



Thames Valley
Police Authority

Annual Delivery Plan

2008-2009

Final Outturn Report



Thames Valley
Police Authority



THAMES VALLEY
POLICE

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Contents

Executive Summary	3
Force Performance Summary	4
Part 1 – Performance against Force strategic objectives, measures and targets.	
(1) Strengthen neighbourhood policing, respond to local needs and increase public confidence	5
(2) Develop our partnerships to reduce crime and disorder	5
(3) Improve the service provided to victims, witnesses and the public	6
(4) Use information and intelligence to be more effective	7
(5) Protect our communities from the threat of terrorism and organised crime	7
(6) Develop our people to give the best service	7
(7) Improve the use of our resources	8
Local Priorities included in the Assessments of Policing and Community Safety (APACS)	8
Part 2 – Progress against the Force Delivery Plan actions.	
(1) Strengthen neighbourhood policing to respond to local needs and increase public confidence	9
(2) Develop our partnerships to reduce crime and disorder	10
(3) Improve the service provided to victims, witnesses and the public	11
(4) Use information and intelligence to be more effective	12
(5) Protect our communities from the threat of terrorism and organised crime	13
(6) Develop our people to give the best service	14
(7) Improve the use of our resources	15
Glossary of terms	16

Executive Summary - Final Outturn Report

This document is divided into two sections. Part 1 provides an overview of Force performance against strategic objectives, measures and targets and; Part 2 provides details of progress against actions in the 2008- 09 Delivery Plan. A number of results to the end of March are not yet available. Information at the end of February is listed in its place.

Overall public satisfaction has increased from 78.8% in 2007/08 to 81.7% at the end of March 2009, exceeding the target of 80%. Satisfaction levels with initial contact, actions of police, being kept informed and treatment by police have also all improved.

The targets of 90% for 999 calls to be answered within the national target of 10 seconds and for 90% non-emergency calls received within the Police Enquiry Centres (PECs) to be answered within the national target of 40 seconds have both been achieved with 92.1% and 92.3% of such calls answered within the respective targets.

The level of serious acquisitive crime decreased by 1.0% in 2008/09 compared with the previous year, less than the target reduction of 5%. The sanction detection rate for serious acquisitive crime is 11.5%, an increase from the level seen in 2007/08 (10.2%) but less than the target of 12.2%.

85% of suspects were arrested in cases of domestic abuse, where the victim was assessed as being at 'High' or 'Medium' risk during 2008/09. The percentage of sanction detections for serious violent and sexual offences (including domestic abuse) is 29.6% in 2008/09. This was a reduction from 32.8% achieved in 2007/08 and below the target of 34.8%

Force levels of non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm) have decreased by 0.7%. This level of decrease was less than the reduction target of 5%.

The sanction detection rate target of 38.0% for racially and religiously aggravated crimes was achieved with 38.3% of these offences being detected.

The number of Organised Crime Groups (OCGs) that had been targeted and disrupted was 43; this was above the target of 35.

The value of confiscation orders obtained by the force was £3,194,299 higher than the target of £3,000,000.

The number of special constables increased to 310 from 240, above the target of 300

Active senior mentors, which includes police officers and police staff reached 102; 30 above the target of 72 – 71 mentors were police officers, with 31 being police staff.

The number of inspectors who accessed the Core Leadership and Development Programme Level 2 was 58 at the end of March exceeding the target of more than 34 participating.

The number of people who believe that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area was 61.6% at the end of February. This was above the target of 61.5%

Part 1 – Performance against strategic objectives, measures and targets

In part 1 the **Red / Amber / Green** (RAG) status is shown for each performance indicator. (Green: Target achieved. Amber: Within 10% of target. Red: More than 10% from target.)

Force Performance Summary – Final Outturn Report for 2008 - 09

Performance Indicators	Target	Final Outturn
To strengthen neighbourhood policing to respond to local needs & increase public confidence		
Increase the % of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	61.5 ¹ %>	61.6%
Increase the number of Special constables by March 2009	300	310
To develop our partnerships to reduce crime and disorder		
Reduce the level of serious acquisitive crime	- 5%	-1.0%
Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk	80%	85.0%
Reduce the non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm)	- 5%	- 0.7%
To improve the service provided to victims, witnesses and the public		
Increase the percentage of sanction detections for serious acquisitive crime by 2% compared to 2007/08	12.2%	11.5%
Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse by 2% compared to 2007/08	34.8%	29.6%
Increase the sanction detection rate for racially and religiously aggravated crimes	38%	38.3%
Increase satisfaction with the overall service provided	80%	81.7%
% of 999 calls to be answered within the national target of 10 seconds	90%	92.1%
% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds %	90%	92.3%
To protect our communities from the threat of terrorism and organised crime		
Target and disrupt known Organised Crime Groups will be targeted and disrupted	35	43
The minimum value of confiscation orders	£3,000,000	£3,194,299
To use information and intelligence to be more effective		
No targets set (Diagnostic indicators in place)	N/A	N/A
To develop our people to give the best service		
Increase the number of active senior mentors by 20%	72	102
Increase the number of Inspectors accessing Core Leadership and Development Programme (CLDP) Level 2	34>	58
To improve the use of our resources		
Cashable efficiency savings	3%	3.26%

¹ Following a change in methodology from postal to telephone surveys, the baseline has been changed from the 2007/08 postal result of 36.1% to the telephone result achieved in the first tranche of surveys between July and September 2008.

1. To strengthen neighbourhood policing to respond to local needs & increase public confidence

Performance indicators	Annual Target	Final Outturn
Increase the % of people who agree that the police & local councils are dealing with anti-social behaviour & crime issues that matter in their area	61.5>%	61.6%
Increase the number of Special Constables by March 2009	300	310

Increase the % of people who agree that the police & local councils are dealing with anti-social behaviour & crime issues that matter in their area

The number of people in Thames Valley who agreed with this statement has increased slightly.

Increase the number of special constables by March 2009

By the 31st of March 2009 there were 310 special constables in Thames Valley, exceeding the target by 10 officers.

2. To develop our partnerships to reduce crime and disorder

Performance indicators	Annual Target	Final Outturn
Reduce the level of serious acquisitive crime	- 5%	-1.0%
Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk	80%	85.0%
Reduce the non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm)	- 5%	- 0.7%

Reduce the level of serious acquisitive crime

The level of serious acquisitive crime in Thames Valley has fallen over the last twelve months. The reduction of 1% was lower than the target of 5%. Reductions were achieved on Berkshire West, Buckinghamshire and Milton Keynes BCUs.

Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk

In 85% of cases of domestic abuse where the victim was assessed as being at High or Medium risk, an arrest was made, exceeding the target level of 80%.

Reduce the non-domestic assault with less serious injury crime rate (assault resulting in actual bodily harm)

The level of non-domestic assault with less serious injury fell by 0.7% in 2008/09. This decrease was lower than the target of a 5% reduction. Berkshire West BCU achieved a 5% reduction. There were also reductions on Buckinghamshire and Milton Keynes BCUs.

3. To improve the service provided to victims, witnesses and the public

Performance indicators	Annual Target	Final Outturn
Increase the percentage of sanction detections for serious acquisitive crime	12.2%	11.5%
Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse	34.8%	29.6%
Increase the sanction detection rate for racially and religiously aggravated crimes	38%	38.3%
Increase satisfaction with the overall service provided	80%	81.7%
999 calls to be answered within the national target of 10 seconds	90%	92.1%
Non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	92.3%

Increase the percentage of sanction detections for serious acquisitive crime

The sanction detection rate for serious acquisitive crime increased 1.3% in 2008/09 from 10.2% to 11.5%. This represents over 400 more detections during the year. The level was however below the target of 12.2%. Buckinghamshire and Milton Keynes both achieved increases in their detection rates of more than 2%.

Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse

The sanction detection rate for serious violent and sexual offences fell in 2008/09 from 32.8% to 29.6%, failing to achieve the target of a 2% increase. A 2% increase was achieved in Buckinghamshire. Although the detection rate fell for several offences the same number of detections were achieved in the year, however there was a small increase in recording.

Increase the sanction detection rate for racially and religiously aggravated crimes

The sanction detection rate for racially or religiously aggravated crime increased by 3.2% in 2008/09 from 35.1% to 38.3%. This was greater than the target of 38%. The target was reached on the Berkshire West, Milton Keynes and Oxfordshire BCUs.

Increase satisfaction with the overall service provided

The level of satisfaction with the overall service provided by Thames Valley increased from 78.8% to 81.7%, exceeding the target of 80%.

999 calls to be answered within the national target of 10 seconds

92.1% of 999 calls were answered within the national target of 10 seconds. This is above the target level achieved in 2007/08.

Non-emergency calls received within the PECs to be answered within the national target of 40 seconds

92.3% of non-emergency calls were answered within the PECs within the national target of 40 seconds. This is above the target level and an improvement on the 90.4% achieved on 2007/08.

4. To protect communities from the threat of terrorism and organised crime

Performance indicators	Annual Target	Final Outturn
Target and disrupt the activities of known Organised Crime Groups	35	43
The minimum value of confiscation orders	£3,000,000	£3,194,299

Target and disrupt the activities of known Organised Crime Groups

43 Organised crime groups were targeted and disrupted during 2008/09. This exceeded the target of 35, and was an increase in the 24 achieved in 2007/08.

The minimum value of confiscation orders

Confiscation orders to the value of £3,194,299 were obtained from the courts during 2008/09. This exceeded the target of £3,000,000.

5. To use information and intelligence to be more effective

Performance indicators	Annual Target	Final Outturn
No targets set	N/A	N/A

6. To develop our people to give the best service

Performance indicators	Annual Target	Final Outturn
Increase the number of active senior mentors	72	102
Increase the number of Inspectors accessing Core Leadership and Development Programme Level 2	34>	58

Increase the number of active senior mentors

The number of active senior mentors in Thames Valley increased from 60 in 2007/08 to 102 in 2008/09 exceeding the target of 72.

Increase the number of Inspectors accessing Core Leadership and Development Programme Level 2

At the end of March 2009, 58 Inspectors had accessed Core Leadership and Development Programme Level 2 during the year. This exceeded the 34 who accessed the programme in 2007/08

7. To improve the use of our resources

Performance indicators	Annual Target	Final Outturn
Cashable efficiency savings	3%	3.26%

Cashable efficiency savings

The cashable efficiency savings for 2008/09 are assessed as being at 3.26%, achieving the target.

Local Priorities included in the Assessments of Policing and Community Safety (APACS)

There are two local measures which have been accepted by the Home Office APACS Local Policing Priorities Moderation Panel for inclusion in APACS. These are shown in the table below:

Priority	Local Indicator	Baseline	Minimum target	Stretch target	Performance April 2008 – March 2009
To strengthen neighbourhood policing to respond to local need and increase public confidence	Increase the number of special constables to 300 by March 2009	246	273	300	310
To develop our partnerships to reduce crime and disorder	Increase the arrest rate for domestic abuse where the victim is assessed as High or Medium Risk	78%	79%	80%	85%

Part 2 – Progress against Delivery Plan actions

In part 2 the **Red / Amber / Green** (RAG) status is shown for each of the actions. (**Green**: completed / progressed according to plan. **Amber**: progressed more slowly than anticipated. **Red**: not achieved / timescales for completion unknown).

1. To strengthen neighbourhood policing to respond to local needs & increase public confidence

No.	Delivery Plan action description	RAG
1.1	Prepare for the transition from neighbourhood policing to neighbourhood management	Green
1.2	Ensure that effective neighbourhood policing is embedded across Thames Valley	Green
1.3	Integrate neighbourhood policing teams into mainstream policing	Green
1.4	Consolidate and further develop Neighbourhood Action Groups	Green
1.5	Demonstrate our commitment to the extended policing family in NH policing	Green
1.6	Improve the infra structure for handling community information & intelligence	Green
1.7	Expand the use of restorative approaches	Green

1.1 There are 106 building projects across the Force to ensure that Neighbourhood Policing Teams are based in the heart of their communities. 23 of these have been fully completed. Slough has been chosen to trial new neighbourhood management principles, as a result of Louis Casey's review. A full review of each LPA / CDRP capability against neighbourhood management principles is being finalised.

1.2 The Force neighbourhood policing establishment remains broadly stable, ensuring continuity on our Neighbourhood Policing Teams. A successful ZBB bid to increase the numbers of Neighbourhood Specialist Officers will help us to further strengthen this position. 207 Neighbourhood Action Groups are in place and all of the Neighbourhood Priority Profiles have been completed or are near completion. These have helped to inform CDRP partnership strategic assessments and strategic partnership plans.

1.3 The Force Briefing Model has been developed by Neighbourhood Policing Teams and the Force Intelligence Bureau. It now incorporates unique features & information to enhance neighbourhood policing briefings / tasking at Local Area Tactical Tasking & Co-ordination Group level. Neighbourhood mapping information and refreshed tasking guidelines for neighbourhood resources have improved the way that neighbourhood team resources are deployed so that they now deal with more incidents in their area.

1.4 Revised Neighbourhood Action Group (NAG) Guidance has been completed and published. Minimum standards for meetings / consultation by LPA Commanders with NAG Chairs are still being progressed. The Force Business Crime Reduction Advisor has started to consult with business communities at LPA level as part of wider business engagement plans.

1.5 Special Constabulary (SC) numbers have grown to 310, exceeding the target of 300. They now have a Delivery Plan which is congruent to TVPs Delivery Plan and a SC Steering Group, to assist in the delivery of this plan, is in place. There are now 192 volunteers within NHP force-wide. The 30 recommendations submitted to CCMT regarding the role, Health and Safety & powers of Police Community Support Officers, which broadly mirror national recommendations, have been developed and implemented.

1.6 All five BCUs have gone live with the community intelligence system. Funding has been secured to enable us to recruit, train and equip Neighbourhood Analysts on all five BCUs which will provide analytical capacity for Neighbourhood Policing Teams. Two NH Analysts are already in post and the remaining three have been recruited and are awaiting vetting clearance. All Neighbourhood team members have been issued with Blackberry devices to enable them to gain access to mobile information.

1.7 A Volunteer RAiN Co-ordinator is now in post at Bracknell and plans to recruit a team of RJ trained volunteers to deliver RJ interventions are on track. The delivery of a Youth Restorative Justice Disposal (YRD) has been incorporated into the wider plan of action around Professional Judgement. A training programme has been developed as part of this for 2009.

2. To develop our partnerships to reduce crime and disorder

No.	Delivery Plan action description	RAG
2.1	Implement National Guidance for Crime & Disorder Reduction Partnerships (CDRP)	Green
2.2	Develop local strategies to tackle alcohol related crime and disorder	Green
2.3	Develop effective partnerships to tackle anti-social behaviour	Green
2.4	Collaboration with CDRPs to reduce serious violence and protect vulnerable people	Green
2.5	Partnership work to reduce the number of road deaths and casualties	Green

2.1 We are on target to achieve BCU joint strategic assessments across the Force. Joint tasking arrangements are in place at LPA level and a comprehensive audit of these will be undertaken as part of the transition to neighbourhood management. All CDRPs have agreed to include the common standards for the Management of Police Information when they review their Information Sharing Agreements. The Force Information Management unit will quality assure and retain these documents to ensure consistency.

2.2 All BCUs have multi- agency night time economy plans in place which include high-visibility and enforcement campaigns. The joint-agency licensee groups around the Force have helped to encourage and facilitate multi-agency targeting of problem premises and promote responsible drinking, particularly amongst under 18s. TVP hosted a regional Police and Pub-Watch conference to further consolidate partnership working between Authorities and the licensing trade.

2.3 A draft Anti-Social Behaviour Delivery Plan has been developed and the results of consultation are being collated. A 'schools profiling' exercise has identified gaps in the provision of Safer Schools in priority schools. Additional work is now being done to consider the role of Safer Schools Partnership Steering groups via the Youth Strategy Group. Each LPA/BCU has identified an appropriate local lead.

2.4 The agreed Multi Agency Risk assessment Conferences (MARAC) protocols have been signed off and best practice disseminated. Mental Health Provider links with MAPPA have been established. The LCJB Confidence and Equality Group has developed a Hate Crime Plan which collectively involves all CJ partners and identifies CDRP champions. Our Domestic Abuse policy has been further developed to provide more specific guidance on risk assessments and the MARAC process/ procedures. TVPs Sexual Assault Referral Centres Plan is being progressed. The force action plan to tackle knife crime has been developed and the programme for schools has been rolled out across the Force. A Force gun crime programme is in place for schools, supported by Education Authorities and CDRPs.

2.5 Compared to the same period last year, fatal collisions within TVP have fallen by 23%. Our RIDE safety program for motor cyclists and our Young Driver Scheme are now well established. During 2008-09, 3971 Fixed Penalty Notices have been issued to drivers using mobile phones, (up 31% from 2007/08) and 5356 uninsured vehicles have been seized which is a 21% increase on 07/08 figures. Media arrangements are in place to publicise and raise awareness of road safety issues.

3. To improve the service provided to victims, witnesses and the public

No.	Delivery Plan action description	RAG
3.1	Continue to develop a responsive citizen focused service	
3.2	Continue to improve our initial response to incidents	
3.3	Improve communication with victims and witnesses to instil confidence in the CJS	
3.4	Increase the percentage of Offences Brought to Justice	
3.5	Continue to enhance accessibility	
3.6	Facilitate effective consultation and engagement with the public	

3.1 The citizen focus training package has been delivered to all TVP staff and an upgrade to the Video Witness system has further improved our service to victims and witnesses. Our multi-media application is now expected to go live on 6th May 2009 following new requirements to improve user accessibility. The roll out of body worn cameras across the Force is complete. Seven Police Authority public consultation events took place throughout June & July 2008. Six were geographically based and one was specifically for parish councillors. Structured telephone surveys were also carried out and seven interactive schools forums were held in South Oxfordshire for young people aged between 11 and 16. A numbers of themes emerged from this which were considered as part of the strategic planning process for 2009/10.

3.2 The All Crime Attendance (ACA) project was fully rolled out across the Force in Dec 08. The initial phase covered reports of vehicle crime and criminal damage. In Feb 09 this was extended to cover non-dwelling burglaries. Based on actual figures, it is predicted that by the end of March 09, over 16,000 additional incidents will have been identified and included in ACA reassurance visits, the majority of which will have been dealt with by neighbourhood policing teams. Forensic and crime reduction awareness training for PCSOs, as part of their initial training, is under review to help to improve the service to victims of crime. An incremental approach has been adopted within Service Delivery Units to manage the impact of this additional work which is being monitored fortnightly.

3.3 A process to monitor and measure compliance with the Victim's Code of Practice has been introduced across the Force and the initial phase of compliance with the Witness Charter has been implemented. The tool to enable the monitoring of compliance with Force policy on accessing voicemail is under development within ICT, with an anticipated completion date at the end of April 2009. The rollout of the facility to enable automatic updates (under certain conditions) to PNC from Magistrates and Crown Court IT systems is due to go live on 1st June 2009. The 'enhanced' Forensic Science Service Response for serious sexual assaults has commenced. Feedback has been collated and will now be reviewed to help develop agreed protocols.

3.4 Measures to regulate the quality and timeliness of court files have been introduced. Criminal Justice Simple Speedy summary (CJSSS) started in the Youth Courts on 1st December 2008 and operational guidance has been distributed. The rollout of the National Automatic Fingerprint Identification System (NAFIS) interface has been completed across the Force to support the Livescan facility.

3.5 The re-design of the Force intranet site has been completed and 'gone live'. All station duty officers have been now been trained to take crime reports at the front counter.

3.6 The public satisfaction survey script has been revised to enable easier identification of specific sources of public dissatisfaction. The Sgt's dip sampling survey questionnaire has also been revised so that it encourages feedback for individual officers and makes it easier for supervisors to conduct the customer questioning process. The Police Authority / Force Engagement Strategy has been reviewed against community engagement 'minimum standards and engagement activity by our CDRP partners. This is now part of an annual health check.

4. To protect communities from the threat of terrorism and organised crime

No.	Delivery Plan action description	RAG
4.1	Develop our understanding of OCGs to enable us to tackle them more effectively	
4.2	Implement the integrated Homicide Reduction Strategy	
4.3	Make extended use of the Proceeds of Crime Act	
4.4	Develop the Force's Preventing Violent Extremism Action Plan	
4.5	Continue to develop the Protect and Prepare strand of CONTEST	
4.6	Increase our investigative capacity under the Pursue stand of CONTEST	
4.7	Continue to develop the use of organisational learning from critical incidents	

4.1 The mapping of Organised Crime Groups (OCGs) is ongoing as part of our 'business as usual'. Special Branch is now involved in our regular OCG meetings. The risk of harm matrix has been applied to all currently identified OCGs. Disruption criteria have been agreed and established. This is working well and has been quality assured by the National Co-ordinator. Due to the creation of the 5th OCG Team and refocusing of activity to close the Level 2 gap, the number of OCG disruptions has increased. The capacity and capability of the OCG and Economic Crime Unit (ECU) to effectively tackle Level 3 criminality remains robust.

4.2 All specified 15 critical business areas of our 'Threat to Life Policy' have management processes, including a risk management plan, in place. Analysis of trends and precursors, particularly with regard to knife crime and domestic abuse is ongoing. Analytical products are being refined and developed to meet the requirements of both Homicide Working Group and Force Strategic Assessment.

4.3 All police staff Financial Investigators (FIs) across the Force have now attended the National Police Improvement Agency (NPIA) cash seizure course and all FIs on the Asset Recovery Team have been NPIA accredited. Presentations have been delivered across the Force and as part of CID courses during the past 12 months to raise awareness and increase the use of the Proceeds of Crime Act (POCA). A TVP Asset Recovery Seminar was held in Mar 2009 with BCU staff, CPS and HMCS in attendance. POCA features regularly at department and Force level Performance Group meetings and the target set for recovery of assets through the use of POCA has been exceeded.

4.4 Five Counter Terrorist Intelligence Officers (CTIOs) are now well established on BCUs assisting in local briefing on the CT picture and risks. Ten Prevent Engagement Officers (PEOs) are in place on the five BCUs, working and engaging with communities identified as being vulnerable or most at risk from radicalisation. The Head of Special Branch has also been working with Local Authorities to improve resilience to the radicalisation process within our schools. Almost all of our NH officers have now received basic familiarisation and awareness of violent extremism. Plans are in place to complete this.

4.5 All the Counter Terrorist Security Advisors (CTSA) are now in post. A Strategic Business Continuity Exercise was successfully carried out at the beginning of 2009 (WILDFIRE). The Force continues to implement its response to the Pitt Review on flooding.

4.6 A head of the South East Region Counter Terrorist Unit (CTU) has been appointed. Work is ongoing to ensure that functions are not duplicated between Special Branch and Dedicated Source Units. Building work has started on the newly acquired CTU and it is anticipated that this will be completed at the end of October 2009.

4.7 Learning and Development for Senior Investigating Officers is now linked in with learning from the Major Crime Review Team and quarterly regional Major Crime Unit meetings now take place. Collaboration with Regional Forces has helped to extend our range of learning opportunities which are being captured on the Force Knowzone. A Learning Forum for Regional Heads of SOC and Firearms was held in the early part of 2009 to facilitate the sharing of information. A learning 'blog' has been set up for all SIOs to consult and access updates from regional conferences.

5. To use information and intelligence more effectively

No.	Delivery Plan action description	RAG
5.1	Develop a Force-wide intelligence picture re vulnerable victims and missing persons	Green
5.2	Improve the quality of information held and ease of access	Green
5.3	Develop more effective tasking and targeting of offenders through the use of ANPR	Green
5.4	Establish an information management structure & the role of Chief Information Officer	Green
5.5	Continue to work, at a Force level, in support of the National IMPACT programme	Green
5.6	Develop collaborative ICT arrangements with Hampshire Police	Green

5.1 All 5 BCUs now have a Public Protection Intelligence Desk. The Human Trafficking and Exploitation Desk within FIB has been designated as the central point of contact at HQ level for intelligence flow from external agencies and other forces. A process to deal with analysis / intelligence work around vulnerable people at Force level has been agreed. The Force Protecting Vulnerable People Unit has been established and a new Superintendent lead appointed.

5.2 A strategic level Change Manager has been appointed to lead the agreed work plan for implementing the Crime and Property modules for the Integrated Intelligence Crime Property System (IICP). The project is on course to meet the December 2009 deadline for the intelligence module and detailed plans for implementing the crime and property module by December 2010 are being addressed.

5.3 A Roads Policing Analyst is now in post to improve the use of intelligence in ANPR operational tasking. A Force ANPR Strategic Plan is now in place and a 24/7 ANPR team is planned to be introduced during the autumn of 2009 which will provide an immediate response to ANPR hits. 'Cleartone' is expected to be implemented in May 2009, this will enhance the analysis of ANPR data.

5.4 The Force Chief Information Officer and Records Manager are in post. A working Review, Retention and Disposal (RRD) policy is in place. Training and communication regarding TVPs approach to information management has been implemented and key staff have received appropriate, enhanced RRD training.

5.5 Work continues towards achieving compliance with MoPI and National Data Quality Standards. Data quality profiling reports have been produced for CIS and CEDAR.

5.6 Socrates software, a forensic case management system, has been purchased and is being used for testing. A timetable of joint project meetings continues with Surrey to implement and align forensics systems and processes wherever possible, with a future view to full South East regional collaboration. The roll out has been delayed due to the supplier slipping their software release date, and "go live" date is now anticipated as July 2009, if data migration from LOCARD does not cause additional slippage. Collaboration with Hampshire Constabulary & Hampshire Police Authority regarding a joint Service Desk arrangement is still progressing with a view to implementing this during 2009.

6. To develop our people to give the best service

No.	Delivery Plan action description	RAG
6.1	Develop & implement agreed retention initiatives for Police Officers & Police staff	Green
6.2	Develop the coaching and mentoring style into the culture of the organisation	Green
6.3	Develop leadership & management skills for Sgts, Insps & Police staff equivalents	Green
6.4	Enhance the leadership development of C/Insps, Supts & Police staff equivalents	Green
6.5	Develop career pathways within specialist departments.	Green
6.6	Implement positive action initiatives to increase the no. of under represented groups	Orange
6.7	Promote flexible working opportunities across the organisation	Green

6.1 The 2009 Special Priority Payment Scheme continues to positively target retention difficulties facing TVP, recognising and rewarding key categories of officers. The scheme is substantially the same as 2008 with a small number of additions. The Police Staff scheme has one additional category (relating to searching & fingerprinting of deceased persons). The Chief Constable continues to lobby the Government regarding an increased South East Allowance.

6.2 The Force has continued to increase the numbers of active senior mentors throughout 2008 – 09 and has significantly exceeded the target of a 20% rise, increasing the actual numbers from 60 to 98 during this period. Four of the five BCUs met their 10% target and Berks West only just missed it. Our Control Rooms & Enquiry Department, Crime Support and Roads Policing have all exceeded this target.

6.3 The Operational Skills learning from the Core Leadership and Development Programme (CLDP) has been divided into a number of one day modules for Acting Sergeants to ensure that relevant skills are identified and delivered to individuals according to their needs e.g. Public Order and the management of critical incidents. More CLDP modules are now available locally and the numbers of Sergeants and Inspectors accessing CLDP modules have substantially increased. A developmental page within the PDR is being used by managers to document that newly promoted Sgts and Insps are booked onto relevant CLDP modules.

6.4 There are now 20 level 1 (Supt or equivalent police staff grade) and 7 level 2 (C/Supt or police staff equivalent) officers registered with the National Careers Advisory Service. The TVP Talent Management Scheme was launched during February and March 2009. The deadline for applications has been set for April 2009. The developmental page within the PDR is also being used (as above) for C/Insps and Supts.

6.5 The Career Pathways Policy has been implemented and is being actively used to help prevent blockages in the promotion arena, particularly in specialist areas. There is evidence that this has encouraged a greater number of officers from specialist posts to consider and seek promotion.

6.6 Provisional figures for the end of March 2009 show that the current status of BME Police Officers equates to 4.0%, BME PCSOs equate to 5.4% and Special Constables 6.1%. Police Staff (excluding PCSOs) stands at 5.1%. In Oct 2008 we lifted our recruitment pause and launched a new marketing campaign aimed at attracting more BME applicants. We speeded up the processing of applications and vetting for BME applicants and piloted a new method of police recruiting, targeting culturally diverse locations around the Force. Potential applicants attended a recruiting event, completed and submitted their applications then and there. Human Resources Shared Services have been working hard with the Diversity Unit / Community Recruitment Network to increase BME staff and PCSO numbers.

6.7 A leaflet which provides guidance for line managers dealing with flexible working requests has been produced and disseminated to promote business and individual benefits of flexible working. Between 1 Apr 2008 and 28 Feb 2009 there were 242 Flexible Working applications logged on Peoplesoft, 95.04% of which were granted. The home working pilot scheme for Property Services and CRED Business Support commenced at the beginning of 2009 and is expected to conclude at the end of June 2009. This should enable a comprehensive evaluation of home working including the efficient use of space, flexible working and long term benefits including staff retention, Force resilience and business continuity.

7. To improve the use of our resources

No.	Delivery Plan action description	RAG
7.1	Complete phase II of the Productivity Plan	Green
7.2	Improve change management to ensure focus on Force objectives & priorities	Green
7.3	Develop a strategic performance management framework to support objectives	Green
7.4	Explore alternative funding streams	Green
7.5	Enable staff to use their time more productively	Green
7.6	Improve the management of resources on BCUs and OCUs	Green
7.7	Continue to develop & implement a shared approach to business support services	Green
7.8	Develop the role of the Police Authority accountability structures (Force & BCU level)	Green

7.1 Phase II of the Productivity Plan has been completed and the level of savings exceeded the target for the year. Resource management training has been completed for all Inspectors and a rolling programme developed for officers new to the rank. The ZBB of BCUs was completed with several business areas scheduled to be implemented during 2009/10.

7.2 The Change Register has been developed within the Programme Management Office to ensure focus on Force objectives & priorities and is being maintained by the Change Team. Monthly updates are being provided on the Force intranet.

7.3 All Force performance management information, Performance group and the Force Crime meetings are now aligned to monitor delivery against current strategic objectives. This has also been aligned to the ICT Strategic Reporting initiative. New IT software to increase performance capability has been procured and the development of a reporting tool is ongoing. BCU Performance Reviews have been revised and aligned to the Force Strategic Framework. These are being implemented across the Force.

7.4 All the Force CPDAs are now in post. The Strategic Estates Manager is alerted by the CPDAs of all major developments where 106 funding opportunities exist. Best practice guidance for LPAs regarding effective partnership working to achieve LAA targets which result in financial rewards has been disseminated.

7.5 Adoption of a streamlined file process within the Criminal Justice System is on track for delivery by June 2009. Simplified guidance for the completion of PDRs has been produced and the Leadership PDR for Senior Police officers has been refined. A Leadership PDR for police staff, broad band 5 / above will be implemented in 2009 and police staff on broad band 4 will follow in 2010. The number of competences in the Leadership PDR has been reduced from 9 to 5 thereby further reducing reporting requirements. Video and telephone conferencing has been extended in both HQ sites to further reduce travelling incurred as a result of meetings.

7.6 The roll out of DMS has been completed. Gap analysis by ICT is ongoing to establish what further work needs to be done to improve the effectiveness of AVLS. CRED and ICT are continuing to work with Hertfordshire and Bedfordshire to improve the efficient use of resources.

7.7 The Business Support Programme governing the changes in the service delivery models in HR, L&D, Finance and Procurement and the Programme is broadly on target. The analysis phase was undertaken between Mar- Oct 2008 and recommendations were validated by Professional Leads in Jul-Aug 2008. The implementation plans for these projects are currently being developed. This now provides a more resilient customer focused approach. All service specific workshops, professional lead and business validation sessions within the HR redesign programme have been completed. HR and L&D are on track to deliver the savings committed to in the Productivity Plan for April 2009. The Finance and Procurement reviews are continuing. Priority implementation projects have been identified and are currently being implemented.

7.8 A draft revision of accountability arrangements (at Force and BCU level), including roles and Terms of Reference, has been agreed by Local police Committee Chairs and lead members and is subject to confirmation by the Police Authority in May 2009.

Glossary of Terms

ACA	Thames Valley Police 'All Crime Attendance' Project
ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition - Equipment which automatically reads vehicle registrations and matches them to database information
APACS	Assessments of Policing and Community Safety
ARV	Armed Response Vehicle
AVLS	Automatic Vehicle Location System – A system which helps to identify the location of resources and navigate them to incidents and specific places
BCU	Basic Command Unit. Geographically based operational police unit
BLOG	A web log - Shared online 'journal' where people can post and share entries
BME	Black and Minority Ethnic
CAA	Comprehensive Area Agreement - An assessment framework which provides an indication of how effectively local partnerships are working together
CCMT	Chief Constable's Management Team
CDRP	Crime and Disorder Reduction Partnerships - An alliance of organisations required by statute to help to tackle crime and disorder within their partnership area
CEDAR	Crime Evaluation Data Analysis Recording – TVPs crime recording system
CID	Criminal Investigation Department
CIS	Criminal Intelligence System
CJ	Criminal Justice
CJSSS	Simple, Speedy, Summary Justice: A new way of working to encompass a simpler set of processes and procedures in magistrates courts
CLDP	Core Leadership and Development programme
CPDA	Crime Prevention Design Advisor
CPS	Crown Prosecution Service - The agency that initiates proceedings against those charged with criminal offences in England and Wales
CRED	Control Rooms and Enquiry Department
CONTEST	The Government's counter terrorism strategy is also known as CONTEST. It is divided into four principal areas; Prevent, Protect, Prepare and Pursue
CTIO	Counter Terrorist Intelligence Officer
CTSA	Counter Terrorism Security Advisor
DMS	Duty Management System
FALCON	The operational arm of TVPs Drugs Strategy
FI	Financial Investigator
FIB	Force Intelligence Bureau
HMCS	Her Majesty's Courts Service - An executive agency of the Ministry of Justice
HMIC	Her Majesty's Inspectors of Constabulary are charged with examining and improving the efficiency of the Police Service in England and Wales
HR	Human Resources
ICT	Information, Communications and Technology
IICP	Integrated Intelligence and Property System

IMPACT	Information Management, Prioritisation, Analysis, Co-ordination and Tasking. A national programme of work addressing recommendations of the Bichard Enquiry
KSI	Killed or Seriously Injured (In relation to road traffic collisions)
LAA	Local Area Agreement - An agreement signed between central government and a Local Strategic Partnership which will allow greater freedom in how local partners meet the needs of their communities
LCJB	Local Criminal Justice Board
LPA	Local Policing Area. Geographically based operational police unit which is coterminous with local authority boundaries
L&D	Learning and Development (Department within TVP)
MAPPA	Multi Agency Public Protection Arrangements: Provides the statutory framework for inter agency co-operation in assessing and managing violent and sex offenders in England and Wales
MARAC	Multi Agency Risk Assessment Conferences – A multi-agency team who work together to manage and protect victims identified as being at high risk of serious harm or injury
MoPI	Statutory code of practice for the Management of Police Information
MOST SIMILAR FAMILY	A group of forces with similar geographical, demographic and socio-economic make up which have comparable levels of crime
NAFIS	National Automated Fingerprint Identification System
NAG	Neighbourhood Action Group - A group that helps to highlight and prioritise the public's priorities
NCALT	National Centre for Applied Learning Technologies – An on-line collaborative learning solutions programme with the National Police Improvement Agency.
NHP	Neighbourhood Policing
NPIA	National Police Improvement Agency – National support for the police service
NSO	Neighbourhood Specialist Officers
OBtJ	Offences Brought to Justice
OCU	Operational Command Unit - Specialist department which support operational policing
OCG	Organised Crime Group – Criminal 'businesses' and 'networks' that exist to make money, often involving drugs, violence, intimidation and corruption
PCSO	Police Community Support Officers - civilian members of staff who wear a police style uniform. Their main functions are to provide a highly visible police presence in public areas and to deal with low level nuisance and anti-social behaviour
PDR	Performance and Development Review - In some organisations this is referred to as an appraisal
PEC	Police Enquiry Centre
PEO	Prevent Engagement Officer - Who engage and work with local communities across Thames Valley as part of the national counter terrorism strategy
PNC	Police National Computer – This holds details of people, vehicles, crimes and property that can be electronically accessed by the police and other criminal justice agencies
POCA	Proceeds of Crime Act – Provides legal powers for the Police and other agencies to confiscate proceeds of crime

PPU	Public Protection Unit - A specialist unit designed to deal with dangerous offenders
QUEST	Part of the Efficiency and Productivity Strategy for the Police Service 2008-11 which sets out a framework for the police Service to make improvements in efficiency and productivity
RAG	Red / Amber / Green - Action or target colour status code
RAIN	Restorative Approaches in Neighbourhoods – This is a new model of Restorative Justice for use specifically in Neighbourhood Policing and other community applications
RIDE	Rider Intervention & Developing Experience
RJ	Restorative Justice – A process whereby an offender can take responsibility for their crimes and help to repair the harm that this has caused, usually, but not always, by meeting with the victim in a controlled environment.
RP	Roads Policing Department
RRD	Review, Retention and Disposal (relating to the management of information)
SB	Special Branch
SDU	Service Delivery Unit
SECP	South East Collaboration Programme
SERIOUS ACQUISITIVE CRIME	Burglary in a dwelling , Aggravated burglary in a dwelling, Robbery of business property, Robbery of personal property, Theft or unauthorised taking of a motor vehicle, Aggravated vehicle taking and Theft from a vehicle
SERIOUS SEXUAL OFFENCES	Will include: Rape, Assaults involving penetration, Sexual assaults on minors, mentally disordered people or patients, causing or inciting a minor to engage in sexual activity, Child prostitution, pornography and sexual exploitation offences
SERIOUS VIOLENT CRIMES	Will include: Murder, Manslaughter, Torture, Grievous bodily harm & wounding, Endangering life offences (i.e. Explosive and Firearm offences), Death by dangerous driving offences or whilst vehicle unlawfully taken / used
SIO	Senior Investigating Officer
SNOWDROP	Thames Valley Police on-line Performance Development Review (PDR) software.
STO	Specially Trained Officer (re sexual offences)
TVP	Thames Valley Police
TVPA	Thames Valley Police Authority
YOT	Youth Offending Team
ZBB	Zero Based Budget