actively promotes the reduction of the stigma around mental ill-health	Blue Light Wellbeing boards throughout force providing information on wellbeing, stress, MH conditions, support available and self-help resources. Blue On The Loo released 4-6 weekly. Individual LPA initiatives i.e.: Wellbeing clinics, health checks, PMAS, Peer Support, UNISON, Federation, Wellbeing Dog, Welfare Officers, Fundraising activities for Mind 32 Peer Supporters active across the organisation with a plan to recruit an additional 10-12 in 2018 130+ Champions active across the organisation with an active training programme to encourage collaborative pods being formed in LPAs/teams	NHS Buckinghamshire Health checks at Amersham, Aylesbury, High Wycombe Fundraising publicised via social media and internal Comms: Time To Talk Day, BL Skydive 2017, Resisting A Rest 2018 etc. Knowzone Thames View Yammer Moodle EAP Newsletter & App
The organisation provides information about mental health and wellbeing including work related stress and additional further information readily available to staff at all levels	TVP Mental Health Calendar is observed (i.e.MHAW18) using Knowzone, Yammer, Moodle, BL Noticeboards, BL Champion activities to share information and ensure that MH remains on the agenda with regularly refreshed information	

	Stress, resilience, trauma and BL inputs to a variety of teams on invite. Collaboration with the Well Initiative (mutual signposting and partnership at wellbeing events) Monthly wellbeing slides circulated to LPAs/RP for briefings (subjects have included: EAP, Stress Symptoms, Debt awareness, Resilience) Police Mutual Foundation links to provide support to retired & serving officers/staff CHSS input at all CLDP level 2 health & wellbeing sessions. RP funding for Mind Wellbeing & MH First Aid training for RP silver commanders Moodle platform contains videos of TVP Champions talking about their own MH 3 BL Champions feature on Mind national videos speaking about their own MH (YouTube/Mind website)	
The organisation has an effective means of identifying high risk roles and monitoring changes in staff within the organisation	CHSS Role Risk Assessment for high risk roles is in place. HR & CHSS recruitment procedures captures movement within high risk role departments	Held in Corporate Health & Support Services
The organisation promotes regular mental health checks and provides mandatory sessions for those in high risk areas of work	All currently defined high risk roles receive annual psychological screening questionnaires (PVP, Negotiators, FLOs, Firearms, Hi-Tech Crime, POLIT, and Serious Collision Investigation). Questionnaires indicate whether individuals remain healthy or require face to face appointments with trained welfare/nursing staff to give advice or recommend adjustments to role to improve/regain health. Hot spot areas are offered Welfare inputs to raise awareness and knowledge of MH, stress and resilience. Managers can request inputs if they are concerned	Held in Corporate Health & Support Services
The organisation has effective processes to monitor the mental health of those in high risk areas of work	Annual mandatory psychological screening programme.	Stats from Noreen Tehrani Associates held by Corporate Health & Support Services

The organisation has implemented a mental wellbeing policy that follows the principles of the Health and Safety Executives Management Frameworks for Stress and promotes mental health awareness	Health & Wellbeing Strategy Health, Safety & Wellbeing Policy Statement TVP Blue Light Pledge & Action Plan	Policies & Procedures Livelink Knowzone
The organisation ensures employees are aware that mental health and wellbeing issues are valid, and peoples seeking to address these issues are fully supported by the organisation at all levels	Pledge is displayed prominently on entrance to HQ South Observing the MH Calendar both internally and externally via social media, press releases etc. Federation & Unison health, Safety & Wellbeing Reps	
The organisation has an individual performance review system in place. This allows employees to comment on work related and personal issues that affect their performance and enables training needs to be identified	PDR L&PD Skills Training Matrix Assessment on request Mentoring & Coaching Programme	Talent Performance L&PD Personal File
The organisation has a protocol in place for the use of risk assessments to prevent stress. This is conducted on an individual and an organisational level and is regularly reviewed	Supported use of Wellness Action Plans. Organisation promotes the use of WAPs as a proactive tools to 'map' stress/MH symptoms and effective supportive measures. H&S role risk assessments	Personal File RA Index
Education and development opportunities are routinely available to managers and staff to enhance their skills and knowledge around the workplace mental health issues	CLDP 1 & 2 redeveloped to provide an input on managing absence, MH awareness and supporting staff All new starters receive an awareness input which includes signposting to support available Welfare Officers regularly provide inputs for LPAs/OCUs at request. Blue Light Network regularly provide inputs either via CHSS or directly via Champions. All Champions are offered training sessions twice a year.	Leadership and Development Team (as evidence could we include the lesson plan for the People Management Module – Mark Taylor?)

Mental health awareness training is documented on personal records and is regarded as CPD / PDR	In house training is registered with CPD. External training must be registered with CPD.	PeopleSoft PDR
Staff consultations/surveys take place that seek information on mental wellbeing of staff and also covers working conditions, communication, work life integration, staff support and work related or other causes of stress, with action plans drawn up to address major issues	Durham University Staff survey	Corporate response required.
The organisation provides a confidential support service in-house or externally to individuals who come forward with a problem	Welfare Officers provide a confidential self-referral service to serving officers & staff and retired officers & staff. Force Chaplaincy provide a confidential self-referral service to serving officers & staff and retired officers & staff. Peer Support provides a self-referral service where employees can speak confidentially to a colleague with a shared experience. This is a non-advisory voluntary service. OHU provide a medically confidential service. Via management referral specific advice can be issued supporting individuals to remain in work or return to work after experiencing stress or MH. EAP provides a 24 hr self-referral service for individuals to access confidential advice on social and medical issues including counselling.	Held in Corporate Health & Support Services External EAP
The organisation ensures that change programmes are accompanied by support, information or targeted intervention programmes	Change Management Policy	This policy is currently being updated and will be attached.
The organisation provides appropriate avenues of communication to keep staff at all levels informed of changes	Employee Engagement Team distribute regular updates to staff force wide on the range of change programmes	

	that are taking place for example Contact Management, the Operating Model.	
The organisation acknowledges the requirement to provides specialist mental health support for complex conditions (EG PTSD)	CHSS provide specialist mental health support where the injury is work related. Trauma therapy services can be accessed and funded given this criteria. Specialist MH support that is not related to work is also supported by CHSS by liaison with local services, NHS and charities.	Dr Noreen Tehrani
Social support groups, volunteering and out-of-work activities are actively encouraged and supported by the organisation.	Requires attention.	