



Thames Valley
Police Authority

Annual Delivery Plan

2009-2010

Quarter 2 Report



Thames Valley
Police Authority



THAMES VALLEY
POLICE

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Contents

Part 1 – Performance against Force strategic objectives, measures and targets.

(1) Strengthen neighbourhood policing, respond to local needs and increase public confidence	3
(2) Develop our partnerships to reduce crime and disorder	3
(3) Improve the service provided to victims, witnesses and the public	4
(4) Use information and intelligence to be more effective	5
(5) Protect our communities from the threat of terrorism and organised crime	5
(6) Develop our people to give the best service	5
(7) Improve the use of our resources	5

Part 2 – Progress against the Force Delivery Plan actions.

(1) Strengthen neighbourhood policing to respond to local needs and increase public confidence	6
(2) Develop our partnerships to reduce crime and disorder	7
(3) Improve the service provided to victims, witnesses and the public	8
(4) Use information and intelligence to be more effective	9
(5) Protect our communities from the threat of terrorism and organised crime	10
(6) Develop our people to give the best service	11
(7) Improve the use of our resources	12

Glossary of terms	13
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Part 1 – Performance against strategic objectives, measures and targets

In **part 1**, where applicable the **Red / Amber / Green** (RAG) status is shown for each performance indicator. (**Green**: Target achieved. **Amber**: Below the target but performing better than last year. **Red**: Below the target and performing worse than last year)

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

Performance indicators	Annual Target	Q2
Increase % of people who agree the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area (September 2008 to August 2009)	64%	63.0%
Increase the number of Special constables by March 2010	400	342

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 level of agreement that people and local councils are dealing with the anti-social behaviour and crime issues that matter in their area has increased to 63.0% for the twelve months to the end of September when compared with the nine months to the end of March (61.6%).

Increase the number of Special constables by March 2009

The number of Special Constables has increased to 342 at the end of September. This is an increase from 328 at the end of June. There was only one intake for Special Constables in the second quarter.

2. To develop our partnerships to reduce crime and disorder

Performance indicators	Annual Target	Q2
Reduce the level of serious acquisitive crime	- 2%	- 10.8%
Reduce the level of Assault with Less Serious Injury (excluding domestic abuse)	- 3%	+ 1.5%

Reduce the level of serious acquisitive crime

Serious acquisitive crime has fallen by 10.8% for the first six months of 2009/10 compared to 2008/09. This is a further 4.4% reduction achieved in the period April to June. This reduction is five times greater than the target.

Reduce the level of Assault with Less Serious Injury (excluding domestic abuse)

Assault with less serious injury (excluding domestic abuse) has increased by 1.5% between April and September 2009 compared to the same period in 2008. This increase is smaller than the 5.8% rise in the first quarter. Two BCUs – Buckinghamshire and Oxfordshire are achieving reductions greater than the 3% target. Two BCUs – Berkshire East and Milton Keynes are experiencing increases in crime levels.

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

Performance indicators	Annual Target	Q2
% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported	95%	93.0%
Increase the sanction detection rate for sexual offences	25%	22.9%
Increase the sanction detection rate for Hate crime	35%	33.6%
Increase satisfaction with the overall service provided (September 2008 to October 2009)	84%	83.2%
% of 999 calls to be answered within the national target of 10 seconds	90%	90.8%
Non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	90.2%

% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported

93.0% of domestic abuse risk assessments are being completed within 3 days of the incident being reported. This is below the target of 95% but is an improvement on the 88.6% being achieved at the end of June.

Increase the sanction detection rate for sexual offences

The sanction detection rate for serious sexual offences is 22.9% at the end of September, an increase from the 20.7% at the end of the first quarter. This is also higher than the level achieved between April and September 2008 (21.7%). However it remains below the target of 25%.

Increase the sanction detection rate for Hate crime

The sanction detection rate for hate crime is 33.6% for April to September 2009. This is an increase from the 30.2% achieved between April and June 2009. This is below the target of 35% but is an improvement on the 29.8% in the same period of 2008.

Increase satisfaction with the overall service provided

Satisfaction with the overall service provided continues to improve. Current satisfaction (September 2008 to August 2009) is 83.2%. The level is below the higher target of 84%, but is an increase of 3.2% over the last year and has increased by 1.7% from the end of 2008/09.

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

The number of 999 calls being answered within 10 seconds is above the target of 90%, at 90.8%. This is an increase from 89.8% at the end of June.

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

The number of non-emergency calls being answered by the PEC within 40 seconds is above the target of 90%, at 90.2%. This has increased from the 89.2% achieved in the first quarter.

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

Performance indicators	Annual Target	Q2
Target & disrupt the activities of known Organised Crime Groups	45	18
The minimum value of confiscation orders	£3,500,000	£756,966

Target and disrupt the activities of known Organised Crime Groups

The number of Organised Crime Groups targeted and disrupted within the first half of 2009/10 was 18. The value of confiscation orders achieved between April and September was £756,966. This is a small increase from the level reported for quarter 1 (£631,686).

5. To use information and intelligence to be more effective – No targets set

6. To develop our people to give the best service

Performance indicators	Annual Target	Q2
% of new police officer recruits from BME background	10%	9.3%
% of new police staff appointments from BME background	10%	4.3%
% of new police community support officers from BME background	10%	5.6%

% of new police officer recruits from BME background

Between April and September 2009, 9.3% of new police officer recruits were from a BME background. This is an increase from the 7.9% recorded at the end of June. Whilst this is below the target of 10%, it is an increase from 4.9% achieved in the same period of 2008/09.

% of new police staff appointments from BME background

Between April and September 2009, 4.3% of new police staff appointments were from a BME background. This is an increase from the 3.5% recorded at the end of June. This is below the target of 10%.

% of new police community support officers from BME background

Between April and September 2009, 5.6% of new police community support officer appointments were from a BME background. This is a decrease from the 7.4% recorded at the end of June. This is below the target of 10%.

7. To improve the use of our resources

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

Cashable efficiency savings

The cashable efficiency savings for 2009/10 are assessed as being at 3%, achieving the target.

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	Continue the transition from neighbourhood policing to neighbourhood management	Amber
1.2	Improve communications between neighbourhood policing teams & local communities	Green
1.3	Extend the Learning & Development programme for PCSOs	Amber
1.4	Improve recruitment and retention of the Special Constabulary	Green

1.1 The results of the Neighbourhood Action Group (NAG) Survey have now been published. Recommendations were made for the partnership based development of the NAGs and a review is now underway with partners. Guidance has been issued to neighbourhood teams and NAGs on discretionary use of a Neighbourhood Priority Profile (NPP) for each neighbourhood priority. The form itself will remain available for those who wish to use it, but for others, all NAG priorities will be recorded on the simpler Force tasking document. This has been amended for neighbourhood use and will allow NAG priorities to be more easily included with Police and Joint Agency tasking as it is on a common format.

1.2 All of the Neighbourhood Teams have been provided with the necessary training, guidance and appropriate toolkits to assist them in maximising communication with their communities and partners. Efforts are underway to improve community messaging and guidance is in the process of being developed which will help to maximize the use and consistency of messaging across the Force.

1.3 The new Neighbourhood Policing training programme is now under development which includes locally delivered workshops. The Policing Pledge workshop is now being delivered across the Force. Learning and Development are currently conducting a training needs analysis for PCSO Continuous Professional Development.

1.4 The Special Constabulary strength is now 342 Specials, this includes 31 in training and a September intake of 24. This contributes 86% towards the target. To increase the visible presence in Neighbourhood Policing of Specials (in support of the staff retention plan), between April – June 2009 there was 7734 hours of Neighbourhood policing activity work completed by the Special Constabulary, which suggests a projection of 30,969 additional hours available to NH Teams for the year. The Force DVD about Special Constables is in the production phase and the three completed films have received positive feedback.

2. To develop our partnerships to reduce crime and disorder

No.	Delivery Plan action description	RAG
2.1	Develop Integrated Offender Management Schemes with our partners	
2.2	Reduce domestic abuse repeat victimisation for high risk victims using MARAC	
2.3	Improve partnership work that impacts on young people	
2.4	Continue to focus on the enforcement and prevention of knife crime	
2.5	Work with our partners to reduce the numbers of casualties and deaths on our roads	

2.1 The national Traffic Light Assessment (TLA) is currently being used to review the local Offender Management Schemes. The findings of these assessments and the associated scoping exercise will inform the standardisation of the Integrated Offender Management Schemes. The simultaneous assessments of each PPO scheme's ability to make the transition to Integrated Offender Management (IOM) are now underway. TVP are working with the LCJB Youth Offender Service (YOS) lead to realign the schemes and to enhance the ability to share information.

2.2 As from the 7th July 2009 the Force moved to the DASH risk assessment model which requires officers to phone Domestic Abuse risk assessments to the PEC from the scene of the incident. This should translate to an increase in performance in quarter 3. For the current year to date (YTD) 2009/10 the percentage of risk assessments completed and recorded on CEDAR within 3 days was 93% compared to 88.6% for the previous quarter. The first review and audit of the Protecting Vulnerable People Strategy Unit (PVPSU) has been completed and another one is scheduled for October 2009. Domestic Abuse has formed a substantial part of this review, focussing on risk assessments, MARAC, investigation, arrest rates and a general understanding of the issues. The Protecting Vulnerable People Steering Group continue to regularly review the recommendations of the Domestic Abuse review through their Delivery Plan.

2.3 Work is progressing in achieving consistency with regards to the role of the police in the Local Safeguarding Children and Children's Trust Boards. The BCU and LPA Safer Schools Partnership Steering Groups are continuing to develop and looking to achieve consistency through the implementation of the guidance providing details on the role and expectations of the group. TVP are working with the LCJB YOS lead to align the new Young Prolific and other Priority Offender schemes with Youth offending Teams and to develop information sharing arrangements.

2.4 The Force Knife-Crime Co-ordinator regularly meets with the LPA Single Point of Contact (SPOC) to assist with addressing local activity. The LPA performance information is currently presented to the Knife Action Plan (KAP) Steering Group and in the future it will be published on a monthly basis on the Tackling Knives Action Plan (TKAP) Knowzone page. At the September Schools Officer meeting they were provided with guidance on the requirement to share intelligence gathered regarding knife crime. By March 2010 all A&E departments across the Thames Valley region will have information sharing arrangements with the police which will improve the provision of accurate and relevant data to inform local tasking processes. The information sharing arrangements in Slough will be implemented at the end of October. The use of the mobile arch units is being monitored by HQ and in some TKAP areas, wands are also now available and have been distributed to door staff of clubs and pubs. Schools based intervention events are planned across LPAs for November aimed at reducing gang related violence and knife crime.

2.5 The seatbelt diversion scheme was launched 7th September with an average of 15 members of the public choosing to complete the course each day during the first week. This on-line scheme costs the participant £25 as opposed to the £60 fine. 1728 vehicles have been seized by officers using powers to deal with anti-social behaviour. The new Safe Drive Stay Alive film will be delivered to schools across the Force during November.

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

No.	Delivery Plan action description	RAG
3.1	Implement the Serving with Pride and Confidence programme	Green
3.2	Review the process for crime and incident management	Orange
3.3	Deliver Crime Attendance	Green
3.4	Continue to enhance the accessibility of our services	Green
3.5	Improve victim & witness satisfaction in the Criminal Justice System (Police element)	Green
3.6	Take part in the roll out of the national Streamlined Process project	Green

3.1 Each of the five strands (Customer Service, Leadership, Training, Professional Judgement and the Policing Pledge) has produced a delivery plan and progress is monitored on a monthly basis via the Serving with Pride and Confidence Steering Group, which is chaired by the Chief Constable. Module two (Professional Judgement) of the training commenced on 7 September and is being rolled out across the force.

3.2 There has been significant focus on improving customer service within CR&ED, linking this in with Policing Pledge delivery. The focus has been on enhancing the quality of our interaction with the public, particularly in relation to 'vulnerable' and upset callers, and those at risk. Recent HMIC feedback has been positive, with 'Good' grades being attained for both the relevant Pledge commitments the department owns (Pledges 5 & 6). A comprehensive Customer Service plan is in place within the department which is driving a number of initiatives designed to enhance customer service. This is maintained through a Customer Service Board within CR&ED and headline reports are considered by the Serving with Pride & Confidence Board.

3.3 Following a decision by CCMT in June the additional crime categories of arson and theft in a dwelling were included within the crime categories. This was implemented force wide 13th July. No further expansion of the included categories is planned in the short to medium term. Confidence levels that Anti-Social Behaviour and crime issues are being dealt with are slowly rising.

3.4 The new Force website has received almost 2.5m page hits this quarter with a further 90 new pages having been added providing additional features and 152 pages updated. Since going live on 17 June, the new interactive feature 'Your Voice Counts' has received a total of 898 hits. Further steps are being taken to ensure that the internet site is accessible to all through the implementation of the World Wide Web Consortium (W3C) standards which will provide compliance with the Disability Discrimination Act.

3.5 The expansion of the Witness charter, in terms of officers updating witnesses was launched across all BCUs on 14th September. A Communications Strategy was implemented from the end of August and ran until the launch date. Following the experience of Oxfordshire BCU performance data is expected to show an initial dip for 3 months until processes are embedded.

From Sept the Quality Check process encouraged greater focus on Witnesses and separate data will be reported against both victims and witnesses. The Prosecution Team Performance Management (PTPM) process is being reviewed to include a victim and witness satisfaction focus.

3.6 All of the Streamlined Process training has now been completed by officers with a continual refresh of new students and any remedial issues are being addressed locally. The BCU review of file construct in line with the Director of Public Prosecutions (DPP) guidance is continuing with reviews by the Criminal Justice HQ team along with national external monitoring. Generally compliance is good and at a level which will see TVP fully signed off in September or October. Overbuild of case files, particularly with regards to officer's statements, has been noted and will be raised at the next Project Board where greater use of PNBs will be directed to help achieve the expected benefits by March 2010.

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

No.	Delivery Plan action description	RAG
4.1	Refine the mapping of Organised Crime Groups	
4.2	Continue to make extended use of the Proceeds of Crime Act	
4.3	Develop the Counter Terrorist Unit to provide support in the SE region	
4.4	Develop capabilities to assist in delivery of Preventing Violent Extremism Action Plan	

4.1 BCUs continue to develop their skills in relation to the mapping of Organised Crime Groups (OCG) with the continued support of HQ Intelligence Analysts. The OCG's which are active at Level 2 (cross border and regional) and pose the greatest risk to BCUs have been identified through the tasking process and are underpinned by good BCU/Level 2 management plans for the highest risk groups. There is on-going work with the South East Regional Intelligence Unit (SE RIU) and National Co-ordinators office to standardise OCG mapping across the South East Region. As of 15 September 18 OCG disruptions had been agreed by the ACC Crime & Criminal Justice and a Police Authority member with a number of investigations still on-going which will lead to future disruptions.

4.2 As of 14 September 2009 there have been 70 Confiscation Orders totalling £756,966 and 21 Cash Forfeitures (Seizures) totalling £121,859.24. The completion rates of the Proceeds of Crime Act (POCA) review forms (MG17) are still low across BCUs, the performance for this was reviewed at the end of September.

4.3 The South East Counter Terrorist Unit (SECTU) is now fully operational and supporting national, regional and force operations and commitments. The project is continuing on schedule and within the agreed budget.

4.4 The development of our capability to assist partners to deliver the Preventing Violent Extremism Action Plan is still on-going. TVP have now appointed an additional Chief Inspector to lead on Prevent across the Force.

5. To use information and intelligence more effectively

No.	Delivery Plan action description	RAG
5.1	Ensure that crime intelligence and information is used more effectively	Green
5.2	Continue to improve the ease with which our staff can access information	Green
5.3	Further develop our Automatic Number Plate Recognition capability & capacity	Green
5.4	Plan & prepare for Force for the introduction & use of the Police National Database	Green

5.1 The implementation of the Intelligence IICP module has been delayed until mid November as additional time was required for the configuration and completion of the interface with Operational Data Store (ODS) to ensure operational resilience. The slippage has enabled the incorporation of back record conversion and an additional period to move read-only users on to the ODS, minimising the impact of the Guardian intelligence Go Live. ODS stage 4 is now live and Stage 5 is on track and in user testing. ODS was launched in September.

5.2 Implementation of the Operational Data Store (ODS) to enable searching across key crime and business IT systems has been completed for Intelligence, Crime, Child Protection, Custody, Firearms and Business Objects. CIS and CEDAR are due to go live at the end of September. Work has commenced with partners to develop the appropriate information sharing agreements. The review of mobile information has been completed and the options for extending its use are limited. The Gazetteer is in place ready for testing. The Strategic Mapping Product is yet to be purchased as efforts have been diverted to resolve boundary issues.

5.3 During this financial year TVP have received £223,000 in financial investment from partners for static ANPR sites. There is continued support from partners in the implementation of the 3 ANPR schemes approved as part of the 2009/10 capital programme. The ANPR Intelligence Unit became operational on the 1st July with the final ANPR Controller expected to start at the end of October and the Supervisor has yet to receive a confirmed start date. During this development phase monitoring has started to take place and during the first 6 weeks the unit has been directly responsible for creating over 150 command and control logs (for observation messages), 14 arrests from stolen motor vehicles and the dissemination of over 300 intelligence reports. They have notified TVP hotlist managers of sightings and assisted them in the quality assurance of their data. The unit is now currently identifying 1 genuine stolen motor vehicle per day. The force launch of the team is expected in October 2009, when the team will become fully Business As Usual.

5.4 To date the force has achieved 75.6% of the agreed 80% compliance target for the Management of Police Information (MoPI). The Review, Retention and Disposal (RRD) module in Guardian has been chosen to deliver this capability and the project has been approved and is in progress with the main work focussing on the migration of data from the existing CIS Intelligence system into Guardian. The business processes necessary for the effective use of PND have been decided. The current National PND project timelines require live data to be supplied from TVP from July 2010. A pragmatic approach is being taken where we will deliver enough to satisfy NPIA and allow other forces to rely upon the data we send (over 80%). The Identity Access Management (IAM) project is currently on target to deliver an accredited IAM solution, enabling TVP access to PND, by the target date.

6. To develop our people to give the best service

No.	Delivery Plan action description	RAG
6.1	Develop and implement agreed retention initiatives for police officers and staff	Green
6.2	Develop the professional values & leadership strands of SWP&C	Green
6.3	Implement positive action initiatives for under-represented groups in TVP	Orange

6.1 The new e-recruit system will improve the candidates experience when applying for a role within TVP and will also benefit the business in terms of Manager and HR Shared Service effectiveness and reduced advertising costs. E-recruit will also enable the organisation to build a 'Talent Pool' of potential applicants which will allow targeting of groups within the community with specific skills appropriate to our needs, resulting in us becoming more self sufficient and less reliant on advertising. A Flexible Working workshop is currently being developed as part of the Core Leadership programme.

6.2 The Talent Management Programme has been promoted and implemented across the force. An Induction Day for the first 78 applicants (44 officers and 34 staff) was held on 5 June 2009. Individual assessments have been set up and the next step is for development plans to be produced from these assessment meetings. A revised Customer Service Training Package (Serving with Pride and Confidence Module 1) has been developed and the training delivery started in May 2009 and will run through to approximately December 2009. Coaching Champions have been identified and the Institute of Leadership and Management will run learning sessions in September for the individuals identified. Learning Forums are already being run on some BCUs and plans are in place to extend to all BCU/OCU. The first of these will be focussed on day to day investigations that supervisors manage on a BCU. We plan to deliver this first forum from January to April 2010.

6.3 With the requirement to recruit Police Staff and PCSOs significantly reduced, the opportunities to increase the numbers of applicants has not been available. However, in October 2009 there will be the launch of a Police Staff campaign to emphasise, in a generic way, the opportunities available for Police Staff to support policing. This will be marketed in a similar way to the police officer campaign in March 2009. To date 117 BME applicants have passed the CBQ element of the recruiting process. Within the current financial year 21 BME candidates have passed the National Assessment Centre (NAC), with a further 40 booked onto NACs in October and December. To date 10 BME Police Officers have been hired with a further 13 with hire dates between September and November.

7. To improve the use of our resources

No.	Delivery Plan action description	RAG
7.1	Complete Phase III of the Productivity Plan	Green
7.2	Continue to improve the management of change across the organisation	Green
7.3	Enable our staff to use their time more productively	Orange
7.4	Continue to identify and develop collaborative opportunities for the Force	Green
7.5	Progress the Asset Management Improvement plan	Green
7.6	Continue to develop / implement shared service approach to business support services	Green
7.7	Improve our ability to deliver essential activities in the event of serious disruption	Green

7.1 Audits have taken place of Learning and Development, Human Resources and ICT. Only the Performance ZBB audit is currently outstanding. Interim updates for each review strand were presented to the relevant ACPO lead during Jul & Aug '09 and the final presentation to the ACPO review panel will take place during Sept & Oct '09. Resource Management training has been extended across the Force for Sergeants & Police Staff equivalents, this commenced in April.

7.2 A more robust process to identify, capture and realise expected savings is being implemented through close liaison between the Force Change and Productivity Teams. A series of communication events is being planned to further raise awareness of the Change delivery Model.

7.3 Meeting free days will be factored into the 2010 calendars. There are a number of actions which are ongoing regarding video conferencing as a means to facilitate a reduction in travelling costs. Building upon the E-mail Logic presentation at the Senior Leaders Forum, proposals to roll out further training for managers and supervisors within the Force are being considered to further reduce e-mails and meetings.

7.4 A Regional collaborative strategy, through the South East Collaboration Project (SECP), is being increasingly developed in terms of structure (there are boards at all levels of ACPO to direct activity) and capability. A Regional Director of Forensic was appointed in September 2009 with a view to developing a regional strategy, delivering considerable savings. Regional assets are being collated, and services are becoming aligned (DNA, sexual offences). The role and activity of the Regional Intelligence Unit is being developed in line with SECP workstreams. The Force continues to develop and derive benefit from initiatives outside the SECP including transport, air support and ANPR.

7.5 An Asset Management Improvement Group has been established, meeting at regular intervals and chaired by the Force Director of Resources. Relevant performance indicators have been developed which have been approved by and are reported to the Strategic Property Forum. Preliminary feasibility work for Slough Police Station Pilot is being progressed in 09/10, with 3 other pilot sites / locations to follow after the Slough pilot has been evaluated.

7.6 The final parts of the HR re-design were implemented in Apr '09. There is an ongoing service development work around Employment Relations Shared Services. (Estimated completion date is Oct '09). The implementation of the Finance and Procurement reviews are ongoing. (Scheduled completion is by Mar 2010). The L&D review is also in the implementation stage and completion is scheduled by Mar 2010. The Business Support ZBB review has commenced and the development of employee administration and payroll shared services project was initiated in Jul '09. The Business Support ZBB presented the findings to the ACPO panel in October 2009.

7.7 The key element of the Business Continuity Plan has been launched in its revised version to OCUs and BCUs. Most dates have already been identified and set aside for the testing of these plans. A training strategy and communications strategy are currently being considered. The flu pandemic continues to be monitored.

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
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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.
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.
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).
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.
NATIONAL INTELLIGENCE MODEL LEVELS	Level 1 - Local Crime and Disorder affecting a BCU or small force area Level 2 - Cross Boarder issues affecting more than 1 BCU (including regional) Level 3 - Serious and Organised Crime (national and international)
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	TVP on-line Performance Development Review (PDR) software.
STO	Specially Trained Officer (re sexual offences).
SWP&C	Serving with Pride and Confidence
TVP	Thames Valley Police.
TVPA	Thames Valley Police Authority.
YOT	Youth Offending Team.
ZBB	Zero Based Budgets.