



# Delivery Plan 2011-12

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## DELIVERY PLAN 2011–12

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# Our aims and values

### OUR AIM

Working in partnership to make our community safer

### OUR VALUES

**1** 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.

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*The main role of the police is to cut crime through crime prevention, reduction activity with partners and effective investigation and enforcement.*

**2** *We will focus on those crimes that have been highlighted as being of most concern across Thames Valley, but ensure that proportionate investigations are undertaken for all offences. We will improve our investigative skills and ensure that our processes are effective and efficient through Project Morse.*

# 1 To cut crimes that are of most concern to the community

	Action	Chief Officer lead
1.1	Cut the level of violence against the person by 12% and the level of overall serious acquisitive crime (domestic burglary, robbery and vehicle crime) by 5%.	<b>DCC</b>
1.2	Continue to improve the investigation and prosecution of offences as part of Project Morse and increase the detection rates for violence with injury to 42% and the overall detection rate for serious acquisitive crime (domestic burglary, robbery and vehicle crime) to 15%.	<b>DCC</b>
1.3	Streamline the custody process and reduce the abstraction from visible policing.	<b>ACC NHP&amp;P</b>
1.4	Work with rural and business communities, with our partners, to improve crime prevention.	<b>ACC NHP&amp;P</b>
1.5	Reduce violence associated with the night time economy and make best use of new legislation.	<b>ACC NHP&amp;P</b>
1.6	To focus on the needs of those most at risk from anti-social behaviour and provide an individual care plan for support and investigation.	<b>ACC NHP&amp;P</b>
1.7	Implement the new Crime system.	<b>ACC C&amp;CT</b>

## 2 To Increase the visible presence of the police

*We are committed to increasing the availability and visibility of our staff in communities and will reduce the things that keep them away from the frontline.*

*We will change the style and structure of our local policing model so that it supports that commitment. At a time when the size of the organisation will reduce, we will increase the number and make best use of our volunteers, particularly Special Constables.*

	Action	Chief Officer lead
2.1	Maximise the number of officers and PCSOs available for operational duty through a new shift pattern.	<b>ACC NHP&amp;P</b>
2.2	Reduce the time Patrol and Neighbourhood officers spend in stations by removing bureaucracy and increasing the use of mobile data.	<b>ACC NHP&amp;P</b>
2.3	Increase the number of Special Constables to 700 by March 2012 and assistance from volunteers and maximise the contribution of both groups.	<b>ACC NHP&amp;P</b>
2.4	Ensure officers and PCSOs are deployed to the places and times that reflect patterns of anti social behaviour and provide protection and reassurance to the public.	<b>ACC NHP&amp;P</b>
2.5	Implement the Local Policing Model.	<b>DCC</b>
2.6	Make best use of the resources available to Neighbourhood Teams by aligning them to local community boundaries, structures and forums wherever possible.	<b>ACC NHP&amp;P</b>
2.7	Reduce the race disproportionality of those subject to stop and search to the levels in comparable forces.	<b>ACC NHP&amp;P</b>

### 3 Protect our communities from the most serious harm

*We will work closely with partners to protect the public from harm. High priorities are the protection of children, young people and other vulnerable people, particularly those suffering domestic abuse.*

*We will also focus on the threat posed by terrorism and serious organised crime.*

	Action	Chief Officer lead
3.1	Establish referral desks for all public protection cases in order to identify those who present the greatest threat and those who are the most vulnerable.	<b>ACC C&amp;CT</b>
3.2	Focus on organised criminals who prey on communities where people feel more isolated.	<b>ACC C&amp;CT</b>
3.3	Strengthen our response to extreme terrorist threats and domestic extremism.	<b>ACC C&amp;CT</b>
3.4	Reduce local and national threats to the Olympics through effective preparation and planning with other Forces and partners.	<b>ACC Ops</b>
3.5	Successfully implement the TVP / Hants Operations collaboration.	<b>DCC</b>
3.6	Implement organisational learning arising from key counter terrorist and local resilience exercises.	<b>ACC Ops</b>

## 4 Improve communication with the public in order to build trust and confidence with our communities

*We are committed to delivering a transparent service and will have relevant information available in the public domain so that communities are aware of what is happening, how they can ask for services and what people can do to get involved in helping to cut crime.*

**5** *We will improve the ways that the public can have their say and ensure that all sections are able to communicate with us.*

	Action	Chief Officer lead
4.1	Focus our community communications providing timely and relevant local information whilst effectively managing resources.	<b>DIST</b>
4.2	Equip staff to help them deliver cohesive and consistent information.	<b>DIST</b>
4.3	Widen the use of technology channels to promote productive two-way communication and information sharing.	<b>DIST</b>
4.4	Listen and respond to the needs of isolated communities by providing local, face to face engagement opportunities.	<b>ACC NHP&amp;P</b>
4.5	Develop a force wide press bureau.	<b>DIST</b>

## 5 To tackle bureaucracy and develop the professional skills of all staff

*It is important that we reduce all unnecessary bureaucracies so that our staff have the freedom and support to deliver the best possible service. Bureaucracy can also create a risk averse culture.*

**6** *We want to create an environment where staff are confident and able to make decisions at the appropriate level and in the right way. The leadership skills of all our staff will be key to this.*

	Action	Chief Officer lead
5.1	Embed the principles of Serving with Pride and Confidence, encouraging our staff to have the confidence to exercise their discretion and reduce levels of bureaucracy.	<b>CC</b>
5.2	Develop the leadership skills of all our staff, particularly around the management of resources, individual and team performance and attendance.	<b>DOR</b>
5.3	Remove unnecessary bureaucracy from key processes, for example crime and incident recording.	<b>DCC</b>
5.4	Streamline processes so that we deliver an effective first time response.	<b>DCC</b>
5.5	Ensure that the implementation of the corporate change programme is managed effectively, taking the opportunities to streamline our structures and processes and introduce more productive ways of working.	<b>DCC</b>
5.6	Continue to progress the Force's Carbon Management Programme monitor & manage our environmental impact: working towards a 30% reduction in carbon.	<b>DOR</b>

## 6 To reduce costs and protect the frontline

*The financial situation for policing means that forces will face reduced budgets over the next four years. We need to make sure that all of our resources are used both effectively and efficiently.*

*We must be robust in driving out all possible savings from non staff budgets and ensure that our staff are delivering the right service at the right time.*

	Action	Chief Officer lead
6.1	Match the number and availability of resources to demand levels and risk categorisation.	<b>ACC Ops</b>
6.2	Provide resource management training including practical use of the force 'ready reckoner' to ensure staff are aware of the cost and value of services.	<b>DOR</b>
6.3	Benchmark all non staff costs to ensure these provide value for money, including premises, transport and supplies and services.	<b>DOR</b>
6.4	Further exploit our use of technology to reduce costs whilst maintaining and improving our services.	<b>DIST</b>
6.5	Deliver the cost reductions identified in the productivity strategy.	<b>DCC</b>

## Delivery Plan Targets

### 1. To cut crimes that are of most concern to the community

- Reduce the level of violence against the person by 12%
- Reduce serious acquisitive crime (domestic burglary, theft from a vehicle, theft of a vehicle and robbery) by 5%
- Increase the detection rate for violence against the person with injury (including domestic abuse) to 42%
- Increase the detection rate for serious acquisitive crime to 15%

- Improve satisfaction levels for victims of domestic burglary, violence and vehicle crime above those achieved at 2010/11 year end
- Maintain the detection rate for serious sexual offences above 25%.

### 2. To increase the visible presence of the police

- Increase the number of Special Constables to 700
- Achieve an annual recruitment target of 10% BME for Police Officers, Police Staff, PCSOs and Special Constables.

### 3. Protect our communities from the most serious harm

- Increase the number of confiscation orders achieved by 5%.

## Diagnostic Indicators

### 1. To cut crimes that are of most concern to the community

- Monitor the detection rate for the individual offences of:
  - Domestic burglary
  - Robbery
  - Theft of vehicle
  - Theft from vehicle
- Domestic Violence related violence against the person with injury detection rate compared to overall violence against the person with injury detection rate
- Call handling performance to be monitored against the national call handling standards.

### 2. To increase the visible presence of the police

The individual BME recruitment levels for Police Officers, PCSOs and Special Constables to be monitored.

### 3. Protect our communities from the most serious harm

Monitor the value of confiscation orders.

## Key to Abbreviations

CC Chief Constable

DCC Deputy Chief Constable

ACC NHP&P Assistant Chief Constable, Neighbourhood Policing & Partnership

ACC C&CT Assistant Chief Constable, Crime & Counter Terrorism

ACC OPS Assistant Chief Constable, Operations

DoR Director of Resources

DIST Director of Information, Science & Technology



[www.tvpa.police.uk](http://www.tvpa.police.uk)



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