



Thames Valley
Police Authority

Annual Delivery Plan

2008-2009

Quarter 2 Report



Thames Valley
Police Authority



THAMES VALLEY
POLICE

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Executive Summary Q2

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.

Overall public satisfaction with the level of service we provide has reached 80.1% which exceeds the target set of 80%.

The target 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 exceeded (92% and 93.5% respectively).

The level of serious acquisitive crime has risen slightly by 0.1% against a reduction target of -5%, however the sanction detection rate for serious acquisitive crime is 12.8%. This is above the target of 12.2%.

We are exceeding our 80% target arrest rate for domestic abuse, where the victim is assessed as being at 'High' or 'Medium' risk and the percentage of sanction detections for serious violent and sexual offences (including domestic abuse) is 31.4% against our target of 34.8% which is an increase from last quarter.

Force levels of non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm) have been reduced by 4.3% which is below the target of -5%. Berkshire West and Oxfordshire are achieving the target reduction.

Home Office funding has been agreed to support the Tackling Knife Crime project and a Force Action Plan has been developed. The Knife Crime Co-ordinator is in post to both co-ordinate the project and integrate it into 'business as usual' from April 2009.

The sanction detection rate of 38% for racially and religiously aggravated crimes is currently not being met. The performance has fallen from the 33% achieved at the end of June to 31.7% for this quarter and is lower than the 32.9% achieved for the same period last year.

By the end of September 2008 the number of Organised Crime Groups (OCGs) that had been targeted and disrupted was 24. At this level of disruption, the force is on track to achieve the target of 35 by the end of March 2009

The value of confiscation orders obtained by the force was £2,109,747 at the end of September 2008. This is more than two thirds of the target for 2008/9. The force is on track to achieve the target of £3,000,000 by the end of March 2009.

The number of special constables has increased from 248 at the end of June to 280 at the end of September. The indicator is currently performing at a level to achieve the target of 300 by 31 March 2009.

There are now 84 active senior mentors which has increased by 12 since June 2008. These numbers include police officers and police staff. The number of inspectors who accessed the Core Leadership and Development Programme Level 2 has not changed since the same period in 2007. The number remains at 15. This is below the number needed to achieve the target of 34 or more.

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 for Q2 2008 - 09

Performance Indicators	Target	Q2
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	36.1% ¹ >	N/A
Increase the number of special constables by March 2009	300	280
To develop our partnerships to reduce crime and disorder		
Reduce the level of serious acquisitive crime	- 5%	+0.1%
Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk	80%	85.3%
Reduce the non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm)	- 5%	- 4.3%
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%	12.8%
Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse by 2% compared to 2007/08	34.8%	31.4%
Increase the sanction detection rate for racially and religiously aggravated crimes	38%	31.7%
Increase satisfaction with the overall service provided	80%	80.1%
% of 999 calls to be answered within the national target of 10 seconds	90%	92%
% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds %	90%	93.5%
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	24
The minimum value of confiscation orders	£3,000,000	£2,109,747
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	84
Increase the number of Inspectors accessing Core Leadership and Development Programme (CLDP) Level 2	34>	15
To improve the use of our resources		
Cashable efficiency savings	3%	3.3%

¹ This will be a provisional baseline figure pending the results of the telephone survey in Oct 08

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

Performance indicators	Annual Target	Q2
Increase the % of people who agree that the police & local councils are dealing with anti-social behaviour & crime issues that matter in their area	36.1>%	NYA
Increase the number of special constables by March 2009	300	280

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

NYA - This information will not be available until after the telephone survey results in October 2008.

Increase the number of special constables by March 2009

The number of special constables has increased from 248 at the end of June to 280 at the end of September, and is higher than the 265 in September 2007. This indicator is currently performing at a level to achieve the target by 31 March 2009.

2. To develop our partnerships to reduce crime and disorder

Performance indicators	Annual Target	Q2
Reduce the level of serious acquisitive crime	- 5%	+ 0.1%
Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk	80%	85.3%
Reduce the non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm)	- 5%	- 4.3%

Reduce the level of serious acquisitive crime

The level of serious crime has increased by 0.1% at the end of September compared to the level in 2007/08. This is an improvement on the increase of 0.7% observed at the end of June 2008. Three BCUs are achieving reductions in the levels of serious acquisitive crime but less than the target reduction. Decreases in vehicle crime are being offset by increases in both burglary and robbery.

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

The arrest rate for offenders in domestic abuse crimes where the victim is assessed as being at 'High' or 'Medium' risk is 85.3%, above the target of 80%. This is an increase from the 80.5% reported at the end of June 2008.

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

The level of non-domestic abuse with less serious injury has decreased by 4.3% at the end of September compared to 2007/08. This is below the target, and unchanged on the decrease that was being achieved at the end of June. Berkshire West and Oxfordshire are achieving the target reduction, whilst Berkshire East and Milton Keynes are achieving reductions but less than the target.

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

Performance indicators	Annual Target	Q2
Increase the percentage of sanction detections for serious acquisitive crime	12.2%	12.8%
Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse	34.8%	31.4%
Increase the sanction detection rate for racially and religiously aggravated crimes	38%	31.7%
Increase satisfaction with the overall service provided	80%	80.1%
999 calls to be answered within the national target of 10 seconds	90%	92%
Non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	93.5%

Increase the percentage of sanction detections for serious acquisitive crime

12.8% of serious acquisitive crime was cleared up by means of sanction detection between April and September 2008. This is above the target of 12.2%. Although this is a decrease from the level seen at the end of June (14.3%) it is an increase from the 9.5% achieved by September 2007.

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

31.4% of serious violent and sexual offences were cleared up by means of sanction detection between April and September 2008. This is below the target of 34.8%. It is an improvement on the 27.8% achieved at the end of June 2007 and is also an increase on the 29.2% achieved by September 2007.

Increase the sanction detection rate for racially and religiously aggravated crimes

31.7% of racially and religiously aggravated crimes were cleared up by means of sanction detection between April and September 2008. This is below the target of 38%. There has been a reduction on the 33.0% achieved at the end of June and on the 32.9% achieved at the same stage in 2007/08.

Increase satisfaction with the overall service provided

For the 12 months to August 2008 the level of overall satisfaction for victims of burglary, road traffic collisions, vehicle crime and violent crime was 80.1%, achieving the target of 80%. This is an increase from the 79.1% achieved by the end of June, and the 77.1% achieved at the end of September 2007.

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

92.0% of 999 calls were answered within the national target time of 90 seconds. This is above the target level of 90%. This is an increase from the level seen at the end of June (91.6%) and the level achieved at this stage in 2007 (90.7%)

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

93.5% of non-emergency calls received within the PECs were answered within the national target time of 40 seconds. This is above the target level of 90%. It is a small decrease from the level at the end of June (94.1%) but well above the 85.4% achieved at this stage in 2007.

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

Performance indicators	Annual Target	Q2
Target and disrupt the activities of known Organised Crime Groups	35	24
The minimum value of confiscation orders	£3,000,000	£2,109,747

Target and disrupt the activities of known Organised Crime Groups

By the end of September 2008 the number of Organised Crime Groups that had been targeted and disrupted was 24. At this level of disruption, the force is on track to achieve the target of 35 by the end of March 2009.

The minimum value of confiscation orders

The value of confiscation orders obtained by the force was £2,109,747 at the end of September 2008. This is more than two thirds of the target for 2008/09. The force is on track to achieve the target by the end of March 2009.

5. To use information and intelligence to be more effective

Performance indicators	Annual Target	Q2
No targets set	N/A	N/A

6. To develop our people to give the best service

Performance indicators	Annual Target	Q2
Increase the number of active senior mentors	72	84
Increase the number of Inspectors accessing Core Leadership and Development Programme Level 2	34>	15

Increase the number of active senior mentors

There were 84 active senior mentors in Thames Valley at the end of September 2008. This is above the target of 72. There has been an increase from 60 at the start of the year and from 72 at the end of June.

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

The number of Inspectors who accessed the Core Leadership and Development Programme Level 2 between April and September 2008 was 15. This is unchanged on the numbers doing so in the same period of 2007. This is below the level needed to achieve the target.

7. To improve the use of our resources

Performance indicators	Annual Target	Q2
Cashable efficiency savings	3%	3.3%

Cashable efficiency savings

The cashable efficiency savings for 2008/09 are assessed as being at 3.3% 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 to Sept 2008
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	280
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%	85.3%

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	Amber
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	Amber
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 Following a meeting with the NPIA there is still a lack of clarity regarding whether the National Action Plan on Neighbourhood Management will be led by the Home Office or Communities & Local Government. Local Policing will be auditing LPA compliance with the NPIAs NH Management principles. All NH posts have been included in the draft Careers Pathway Policy which is subject to CCMT approval.

1.2 The NH policing establishment across the Force remains broadly on target. Previous difficulties experienced on Wycombe LPA regarding the recruitment of NSOs will be resolved shortly. There are 41 engagement plans in place across the Force and LPA level surveys have been increased to 4 per year. An HMIC report regarding an audit of engagement plans is due at the end of September 2008.

1.3 Through Quest, resource deployment guidelines have been amended and Control Rooms have been tasked with making effective use of NHP teams. Community Profiles have been completed in all but one BCU. Milton Keynes is currently being reviewed. The Diversity Unit is working with NHP teams to continue improvements to communications with NHP & CADOs.

1.4 The draft governance and good practice for NAGs is complete. A review has been undertaken at NHP Strategy Group and further audits are now required, together with the production of minimum standards for LPA Commanders. Revised guidance for LPA NAGs is almost complete following consultation and a consultation process with the wider business community is under development.

1.5 Following the publication of the NPIA National PCSO review in July 2008 a force-wide review has been conducted. The report which is in draft form contains 30 recommendations relating to role development, Health & Safety and powers. The report is to be presented to the NHP Steering Group and CCMT in November 2008. The Special Constabulary has now grown to 280 and will increase to 300 early in 2009.

1.6 To support the increased volume of work envisaged by the creation of the community intelligence system, each BCU is recruiting an additional intelligence reader within their Area Intelligence Teams. Oxfordshire, Milton Keynes and Berkshire East are now 'live' and fully able to support the process. Buckinghamshire BCU will go live on 13th October 2008 and it is anticipated that Berkshire West will follow by the end of the year. Two of the 5 NH analysts are now in place with the remaining 3 awaiting vetting checks.

1.7 There remains a national issue with the evaluation of the Restorative Approaches in Neighbourhoods (RAiN) project due to funding and this is being addressed at the National Steering Group. We are working to introduce a Youth Restorative Disposal and the Youth Strategy Group has been presented with a draft operational guidance. This is now out for consultation with our partners.

2. To develop our partnerships to reduce crime and disorder

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

2.1 With the move to Neighbourhood Management, an audit will be undertaken at LPA level which will include a review of joint tasking arrangements. All CDRPs have agreed to include MoPI and requirements of CDRP Reform into their ISAs as they are reviewed. Information Management Unit will hold all agreements and is quality assuring documents as they come up for renewal.

2.2 A 'What Works' guide has been developed based on national and regional good practice. This guide has been cascaded to LPAs via LPA commanders, nominated LPA licensing leads and police licensing officers. It has also been shared with our partners. The guide supports local high-visibility campaigns and initiatives. In October TVP is holding a regional Police/Pubwatch Conference to further encourage partnership working between Authorities and the trade.

2.3 The draft Force Anti-Social Behaviour Strategy has now been circulated to key stakeholders for consultation and a delivery plan developed. At an operational level quarterly forums have been established for all the partners within the anti-social behaviour field to ensure common practices/procedures and spread best practice. The time frames for the delivery of the Youth Strategy have been established. Data is being gathered via the Youth Strategy Group regarding BCU participation with local YOT Management Boards/Steering Groups and guidance has been issued to those attending the boards on their role and responsibilities within those groups. A 'schools profiling document' has been completed which identifies gaps in the provision of Safer Schools. This is to be progressed at the next Youth Strategy Group meeting.

2.4 The Multi Agency Risk Assessment Conferences (MARAC) protocols have been agreed and signed off and best practice is currently being disseminated. Links are also being developed with Mental Health providers. Home Office funding has been agreed to support the Tackling Knife Crime project and a Force action plan developed. The Knife Crime Co-ordinator is in post to both co-ordinate the project and integrate it into 'business as usual' from April 2009. A gun crime initiative has been developed for schools and the program is now in place.

2.5 Fatal collisions within TVP area have continued to fall with the reduction now standing at 25% compared to the same period last year. The number of children killed or seriously injured from April to June 2008 has also decreased by 11% as compared to last year (18 down to 16). TVP's RIDE safety programme for motor cyclists has been launched and workshops are now being offered to voluntary attendees as well as offenders. The Young Drivers Scheme has also been launched and Roads Policing continue to work with Drive Tech UK & a2om and internally with AoJ and front line officers to increase the number of young offenders receiving training.

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	Green
3.2	Continue to improve our initial response to incidents	Green
3.3	Improve communication with victims and witnesses to instil confidence in the CJS	Green
3.4	Increase the percentage of Offences Brought to Justice	Orange
3.5	Continue to enhance accessibility	Green
3.6	Facilitate effective consultation and engagement with the public	Green

3.1 Our multimedia application is expected to go live early in 2009, following testing and refining of business processes. The roll out of body worn digital cameras is nearing completion. Police Authority public consultation events took place throughout June/July 2008 and a report was presented to the Authority meeting in September 2008.

3.2 Following the decision to review the All Crime Attendance process at CCMT (September) the urban LPA pilot planned for October was cancelled. The force roll out is however on schedule for November in 14 LPAs. Two LPAs (Oxford City & the Vale of White Horse) are not part of the November roll out due to BCU concerns regarding the ability to train sufficient PCSOs by the launch date, and also due to the capacity in the Service Delivery Unit (SDU). An incremental approach will be adopted within SDUs to manage the impact of the additional work. This will be reviewed on a fortnightly basis.

3.3 The National Bichard 7 Project Board (Bichard 7 will automatically update the Police National Computer (PNC) with court results once they are validated or published on the court computer systems) met in mid September and agreed that the dates for roll out could not be confirmed at this time due to technical and supplier issues. The dates will be confirmed at the point that the Board has a high degree of confidence that the benefits of implementation would be achieved. Ministers have been advised that the ministerial milestone of delivery by March 2009 will not be met and work is underway to secure further funding to support the project in the new financial year.

3.4 Trial measures to regulate the quality and timeliness of court files are being rolled out. The Local Criminal Justice Board (LCJB) has agreed aspirations for OBTJ performance, based on force detection and reduction targets and CPS plans. The Criminal Justice Department is working with Performance Information to produce diagnostic indicators of Offences Brought to Justice (OBTJ) performance. Consideration is being given to rolling out the National Automated Fingerprint Identification System & DNA bar code reader in custody suites across the Force. Print to mark³ whilst the detainee is in custody has already helped to increase the number of OBTJ. We are currently awaiting direction from the LCJB on how TVP should progress with CJSSS in Youth Courts.

3.5 The development of the Force internet site continues and it is anticipated that the January 2009 'go-live' date will be met. All station duty officers have been provided with the necessary training to allow them to take crime reports at the front counter.

3.6 The public satisfaction survey script was reviewed and amended to enable the easier identification of specific sources of public dissatisfaction. Additionally, the sergeant dip-sampling survey questionnaire has been overhauled to encourage direct feedback for individual officers and improve the ease with which supervisors can conduct the questioning.

³ The time from when a person has their finger prints captured on live scan to the time the results of national checks against outstanding crime scene marks are available.

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	Green
4.2	Implement the integrated Homicide Reduction Strategy	Green
4.3	Make extended use of the Proceeds of Crime Act	Green
4.4	Develop the Force's Preventing Violent Extremism Action Plan	Green
4.5	Continue to develop the Protect and Prepare strand of CONTEST	Green
4.6	Increase our investigative capacity under the Pursue stand of CONTEST	Green
4.7	Continue to develop the use of organisational learning from critical incidents	Green

4.1 The mapping of Organised Crime Groups (OCGs) is progressing and highlighting the need to consider alternative tactical options to manage the risk at an appropriate level. Recent results in one part of the Force area demonstrate the potential effectiveness of this different activity.

4.2 All 15 specified critical business areas have management processes in place. Our Threat to Life Policy was scheduled to be presented at the Homicide Working Group on 10th October 2008 and an e-learning package will then be programmed via the Force Crime Manager.

4.3 BCU and OCU middle managers are due to attend a Financial Investigation Managers course to raise awareness and skills. POCA features regularly at department and Force level Performance Group meetings and further training for Financial Investigators has been authorised.

4.4 Five Counter Terrorist Intelligence Officers (CTIOs) have now been recruited. Following training in September 2008 they will be based on BCUs & LPAs in Area Intelligence Departments. The CTIO DS is already tasking LPAs on CT matters. A review of the relationship between Special Branch and Counter Terrorist Group is currently being undertaken to identify the potential intelligence gaps. 9 out of 10 of the Prevent Engagement Officers have also been recruited.

4.5 The final Counter Terrorist Security Advisor (CTSA) post has been advertised and work is ongoing to develop a Service Level Agreement (SLA) between the CTSA's and Crime Prevention Officers (CROs) around the management of planning applications. Work is continuing to implement TVP's response to the Pitt Review. A Strategic Business Continuity Exercise is now being planned.

4.6 The Head of the Regional Counter Terrorism Unit (CTU) has been appointed. Work is ongoing regarding tasking processes to ensure avoidance of duplication with Special Branch (SB) on intelligence function, prison liaison work and Dedicated Source Units (DSUs). Suitable premises have been purchased and work is underway to specify design and layout. Building work is due to commence in January 2009.

4.7 Development and learning is now a specific item on the Senior Investigating Officer (SIO) agenda, liaising with the Major Crime Review Team (MCRT) to record and designate learning. A formalised de-briefing for significant investigations is now in place.

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	Orange
5.2	Improve the quality of information held and ease of access	Orange
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 PPU Intelligence Desk. The Central Public Protection Intelligence Desk is being created from within existing resources. However, there is an analytical gap at present around profiling work on vulnerable people and missing persons at a Force level. Opportunities to progress this work are being considered.

5.2 The Police Authority has now confirmed the preferred supplier for IICP. The Project Board stressed that the intelligence module must be implemented by December 2009 which is the date on which the support contract for the existing system lapses. The Crime and Property modules must be implemented by December 2010 to meet the embargo on business change because of the impending Olympics. We are developing a plan for the Crime and Property Modules to explore meeting the December 2010 deadline.

5.3 There is potential opportunity to staff a 24 hour response to ANPR hits, the logistics of which are to be considered. A Force Crime Management Unit Work Plan has been created with set work strands. These include making basic vehicle search available to all on the Intranet. The feasibility study for the ANPR Cleartone has been completed and agreed by the Change Assessment Tasking & Coordination Group.

5.4 Review staff have been trained in the process and detailed procedures have been agreed for review of selected Public Protection records. This review began on time in August 2008. Working versions of possible Review, Retention and Disposal (RRD) policy and processes are being maintained. The Force Information Officer and Force Records Manager have commenced their roles.

5.5 Work is progressing towards compliance with National Data Quality Standards. The data quality environment has been built, with the data quality software suite due for deployment in mid-October. The first data quality profiling reports for CIS are due to be produced by mid-November and CEDAR reports produced at the beginning of December.

5.6 Subject to final contractual agreement the Socrates product has been purchased: Surrey and TVP plan to implement the same base systems and to align processes wherever possible. Two further meetings of the TVP/Hampshire Constabulary collaboration board have taken place and agreement has been reached through the two Police Authorities for proposals on a joint Service Desk arrangement. Exploration of further opportunities is scheduled for discussion.

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, Inspes & Police staff equivalents	Green
6.4	Enhance the leadership development of Chief Inspes, 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 Since the introduction of the current SPP and Bonus payment schemes, suggestions for additional payments have been received and collated and will be presented to CCMT in an options paper in Q3. There is no further update on the South East Allowance.

6.2 Milton Keynes and Control Rooms & Enquiries Department (CRED) have both exceeded the proposed 10% increase in the number of senior mentors available. Buckinghamshire has met its target with other BCUs on target to do the same. Crime Support, Tactical Support and Roads Policing have maintained their exceeded target.

6.3 Line managers can now use the PDR development page to document CLDP module course bookings. The availability of workshops at various locations has produced a positive response. Between April and September 2008, 15 inspectors accessed CLDP2 for the first time. This information is based on ALL inspectors. A further breakdown in relation to WBA and non-WBA inspectors will be reviewed for provision in future updates.

6.4 There are 18 superintendents and 7 chief superintendents (and equivalent) registered with the National Senior Careers Advisory Service. The TVP Talent Management Scheme proposal has been drafted and will be considered by CCMT in November with proposal to commence the pilot scheme in Q4.

6.5 The Careers Pathway Policy has been approved and implemented. Several recently promoted sergeants and inspectors have been promoted into specialist roles (eg. HBI, CAIU sergeant). There is evidence that some officers who were not considering promotion previously are now doing so (eg. Protection Group officers).

6.6 4.94% of police recruits to date this year are BME. Due to the number of BME applicants currently in the recruitment process it is possible to achieve the 10% recruiting target by year end. Recruiting is opening again on 6/10/08, just after two Community Recruitment Network events to attract BME applicants. Because BME candidates can take longer to vet if they have large close family networks, relatives abroad etc., the recruitment process has been changed so CTC (family) vetting now starts earlier in the recruiting process for BME candidates. It therefore runs in parallel with several other stages, which speeds up recruitment.

6.7 TVP has developed a pilot scheme for home working in CRED and Property Services, including call handling functions within CRED. Subject to some outstanding ICT feasibility issues, which are expected to be resolved by November 2008, the pilot should commence in January 2009. The pilot should enable a comprehensive evaluation of the benefits of home working, which in longer terms should include staff retention and force resilience as well as work/life balance of staff.

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	Orange
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)	Orange

7.1 Phase II of the Productivity Plan continues to progress according to the schedule. The ZBB process focusing on Crime Support, Local Policing and the BCUs are either completed or are nearing completion. Discussions as to the level of savings that can be taken whilst still maintaining service levels are ongoing and will be finalised at the forthcoming CCMT Strategy Day in October.

7.2 Further work is currently being undertaken to develop the local Change Register within the Programme Management Office to improve the ability to log and report on initiatives.

7.3 All Force performance management information, Performance Group and Force Crime meetings have been aligned to monitor delivery against current strategic objectives. This has been aligned to the ICT Strategic Reporting initiative. A business initiative to procure new IT software to increase performance analysis capability is being developed. The DCC has introduced a revised Performance Review process for all BCUs, the first of which has taken place. Remaining BCUs will be visited in Q3 to assess their performance against the strategic framework.

7.4 Best practice guidance has been compiled for LPAs regarding how to work effectively with partners to achieve Local Area Agreement targets which result in financial rewards. The last 2 CPDAs to be recruited will be in post in time for the course beginning 13 October. All current Crime Prevention Design Advisors (CPDAs) now alert the strategic estates manager of all major developments where 106 funding opportunities exist. He will also be providing an input on the CPDA course specifically in respect of this funding.

7.5 A New Business Initiative has been submitted to extend video conferencing in HQ locations as part of a package of measures to further reduce meetings. Further initiatives in video/telephone conferencing are due to be presented before the end of 2008 and a sophisticated approach to the use of email will be reported on in November 2008. Work is ongoing to simplify the guidance for PDRs. A paper will be submitted to CCMT for consideration in Q3.

7.6 The roll out of DMS2 is nearing completion. More effective use of AVLS is now subject to formal liaison meetings between ICT and CRED to realise full potential. CRED and ICT are continuing to work with Hertfordshire and Bedfordshire to improve the use of resources.

7.7 All service specification workshops, professional lead validation sessions and business validation sessions within the HR redesign programme are complete. The implementation phase commenced on 29th September 2008 and implementation planning is underway. The relevant functions are still on track to deliver the savings committed to in the Productivity Plan.

7.8 The Police Authority review of accountability arrangements at Force and BCU level remains a work in progress. It is proposed that any revision will be implemented in the autumn of 2008.

Glossary of Terms

ACPO	Association of Chief Police Officers.
ANPR	Automatic Number Plate Recognition. ANPR equipment automatically reads vehicle registrations and matches them to database information.
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.
BME	Black Minority Ethnic.
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.
CIS	Criminal Intelligence System.
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.
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.
FALCON	The operational arm of TVPs Drugs Strategy.
FIB	Force Intelligence Bureau.
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).
LPA	Local Policing Area. Geographically based operational police unit which is coterminous with local authority boundaries.
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.
MoPI	Management of Police Information. The government's 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.
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.
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.
POCA	Proceeds of Crime Act.
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.
RIDE	Rider Intervention & Developing Experience.
RP	Roads Policing Department.
SB	Special Branch.
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.
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 Budgets.