



Strategy for policing Thames Valley 2008-2011

incorporating the
Delivery Plan
2010-2011



Thames Valley
Police Authority



**THAMES VALLEY
POLICE**

Policing Pledge

We will:

1. Always treat you fairly, with dignity and respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately, giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed send a patrol giving you an estimated time of arrival and:
 - If you are vulnerable or upset aim to be with you within 60 minutes
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you in 60 minutes.
 - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.



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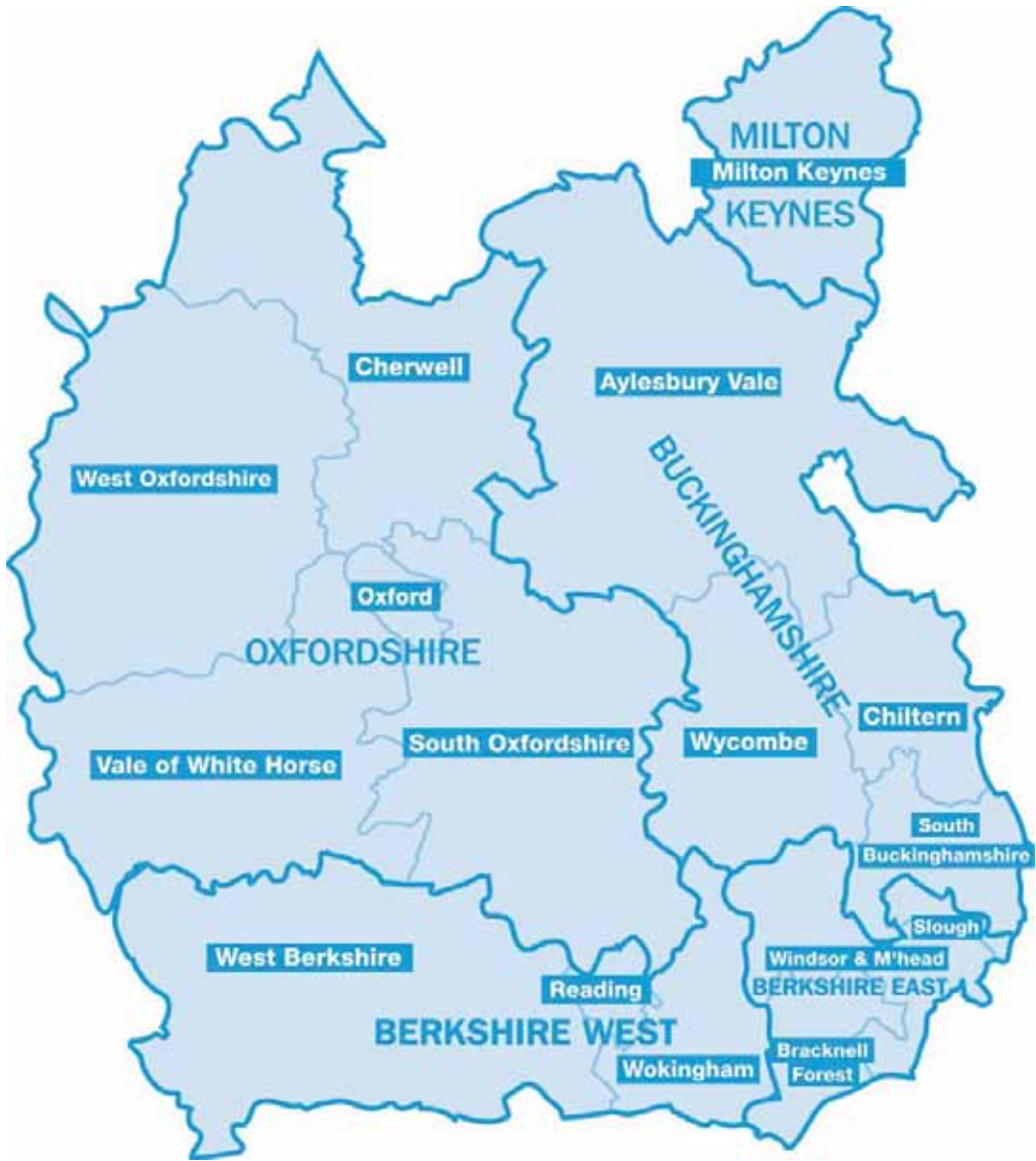
The police service in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm.

7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime, agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish, and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you, but if we fail to meet our pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.

You can find out about policing priorities identified in your neighbourhood and arrangements for public meetings on the Thames Valley Police website: www.thamesvalley.police.uk





Contents



Foreword by the Chair of the Police Authority and the Chief Constable	4-5
Our Aim and Values	6
Introduction	6-8
Part 1: Strategy for Policing the Thames Valley 2008-11	9
Strategic Objectives	10-16
Part 2: Key Activities 2008-11	17
Diversity and Equality	17
Community Engagement	17
Visibility and Accessibility	17-18
Protecting and supporting young people	18
Drugs Strategy	18
Road Deaths	19
Domestic Extremism	19
Custody Enhancement and Refurbishment Programme	19
Olympics	19
Part 3: Delivering the Strategy	20
Governance	20
Managing performance in Thames Valley Police	21
Finance and Productivity	22-25
Risk Management and Protective Services	26
Collaboration, Procurement and Environmental Management Policy	27
A Modern and Diverse Workforce	28
Chief Officers' Responsibilities	29
Part 4: Delivery Plan 2010-11	30-36
Appendices	
Appendix A: Performance Targets for 2010/11	37-38
Appendix B: How we performed in 2009/10	39-45
Appendix C: Local consultation and local contacts	46-49
Appendix D: Members of the Police Authority	50
Appendix E: Glossary	51-53

Foreword by the Chair of the Police Authority and the Chief Constable



Khan Juna, Chair TVPA,
officially opening the Public
Protection Unit at Aylesbury

I am pleased to introduce this Three Year Strategy and Delivery Plan. Thames Valley Police Authority has consulted extensively with a broad range of people to understand what they thought the police should be focusing on for the future.

Tackling anti-social behaviour is clearly a priority for many and it is recognised that the police can be much more effective in dealing with this problem if they work closely with partner agencies. It is for that reason that developing partnerships to reduce crime and disorder is a key objective in the coming years.

Partnership working is the key to effective neighbourhood policing and I am extremely pleased at the positive response which neighbourhood policing has received from communities in Thames Valley. The neighbourhood focus continues to be a priority for the Authority. The involvement of local people is essential in making neighbourhood policing a real success and both the Force and the Authority are keen to continuing building strong links with local communities. This will be helped by having Neighbourhood Teams embedded in local communities, and with the establishment of Neighbourhood Action Groups.

These links with communities are important not only in dealing with local issues, but also in helping us to tackle terrorism and organised crime which, together with the need to protect the vulnerable in our communities, are key aims for the years ahead.

Both the Force and the Authority are committed to continue improving the service provided to victims of crime, witnesses and the public. The levels of satisfaction currently enjoyed by the Force are good but we want to improve these and make sure that we keep our promises to you by turning up when we say we will, responding to your calls when we say we will and keeping you updated. There is new information on the website relating to what's going on in your area, which can be accessed by entering your postcode in the appropriate section of the Thames Valley Police website. We have also begun a programme of ensuring attendance at all crimes where this is requested.

The Strategy and Delivery Plan set out in this document is ambitious and challenging but, by working with our partners and with the support of our communities, we believe it is achievable.

Khan Juna
Chairman, Thames Valley Police Authority



Sara Thornton, Chief Constable

This strategy sets the direction for Thames Valley Police and was developed after extensive consultation within Thames Valley. We also took note of the Home Secretary's Community Safety Plan for 2008-11 and have sought to balance the national requirements with local concerns. I hope that those who contributed to the process will recognise their contribution.

The strategy sets out seven strategic objectives which will provide a focus for our efforts. We will build on the success of the introduction of neighbourhood policing and ensure that our relationships with local communities lie at the heart of all that we do. We will work with a wide range of local partners to reduce crime and to improve the quality of the service that we provide to the public.

However, it is also important that we play our part in the fight against terrorism and organised crime and we are particularly keen to work with communities and partners to prevent terrorism and to protect the people of Thames Valley.

We have now completed the first year of the strategy and have updated this document to reflect that. During the first year we completed most of the tasks that we set ourselves and there have been improvements in our levels of customer service, our response to the terrorist threat and our local partnership working.

A new Delivery Plan for 2010/2011 has also been developed and is to be found on pages 30-36. There will be a continuing focus on improving the satisfaction of those who come to Thames Valley Police for assistance and we will be pursuing a range of initiatives to improve our communication with you about the things that most concern you locally.

The aim of Thames Valley Police is to work in partnership to make our community safer – this strategy is our plan to achieve that aim.

Sara Thornton
Chief Constable

Our Aim and Values



We, in Thames Valley Police, have a very clear aim:

‘Working in partnership to make our community safer’

We believe that providing a high quality service to the public is not simply about what we do, it’s equally about the way we do it.

Our values are shared by all members of our organisation and are the foundations that underpin the delivery of our aim and objectives.

Our Values

To foster the trust and confidence of our community, we will

- Treat everyone fairly and with respect
- Act with courage and integrity
- Take pride in delivering a high quality service and keeping our promises
- Engage, listen, and respond
- Learn from experience and always seek to improve.



Introduction

Thames Valley Police is the largest non-metropolitan force in England and Wales, covering the counties of Oxfordshire, Berkshire, and Buckinghamshire and serving a population of 2.1 million from diverse cultural and religious backgrounds. The population in the Thames Valley is predicted to rise significantly over the next decade and Milton Keynes, Slough and Aylesbury have been identified as key areas for growth. We also play host to over six million visitors annually, who come to sample our festivals, history and sporting events.

The Force is divided into five Basic Command Units (BCUs): Oxfordshire, Buckinghamshire, Milton Keynes, West Berkshire and East Berkshire. These, in turn, are divided into 16 Local Police Areas (LPAs), which are aligned with the local authority boundaries. The BCUs and LPAs are responsible for providing local policing and are supported by a number of Force-wide specialist teams such as Roads Policing and Firearms. In March 2009 there were 4163 police officers (full-time equivalent), 3472 police staff including 528 police community support officers (PCSOs) and 304 special constables, assisted by over 555 volunteers.



In addition to meeting the every day demands and challenges of policing, we recognise the importance of setting out our aim and objectives which will govern the future direction of Thames Valley Police. Our Strategy for Policing Thames Valley 2008-2011 therefore explains what we are seeking to achieve over the next three years and outlines how we intend to deliver on both national and local policing priorities.

Developing the Strategy

Understanding the national and local priorities is key to developing a strategy that will effectively provide the direction for Thames Valley Police. We have therefore engaged with you, the public, and our partners to gain a better understanding of the issues that affect you the most and taken into account the national priorities which apply to all police forces around the country.

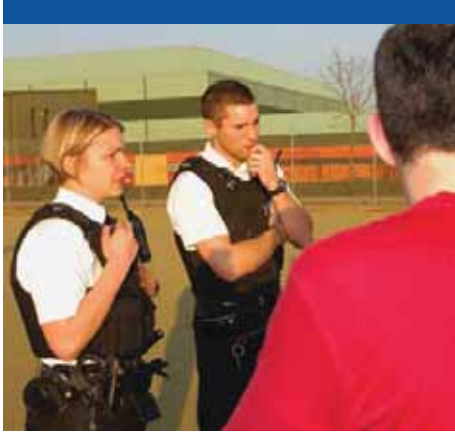


National Perspective

The National Community Safety Plan for 2008 – 11 provides the national direction for tackling crime and community safety. It focuses on the most harmful crimes that impact on our communities. The Plan is at the heart of shaping the future of policing and incorporates the Home Secretary's Key Strategic Policing Priorities for policing in 2009/10, which are as follows:

1. Continue to increase public confidence in the police by tackling local priorities and delivering an effective criminal justice response
2. Work together with police forces and other agencies to tackle serious and organised crime and provide effective protective services
3. Work with our partners and local communities to tackle terrorism and violent extremism
4. Reduce inefficiency and increase productivity to provide a better quality of service which delivers value for money and makes the most effective use of resources

The Government's crime reduction strategy, "Cutting Crime: A New Partnership 2008-11", supports the National Community Safety Plan and aims to consolidate the progress made in reducing crime over the last decade. In addition to the Home Secretary's priorities, "Cutting Crime" advocates a renewed focus on young people, a national approach to designing out crime and better management of offenders to reduce re-offending.



The Policing Green Paper, 'From the neighbourhood to the national: policing our communities together', published in the summer of 2008, sets out the Government's agenda for police service reform and provides a nationally co-ordinated approach to the future of policing in England and Wales.

As part of this reform, a new National Policing Pledge has been introduced, setting out minimum standards for the police service regarding what the public can expect from their local police. The pledge has been adopted by all 43 police forces in England and Wales and took effect on 31st December 2008.

Our local policing pledge reflects the national standards. It gives you a greater say over how your community is policed and it is our visible commitment to you regarding the high quality policing service you can expect from us.

Thames Valley Policing Priorities

Our strategic objectives are closely aligned with the Home Secretary's priorities and focus on how we will be working with our partners and the community in order to make our neighbourhoods safer, tackle crime and disorder and deliver a high quality service to all of the community. It is not only the national priorities that have shaped our strategic objectives; we have also consulted widely with you, the public, the business community and other key stakeholders to ensure that we have identified and prioritised the issues that concern you the most.

A great deal has been done to modernise and strengthen our Force over the last three years, but we know that we must continue to develop our people, our resources and our relationships with the community in order to enable us to deal with the challenges of 21st century policing. Our rolling three year strategy therefore provides the overall direction for our Force and is supported by key goals and milestones which will be reviewed and refreshed annually. This process ensures that we, as a service, can anticipate and respond to changing local and national priorities, whilst still working towards our long term aim.

This Strategy for Policing Thames Valley 2008-11 reflects the needs of the community in Thames Valley and sets out what we, as Thames Valley Police, will seek to achieve over the next three years and how we are going to achieve it.



Part 1:

Strategy for policing the Thames Valley 2008-11



Policing is not just about responding to serious crime and large-scale incidents, it is equally about understanding and dealing with the issues that affect our communities on a daily basis. The last three years have brought many new challenges, from investigating terrorist activities and co-ordinating the emergency response to flooding, through to the successful rollout of neighbourhood policing.

These challenges still exist and we understand that effective engagement with the community and our partners is key to making our community safer. To help us achieve our aim, we have identified seven strategic objectives. They provide a framework enabling every member of our organisation to focus on the issues of greatest importance.

Details of how we will work towards achieving our strategic objectives during 2010/11 are contained within our Delivery Plan, which can be found on pages 30-36.



1 To strengthen neighbourhood policing to respond to local need and increase public confidence



Neighbourhood policing is about reducing crime and the fear of crime and working with you, the public, and other community groups to tackle the issues that affect your day-to-day lives.

Every neighbourhood in the Thames Valley now has a dedicated team of neighbourhood officers and Police Community Support Officers (PCSOs). We know that these officers form a crucial link with our communities and by moving our neighbourhood teams to community locations, such as council offices, schools and libraries, we will be able to engage directly with you and increase our accessibility. This increased visible police presence on the streets and in the community provides reassurance and demonstrates our commitment to making our community safer.

We now want to build on what we have achieved so far. We will ensure that we are using our resources effectively and will be looking at ways that PCSOs can be used more effectively in dealing with crime and anti-social behaviour and assist in achieving our policing objectives.



To provide effective neighbourhood policing, we know that we need to listen carefully and tailor our approach to the particular needs of your community. We will do this by continuing to support the work of Neighbourhood Action Groups (NAGs) and by encouraging them to broaden their membership to include under represented groups and local businesses. We will continue to involve local communities and encourage them to work with us to resolve the crime and disorder issues that most affect the quality of life within your neighbourhood.

We believe that effective neighbourhood policing will help us to tackle all levels of crime, to increase confidence and trust in the service we provide and build a greater sense of community within the Thames Valley.

2 To develop our partnerships to reduce crime and disorder



We understand that policing in isolation cannot deliver a safe society and that working with partners within the community is the only way to tackle the causes of crime and anti-social behaviour.

You have told us that alcohol-related disorder is a real concern. We will engage and work with licensees to promote responsible drinking in order to minimise the disorder and anti-social behaviour associated with excessive alcohol. When disorder and anti-social behaviour are associated with a particular licensed premises, we will take positive action to resolve this by working closely with our local authority partners and making best use of new legislation and policing powers.

We know that domestic abuse severely affects the lives of its victims and the children who witness it, often exposing them to the long term suffering. We are committed to protecting victims and potential victims of this type of abuse by promptly targeting and dealing with offenders and holding them to account through the Criminal Justice System. There are nine Multi Agency Risk Assessment Conferences (MARACS) set up in Thames Valley which help to ensure that all the relevant agencies work together effectively to manage and protect domestic abuse victims identified as being at high risk of serious harm or injury. Since 2008 a number of 'specialist' domestic abuse courts have also been established enabling cases to be dealt with much more quickly at Magistrates' Court level and so improving the service provided to victims. Independent Domestic Abuse Advisors are also now available to ensure that victims are provided with appropriate support throughout this process.



Crimes such as theft, burglary and robbery are often associated with drug dependency. We, as the police, can investigate and deal with the offenders; however, we cannot tackle the root causes of these crimes and reduce re-offending on our own. The appropriate referral of repeat offenders into drug treatment programmes can break the cycle of dependency and criminality. We will therefore be working closely with drug referral service providers and our partners within the Criminal Justice System to ensure that offenders are aware of the availability of treatment programmes and that they are being effectively used as an alternative disposal in court.

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



We understand that being a victim of crime can be a distressing and frightening experience. We realise that the way we respond when you first contact us will really affect the confidence you have in the police.

To make sure you are able to contact us when you need to, we will work to improve the service we provide through our telephone call handling centres. We will answer your calls promptly and make sure that our staff are providing appropriate advice and reassurance.

We will improve the way we manage our front-line staff so they can provide a timely and effective response. We will develop our staff so they are confident in providing a professional and sensitive service that is appropriate to your needs.

The criminal justice process can be an intimidating and frustrating experience whether you are a victim or witness. We are working closely with our partners to ensure the system supports the needs of victims and witnesses. We also recognise the importance of keeping you updated as your case progresses and continuing to support you through the whole process.

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



Terrorism and organised crime strike at the very heart of our neighbourhoods. This sort of criminality creates fear, especially amongst the more vulnerable members of society and, if left unchecked, threatens to divide our communities.

We know there are a broad range of threats we must guard against, including international terrorism, domestic extremism, and organised crime groups. The police will, of course, take a leading role in tackling all these threats and we know that we must improve our capacity to deal with them. We will do this by expanding our specialist departments and making sure we are fully engaged with partner law enforcement agencies. However, we realise the police response, alone, is not enough.

Everyone has a part to play and we must all be alert to what is happening around us. We will make full use of our neighbourhood teams to strengthen links with our communities. We want to make sure our officers are accessible so you can easily raise any issues or concerns with them. It is also important that you are confident that the information you provide will be passed on to the right people at the right time.



By working together to tackle terrorism and organised crime, we can make our neighbourhoods feel safer and minimise the ability of such criminals to conceal themselves.

5 To use information and intelligence to be more effective



Effective management of information and intelligence is key to delivering a high quality police service. We have put a great deal of effort into forging links with our communities and, as a result, you are providing us with a lot of useful information.

We want you to be confident that we will manage our information securely and use it effectively and appropriately to tackle crime and anti-social behaviour.

We must ensure that the right information is available to the right person at the right time. This means that when our police officers attend incidents, they have access to all the relevant information they need to provide a high quality response.

To make maximum use of the information we hold, we need to improve the way in which it is shared and accessed by other forces and law-enforcement agencies. We will continue to improve our IT systems and introduce new technology which will facilitate information sharing.



6 To develop our people to give the best service



It is through our people that we will succeed and it is essential that all of our staff, regardless of their role, feel valued. We have a wealth of talent, skills and expertise within our workforce and we are committed to attracting and retaining high calibre staff within all sections of the organisation. It is our priority to effectively manage and develop our people to enhance the service we provide to the public.

Effective supervision is crucial to front-line operational policing and the quality of the service we provide to our communities. We will improve the training provided to first-line supervisors and ensure that they are fully equipped and prepared to undertake this pivotal role.

Our organisation is complex and incorporates a wide range of specialist skills and knowledge. These skills are essential in the provision of a well-balanced and effective police service. We will identify staff with the potential to progress into these specialist roles and support the continued development of those already within these departments. We will seek to identify future leaders and provide them with the training and support to maximise their potential.



7 To improve the use of our resources



We recognise that the role of the police service continues to evolve and expand and, as it does so, your expectations of us have also increased. This has resulted in an increase in demand which, coupled with financial restraints, means that we need to work more efficiently and effectively, together with our partners, to meet your expectations and provide you with a high quality police service.

Improving our understanding of the wide range of demands on our service will enable us to organise our Force in a way that meets those demands. Everyone within our organisation knows they have a contribution to make. We will continue to encourage a culture of openness where all our staff feel confident in suggesting ways that we can work more efficiently and effectively.

We are actively reviewing our whole business in order to identify opportunities to work more efficiently. As a result, we have produced a Productivity Plan which aims to reduce waste and inefficiency and focuses resources on those activities which will help us to achieve our objectives.



Part 2:

Key Activities 2008-11



In addition to the seven Strategic Objectives, there are a number of other priorities that we believe underpin all of the work we are doing to achieve our strategic objectives and are key to taking Thames Valley Police forward over the next three years. These priorities are outlined below:

Diversity and Equality

The principles of the Human Rights Act underpin everything that we do and are instrumental in ensuring that you have trust and confidence in us to do our job fairly and properly.

Our Confidence and Equality Strategy sets out our vision of a policing service for Thames Valley, which values and respects the diversity of the communities we serve. Everyday, we interact with all sectors of our communities on a wide range of issues, from reassurance and high visibility patrols, dealing with anti-social behaviour and crime, right through to responding to serious incidents. Understanding and valuing the diverse make-up of our communities is key to effective engagement and will enable us to harness the energy, imagination and creativity needed to tackle crime and anti-social behaviour in Thames Valley.

A Diversity Impact Assessment has been conducted through which this strategy has been assessed for its relevance to the six strands of diversity. Full details of our Equality Schemes can be found on our website at www.thamesvalley.police.uk

Community Engagement

One of the challenges in policing Thames Valley lies in the geographic and diverse nature of our communities. We know that, where communities are divided, where communication is poor and where individuals feel excluded from the decisions that affect their day to day lives, the quality of life for everyone within that community suffers.

The Thames Valley Police Community Engagement Strategy reflects our commitment to involving the community in policing. We are determined to strengthen our relationship with you and your community and encourage more of you to work with us in tackling crime and disorder. In this way, we are confident that together we will be able to reduce crime and the fear of crime in our neighbourhoods.

Visibility and Accessibility

The full roll out of neighbourhood policing teams, made up of police officers, PCSOs, Special Constables and volunteers, will play a crucial role in providing greater visibility and reassurance in your local community.





We are committed to providing a service which is accessible to everyone, so we have increased the opening hours at a number of police stations and made sure that we have provided sufficient trained front counter staff and volunteers to deal with your enquiry as soon as possible.

We are continually reviewing accessibility for people with any form of disability. Details of all of our police stations, together with details of opening times, are available on our website at www.thamesvalley.police.uk

Protecting and supporting young people

Young people represent a significant section of our community and we realise that we need to better understand the issues that affect them. The Government's 'Every Child Matters' programme requires all organisations involved with providing services for children and young people to work together to protect them from harm and help them to achieve what they want in life.

By engaging more effectively with young people, we will ensure that they have a voice in the community and, by listening to them, we will be able to provide them with a more responsive service. We will work with our partners to identify at an early stage those who are at risk of becoming involved in anti-social behaviour or crime, and help to divert them. We will also help to reduce persistent re-offending by making better use of restorative interventions for young offenders.

Drugs Strategy

Drug misuse destroys the lives of individuals and families, and negatively impacts on our communities. Our Drugs Strategy reflects our commitment to a long term, holistic approach to tackling drug-related criminality and anti-social behaviour in our communities.

We will continue to proactively close down "crack houses" and cannabis factories, and to tackle the drug dealers who prey on the vulnerable people in our community. However, enforcement, although crucial, cannot succeed in isolation.

We will work with partners to ensure that we focus not only on punishing, but also on rehabilitating the most problematic drug misusers. We are determined to help these people to break the cycle of drug dependency and to rebuild their lives through early intervention and appropriate referral to Drugs Intervention Programmes.





Road Deaths

In Thames Valley we have some of the nation's busiest motorways and we are committed to doing everything we can to make our roads safer.

Over the next three years, we will be focusing on reducing death and injury amongst the most vulnerable groups of road users, the 17 to 24 age group and motorcyclists. With our partners in the Thames Valley Safer Roads Partnership, we will continue to deliver on a wide range of safety initiatives such as driver improvement schemes. We are one of the eleven forces piloting the national diversion scheme, aimed specifically at motorcycle riders. We are also in our third year of delivering the Safe Drive Stay Alive (SDSA) theatre project, with our partners, which is an educational initiative aimed at 16 to 18 year olds, highlighting circumstances that can lead to road traffic collisions and the tragic consequences which follow.

Domestic Extremism

Animal research is an emotive subject and attracts a large number of protests and demonstrations throughout the Thames Valley, with particular focus on Oxford. Some people are willing to go to extreme and unlawful lengths to obstruct and prevent this type of research. We fully support the right to lawful protest, but will not tolerate criminal activity that interferes with the rights, lives and property of law-abiding citizens.

We have a dedicated team of trained officers, who are committed to facilitating lawful protest, but also to preventing crime and protecting individuals, institutions and companies from campaigns of violence, intimidation and harassment.

The Custody Enhancement and Refurbishment Programme

Custody suites lie at the heart of operational policing. The expansion and modernisation of our custody facilities will enable us to increase our cell capacity, to improve investigation of crime and to create a safer environment for staff and detainees.

We have taken into account the anticipated population growth over the next 20 years and have invested in the building of five large custody suites at Abingdon, Loddon Valley, Maidenhead, Aylesbury and Milton Keynes. These will continue to be supported by the existing custody suites around the Force.

2012 Olympics and Paralympics Games

Over the next three years, Thames Valley Police will be working together with the Olympic Security Directorate and the Metropolitan Police Service to plan and prepare for the delivery of a safe and secure environment for the participants and spectators at the 2012 Summer Olympics and Paralympics Games.



Part 3:

Delivering our Strategy



To drive the Force forward over the next three years, we need to ensure that we have an organisational framework in place that supports and delivers our strategic objectives. Our framework will provide:

- Strong governance
- Effective performance machinery
- Robust financial management
- A professional workforce.

These strands will enable us to realise continuous improvement in our service delivery and meet the demands of 21st century policing.

Governance

Thames Valley Police Authority is an independent body made up of local people who help to oversee the work of your local police force. Its primary responsibility is to secure and maintain an efficient and effective police service in Thames Valley by providing appropriate levels of resources. The Police Authority does not, however, have a role in the management of operational policing, which falls strictly within the remit of the Chief Constable.

Thames Valley Police is managed and led by the Chief Constable and her senior management team. This team consists of the Deputy Chief Constable, three Assistant Chief Constables, a Director of Resources and a Director of Information, Science & Technology. Each member of the management team is allocated a portfolio, within which they have specific areas of responsibility (See page 29). Their role is to monitor performance and ensure the delivery of the policing plan.

Operational policing decisions are the responsibility of the Chief Constable; however, the Thames Valley Police Authority monitors the performance of the Force throughout the year and holds the Chief Constable to account for delivery of the plan and the achievement of agreed targets.

Each of our five Basic Command Units is led by a BCU Commander who is a Chief Superintendent. They are responsible for performance and service delivery at a local level. Police Authority-led local police committees are in place to monitor local performance and include representatives from other organisations.



Managing performance in Thames Valley Police

The Deputy Chief Constable is responsible for performance management to ensure that processes are in place to instill ownership of performance improvement at every level within the Force. Members of the Police Authority also regularly monitor and review performance and hold the Chief Constable and the Deputy Chief Constable to account.

A new national framework, Assessment of Policing and Community Safety (APACS), has been introduced to measure the effectiveness of police performance and partnership working to achieve the national priorities and targets. We will be measured using the APACS framework and have in place a rigorous Force inspection regime which enables us to continuously monitor our performance and to address issues as soon as they arise.

At our Force Performance Group, the full range of service delivery is monitored and reviewed with particular emphasis given to each of the strategic objectives. The Performance Group framework is used by chief officers to examine the performance of BCUs and provides an opportunity to identify where additional support can be provided to help BCUs achieve their performance targets.

The Force produces daily management information for use by operational staff and monthly performance monitoring reports at Force and BCU level showing current performance in relation to the statutory performance indicators. Updates on the progress made against targets set out in this plan are provided to the Police Authority on a quarterly basis and at regular Performance Monitoring Group meetings.



Financial Overview

2008/09 – 2010/11

To deliver our strategy for the policing of Thames Valley over the next three years, we must constantly challenge how we utilise the resources we have available. As with all public services, we are committed to maximising the productivity of our resources to improve and focus our service delivery on those areas of greatest priority and importance to the communities we serve.

Resources Available To Police Thames Valley

Our expenditure over the period 2008-2011 is constrained by the level of central government financing and the restriction on Council Tax precept increases to a maximum of 5% (imposed by central government). The increase in council tax in 2008-09 was 4%, in 2009-10 4.5% and for 2010-11 is 2%. In addition by the end of 2010/11 we are required to have delivered 9.3% of efficiency savings.

The revenue and capital resources available to police Thames Valley over the three years are:

	2008-09	2009-10	2010-11
	£m	£m	£m
Gross Revenue Exp	405.250	420.863	436.873
Central Govt Specific Grants	36.066	37.668	39.617
Local Income	11.882	10.752	13.606
Reserves	1.200	3.579	4.857
Net Revenue Exp	356.101	368.864	378.793
Funded By:			
Central Govt Grant Income (formula)	231.851	238.161	244.721
Council Tax	124.250	130.703	134.072
	356.101	368.864	378.793
Capital Exp	12.967	21.346	22.502
Financed by:			
Government Grant	4.624	11.114	5.519
Borrowing	1.818	2.369	9.140
Capital Receipts	4.200	2.258	2.384
Reserves & Revenue			
Contributions	1.778	5.455	5.345
Consortium Partners	0.547		
Partnerships		0.150	0.114
	12.967	21.346	22.502

Improvements to Service

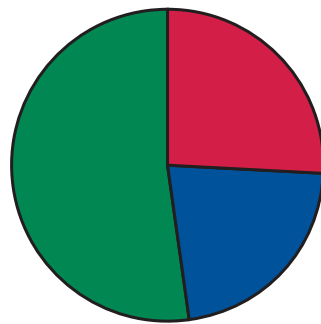
The financial plan for 2008/11 makes provision for estimated inflationary and contractual commitments, changes in legislation and government funding, as well as providing new investment to maintain our service levels and achieve our strategic objectives, which is partially achieved by the identification of £4.86m efficiency savings.

In particular we are investing in those areas critical to our strategic objectives as follows:

- We are increasing our frontline officer strength a further 27 in 2010-11, a total investment of £3.5m in additional officers over the period.
- We are investing £3.7m in our Custody Estate to increase our capacity and comply with legislative requirements.
- We are investing £0.5m in our core ICT crime and intelligence systems to improve the availability and timeliness of the information we have available to support effective policing.
- We are investing £2.6m in a replacement helicopter to continue the availability of this effective crime detection method following a change in legislation.

2010/11 Budgets

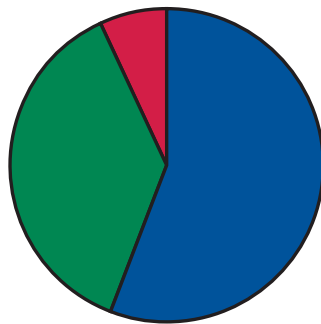
The breakdown of our 2010/11 budget illustrates that 77.8% of our budget is spent directly on police officers and police staff pay and allowances.



Gross revenue expenditure

- £226.933m police officers
- £96.818m other running costs
- £113.122m police staff

The staff numbers supported by the 2010/11 budget are illustrated below:



Staff numbers

- 4281 police officers
- 2851 police staff
- 530 PCSOs

Our infrastructure is maintained and developed by application of the capital budgets for 2010/11 these funds will be applied as follows:



Capital expenditure

- £10.974m property
- £5.938m ICT
- £2.800m vehicles
- £2.585m Chiltern Air Support
- £0.205m equipment

Efficiency & Productivity Strategy

Efficiency and Productivity is about delivering more or better outputs or outcomes per pound spent. In TVP it is a core responsibility of all managers and staff to deliver efficiency and productivity. With constrained public budgets and increasing policing demands a culture which embraces efficiency and productivity is a key success factor in the delivery of an appropriate police service. The current economic environment will place even more pressure on the police service; increasing demands whilst constraining income. TVP has been embedding a culture of achieving efficiency and productivity savings through its productivity plan since 2007.

The productivity plan aims to maximise the use of our resources by improving productivity and efficiency. This is achieved by: challenging what our people are doing, how they are doing it and who is doing it, by cutting out waste, inefficiency and unnecessary bureaucracy to ensure value for money. Different strands of work such as ZBB reviews, operational deployment reviews (Quest), collaboration and workforce modernisation, cut across and through the organisation to ensure all aspects of the business are included. The plan is not a one off review but a programme to embed cultural change in the way we work. Targets are set by the CCMT after reviewing the individual strands of work and the needs of the organisation.

The Home Office in response to the demands placed on the police service and the public sector as a whole, has been to set a national target for productivity and efficiency gains -for all police forces of 9.3% including carry forward) over the period 2008 – 2011, for TVP this represents £34.3m. The following table illustrates that TVP's targets have achieved the Home Office targets.

	2008-09	2009-10	2010-11	Total
Efficiency & Productivity Savings Carried forward	£5.21m			£5.21m
Efficiency and Productivity Savings/targets removed From base budget	£6.83m	£7.78m	£4.83m	£19.44m
Productivity savings reinvested To improve service		£8.18m	£3.74m	£11.92m
Total/Target Savings	£12.04m	£15.96m	£8.57m	£36.57m
Percentage of HO baseline	3.26%	4.32%	2.32%	9.91%



Risk Management

Managing risk in all aspects of policing is critical to ensuring that the service we deliver to you is of a high quality. Risk management is about identifying the risks to effective policing, evaluating those risks and deciding on the best course of action to address them. We therefore have a risk management strategy which is the framework for identifying and evaluating these risks.

At the highest level, we are, as a Force, exposed to a number of risks that may threaten our assets, and divert resources away from policing. Not only do we focus on the risks posed to the organisation as a whole, we also manage risk locally on a day-to-day basis. Our processes allow us to identify risks at an early stage and to take action to minimise the potential for harm to the public, our staff and our organisation.

Protective Services

We take our duty to protect you and your community from organised criminals, extremists and predatory offenders very seriously and are continually working to improve the way we deal with more serious crime.

There are eight areas of policing, collectively known as "Protective Services", which deal with the most serious crime and these are as follows:

- Major Crime (homicide)
- Serious, Organised and Cross Border Crime
- Counter Terrorism and Extremism
- Civil Contingencies
- Critical Incidents
- Public Order
- Strategic Roads Policing
- Protecting Vulnerable People.

We have reviewed our capability in each of these areas and have produced action plans using the ACPO Threshold Standards and HMIC recommendations.

Following this review process, we are confident that we are capable and ready to deal with serious crime and major incidents. However, we are not complacent and our plans will ensure that we meet and maintain the required standard, closing high need areas identified during the Force's strategic assessment process, by the end of 2009.

The Assistant Chief Constables responsible for Crime & Criminal Justice and Operations are responsible for driving improvements in line with the revised NPIA Minimum Standards for Protective Services, so that we meet the national standards required by the Home Office by 2011. The Force will also work with the NPIA to identify and close regional and national gaps.





Collaborative Working

We are committed to exploring innovative ways of improving the service we provide and know that collaboration the police service a way in which the sharing of services will provide not only value for money but also a better, more resilient service to the public.

We are actively participating in the South East Collaboration Programme (SECP), the objective of which is to deliver improved, cost effective and integrated protective services for Hampshire, Surrey, Sussex and Thames Valley.

As a region, we are also developing collaborative opportunities in administrative functions. We have aligned our Information and Communication Technology infrastructure with Hampshire Constabulary, including a joint Governance Board, and are developing a joint Service Desk and Joint Activity Plan. We share the management of our vehicle fleets with Bedfordshire, Hertfordshire and the Civil and Nuclear Constabulary via the Chiltern Transport Consortium. We also share air support services with Bedfordshire and Hertfordshire via the Chiltern Air Support Unit and are working more widely with other forces to purchase a new helicopter, and to save maintenance and fuel costs.

Procurement

Thames Valley Police has systems and procedures in place which achieve value for money and embrace economy, efficiency and effectiveness when purchasing essential goods and services. Through collaborative working, we are taking advantage of shared funding opportunities in order to improve our services and to save money. This policy conforms to the highest ethical standards and ensures that we are open-minded and fair, encouraging competition from all sectors of the community. We will seek to use goods and services which minimise the impact on the environment.

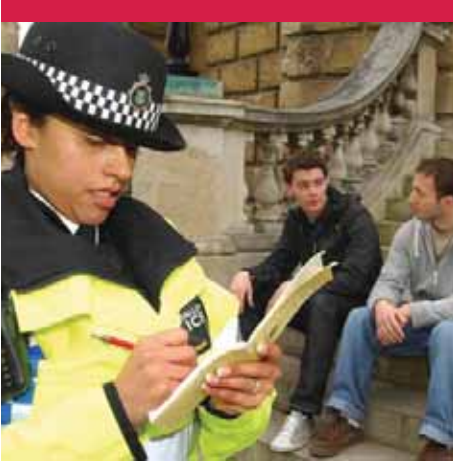
Environmental Management Policy

We are committed to ensuring that all members of Thames Valley Police try to minimise the impact of our operations and activities on the environment.

All new buildings and major refurbishments of existing buildings are now designed taking into account energy efficiency and whole-life costs. All of our Force sites are liable to inspection by the Environment Agency and local environmental health officers for matters relating to environmental protection legislation.



A Modern and Diverse Workforce



A Diverse Workforce

We are determined to increase the diversity of our workforce so that we better reflect the communities we serve. By attracting and retaining individuals from different backgrounds, with diverse skills and experiences, we will improve the quality of the services we deliver. Understanding and valuing diversity enables us to increase trust and confidence; become more engaged with both emerging and established communities; and ultimately, work together to build safer communities.

Enabled Staff

We recognise the importance of having the right people, in the right roles, at the right time. We also believe that they should feel valued, trusted and enabled to give the best service.

To ensure our staff and resources are used in the most efficient, effective and impactful way, we will continue to review and improve our working practices and the IT available to our staff. Through better resource management, we will ensure that staff with specialist skills and expertise are appropriately matched to incidents and tasks. This will enable police officers to get back to doing the job they are trained to do, concentrating on the areas of policing where they have the greatest impact. We will also look for opportunities to maximise the use of the extended police family and to develop the role of the Police Community Support Officer.

Leadership

Leadership is key to developing individuals and teams. Investment in our leaders is therefore crucial to the future of Thames Valley Police. We are committed to ensuring that all of our staff are given the opportunity to reach their full potential and have made a substantial investment in leadership, career development and learning initiatives to support current supervisors and to prepare the future leaders of Thames Valley Police.

Figure 1 Chief Officers' Responsibilities



1 To strengthen neighbourhood policing to respond to local need and increase public confidence

	Action	Chief Officer lead
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.	ACC LP
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.	ACC LP
1.3	Improve the communication between neighbourhood policing teams and our local communities: making best use of community messaging, new technology and newsletters, aligning with partners wherever possible.	ACC LP
1.4	Increase members of the Special Constabulary to 450.	ACC LP
1.5	Take measures to improve confidence and satisfaction levels reported by all our communities, closing the gap where differences are apparent.	ACC LP

Control Strategy Priorities:

Tackle anti-social behaviour by focussing on problem families and locations and supporting repeat victims.

2 To develop our partnerships to reduce crime and disorder

	Action	Chief Officer lead
2.1	Work with partners to implement effective local integrated offender management that will reduce re-offending amongst an extended group of offenders.	ACC LP
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.	ACC LP
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.	ACC LP
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.	ACC O
2.5	Ensure greater use of awareness training and online 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.	ACC O
2.6	Tackle violent crime offences by improving their investigation, increasing the detection rate and the use of prosecutions.	ACC C&CJ
2.7	Reduce offences and increase detection rates in burglary dwelling, robbery and autocrime by targeting prolific offenders and crime hotspots.	ACC C&CJ

Control Strategy Priorities:

Tackle violent crime and crimes involving the use of knives and improve our investigation of serious acquisitive crime.

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

	Action	Chief Officer lead
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.	DCC
3.2	Maximise the current mechanisms for receiving information from the public and identify additional effective communication routes using the internet, email and text.	DIST
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.	ACC C&CJ
3.4	Roll out the national modernising charging project. This will involve the police taking responsibility for more charging decisions.	ACC C&CJ
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 of Serious Sexual Assaults.	ACC C&CJ
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.	ACC LP
3.7	Work with partners to reduce repeat victimisation in those domestic abuse cases managed by the Multi-Agency Risk Assessment Conferences.	ACC C&CJ
3.8	Identify and reduce the number of repeat domestic abuse offenders who move from victim to victim through targeted enforcement and preventative activity.	ACC C&CJ

Control Strategy Priorities:

Tackle domestic violence and improve our investigation of serious sexual assaults and hate crime.

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

	Action	Chief Officer lead
4.1	Conduct results analysis for major and serious organised crime in order to monitor the impact of preventative and enforcement activity.	ACC C&CJ
4.2	Increase intelligence gained through communities and to increase the effectiveness of using such intelligence for tackling serious and organised crime.	ACC C&CJ
4.3	Prepare and implement management plans for all identified Organised Crime Groups.	ACC C&CJ
4.4	Engage with other regional and national agencies and partners to support our preventative and enforcement activity against serious and organised crime.	ACC C&CJ
4.5	Develop partnerships with the business community to support our preventative and enforcement activity against serious and organised crime.	ACC C&CJ
4.6	Prepare and protect against terrorist attack in partnership with our Local Resilience Forum partners.	ACC O
4.7	Conduct a counter-terrorism exercise to test the Force and partner agency response to terrorist incidents.	DCC

Control Strategy Priorities:

Continue to disrupt organised crime groups, tackle those engaged in drug supply and violence, and reduce the threat of terrorism.

5 To use information and intelligence to be more effective

	Action	Chief Officer lead
5.1	Implement the Guardian Crime System across the Force and introduce effective business change in order to facilitate maximum operational benefit.	DIST
5.2	Further improve Information Management tools and processes to enable efficient access to key data, information and organisational knowledge.	DIST
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.	DIST
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.	DIST
5.5	Introduce Identity Access technology controls and compliance with the ACPO Information Assurance Maturity Model to enhance Force Information systems' security.	DIST
5.6	Introduce further Information Assurance controls across the organisation to facilitate effective information sharing with partners and to minimise risk around data transfer.	DIST
5.7	Implement recommendations from the force review of intelligence that will improve and streamline our processes.	ACC C&CJ

6 To develop our people to give the best service

	Action	Chief Officer lead
6.1	Promote leadership and embed professional values in our people.	DoR
6.2	Implement actions developed in response to the staff survey.	DCC
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. 	DoR
6.4	Strengthen the quality of individual performance management by marketing the PDR matrix and guidance.	DoR

7

To improve the use of our resources

	Action	Chief Officer lead
7.1	Implement the agreed actions of the productivity plan.	DCC
7.2	Identify and implement collaborative opportunities that will improve service delivery and/or deliver savings.	DCC
7.3	Ensure that appropriate gaps in the Protective Services Improvement Plan are closed.	DCC
7.4	Ensure that identified benefits are realised and risks managed through the Change Management process across the organisation.	DCC
7.5	Improve the management and analysis of performance data through effective use of systems and processes.	DCC
7.6	Progress asset management opportunities and priorities.	DoR
7.7	Identify the Force's environmental impact and develop actions to achieve future improvements.	DoR
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.	DIST
7.9	Develop a strategy to bridge the funding gap identified from 2011 to 2014 and publish details in the Value for Money Statement.	DCC
7.10	Use the Productivity Framework to drive sustainable improvement in quality of service and efficiency.	DCC

Appendix A: Performance Targets for 2010/11

To strengthen Neighbourhood Policing to respond to local need and increase public confidence

- Increase the percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area to 68%.
- Increase the number of Special Constables to 450
- Increase the satisfaction level with the overall service provided to 86%.

To develop our partnerships to reduce crime and disorder

- Increase the detection rate for Violence against the Person with Injury (including domestic abuse) to 35%
- Reduce the level of Serious Acquisitive Crime (domestic burglary, theft of a vehicle, theft from a vehicle and robbery) by 2%
- Increase the detection rate for Serious Acquisitive Crime to 12%
- Achieve a 25% detection rate for Serious Sexual Offences.

To improve the services provided to victims, witnesses and the public

- Reduce the level of repeat victimisation, compared to 2009/10, for victims of domestic abuse assessed by the police as 'High Risk' and managed by Multi-Agency Risk Assessment Conferences
- 90% of 999 calls to be answered within national target of 10 seconds
- 90% of Non-emergency calls received within the PECs to be answered within the national target of 40 seconds.

To protect communities from the threat of terrorism and organised crime

- Disrupt 20 High Risk Organised Crime Groups
- Increase the number of confiscation orders by 10%.

To develop our people to give the best service

- Achieve an annual recruitment target of 10% BME officers, police staff and PCSOs.

Diagnostic Indicators

To strengthen Neighbourhood Policing to respond to local need and increase public confidence

- The disparity in the white and BME satisfaction levels with the overall service provided by the police.

To develop our partnerships to reduce crime and disorder

- The level of Most Serious Violent Crime compared to Most Similar Force Group
- The detection rate for Most Serious Violent Crime compared to Most Similar Force Group
- The detection rate for Assault Less Serious Injury compared to Most Similar Force Group
- The detection rate for Burglary in a Dwelling compared to the Most Similar Force Group
- The detection rate for Theft from Vehicle compared to Most Similar Force Group
- The detection rate for Theft of Vehicle compared to Most Similar Force Group
- The detection rate for Robbery compared to Most Similar Force Group
- The detection rate for hate crime.

Key to Abbreviations

CC	Chief Constable
DCC	Deputy Chief Constable
ACC LP	Assistant Chief Constable, Local Policing
ACC C&CJ	Assistant Chief Constable, Crime & Criminal Justice
ACC O	Assistant Chief Constable, Operations
DoR	Director of Resources
DIST	Director of Information, Science & Technology

Appendix B:

How we performed in 2009/10

Inspections by Her Majesty's Inspectorate of Constabulary (HMIC)

HMIC conduct a number of risk based and themed inspections each year that focus on particular areas of policing which represent a high risk to policing. Recommendations from these inspections are actively taken forward and monitored by the Chief Constable's Management Team and the Police authority. Inspection findings inform the Police Report Card published annually.

A summary of the findings for inspections conducted 2009/10 are outlined below.

Major Crime

There has been significant investment in the Major Crime Review Team. They are responsible for reviewing all historic undetected homicides and serious sexual assaults and have successfully charged a number of offenders. Forensic opportunities as a result of advances in forensic science techniques form the basis for the majority of cases being reopened. Major Crime training days are held twice a year and include best practice, case presentations and input from specialists.

The force has prioritised effectively its response to the threats posed by major crime and criminality. Homicides have fallen over the last four years and there have been successes in reducing the number of gun crimes over the last three years. The force understands the threat posed by major crime and makes effective use of national databases.

Success in reducing gun crime is attributed to rigorous firearms licensing, better use of intelligence and initiatives such as 'Safer Streets'.

Serious and organised Crime

Community profiles and mapping are being further developed to identify emerging criminal groups linked to serious and organised crime. At the commencement stage of cross border operations, objectives are set and then later used to measure progress, costs and outcomes. An intelligence review has led to enhanced analytical capability and greater resilience.

Thames Valley collaborates with neighbouring forces to meet the demands from serious crime, such as witness protection. The Force is well resourced in terms of officers trained to lead linked and series crime investigations with appropriately accredited senior officers. The Technical Support Unit provides invaluable back-up to investigation and surveillance of organised criminals. The Force performs well in recovering criminal assets, due in part to the effectiveness of its specialist Economic Crime Unit.

Protecting Vulnerable People

An accountability framework document is now in place. This sets out strategic and tactical responsibility, governance arrangements, minimum staffing levels and performance information and management arrangements.

The Strategy Unit is leading on a rolling programme of inspection and audit within each local command examining as priority child abuse and serious sexual assault cases. These inspections have identified good practice as well as areas for improvement.

Each local command has a dedicated intelligence officer resulting in better intelligence links with local staff. Problem profiles for domestic abuse are now in use across the force. A risk identification and assessment model has been introduced and significant steps have been taken to improve the quality of investigation. This includes the introduction of trained specialist officers to deal exclusively with victims. Collaborative work is underway to establish a sexual assault referral centre and separately an outreach centre, to offer high quality professional support to traumatised victims.

Counter Terrorism

The Force hosts the South East Counter-Terrorist Unit which is a significant responsibility in providing leadership, management and coordination of counter terrorist activity in the region. For Thames Valley the risk from terrorism and violent extremism is a strategic and operational priority and the force has recent experience of terrorist investigations and incidents. It is working in a focused way with local partners and communities to address this issue. The Protective Services improvement plan contains key actions to respond to terrorist threats, create a regional asset recovery team, and ensure effective succession for important investigative roles.

Neighbourhood Policing

The force website provides clear information on neighbourhoods, includes a post code search and cross referencing facility. It is easy to navigate and contains details of team members, priorities, monthly updates and dates of forthcoming meetings.

The force has around 1,000 staff in neighbourhood policing teams and officers retained in post, provides good continuity and a better service for the public. The use of hand-held computer devices allows neighbourhood officers to spend more time on their beats, allowing them to be more visible to the public. Various initiatives aim to make neighbourhood teams more readily accessible to the public, for example, providing contact points in supermarkets.

The Force demonstrates some strong areas of performance and work on the Pledge and anti social behaviour is integrated with neighbourhood policing. PCSO commitment to service delivery and neighbourhood policing is impressive.

Policing Pledge

Performance was assessed overall as "Fair", with especially good results in treating people with dignity and respect, safely attending emergencies and dealing with vulnerable and upset callers. A breakdown of the grades for the ten pledge points are tabulated below.

Pledge Point	Grade
Pledge 1: Treat people right – with dignity and respect.	Good
Pledge 2: Provide Neighbourhood Policing Team (NPT) information and contact details.	Fair
Pledge 3: Be visible in communities and focus on tackling local priorities.	Fair
Pledge 4: Respond meaningfully to every message to NPT within 24 hours.	Fair
Pledge 5: SAFELY attend emergencies within 15 minutes (urban) and (20 minutes (rural).	Good
Pledge 6: SAFELY attend calls about local priorities, or those from vulnerable or distressed callers within 60 minutes; in other cases, make an appointment to see you.	Good
Pledge 7: Publicise local monthly meetings.	Fair
Pledge 8: Provide local crime information and court results.	Fair
Pledge 9: Ask crime victims how they want to be informed and update them at least monthly.	Fair
Pledge 10: When people are dissatisfied, aim to put things right.	Fair

Good corporate arrangements for displaying opening times at front counters are in place. Mystery shopping at front counters is seen as good practice. The issue of Blackberrys to neighbourhood and response teams is recognised as good practice. Dip checking of calls on police area and Primetime in call handling centres is seen as good practice. Good information is available for call takers of neighbourhood priorities through the Force Intranet. There has been a review of voicemail policy to ensure consistency and support for the Policing Pledge.

Anti Social Behaviour

The percentage of people who perceive high levels of ASB is stable overall. A clear focus on tackling ASB is evident, with a force-wide lead and local co-ordinators in place on each basic command unit. They help identify ASB 'hot spots' and repeat victims. Officers aim to reach vulnerable and upset victims within 60 minutes. Police patrols are evidently directed to tackle ASB, and joint work with local authority ASB teams helps solve many problems. Neighbourhood teams are aware of problems in their areas, with an appropriate focus on offenders, locations and victims.

Contact with a small number of people living or working in the force area reveal that very few had been victims of ASB. Those with first hand experience were generally satisfied with police action, but would welcome a speedier response to calls for assistance and more feedback about their case.

Citizen Focus

Through quarterly neighbourhood surveys, the force canvasses the views of victims and witnesses on the quality of policing services. Feedback is given to police officers and staff as appropriate. A crime attendance policy has led to an additional 100-plus visits daily to those reporting a crime. Levels of victim satisfaction increased last year and are in line with peer forces.

The 'Serving with Pride and Confidence' programme draws together various strands of work on confidence and satisfaction; a significant amount of training has been delivered. This has included an input to all staff on the Pledge and a new customer care training package has been produced. The Force has introduced a framework outlining the amount of discretion that officers have dependent on the seriousness of the crime.

Performance Results

Please note: the results are 2009/10 data (where available, otherwise the most recent available data is included), audited outturn data will be updated on the internet by the end of October 2010.

Performance Indicators	Target	2009/10
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.	64%	65.4%
Increase the number of Special constables by March 2010	400	408
To develop our partnerships to reduce crime and disorder		
Reduce the level of serious acquisitive crime	- 2%	- 8.5%
Reduce the level of Assault with Less Serious Injury	- 3%	- 3.1%
To improve the service provided to victims, witnesses and the public		
% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported	95%	95.7%
Increase the sanction detection rate for sexual offences	25%	23.9%
Increase the sanction detection rate for Hate crime	35%	37.4%
Increase satisfaction with the overall service provided	84%	84.3%
% of 999 calls to be answered within the national target of 10 seconds	90%	92.0%
% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds %	90%	92.0%

Performance Indicators	Target	2009/10
To protect our communities from the threat of terrorism and organised crime		
Target and disrupt known Organised Crime Groups will be targeted and disrupted	45	46
The minimum value of confiscation orders	£3,500,000	£5,326,149
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		
% of new police officer recruits from BME background	10%	11.8%
% of new police staff appointments from BME background	10%	8.1%
% of new police community support officers from BME background	10%	7.5%
To improve the use of our resources		
Cashable efficiency savings	3%	4.3%

Appendix C:

Local consultation and local contact

Police authorities and the police have a duty to consult with local people on the policing of their area. The consultation process allows people who live and work in Thames Valley to let us know their views and concerns about the crime and community safety issues which have a direct impact on them and their local community. Effective consultation enables the public, our partners and community organisations to play an active part in shaping our key policing priorities.

The Police Authority and the Chief Constable place great emphasis on consultation and engagement with the public. In June and July 2008, Thames Valley Police Authority and Thames Valley Police jointly held a series of seven consultation events across the Force. (Six were geographically based and one was specifically for Parish and Town Councillors). At these events, the Chief Constable, Sara Thornton, her Deputy at the time, Alex Marshall and the previous Chair of the Police Authority, Christine Weston provided an insight into the key challenges for Thames Valley Police.

Participants at these events were also provided with an opportunity to ask questions and identify what they thought was going well and what needed attention, under the following headings:

- Prevention of crime and disorder
- Access and responsiveness
- Visibility
- Partnership working
- Community relations and public engagement

In addition to these one-off events, we understand the importance of engaging with our communities throughout the year. We regularly undertake telephone surveys and on a less formal basis, we continually engage with our local communities through our neighbourhood policing teams and your Neighbourhood Action Groups. This allows us to be even better at listening to and understanding local issues. As a result of this consultation and engagement, we know that the emerging themes across the Force are:

- Theft related, volume crime (in particular burglary)
- Substance and alcohol misuse
- Anti-social behaviour (including speeding and parking)
- Improving communication at local level
- Road Safety
- Engagement with young people

Our Strategy and Delivery Plan reflect how we intend to work with you and our partners to address these concerns.

Quality of Service

Our Quality of Service Commitment reflects the high quality, professional and timely service that you should expect when you make contact with us. We aim to put your needs at the heart of everything we do and we are determined that everyone in Thames Valley will receive the same high quality service no matter where they live or work, or no matter what the crime or incident.

Your feedback enables us to tailor our services more effectively to meet your needs and those of the local community, so that we can do our very best to make sure you are satisfied with the service you receive.

How to contact us

If you want to contact us by telephone:

In an emergency, the number is: 999

In a non-emergency situation, the number is: 08458 505 505

Our website can be found at: www.thamesvalley.police.uk.

How to contact Thames Valley Police Authority

Thames Valley Police Authority

The Farmhouse, Oxford Road, Kidlington, Oxon OX5 2NX

All correspondence should be addressed to:

Jim Booth – Chief Executive

Telephone: 01865 846780

Email: tvpa@thamesvalley.pnn.police.uk

Police Authority, Committee and BCU meetings

Information about these meetings can be found at:

www.tvpa.police.uk/meetings/index.htm

How to contact your local police commander

Oxfordshire BCU Commander Chief Superintendent Brendan O'Dowda

Oxford Police Station
St. Aldates
Oxford
OX1 1SZ
Tel: 0845 8 505 505

Buckinghamshire BCU Commander Chief Superintendent Paul Emmings

Aylesbury Police Station
Wendover Road
Aylesbury
Bucks HP21 7LA
Tel: 0845 8 505 505

Berkshire East BCU Commander Chief Superintendent David Lewis

Windsor Road
Slough
Berks SL1 2HH
Tel: 0845 8 505 505

Berkshire West BCU Commander Chief Superintendent Chris Shead

Reading Police Station
Castle Street
Reading RG1 7TH
Tel: 0845 8 505 505

Milton Keynes BCU Commander Acting Chief Superintendent Nikki Ross

Milton Keynes Police station
302 North Row
Witan Gate East
Milton Keynes MK9 2DS
Tel: 0845 8 505 505

Impressed by our service?

Residents often send reports of good work which we pass on to our staff and use as examples of good practice, which we then share across the Force.

If you have been impressed by the service you have received and want to let us know please write to us, telephone us or e-mail us, via our dedicated page on the Thames Valley Police website (www.thamesvalley.police.uk). We will publish examples on this site.

How to make a complaint.

- Visit a police station and ask to speak to a Sergeant, Inspector or supervisor. If none are available at that time, ask the desk officer to make an arrangement for you to be contacted
- Write to your BCU Commander (see page 47)
- Call us on our single non-emergency telephone number: 0845 8 505 505
- Contact the Professional Standards Department at:
Professional Standards Department, Thames Valley Police
Headquarters, Kidlington, Oxford, OX5 2NX
Email: professional.standards@thamesvalley.pnn.police.uk
- Contact the Thames Valley Police Authority (see page 46)
- Contact the Independent Police Complaints Commission at:
90 High Holborn, London, WC1V 6BH
Tel: 08453 002 002 (local rate)
Email: enquiries@ipcc.gsi.gov.uk

You can also approach other agencies to make a complaint on your behalf. Examples of these include:

- Citizens Advice Bureau
- Equality and Human Rights Commission
- A solicitor
- Other community groups.

Anonymous Information

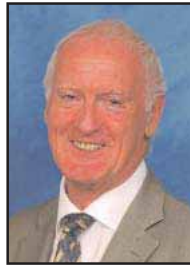
If you wish to give information about a crime or an incident anonymously you can also contact:

Crimestoppers on 0800 555111 or visit the Crimestoppers website at www.crimestoppers-uk.org where you can also give us anonymous information on line. (The information you send to us will be sent over a secure internet connection, which makes sure that you and your computer cannot be traced.)

Appendix D: Members of the Police Authority



Khan Juna
Chairman
Independent Member



Iain McCracken
Deputy Chairman
Elected Member
Bracknell Forest



Ben Simpson
Independent Member



David Burbage
Windsor &
Maidenhead



Barrie Patman
Elected Member
Wokingham



Alison Phillips OBE
Independent
Member



David Carroll
Elected Member
Buckinghamshire



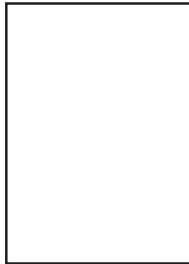
Anthony Stansfeld
Elected Member
West Berkshire



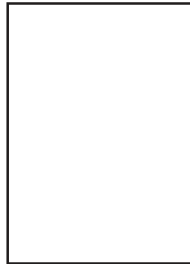
Zoé Patrick
Elected Member
Oxfordshire



Martyn Griffiths
Independent Member



Vacancy
Elected Member
Reading



Ian Abbott
Independent Member



Richard Jones
Independent Member



Louis Lee
Independent Member



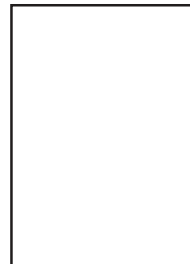
Balvinder Bains
Elected Member
Slough



Hazel Bell
Independent Member



Sam Crooks
Elected Member
Milton Keynes



Kieron Mallon
Elected Member
Oxfordshire



Beverley Thompson
Independent Member

Appendix E:

Glossary of Terms

A number of acronyms and references to internal police language are contained within this document. This list attempts to clear up any ambiguities.

ACA	All Crime Attendance Project within Thames Valley Police
ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition System: Equipment which automatically reads vehicle registration plates and matches them to database information.
APACS	Assessments of Policing and Community Safety: A new performance assessment framework. This is part of the wider arrangements to manage and support delivery and improvement.
BCS	British Crime Survey
BCU	Basic Command Unit - geographically-based operational unit.
BME	Black and Minority Ethnic
CaDO	Community and Diversity Officer
CCMT	Chief Constable's Management Team
CEDAR	Thames Valley Police Crime Evaluation Data and Recording system
CTU	Counter Terrorism Unit
DCC	Deputy Chief Constable
HMIC	Her Majesty's Inspectors of Constabulary are appointed by the Crown and are charged with examining and improving the efficiency of the police service.
HR	Human Resources.
ICT	Information, Communications and Technology.
IICP	Integrated Intelligence, Crime and Property IT System.
IT	Information Technology.
LAA	Local Area Agreement: An agreement between central and local government, and other key partners, setting out local area priorities.
LRF	Local Resilience Forum: One of the key requirements of the Civil Contingencies Act which requires key emergency responders and specific supporting agencies, to form a "panel" to plan and respond to emergencies, based on police areas.
LPA	Local Police Area: geographically-based operational police unit which is co-terminous with local authority boundaries.
MARAC	A multi agency team who work together to manage and protect domestic abuse victims identified as being at high risk of serious harm or injury.
MoPI	Management of Police Information: The Government's statutory code of practice for the management of police information.
MSF	Most similar family (of other police forces).
NAG	Neighbourhood Action Group: An action group that helps to highlight and prioritise the public's priorities.

NPIA	National Policing Improvement Agency: An agency which supports self improve across the police service and drive forward programmes outlined in the National community Safety Plan.
NSIR	National Standard of Incident Recording
OCG	Organised Crime Group
OCU	Operational Command Unit: A specialist department which supports operational policing.
PCSO	Police Community Support Officer: A uniformed, civilian members of staff - main functions are to provide a highly visible presence in public and deal with low level nuisance and anti- social behaviour.
POCA	Proceeds of Crime Act
Policing Pledge	A National Policing Pledge has been introduced, setting out minimum standards for the police service regarding what the public can expect from their local police.
PND	Police National Data Base - A new computer system to allow police to share information across forces in England and Wales
PPO	Prolific or Persistent Priority Offender: Persistent: Someone who is 18 yrs or over and has been convicted of six or more recorded offences in the last 12 months. Prolific: those r responsible for a disproportionate amount of crime.
Protective Services	Protective services include counter-terrorism and extremism, serious organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime, public order, strategic roads policing and protecting vulnerable people.
PURE	Police Use of Resources Evaluation
Operation Quest	This is a Home Office sponsored project to help police forces become more efficient by analysing processes and identifying ways in which bureaucracy can be reduced and efficiency improved.
RIDE	Rider Intervention and Developing Experience
Safe Drive Stay Alive	A theatre education project aimed at 16-17 year olds raising awareness of their responsibilities as drivers and passengers to keep them and their friends safe

Sanction Detection	A Home Office term for the specific category of crime recording. Sanction detections focus on placing offenders into the Criminal Justice System, ensuring they appear before a court.
SECP Serious Acquisitive Crime	South East Collaboration Programme 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.
TVP Witness Charter	Thames Valley Police This is a code of practice which provides the minimum standards of service and care for all witnesses involved in the Criminal Justice System
YOT	Youth Offending Team
ZBB	Zero Based Budget

If you would like this document in a different language please contact:

Tel: 01865 846645

Email: tvp3@thamesvalley.pnn.police.uk

Jeśli chciał(a)byś otrzymać ten dokument w innym języku, prosimy o kontakt.

ਇਹ ਨਾਟਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਮਿਲ ਸਕਦੀ ਹੈ । ਇਸ ਲਈ ਫੋਨ ਕਰੋ

لو بودک ان تری هذه الوثيقة بلغة مختلفة نرجو الأتصال:

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Si vous aimeriez avoir ce document dans une langue différente, veuillez contacter

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如果你需要本文件的另一种语言版本，请联系：

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Haddii aad dokumentigaan ku rabto luqad kale fadlan la xiriir:

आपनि पनि विभिन्न भाषाहरूमा यो नक्छि लेखे छान, आइले अनुहार करे पालाएपान ककम :

अगर आ दस्तावेज़ अपने कुछ भाषाओं में चाहिए तो कृपया कृपया संपर्क करें :

Wenn Sie dieses Dokument in einer anderen Sprache benötigen, melden Sie

Tel: 01865 846645

Email: tvp3@thamesvalley.pnn.police.uk



Thames Valley
Police Authority



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POLICE

www.tvpa.police.uk

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