



**Thames Valley Police Authority
Annual Policing Plan
2007 – 2008**

Outturn Report

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Executive Summary

This document is divided into two sections. Part 1 provides an overview of Force performance against strategic objectives, measures and targets and; Part 2 provides details of progress against actions in the 2007- 08 Delivery Plan.

Despite some real challenges over the past 12 months, this report reflects that nearly all of the targets which were set for the Force have been achieved.

Continued focus on Quality of Service issues has increased overall public satisfaction with the service we provide from 77.2% the previous year, to 78.3% this year¹. We answered 90.4% of non - emergency calls by the Police Enquiry Centres (PECs) within 40 seconds, which would be graded as excellent under the Policing Performance Assessment Framework (PPAF) and; answered 92.3% of 999 emergency calls within 10 seconds, exceeding both of these targets.

All 265 neighbourhoods across Thames Valley are now live and we have successfully increased the numbers of Police Community Support Officers (PCSOs) to 529 by the end of March 2008. We have more than doubled the numbers in post since the end of 2006-07 (214), achieving our target of 530 in April 2008.

The number of Offences Brought to Justice (OBtJ) by the end of January 2008² was 50,192, exceeding our annual target. We improved the overall sanction detection rate from 23.7% the previous year, to 25% this year, with 49,028 sanction detections secured against a stretch target of 51,000.

British Crime Survey (BCS) comparator crime was reduced by 9.4 %, reversing the 5.3% increase from the previous year. This included reductions of personal robbery (-11%), domestic burglary (-9.3%), offences of criminal damage (-10.9%) and car crime (-15.5%), equating to 11,408 fewer victims of crime. Under PPAF this would be graded as excellent.

Our sanction detection rate for offences of non-domestic violence involving injury improved from 32.8% the previous year to 33.8% this year, against a stretch target of 40%. Under PPAF this would be graded as fair.

This is the third consecutive year that the Force has increased the number of detections for domestic violence offences. The implementation of Operation Defender strengthened our positive intervention and investigative actions taken against offenders, resulting in more detections being secured. We achieved our baseline detection target (6450), securing 6485 sanction detections against a stretch target of 6,700. Under PPAF this would be graded as good.

We performed well in relation to hate crime sanction detections, exceeding our target of 670 (691) and increasing our detection rate from 28.8 % the previous year to 35.5% this year, which will further strengthen public confidence in our ability to effectively tackle these crimes. Under PPAF this would be graded as excellent.

The total value of confiscation orders secured this year was £43,048,810.43³, the majority of which was secured as a result of one long term, joint Thames Valley Police and Serious Fraud Office investigation). We also met our target for the number of confiscations made. (135 /134)⁴.

¹ Although we did not meet our target of 80%, review of the monthly data for overall satisfaction shows that there were a number of months, when the 80% target was met or exceeded.

² Provisional figures, which are expected to rise when the data is refreshed.

³ These figures have not been ratified or published by the Home Office yet. (April 08)

⁴ These figures have not been ratified or published by the Home Office yet. (April 08)

Part 1 – Performance against strategic objectives, measures and targets

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

Force Performance Summary for 2007- 08

Performance indicators	Target	2007-08 Outturn
Provide an effective and timely response focused on the needs of the citizen		
Increase satisfaction with overall service	80%	78.3%
Percentage of non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	90.4%
Percentage of 999 calls answered within national target of 10 seconds	90%	92.3%
To conduct our policing in a neighbourhood policing style		
Increase the total number of PCSOs employed	530	529
Percentage of PCSO time to be available for front-line duties	80%	81.0%
Complete the roll out of neighbourhood policing - providing every neighbourhood in the Force with a neighbourhood Team	265	265
To equip our front line staff to deliver on our objectives		
The proportion of police officer time available for front- line policing	64%	63.7% ⁵
Percentage of all staff (excluding Student Officers) to have an initial PDR within three months of start of each financial year	85%	88.2%
Percentage of PDRs to contain four objectives linked to the Annual Plan or Three Year Strategy	100%	71.73%
To improve our performance – getting better at what we do		
Sanction detections	51,000	49,028
Offences brought to justice	49,500	51,192 ⁶
Reduce BCS Comparator Crime	- 3%	- 9.4%
Achieve 3% efficiency savings (Half of which to be cashable)	3%	5% (4.1%) ⁷
Sanction detection rate for offences of non-domestic violence involving injury	40%	33.8%
To protect the public from the risk posed by predatory offenders		
Increase the number of sanction detections for Domestic Violence	6,700	6485
Increase the sanction detection rate for Hate Crime (racially/religiously aggravated offences, racist incidents and homophobic incidents)	670	691
To be ready and equipped to deal with major crime and critical incidents		
Minimum number of confiscation orders	134	135
Minimum value of confiscation orders	3,044,504 ⁸	43,048,810.43 ⁹

⁵ This is a provisional figure, pending ratification by the Home Office.

⁶ Provisional figures to the end of Jan 2008

⁷ Provisional figures have been submitted to the Home Office for ratification.

⁸ and ⁹ These figures have yet to be ratified and released by the Home Office.

1. Provide an effective and timely response focused on the needs of the citizen

Performance indicators	Annual Target	Final Outturn
Increase satisfaction with the overall service provided	80%	78.3%
Non-emergency calls received within the Police Enquiry Centres (PECs) to be answered within the national target of 40 seconds	90%	90.4%
999 calls to be answered within the national target of 10 seconds	90%	92.3%

Increase satisfaction with the overall service provided

The Force has continued with its programme to enhance Quality of Service. Improved call handling and access to our services has resulted in 78.3% of users being satisfied with the overall service we provide, compared to 77.2% the previous year. A review of the monthly data shows that there were a number of months when we met or exceeded the 80% target.

Percentage of non-emergency calls received within the PECs to be answered within the national target of 40 seconds.

As part of the continuous drive to improve call handling, targets were set regarding answering non-999 calls within 40 seconds. The hard work at the Police Enquiry Centres (PECs) is reflected in our final compliance rate which is 90.4% against a stretch target of 90%. This is the second year in succession that we have made improvements to non-emergency call handling and under PPAF this would be graded as excellent. (See page 9)

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

This year the number of emergency 999 calls we received increased from 321,027 the previous year to 329,873 this year. We answered 92.3% of these calls within the government's target of 10 seconds, which is a further improvement on the 91.3% we achieved last year. This shows that we are providing a reliable and efficient service to the public in this crucial area.

2. To conduct our policing in a neighbourhood policing style

Performance indicators	Annual Target	Final Outturn
Number of Police Community Support Officers (PCSOs) in post by March 2008	530	529
Percentage of PCSO time available for front-line duties	80%	81%
Number of neighbourhoods rolled out	265	265

Number of Police Community Support Officers (PCSOs) in post by March 2008

An additional 315 PCSOs were recruited this year, taking our total to 529. We have more than doubled the numbers in post since the end of 2006-07 (214). During April 2008 we achieved our target of 530.

Percentage of PCSO time available for front-line duties

We have exceeded the target of 80% of PCSO time available for front line duties. (81%) This has provided us with an enhanced visible uniformed presence on the streets of Thames Valley.

Number of neighbourhoods rolled out

All of the planned 265 neighbourhoods have now been rolled out across the Force. This will help us to deliver a more accessible public service and enable us to be more effective in tackling local priorities with our partners.

3. To equip our front line staff to deliver on our objectives

Performance indicators	Annual Target	Final Outturn
Proportion of police officer time available for front line duties	Maintain 2006/07 level (64%)	63.7% ¹⁰
% of staff (excluding Student Officers) to have an initial Performance Development Review (PDR) within three months of the start of each financial year	85%	88.2%
% of PDRs to contain four objectives linked to the Annual Policing Plan or Three Year Strategy	100%	71.73%

Proportion of police officer time available for front line duties

63.7% of police officer time was available for front line duties during this period.

% of staff (excluding Student Officers) to have an initial Performance Development Review (PDR) within three months of the start of each financial year

88.2% of staff had an initial PDR within 3 months of the start of the financial year which is above the target of 85%.

% of PDRs to contain four objectives linked to the Annual Policing Plan or Three Year Strategy

92.91% of Police Officers and Police Staff had 4 objectives in their PDRs for 2007/08. We have determined that 71.73% of these were linked to the Annual policing Plan or Three Year Strategy. This is believed to be an under representation of the true figure due to issues around data collection methods which are being reviewed.

¹⁰ This is a provisional figure pending ratification by the Home Office.

4. To improve our performance – getting better at what we do

Performance indicators	Annual Target	Final Outturn
Number of sanction detections ¹¹	51,000	49,028
Number of offences brought to justice (OBtJs) ¹² (Reported a quarter in arrears due to collection methodology)	49,500	50,192
Reduce British Crime Survey (BCS) comparator crime	- 3%	- 9.4%
Efficiency savings (Half of which to be cashable)	3%	5% (4.1%)
Sanction detection rate for non-domestic violence resulting in injury	40%	33.8%

Sanction Detections

Our overall sanction detection rate has improved from 23.7% the previous year to 25% this year and we secured 49,028 sanction detections against a stretch target of 51,000.

Offenders Brought to Justice (OBtJs):

Provisional figures (to the end of January 2008) reflect that we have exceeded our target by securing 50,192 OBtJs, but this figure is expected to be revised upwards when the latest data is available.

Reduce British Crime Survey (BCS) comparator crime

We have reversed the 5.3% increase in BCS crime from the previous year and achieved a 9.4% reduction across the Force this year. There were significant decreases in a number of areas such as personal robbery (-11%), domestic burglary (-9.3%), criminal damage (-10.9%) and car crime (-15.5%). This equates to 11,408 fewer victims of crime across Thames Valley. Under PPAF criteria this performance would be graded as excellent". (See page 9)

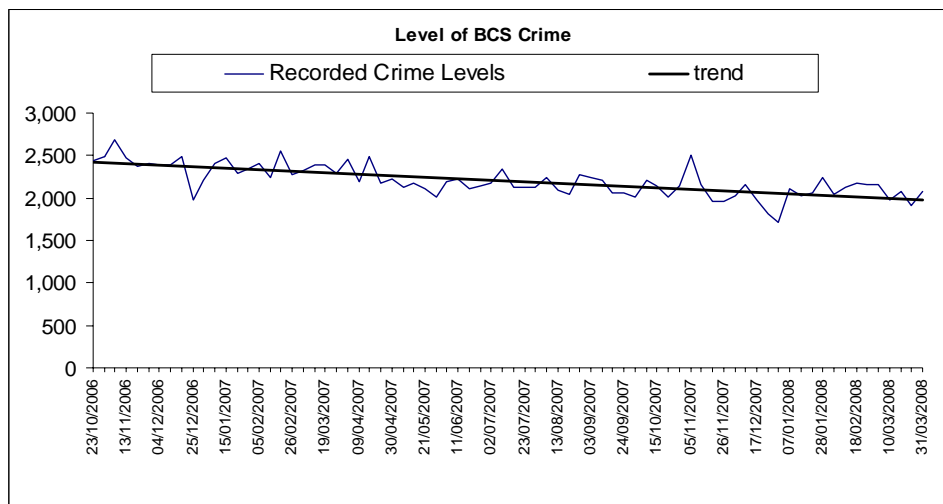


Figure 1: Trend for BCS comparator crime in Thames Valley (October 2006 – March 2008)

¹¹ Sanction detections include: an offender being convicted; cautioned (incl. reprimands & final warnings for youth offenders); issued with a penalty notice (specific offences); given a formal warning for cannabis possession or the offender asks for other offences to be taken into consideration.

¹² This is a provisional figure to the end of Jan 2008 which is expected to be revised upwards when the latest data is available.

Efficiency savings

In line with Home Office guidance, the Force was required to identify and make 3% of its net revenue budget as efficiency savings, of which at least half must be cashable savings. The Force exceeded these targets, achieving £7 million in cashable savings.¹³

Sanction detection rate for non-domestic violence resulting in injury

Our sanction detection rate regarding offences of non-domestic violence involving injury improved from 32.8% the previous year to 33.8% this year, against a stretch target of 40%. Under PPAF this would be graded as fair. (See page 9)

5. To protect the public from the risk posed by predatory offenders

Performance indicators	Annual Target	Final Outturn
Increase the number of sanction detections for domestic abuse	6,700	6485
Increase the number of sanction detections for hate crime	670	691

Increase the number of sanction detections for domestic abuse

This is the third consecutive year that the Force has increased the number of detections for domestic violence offences. The implementation of Operation Defender strengthened our positive intervention and the taking of action against offenders, resulting in more detections being secured. We achieved our baseline detection target (6450), securing 6485 sanction detections against a stretch target of 6,700. Under PPAF this would be therefore be graded as good. (See page 9)

Hate crime sanction detections

Our detection rate for hate crimes has improved from 28.8 % the previous year to 35.5% this year and we secured 691 sanction detections against a stretch target of 670. This adds to the positive upward trend in hate crime detections for the Force since 2005-06 and will help to increase public confidence in our ability to tackle hate crime effectively. Under PPAF this performance would be graded as excellent. (See page 9)

¹³ Operation Quest has been implemented and the savings from this (both cashable and non-cashable) have yet to be finally determined. Provisional figures (including 'carry forwards' from 06/07) have been submitted to the Home Office for ratification prior to publication.

6. To be ready and equipped to deal with major crime and critical incidents

Performance indicators	Annual Target	Final Outturn
Number of confiscation orders	134	135¹⁴
Value of confiscation orders	£3,044,504	£43,048,810.43¹⁵

Number of confiscation orders

Provisional figures indicate that we have met our target by securing 135 confiscation orders this year.

Value of confiscation orders

We have exceeded our target for the value of confiscation orders, with a total value of £43,048,810.43, the majority of which was secured as a result of one long term, joint Thames Valley Police and Serious Fraud Office investigation.

Local priorities included in the Policing Performance Assessment Framework

In 2007-08 the Police Authority identified five Annual Policing Plan targets for inclusion in the Policing Performance Assessment Framework (PPAF) as local priorities; as shown below.

The Local Priorities are moderated by HMIC who agree the baseline and intermediate 'base' target. At the end of the year the performance measures are assessed by the Home Office under strict PPAF grading criteria. The assessment contributes towards the Local Domain PPAF. The criteria are:

- (i) If a stretch target is achieved the measure will be graded as "*Excellent*".
- (ii) If the stretch target is not achieved but the base target has been achieved then the measure will be graded as "*Good*".
- (iii) If performance is better than in the previous year (baseline), then the measure will be graded as "*Fair*".
- (iv) If there is no improvement in performance then the measure will be graded as "*Poor*".

PPAF Local Priorities					
Measure	Baseline	Base Target	Stretch Target	Outturn	PPAF Assessment
Non emergency calls answered within 40 seconds within the PECS	86.3%	88.0%	90.0%	90.4%	Excellent
Reduce BCS Comparator Crime	No increase	- 1.0%	- 3.0%	- 9.4%	Excellent
Sanction detections for hate crime	635	640	670	691	Excellent
Sanction detections for domestic violence	6199	6450	6700	6485	Good
Sanction detection rate for Offences of non-domestic violence involving injury	32.8%	36.4%	40.0%	33.8%	Fair
PPAF Local Priorities Grading					Excellent

Figure 2: Predicted grades against the Policing Performance Assessment Framework (PPAF)

¹⁴ These figures have not been ratified or published by the Home Office yet. (April 08)

¹⁵ These figures have not been ratified or published by the Home Office yet. (April 08)

Part 2 – Progress against Delivery Plan actions

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

1. Provide an effective and timely response focused on the needs of the citizen

No.	Delivery Plan action description	RAG
1.1	Improve the Quality of Service provided by all staff	Green
1.2	Enhance methods of public contact with Thames Valley Police	Amber
1.3	Implement minimum standards in Witness Care Units	Green
1.4	Increase engagement with emerging and vulnerable communities	Green
1.5	Implement the Counter Services Strategy to improve accessibility	Green
1.6	Continue implementation of a corporate approach to resource management	Green

1.1 The Force Quality of Service programme and local Quality of Service Plans have been firmly incorporated into “business as usual” across the Force. Victim contact compliance is now monitored and dip checked bi-weekly in our Quality of Service Department. This work is being progressed to ensure we sustain service delivery improvements, by implementing ‘best practice’ within the Force.

1.2 The procurement of suitable multimedia management technology continues to be explored, particularly with regard to how many of our identified requirements can be provided by a single supplier. Periods of peak demand for call taking in the Control Rooms and Enquiry Department have been mapped. We can now forecast demand and adjust staffing levels accordingly.

1.3 Our Witness Care Units have been reviewed with regards to minimum standards and staffing issues addressed to help to deliver compliance with the Victims Codes of Practice. Work to implement the provisions of the Witness Charter is ongoing.

1.4 We have reviewed our 144 Third Party Reporting Centres to improve opportunities for the reporting hate crimes and improving support for victims. True Vision¹⁶ has been launched and CaDO¹⁷ Supervisors introduced at BCU level to provide a corporate supervisory structure across the Force. Emerging and vulnerable communities continue to be incorporated into strategic assessments and minimum standards for community engagement are being developed locally on each BCU / LPA.

1.5 An ISO 9001 ‘Quality Manual for Front Counter Work’ has been produced and this is being further developed to achieve formal accreditation. The numbers of front counter volunteers have increased from 126 to 140. A comprehensive training package has been developed and delivered according to plan, to ensure a consistent level of service is provided to internal and external customers. A ‘Volunteers Handbook’ has been developed and is being finalised for publication and distribution. Extended opening hours have been introduced where possible, at a number of stations.

1.6 DMS 2, our Duties Management System, has been rolled out to improve our resource management and provide a corporate approach across the Force. Additional training has been provided for Resource Managers and Duty Planners. Primetime, the resource management system for Control Rooms and the Enquiries Department has been implemented. Additional Initial Police Learning Development Programme (IPLDP) courses have been implemented to maintain establishment and steps have been taken to help to speed up applications from transferees.

¹⁶ This is a police funded web site designed to provide information about hate crime and the opportunity to report hate crime on-line.

¹⁷ Community and Diversity Officer.

2. To conduct our policing in a neighbourhood policing style

No.	Delivery Plan action description	RAG
2.1	Roll out neighbourhood policing	
2.2	Developing partnerships with the business community	
2.3	Implement the first year of the volunteer strategy	
2.4	Implement revised Police Authority governance structures	
2.5	Increase awareness of neighbourhood policing	
2.6	National Standards for Crime and Disorder Reduction Partnerships (CDRPs)	
2.7	Storing and managing community information	
2.8	Develop a neighbourhood policing performance framework	
2.9	Youth justice and engagement strategy	

2.1 All 265 neighbourhoods across Thames Valley are now live and we have successfully increased the numbers of Police Community Support Officers (PCSOs) to 529 by the end of March 2008. We have more than doubled the numbers in post since the end of 2006-07 (214), achieving our target of 530 in April 2008. 90% of Special Constables are now aligned with Neighbourhood Policing teams.

2.2 Regular business community engagement has been factored into neighbourhood policing structures for each LPA, however it is recognised that we can develop this further over the coming year. A new Force Business Crime Reduction Officer post is being progressed.

2.3 In April 2007 there were 458 volunteers and by the end of March 2008 we had increased our numbers to 511. Volunteers integrated into the neighbourhood teams have also increased from 50 to 120. The recruitment of a Volunteer Co-ordinator for Buckinghamshire BCU is ongoing.

2.4 New governance proposals for BCU Committees have been agreed and implemented.

2.5 TVP officers took part in a television series¹⁸ and we have participated in two national advertising campaigns¹⁹. Contact details and local priorities for all NHP teams are now available on the intranet. The Force Communications Team took part in a national Neighbourhood Policing Conference and produced a series of posters/ leaflets promoting PCSOs and Neighbourhood Policing.

2.6 The Force Programme to implement the policing contribution to the CDRP Minimum Standards is ongoing via the Force CDRP Standards Board. Attempts to resolve the mismatch of planning cycles between the police and other statutory partners, regarding joint strategic assessments are also ongoing. Draft LAAs have been negotiated locally in line with the Government's 2007 Comprehensive Spending Review Public Service Agreements.

2.7 Access is now available to all Neighbourhood Priority Profiles through 'Knowzone - Live link' on the Force intranet. All three Force pilot community information projects have been completed and a corporate information model has been adopted. Milton Keynes is the first BCU to go live and there are plans to roll it out across the other BCUs throughout 2008-09. Unstructured community information has also been migrated into the Content and Document Management System.

2.8 A neighbourhood policing performance framework has been developed and implemented, however further changes are required to the ICT data structures to allow complete mapping of crime data to all neighbourhoods.

2.9 A Youth Justice Engagement Strategy and a Youth Strategy Group have been developed. Multi-agency Safer Schools Partnerships are being developed on BCUs and the role of PCSOs and Neighbourhood Specialist Officers (NSOs) is being reviewed and developed in schools.

¹⁸ "Life on the Streets"

¹⁹ "A name for every neighbourhood". & "All neighbourhoods have Neighbourhood Policing teams".

3. To equip our front line staff to deliver on our objectives

No.	Delivery Plan action description	RAG
3.1	Positive Action Delivery around all 6 strands of diversity	Orange
3.2	Improve equality across the Force	Green
3.3	Shared approach to business support services	Green
3.4	Flexible working	Green
3.5	Develop mixed workforce teams	Green
3.6	Develop leadership skills	Green
3.7	Increase resilience	Green
3.8	Collaboration opportunities	Green
3.9	Expansion of custody suites	Orange
3.10	Enhance automatic number plate recognition capability.	Green

3.1 The Positive Action Plan for ethnicity has been developed and implemented. The percentage of Black and Minority Ethnic (BME) police officer recruits has improved from 5.5% the previous year to 7% this year. (There were 19 BME police officer appointments to the Force during this period.)

3.2 The Single Equality Scheme, Race Equality Scheme, Disability and Gender Equality annexes have all been published and are being implemented in accordance with the individual action plans.

3.3 The 'shared services approach' has now been adopted in a number of business areas (Administration, recruitment, finance and procurement). Further scoping and review work is ongoing.

3.4 A Flexible Working Policy and Flexible Recruitment Policy has been introduced which includes recording and storing outcomes of requests for flexible working to facilitate monitoring / review by Human Resources and line managers. A process is also now in place regarding part time workers.

3.5 Approximately 200 senior managers and staff have taken part in job evaluation workshops, to raise awareness and understanding. Possible opportunities for mixed workforce teams continue to be explored with a view to releasing police officers and revenue for core policing activities.

3.6 Increased numbers of staff have registered and been 'matched' as mentors / mentees. Learning and Development has continued to develop and promote the Core Leadership Development Programmes and senior managers have had training days to further develop strategic awareness of resource management. Work is being undertaken to raise officers' awareness of the HPDS scheme.

3.7 Monthly resource management packs are being produced for BCUs and OCUs which are reviewed at quarterly meetings. Succession planning and promotion into specialist posts is being developed as a pilot for 'career pathways'. A series of workshops and additional promotion boards during 08/09 will seek to address the issue of a lack of substantive Sergeants across the Force.

3.8 We are actively participating in the South East Collaboration Programme (SECP) to deliver integrated Protective Services. We share the management of our vehicle fleets and air support services as part of the Chiltern Transport and Air Support Consortiums.

3.9 As part of the Custody Expansion Refurbishment Programme, Aylesbury and Lodden Valley custody suites now provide additional cell capacity. Planned development work at Abingdon and Maidenhead is still being progressed. Updates are being provided to the Custody Strategy Group.

3.10 Static and portable ANPR capability has been enhanced across the Force. 'Real time' management of ANPR hits is under development and Roads Policing have co-ordinated a number of joint ANPR operations. Roads Policing are also developing their covert ANPR tactics and cross boarder tasking processes to improve the effectiveness of ANPR operations.

4. To improve our performance – getting better at what we do

No.	Delivery Plan action description	RAG
4.1	Streamline the criminal justice process	
4.2	Maximise funding opportunities from housing and commercial developments	
4.3	Develop a corporate approach to crime reduction	
4.4	Improve organisational learning and knowledge management	
4.5	Tackle drug related crime	
4.6	Ensure compliance with national recording standards	
4.7	Identify efficiencies across all areas of the Force	
4.8	Improve the quality of PDR s	
4.9	Work with partners to improve road safety	

4.1 The Corporate Criminal Justice Model, CJSSS²⁰ and Conditional Cautioning have been rolled out and work to support the Crown Prosecution Service and Her Majesty's Courts Service with the implementation of new information technology systems is ongoing. Local Criminal Justice Groups have been developed at BCU level.

4.2 Property Services have engaged with Local Authorities and partners and are proactively working with them, to ensure relevant opportunities are identified & exploited where it is practical.

4.3 A new Crime Prevention and Reduction Unit has been established within Local Policing.

4.4 Learning and Development has purchased and published the Police Visual Handbook as part of our organisational learning strategy and case studies / best practice are now available on the intranet. The organisational learning strategy has been implemented within Professional Standards.

4.5 The (2007-08) "Falcon" Action Plan has been implemented. Improved intelligence links with partners and better data analysis are being developed. The Force Drugs Strategy is currently being reviewed in line with the Government's recently published ten year drug strategy and the full results of the review of the Drugs Intervention Programme are awaited.

4.6 Our National Crime Recording Standards were graded as "Excellent" in 2007. The Force is currently working with the National Police Improvement Agency (NPIA) who conducted a health check against National Standards for Incident Recording (NSIR) and an improvement plan is being developed. This will be implemented in 2008.

4.7 We have exceeded our 3% efficiency savings target. £7m cashable savings have been identified and realised. Operation Quest was initiated and the savings from this (both cashable and non-cashable) have yet to be finally determined. Provisional figures will be submitted to the Home Office for ratification prior to publication.

4.8 A dip check of PDR development action plans was undertaken at the beginning of the year in preparation for an HMIC inspection and the overall quality was found to be good. The PDR system has since been upgraded with regard to personal development and operational portfolio screens.

4.9 Overall fatal collisions have decreased by 21 % compared to an 8.75% increase the previous year, keeping us firmly on track to meet the 2010 'Killed and Seriously Injured' national casualty reduction target. The percentage of uninsured vehicles which we have seized has doubled since the end of the previous year going from 2219 vehicles seized to 4287.

²⁰ Simple Speedy Summary Criminal Justice - A process for magistrates' courts to improve case management.

5. To protect the public from the risk posed by predatory offenders

No.	Delivery Plan action description	RAG
5.1	Embed the Public Protection Units (PPU s)	Green
5.2	Support the national IMPACT programme: Nominal Index / Operational Data Store	Orange
5.3	Continue to implement the Management of Police Information (MoPI) programme	Green
5.4	Pemberton review recommendations	Green
5.5	Response to serious sexual assaults	Green
5.6	Develop the homicide reduction strategy	Green

5.1 The central Public Protection Unit is now co-located with the rest of the Force Crime Management Unit which has improved cross functional liaison and communication. This is working well. An 'independent review of our 'business as usual' arrangements for 'Protecting Vulnerable People' has been conducted, and recommendations are being assessed with a view to identifying and prioritising measures which will further improve our performance in this area. Protecting vulnerable people is now a distinct area in BCU and LPA Tasking and Co-ordination processes and forms part of the Daily Operational Meetings.

5.2 The procurement of a technical solution to satisfy the requirements of the first stage implementation of the Operational Data Store (i.e. Simple search capability, security and feeds from existing data bases), has been unsuccessful, due to the excessively high costs quoted by the potential suppliers. This issue is being actively monitored and progressed by the Project Board.'

5.3 The Management of Police Information (MoPI) programme has been commenced and awareness training has been rolled out across the Force. The appointment of a Force Information Officer is imminent²¹.

5.4 The recommendations of the Pemberton Review are not expected to be available until September – October 2008. They will be then be studied and evaluated by the Force.

5.5 Two Serious Sexual Assaults Supervisors are now in post attached to the Force Public Protection Unit. 14 Specially Trained Officers are also in post on BCUs across the Force responding to rapes and serious sexual assaults. These officers have all received a 2 week STO Course, which includes victim care and dealing with vulnerable and intimidated witnesses.

5.6 The development of the Integrated Homicide Reduction Strategy has been completed and will now be fully implemented.

²¹ A Force Information Officer was successfully selected. (April 2008)

6. To be ready and equipped to deal with major crime and critical incidents

No.	Delivery Plan action description	RAG
6.1	Map organised criminal enterprises	Green
6.2	Undertake testing phase of business continuity	Green
6.3	Implement the Professionalising the Investigation Process (PIP)	Green
6.4	Extend the use of Proceeds of crime Act	Green
6.5	Improve organisational learning around critical incident management	Green
6.6	Embed the national plan for reducing the risk of terrorism (CONTEST)	Green

6.1 Organised Crime Enterprises (OCEs) have been mapped across the force. Processes are now being developed to progress activity against the OCEs identified through the mapping process. The OCE mapping will be used to produce individual 'crime theme based' problem profiles, identifying the active OCEs engaged in those activities. 24 Organised Criminal Enterprises were disrupted in 2007/08 against a target of 20. This process continues to be developed.

6.2 All BCUs, OCUs and departments have undertaken a business continuity exercise to identify their critical functions and minimum requirements. This will ensure critical functions can be effectively delivered. Resilience issues will be flagged to the Force Resilience Panel through the Force Business Continuity and Risk Manager. Corporate guidance on business continuity is now available.

6.3 Crime Support have developed and implemented a robust accreditation process for Major Crime Senior Investigating Officers SIOs. To date, 5 staff have been accredited at this level and a further 6 are registered and seeking accreditation.

6.4 Financial Investigators have been recruited on all BCUs, extending our capability to tackle serious and organised criminality. Training and mentoring for these staff continues. We have exceeded the target set for the value of confiscation orders (£3 ,044,504) by recovering £43,048,810.43 (the majority of which was secured as a result of one long term, joint TVP and Serious Fraud Office investigation). We have secured 135 confiscation orders, our target being 134.²²

6.5 Access to structured debriefs on the 'Knowzone' appears to be working well to improve organisational learning and memory around critical incident management. Roads Policing (RP) has introduced a framework of Senior Investigating Officer (SIO) development to increase investigative knowledge and skills required to effectively carry out more complex and high profile investigations. RP has also reviewed our pursuit management and as a result "Pursuit Tactical Advisors" have been trained and are now available to ensure that lessons learned from pursuits are implemented.

6.6 The CONTEST plan and communication strategy have been implemented. Additional capacity will be created in the South East as a result of the national revision of counter-terrorism structures. The four strands of CONTEST now form part of the Strategic Risk Register and the Chief Constable personally leads on the Prevent strand. Work is underway to introduce new roles to make best use of new Home Office funding, by creating Prevent Engagement Officers to engage proactively with neighbourhood policing teams, partner organisations and communities, and Counter Terrorism Intelligence Officers to provide a link between Pursue and Prevent, and raise awareness within Basic Command Units. We now have a dedicated Chemical Biological Radiological Nuclear (CBRN) Centre which has increased our capacity to deal with these incidents, including ensuring more officers have been trained. The Counter Terrorism training packages continue to be delivered and we have ensured that more departments, key partners and other Forces are involved in preventing and preparing for potential terrorist activity.

Glossary of Terms

ANPR	Automatic Number Plate Recognition. ANPR equipment automatically reads vehicle registrations and matches them to database information.
BCS	British Crime Survey
BCU	Basic Command Unit. Geographically based operational police unit.
BME	Black Minority Ethnic
CADO	Community and Diversity Officer
CBRN	Chemical, Biological, Radiological or Nuclear
CDRP	Crime and Disorder Reduction Partnerships - An alliance of organisations required by statute to generate strategies and implement policies concerning crime and disorder within their partnership area.
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.
FALCON	The operational arm of TVPs Drugs Strategy
HMIC	Her Majesty's Inspectorate of Constabulary. Reviews and monitors the efficiency of the Police Service in England and Wales.
HPDS	Higher Potential Development Scheme
ICT	Information, Communications and Technology.
IMPACT	Information Management, Prioritisation, Analysis, Co-ordination and Tasking. A national programme of work to address many of the recommendations of the Bichard Enquiry.
INI	IMPACT Nominal Index – A national database enabling the Criminal Records Bureau and others to access information held by other forces.
IPLDP	Initial Police Learning and Development Programme
ISO	An identifying number for International Standards
LPA	Local Policing Area. Geographically based operational police unit which is coterminous with local authority boundaries.
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.
NHP	Neighbourhood Policing
NPIA	National Police Improvement Agency – National support for the police service
NSIR	National Standards of Incident Recording
NSO	Neighbourhood Specialist Officers
OBtJ	Offences Brought to Justice.
OCU	Operational Command Unit - Specialist department which support operational policing.
OCE	Organised Criminal Enterprise.
ODS	Operational Data Store

PCSO	Police Community Support Officers - civilian members of staff who wear a police style uniform. Their main functions are to provide a highly visible police presence in public areas and to deal with low level nuisance and anti-social behaviour
PDR	Performance and Development Review - In some organisations this is referred to as an appraisal.
PEC	Police Enquiry Centre
PIP	A national programme to Professionalise the Investigative Process
PPAF	Police Performance Assessment Framework – Replaced from April 2008 with the Assessments of Policing and Community Safety (APACS) framework.
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
SIO	Senior Investigating Officer
SNOWDROP	Thames Valley Police on-line Performance Development Review (PDR) software
STO	Specially Trained Officer (re sexual offences)
TVP	Thames Valley Police