



Thames Valley
Police Authority

Annual Delivery Plan

2010-2011

Quarter 2 Report



Thames Valley
Police Authority



THAMES VALLEY
POLICE

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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 or on track to achieve. **Amber**: Below the target but performing better than last year. **Red**: Below the target and performing worse than last year)

Force Performance Summary for Q2 2010 – 11 (Provisional)

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	68%	71.4%
Increase the number of Special constables by March 2011	450	473
Increase satisfaction with the overall service provided	86%	85.4%

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

71.4% of respondents were in agreement between April and June 2010. Following the removal of the National Police Confidence target the Police Authority agreed that surveys to monitor this target should be suspended.

Increase the number of Special constables by March 2011

The number of Special Constables has increased to 473 at the end of September 2010 from 408 at the end of March 2010. Thames Valley is currently achieving this target.

Increase satisfaction with the overall service provided

Satisfaction with the overall service provided continues to improve. The level is below the increased target of 86%, but is an increase of 2.7% over the last year and has increased by 1.1% at the end of August 2010. Thames Valley is on track to achieve this target.

2. To develop our partnerships to reduce crime and disorder

Performance indicators	Annual Target	Q2
Reduce the level of serious acquisitive crime	- 2%	-15.9%
Increase the sanction detection rate for serious acquisitive crime	12%	15.0%
Increase the sanction detection rate for serious sexual offences	25%	25.5%
Increase the sanction detection rate for violence against the person with injury	35%	34.7%

Reduce the level of serious acquisitive crime

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Serious acquisitive crime has fallen by 15.9% in the period April to September when compared to the same period of 2009. All BCUs are achieving the reduction target, with reductions ranging from 12.6% at Berkshire East to 20.4% on Berkshire West

Increase the sanction detection rate for serious acquisitive crime

The sanction detection rate for serious acquisitive crime has increased from 8.9% between April and September 2009 to 15.0% in the same period of 2010/11. This is a slight reduction from 16.1% seen at the end of June 2010. The level is above the target of 12%. All BCUs are achieving the detection rate target, ranging from 12.7% in Berkshire East to 21.3% in Milton Keynes.

Increase the sanction detection rate for serious sexual offences

The sanction detection rate for serious sexual offences has increased from 23.3% between April and September 2009 to 25.5% in the same period of 2010/11. This is an increase from 24.7% at the end of June 2010. The level is above the target of 25%.

Increase the sanction detection rate for violence against the person with injury

The sanction detection rate for violence against the person with injury was 34.7% between April and September 2010, compared to 28.5% in the same period of 2009/10. While this is below the target of 35%, it does constitute an increase from 31.5% at the end of June 2010.

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

Performance indicators	Annual Target	Q2
Reduce the level of repeat victimisation for victims of domestic abuse assessed by the police as "High Risk" and managed through the MARACs*	17.5%	23.4%
% of 999 calls to be answered within the national target of 10 seconds	90%	91.1%
Non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	91.8%

*Data for this measure will be subject to a full audit to ensure compliance with the definition.

Reduce the level of repeat victimisation for victims of domestic abuse assessed by the police as "High Risk" and managed through the MARACs

23.4% of MARAC referrals by the police between April and August 2010 were for repeat victims. This is higher than the level recorded in 2009/10. An audit of April to July repeat occurrences indicates that approximately 50% of identified repeats do not meet the criteria for either a MARAC referral or this measure. Given the problem with the data, the Police Authority decided that further monitoring of this target should cease in this year.

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

The number of 999 calls being answered within 10 seconds between April and September 2010 is above the target of 90%, at 91.1%. This is an increase from 89.1% in the first quarter of 2010/11 and is greater than the 90.8% achieved in the same period of 2009/10.

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

Between April and September 2010 the number of non-emergency calls being answered by the PEC within 40 seconds is above the target of 90%, at 91.8%. This is an increase on the rate of 90.2% recorded in the same period of 2009/10.

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

Performance indicators	Annual Target	Q2
Target & disrupt the activities of known High Risk Organised Crime Groups	20	9
Increase the number of confiscation orders by 10%	196	103

Target and disrupt the activities of known High Risk Organised Crime Groups

The number of High Risk Organised Crime Groups targeted and disrupted between April and September of 2010/11 was nine. Although this is greater than the seven achieved at this point in 2009/10 it is not currently on track to achieve the target.

Increase the number of confiscation orders

The number of confiscation orders achieved between April and September was 88. This is greater than the 74 achieved in the same period of 2009 and is on track to achieve the target.

5. To use information and intelligence to be more effective – No numeric targets set, progress against Delivery Plan Part 2

6. To develop our people to give the best service

Performance indicators	Annual Target	Q2
% of new police officer recruits from BME background	10%	11.6%
% of new police staff appointments from BME background	10%	10.6%
% of new police community support officer appointments from BME background	10%	6.5%

% of new police officer recruits from BME background

Between April and September 2010/11 11.6% of new police officers recruited externally were from a BME background. This is above the target of 10%, and is an increase from the 10.7% achieved in the same period of 2009/10.

% of new police staff appointments from BME background

Between April and September 2010/11 10.6% of new police staff appointments from external recruits were from a BME background. This is above the target of 10%, and is a significant increase from 5.4% achieved in the same period of 2009/10.

% of new police community support officer appointments from BME background

Between April and September 2010/11 6.5% of new police community support officer appointments from external recruits were from a BME background. This is below the target of 10%, but is an increase from 5.9% achieved in the same period of 2009/10.

7. To improve the use of our resources – No numeric targets set, progress against Delivery Plan Part 2

Part 2 – Progress against Delivery Plan actions

In **part 1**, where applicable the **Red / Amber / Green** (RAG) status is shown for each performance indicator. (**Green**: Target achieved or on track to achieve. **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

No.	Delivery Plan action description	RAG
1.1	Improve local arrangements for community consultation in line with the Policing Pledge and deliver enhanced engagement and problem solving in conjunction with partners.	Green
1.2	Implement a method of identifying those at risk from chronic anti-social behaviour problems in terms of victims, offenders and locations, ensuring that police and partners deliver appropriate interventions.	Green
1.3	Improve the communication between neighbourhood policing teams and local communities: making best use of community messaging, new technology and newsletters, aligning with partners wherever possible.	Green
1.4	Increase members of the Special Constabulary to 450.	Green
1.5	Take measures to improve confidence and satisfaction levels reported by all our communities, closing the gap where differences are apparent.	Amber

1.1 There is good evidence that ‘Have Your Say’ events are the preferred consultation process for Neighbourhood Teams. Work is ongoing to fully embed a prioritisation and risk management of neighbourhood priorities across the Force. The principles of the Pledge have been maintained, even though many of the measurements and associated bureaucracy have been stopped. The Pledge posters have been removed from public view in the stations.

1.2 The BCUs across the force are continuing to work with the Multi-Agency Panels. Anti-social behaviour (ASB) continues to be discussed at Daily Management and Tasking meetings and repeat offenders are highlighted and monitored at the BCU level. A process has been designed to support ASB and the ASB risk matrix has been agreed and is ready to go live on 1st October.

1.3 The use of community messaging has been heavily promoted across the organisation and is being used well by Neighbourhood Teams and in Major Operations, for example Operation Anodyne (The English Defence League Demonstrations in Buckinghamshire). Operation Anodyne also utilised YouTube and Facebook. The quantity and quality of messages has improved significantly since the last quarter. The Force has also conducted a trial, and is preparing to roll out, Twitter for Neighbourhood Teams. The Oxfordshire Safe and Confident Communities Project continues to use social media to publicise their work.

1.4 Special Constabulary strength has risen from 342 at the beginning of the year to 473. TVP continues to utilise the officer recruitment framework to encourage recruitment to the Special Constabulary. A review of the Special Constabulary management structure has been placed on hold pending outcome of the Local Policing review.

1.5 The single confidence target has been removed by the Coalition Government; however work continues to review progress on the disparity of satisfaction levels. The disparity gap has closed in recent months.

2. To develop our partnerships to reduce crime and disorder

No.	Delivery Plan action description	RAG
2.1	Work with partners to implement effective local Integrated Offender Management that will reduce re-offending amongst an extended group of offenders.	
2.2	Ensure our engagement with young people in schools supports our work to tackle anti-social behaviour, street crime, knife crime and gangs, is in line with good practice nationally and locally, and that officers and staff engaged in such activity are appropriately trained and resourced.	
2.3	Target enforcement activity and preventative measures to reduce the level of serious violence particularly that associated with gangs and the criminal use of knives.	
2.4	Increase prosecutions against drivers who use their vehicles in an anti-social manner in our neighbourhoods, through the effective use of legislation including seizure powers.	
2.5	Ensure greater use of awareness training and outline education schemes for drivers and other road users (e.g. pedestrians and cyclists) to reduce the number of those killed and seriously injured on our roads.	
2.6	Tackle violent crime offences by improving their investigation, increasing the detection rate and the use of prosecutions.	
2.7	Reduce offences and increase detection rates in burglary dwelling, robbery and autocrime by targeting prolific offenders and crime hotspots.	

2.1. An event was held in June with partners to design an Integrated Offender Management (IOM) process map. The Government Office for South East offered to assist with the pilot in TVP, which will redirect some Drug Intervention Programme funding to support Offender Management. A joint agency project continues to develop a model for IOM.

2.2 A specialist training course has been designed with an external company and is now complete. This is ready to be rolled out to the Safer Schools Patrol Officers from the end of Sept. Work with the National Youth Agency to ensure that engagement plan fits TVP's needs is complete

2.3 Nightsafe is regularly used as a tool for local areas. Work is progressing to identify other initiatives that could be promoted within the Force. Figures for knife crime have been reduced across the Community Safety Partnerships in the second quarter.

2.4 In September 2010 the head of Roads Policing devolved the authority to select and train BCU officers to use section 165 RTA 1988 powers to seized uninsured vehicles. Each BCU has nominated a trainer who will be responsible for selecting and training appropriate BCU officers in this power. This will help ensure an increase in prosecutions.

2.5 Driver education continues to be offered to members of the public regarding speed awareness, seatbelts, mobile phones, Driver Alert and Ride. TVP is championing 'Be a Better Biker' in partnership with local authorities to target motorcyclists to gain riding and behavioural skills. October will see the launch of 'Lights on Bikes' across the Force, in previous years this was a scheme local to Oxford.

2.6 The Forensics Investigation Unit is exploring ways of utilising DNA evidence in 'contact' violence offences; however this will be limited to one or two BCUs to establish whether there are positive outcomes and it is cost effective. Project Morse has now initiated with the aim of improving performance through high quality investigations. An action plan has been set, which is being tracked via Gold and Silver Groups.

2.7 Whilst the detection rate for Serious Acquisitive Crime is above target, there is still further activity that needs to be completed to sustain this. A number of Operation Morse events are planned, supported by communication activities, including the publication of a Morse DVD and minimum standards.

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

No.	Delivery Plan action description	RAG
3.1	Enhance the quality of service in relation to victims, witnesses and callers coming into contact with Thames Valley Police by streamlining our processes.	Green
3.2	Maximise the current mechanisms for receiving information from the public and identify additional, effective communication routes using the internet, email and text.	Green
3.3	Improve compliance with the requirement to keep victims informed about progress of their investigation in line with the Policing Pledge by negotiating/agreeing updates with victims.	Green
3.4	Rollout the national modernising charging project. This will involve the police taking responsibility for more charging decisions.	Orange
3.5	In partnership with Health and other agencies establish a Sexual Assault Referral Centre for the Thames Valley to provide a service for the victims for Serious Sexual Assaults.	Green
3.6	Ensure the Force is able to deliver the standards required of the police for mental health and supporting people with learning difficulties as set out in the Bradley Report and forthcoming national guidance.	Green
3.7	Work with partners to reduce repeat victimisation in those domestic abuse cases managed by the Multi-Agency Assessment Conferences.	Orange
3.8	Identify and reduce the number of repeat domestic abuse offenders who move from victim to victim through targeted enforcement and preventative activity.	Green

3.1 The Customer Journey is a key piece of work that cuts across a number of different teams and will review the 'journey' taken by members of the public when they contact the police. Phase one of the Customer Journey Initiative was launched in April whilst phase two will be launched in October 2010.

3.2 Enhancements have been made to TVP's website to enable electronic crime reporting. In addition, greater use is being made of social networking sites to improve engagement with our communities.

3.3 Although the Policing Pledge has been scrapped, TVP continues to improve performance in the Victims and Witness Charter with high levels of satisfaction. Work continues to adopt a 100% referral model.

3.4 The daytime services regarding the Modernising Charging Scheme have been operating well throughout the summer. A number of major issues have been identified and there is an impact on the timeliness of written files. The balance of caseloads is being reviewed by CPS to ensure all files are given a good service.

3.5 The Sexual Assault Referral Centre (SARC) business case has been accepted across the Force with an agreed preferred provider for the services. Additional Home Office funding has been secured for two Independent Sexual Violence Advisors to support the work of the SARC. The SARC remains on schedule to open in April 2011.

3.6 Criminal Justice has received the final NPIA guidance document and Delivery Plan. An E-learning package is also available. Data monitoring requirements have been reviewed. Work continues to meet the requirements of the plan. A Project Board is also reviewing wider issues surrounding links with strategic partners.

3.7 Co-ordinated Action Against Domestic Abuse (CAADA) indicates that TVP MARAC referrals are lower than they would predict based on population and demographic factors. Sussex, which is held up as 'good practice', has been approached with a view to organisational learning regarding MARAC structure and referrals. There is a reduction in Independent Domestic Violence Advisers support across the Force, which is likely to be reduced further next quarter due to financial cuts.

3.8 Each BCU is identifying their top five offenders and will implement a number of interventions, utilising Neighbourhood teams, aimed at reducing the offending rates.

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

No.	Delivery Plan action description	RAG
4.1	Conduct results analysis for major and serious organised crime in order to monitor the impact of preventative and enforcement activity.	
4.2	Increase intelligence gained through communities and to increase the effectiveness of using such intelligence for tackling serious and organised crime.	
4.3	Prepare and implement management plans for all identified Organised Crime Groups.	
4.4	Engage with other regional and national agencies and partners to support our preventative and enforcement activity against serious and organised crime.	
4.5	Develop partnerships with the business community to support our preventative and enforcement activity against serious and organised crime.	
4.6	Prepare and protect against terrorists attack in partnership with our Local Resilience Forum partners.	
4.7	Conduct a counter-terrorism exercise to test the force and partner agency response to terrorist incidents.	

4.1 A new process was implemented at Level 2 Tasking in June 2010 that ensures full results analysis is produced in Serious and Organised Crime. Preventative and enforcement activity continues to occur through the Force Tasking Process.

4.2 Major Crime continues to work with Training and Development to deliver a training package that will assist the assessments of the BCU Area Intelligence mapping processes

4.3 Management Plans for the identified Organised Crime Groups are implemented and continue to be monitored in Level Two Tasking.

4.4 The scoping exercise to identify relevant partners has been completed and regular liaison is conducted. A good example of partnership working was Operation Steele in which TVP, UK Border Agency and Serious and Organised Crime Agency disrupted a Class A drugs importation network causing harm to the Milton Keynes area.

4.5 Partnerships continue to develop on each of the BCUs. Buckingham BCU has presented Project Griffin to businesses on two separate occasions and there has been good a response. Partnership working continues to develop in Oxfordshire BCU, specifically within their Chamber of Commerce.

4.6 Various members of the Counter Terrorism (CT) Management Team are either leading or contributing significantly to a number of national, regional and force initiatives to help prepare and protect against a terrorist attack. Examples include:

- Leading on a review of Strategic Coordination Centre (SCC) for TVP
- Proposing a revised model for the link between CTU & Serious Organised Crime for agreement at national level
- Coordinating the force action plan for a firearms response to terrorist incident
- Coordinating a review of national, regional and force exercises that could impact on CT

SECTU is also supporting Sussex and Hampshire in their development of a firearms response to their terrorist incident plans.

4.7 SECTU is a standing member of the Local Resilience Forum working group. SECTU form a large part of the exercise planning team for Longbarrow, a joint TVP/ Hampshire Counter Terrorist exercise.

5. To use information and intelligence more effectively

No.	Delivery Plan action description	RAG
5.1	Implement the Guardian Crime System across the Force and introduce effective business change in order to facilitate maximum operational benefits.	Orange
5.2	Further improve Information management tools and processes to enable efficient access to key data, information and organisational knowledge.	Orange
5.3	Meet the specified requirements in order to connect to the Police National Database and introduce effective business processes so as to maximise the additional intelligence opportunities.	Green
5.4	Implement a future-proof cost-effective ICT infrastructure that provides staff secure access to key systems and applications in any location so as to improve our customer service.	Orange
5.5	Introduce Identity Access technology controls and compliance with the ACPO Information Assurance Maturity Model to enhance Force Information systems' security.	Green
5.6	Introduce further Information Assurance controls across the organisation to facilitate effective information sharing with partners and to minimise risk around data transfer.	Green
5.7	Implement recommendations from the force review of intelligence that will improve and streamline our processes.	Green

5.1 Preparation for the implementation of Guardian Crime is underway; however the impact of the force restructure on this project is currently being assessed. There is no contingency in the delivery schedule for this project and given the complexity there is a risk to the completion date.

5.2 TVP is now over 96% compliant with Management of Police Information guidance and plans are in place for complete implementation by the end of the year. The Crime statistical reporting capability is currently being tested. The new corporate gazetteer is linked to Guardian Intelligence and planning has begun for integration with our Call Handling and Command and Control systems. However, work to implement the replacement geographical mapping software has been delayed due to lack of availability of specialist resources. Alternatives are being considered, including working with our Local Authority partners.

5.3 TVP is progressing well with preparations for the Police National Database (PND) implementation with data preparation and deployment planning underway. TVP completed the initial data load successfully on 3rd Sept; however the national project has suffered some delays which have led to some additional costs being incurred.

5.4 Significant progress has been made with the refresh of our secure environment, which is now available for testing. This is also on track for delivery of technology to support the secure deployment of PND. However, ICT is reviewing the approach for the virtual desktop rollout in light of the changing financial circumstances in order to reduce capital expenditure and make the best use of the existing estate. As a result proposals are being put forward for consideration which will reduce the costs of delivery but will impact on the project timescales.

5.5 Identity and Access Management controls are being implemented to support the deployment of the PND. The protective security action plan is being delivered to schedule and an Information Assurance Maturity Model review is planned for later in the year.

5.6 The Force's Information Sharing Agreements (ISA) are in the process of being reviewed during September. By the end of the year they will be published on the Force website to provide a library of agreements. Further ISAs may need to be developed in preparation for the Force restructure.

5.7 Twenty-seven recommendations have been identified by Crime Support and the majority have been implemented across the Force. Other recommendations are now being progressed through the Local Policing Model.

6. To develop our people to give the best service

No.	Delivery Plan action description	RAG
6.1	Promote leadership and embed professional values in our people.	
6.2	Implement actions developed in response to the staff survey.	
6.3	Take positive action in the recruitment, development, promotion and retention of under-represented groups in TVP. Specifically to: <ul style="list-style-type: none"> a. Achieve an annual recruitment target of 10% Black & Minority Ethnic (BME) officers, police staff and Police Community Support Officers (PCSOs) b. Achieve the Police Authority's locally agreed targets for overall representation of female and BME police officers, police staff and PCSOs. c. Reduce under-representation in departments. d. Monitor career progression of female and BME officers. 	
6.4	Strengthen the quality of individual performance management by marketing the PDR matrix and guidance	

6.1 The delivery of leadership and career development work continues as business as usual. A new Talent Management cohort was selected in September 2010. Recommendations regarding the apprenticeship scheme are on hold due to the current economic climate.

6.2 Tenders have been sought regarding the costs of a staff survey during 2010/11. Staff Associations have been consulted and a decision will be made as to when to go ahead with the survey.

6.3 The strategy to increase the numbers of applicants and improve recruitment, development, promotion and retention of under-represented groups in TVP continues with pre-planned activity, however, recruitment activity has significantly reduced in light of anticipated reduction in budgets.

- a. As of the second quarter 8.9% of new police officers recruited externally were from a BME background, 9.5% of new police staff appointments were from a BME background and 10% of new PCSO appointments from external recruits were from a BME background. Overall recruitment from a BME background is 9.4%.
- b. We continue to progress towards the Police Authority's target for overall representation; however recruitment activity has been significantly reduced in light of anticipated reduction in budgets.
- c. SECTU and Tactical Support have hosted recruitment open days aimed towards encouraging an increase of applications from BME and female officers and staff.
- d. The Career Development Officer continues to monitor the career progression of BME officers. Leadership and Development continues to host career intervention meetings with female officers to advise women on progression opportunities

6.4 The new PDR matrix has been designed and had initial reviews by CCMT in February 2010 and April 2010. CCMT has asked for further analysis of the new grid against 2009/10 Performance Development Reviews before implementing. The recommendations were reviewed and agreed in July.

7. To improve the use of our resources

No.	Delivery Plan action description	RAG
7.1	Implement the agreed actions of the Productivity Plan	
7.2	Identify and implement collaborative opportunities that will improve service delivery and/or deliver savings.	
7.3	Ensure that appropriate gaps in the Protective Services Improvement Plan are closed.	
7.4	Ensure that identified benefits are realised and risks managed through the Change Management process across the organisation.	
7.5	Improve the management and analysis of performance data through effective use of systems and processes.	
7.6	Progress asset management opportunities and priorities.	
7.7	Identify the Force's environmental impact and develop actions to achieve future improvements.	
7.8	Through ICT collaboration with Hampshire constabulary and working with Forces in the SE region ensure compliance with the NPIA Information Systems Improvement Strategy.	
7.9	Develop a strategy to bridge the funding gap identified from 2011 to 2014 and public details in the Value for Money Statement.	
7.10	Use the productivity Framework to drive sustainable improvement in quality of service and efficiency.	

7.1 All approved savings for implementation during the 2010/11 financial year have now been taken.

7.2 The regional collaborative options for Forensic Services have been developed with a focus on bilateral activities. A regional Serious Investigation Team was established in September. Hampshire Constabulary and TVP have begun proposals for Information Management and Operations.

7.3 The NPIA has established new Protective Services standards, which are now in progress in Force. TVP has reduced the new standards from 1217 to 1102.

7.4 A new governance process has been implemented within Strategic Development that ensures identified benefits from projects are realised whilst continuing to manage risks through the Change Process.

7.5 The Performance Department continues to publish intranet-based reporting and analysis tools. Interactive PDF maps are now available displaying crime and incident data geographically.

7.6 The Asset Management Strategy was agreed by TVPA Strategic Property Forum in April 2010 and was signed off by the Police Authority in June. An implementation plan is currently being developed.

7.7 TVP has consulted with Best Foot Forward, which has gathered information about the Force's environmental impact. TVP has signed up to the Carbon Trust Local Area Carbon Management Programme and is developing a Carbon Management Plan.

7.8 There is a South East Regional Development Plan for the Information Systems Improvement Strategy. Activities are being undertaken in six work-streams, including the National Infrastructure, which TVP and Hampshire Constabulary are directly contributing to. The TVP and Hampshire ICT merger is being used as a case study by the NPIA. A new head of the Joint TVP and Hampshire ICT Department has been appointed and a programme manager has been appointed to manage the integration of the joint ICT Departments.

7.9 Scoping work continues to identify further savings, subject to the latest potential 25% Government savings requirement. This year's ZBB reviews have now been completed and presented to a ZBB Panel.

7.10 The Productivity Framework self-assessment was carried out by CCMT and members of the Senior Leaders Forum. Further work will continue to review the assessment tool.

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
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 – TVP's 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 TVP's 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
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
NAG	Neighbourhood Action Group - A group that helps to highlight and prioritise the public's priorities
NATIONAL	Level 1 - Local Crime and Disorder affecting a BCU or small force area

NOT PROTECTIVELY MARKED

INTELLIGENCE MODEL LEVELS	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
PDR	Performance and Development Review
PEC	Police Enquiry Centre
PND	Police National Database
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
RP	Roads Policing Department
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
STO	Specially Trained Officer (re sexual offences)
TVP	Thames Valley Police
TVPA	Thames Valley Police Authority
YOT	Youth Offending Team
ZBB	Zero Based Budgets