

Strategy for policing Thames Valley

2008-2011

incorporating the
Delivery Plan

2009-2010



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.



THAMES VALLEY
POLICE

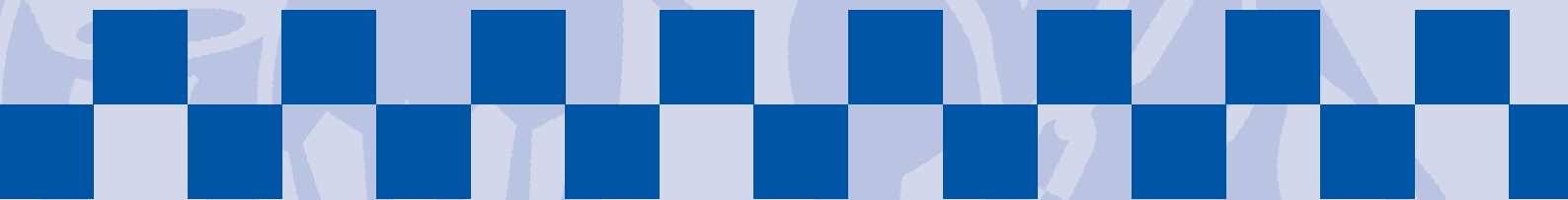


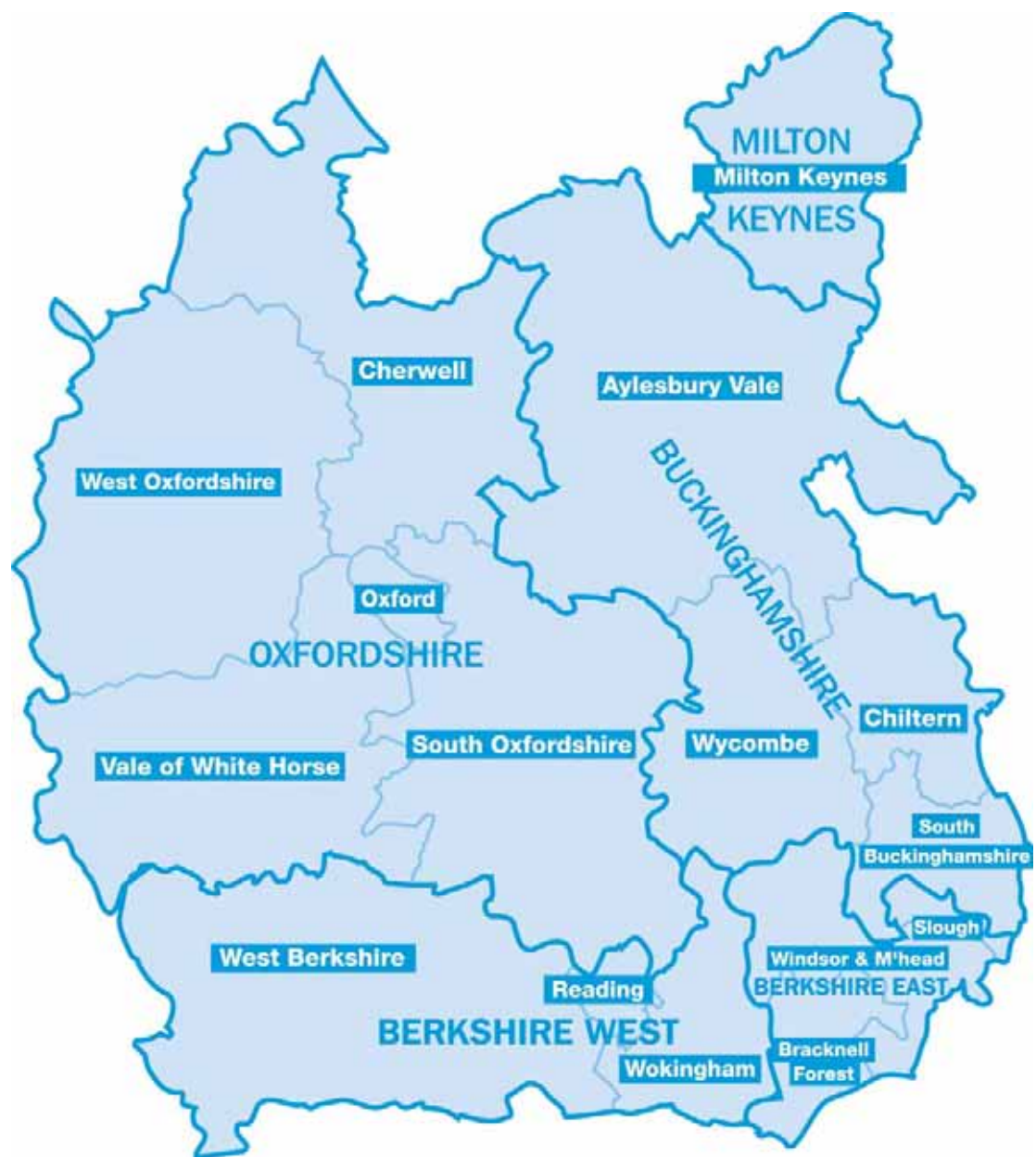
The police service in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm.

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 2009-10	30-39
Appendices	
Appendix A: Performance Targets for 2009/10	40-41
Appendix B: How we performed in 2008/09	42-47
Appendix C: Local consultation and local contacts	48-51
Appendix D: Members of the Police Authority	52
Appendix E: Glossary	53-55

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 2009/2010 has also been developed and is to be found on pages 30 to 39. 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.

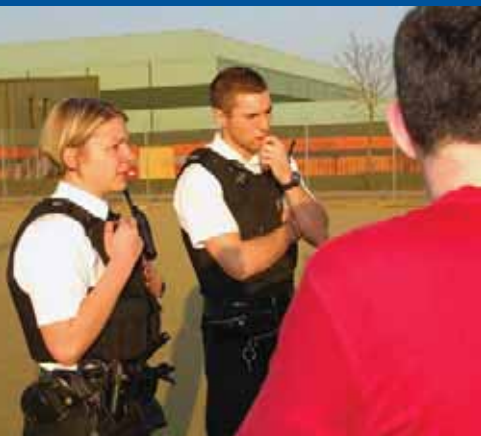


National Perspective

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 2009/10 are contained within our Delivery Plan, which can be found on pages 30 to 39.



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 and 2010-11 we have budgeted for 4.5% and 4% respectively. 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 next three years are:

	2008-09	2009-10	2010-11
	£m	£m	£m
Gross Revenue Exp	405.250	420.863	432.357
Central Govt Specific Grants	36.066	37.668	37.920
Local Income	11.882	10.752	10.967
Reserves	1.200	3.579	3.263
Net Revenue Exp	356.101	368.864	380.207
Funded By:			
Central Govt Grant Income (formula)	231.851	238.161	244.720
Council Tax	124.250	130.703	135.487
	356.101	368.864	380.207
Capital Exp	12.967	21.346	18.191
Financed by:			
Government Grant	4.624	11.114	5.384
Borrowing	1.818	2.369	3.533
Capital Receipts	4.200	2.258	3.606
Reserves & Revenue			
Contributions	1.778	5.455	5.518
Consortium Partners	0.547		
Partnerships		0.150	0.150
	12.967	21.346	18.191

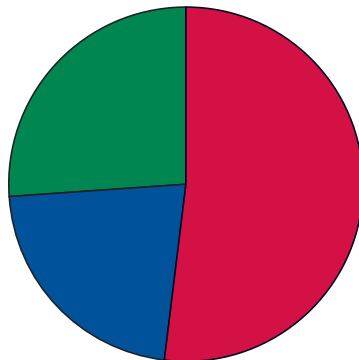
Improvements to Service

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

- We are investing £2.8m in case investigators to support frontline policing officers across our five geographical areas.
- We are increasing our frontline officer strength by 68 officers in 2009-10 and a further 15 in 2010-11, a total investment of £3.1m.
- In 2008-09 we invested £1.5m in our Protective Services capability to increase the resources dedicated to preventing and detecting terrorism and organised crime we will continue this investment with a further £1.2m over the period.
- We are investing £11.5m in our Custody Estate to increase our capacity and comply with legislative requirements.
- We are investing £1.1m 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 £0.9m in a replacement helicopter to continue the availability of this effective crime detection method following a change in legislation.

2009/10 Budgets

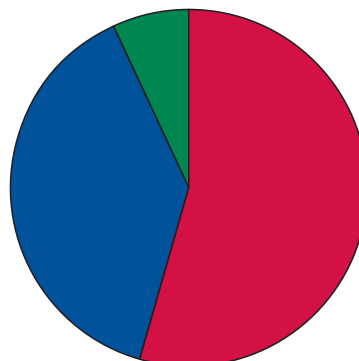
The breakdown of our 2009/10 budget illustrates that 78% of our budget is spent directly on police officers and police staff pay and allowances.



Gross revenue expenditure

- £219.24m police officers
- £88.53m other running costs
- £109.49m police staff

The staff numbers supported by the 2009/10 budget are illustrated below:



Staff numbers

- 4254 police officers
- 3026 police staff
- 530 PCSOs

Our infrastructure is maintained and developed by application of the capital budgets for 2009/10 these funds will be applied as follows:



Capital expenditure

- £5.91m property
- £5.08m ICT
- £2.68m vehicles
- £7.03m SECTU
- £0.15m equipment
- £0.5m Housing Improvement Fund

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% s (including carry forward) over the period 2008 – 2011, for TVP this represents £34.3m. The following table illustrates that TVP's targets will achieve the Home Office targets.

	2008-09	2009-10	2010-11
Efficiency & Productivity Savings Carried forward	£5.21m		
Efficiency and Productivity Savings/targets removed From base budget	£6.83m	£7.78m	£5.60
Productivity savings reinvested To improve service		£3.30m	£5.48m
Total/Target Savings	£12.04m	£11.08m	£11.08m
Percentage of HO baseline	3.26%	3.00%	3.00%



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

	Actions	Date	Owner
1.1	<p>Continue with the transition from neighbourhood policing to neighbourhood management:</p> <ul style="list-style-type: none"> a) Maximise the effectiveness of Neighbourhood Action Groups to deal with community concerns b) Agree a framework for the inclusion of community safety in local authority locality arrangements. 	March 10	ACC LP
1.2	<p>Improve communication between neighbourhood policing teams and our local communities:</p> <ul style="list-style-type: none"> a) Use neighbourhood officers to improve the quality and quantity of our communication with communities and in particular the use of neighbourhood web-sites b) Develop community messaging and ensure our partners and the public are engaged c) Monitor our commitment to the Policing Pledge. 	March 10	ACC LP / DIS
1.3	<p>Extend the Learning and Development programme for Police Community Support Officers (PCSOs):</p> <ul style="list-style-type: none"> a) Review current training for PCSOs to ensure we are providing them with the right skills b) Introduce a continuing professional development programme for PCSOs. 	March 10	DoR
1.4	<p>Improve recruitment and retention of the Special Constabulary so as to increase the numbers to 10% of the regular strength by 2010:</p> <ul style="list-style-type: none"> a) Increase the number of Special Constables to 400 b) Reduce the numbers of Special Constables leaving the organisation. 	March 10	ACC LP / DoR

2 To develop our partnerships to reduce crime and disorder

	Actions	Date	Owner
2.1	<p>Develop Integrated Offender Management Schemes with our partners:</p> <ul style="list-style-type: none"> a) Map offender populations at BCU/ LPA level b) Ensure that all PPO and Integrated Offender Management Schemes meet the national criteria c) Standardise how local Integrated Offender Management Schemes operate d) Adopt a common assessment and review process for individuals on these schemes e) Brief Magistrates on the aims of integrated offender management and the crime and disorder context within which this sits. 	March 10	ACC LP
2.2	<p>Reduce domestic abuse repeat victimisation for high risk victims through effective operation of Multi-Agency Risk Assessment Conferences:</p> <ul style="list-style-type: none"> a) 95% of risk assessments are completed and recorded on CEDAR within 3 days b) Use the Protecting Vulnerable People Steering Group to implement recommendations from recent reviews of domestic abuse c) Incorporate Domestic Abuse into the Protecting Vulnerable People Force inspection process for BCUs. 	March 10	ACC CCJ
2.3	<p>Improve partnership work that impacts on young people:</p> <ul style="list-style-type: none"> a) Establish local arrangements with education authorities to prioritise the allocation of safer schools officers and provide relevant material to support the curriculum b) Develop the police role in Local Safeguarding Children and Children's Trust Boards c) Implement the new Young Prolific and other Priority Offender schemes with Youth Offending Teams. 	March 10	ACC LP

2.4	<p>Continue to focus on the enforcement and prevention of knife crime:</p> <ul style="list-style-type: none"> a) Co-ordinate and provide a clear intelligence picture of knife crime for our partners b) Implement intelligence led enforcement activities c) Work with Youth Offending Teams to implement the Knife Referral Scheme d) Provide schools based interventions aimed at reducing gang related violence and knife crime. 	March 10	ACC LP
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2.5	<p>Work with our partners to reduce the number of casualties and deaths on our roads, particularly amongst the most vulnerable groups:</p> <ul style="list-style-type: none"> a) Deliver an e learning diversion scheme for non-wearers of seatbelts b) Conduct intelligence-led drink/drug driving initiatives c) Conduct road safety initiatives focused on pedestrians and cycle users d) Proactively tackle anti-social use of motor vehicles e) Re-design the Safe Drive Stay Alive educational programme f) Establish a Thames Valley Road Safety Foundation. 	March 10	ACC O
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3 To improve the service provided to victims, witnesses and the public

	Actions	Date	Owner
3.1	Implement the Serving with Pride and Confidence programme which has four main aspects: a) Leadership b) Customer Service c) Professional values d) The Policing Pledges.	March 10	CC
3.2	Review the process for crime and incident management: a) Identify opportunities to improve our service delivery, particularly through the use of new technology b) Ensure a consistent process is in place to provide appropriate levels of victim contact c) Implement a Customer Service Plan in the Control Rooms & Enquiries Department.	March 10	ACC O
3.3	Deliver All Crime Attendance (ACA): a) Develop the ACA project to provide an improved service to victims of crime b) Use feedback from the project to help us improve public satisfaction c) Ensure that the project is communicated effectively to staff and the public.	March 10	ACC O
3.4	Continue to enhance accessibility to our services: a) Develop enhancements to our Force website to increase its usage by the public for access to our information and services b) Review the effectiveness of the new internet and text based crime reporting methods.	March 10	DIS

3.5	Improve the satisfaction of Victims and Witnesses in the Police element of the Criminal Justice System: a) Extend the delivery of Witness Charter b) Use the data available to monitor witness satisfaction.	March 10	ACC CCJ
3.6	Continue to reduce unnecessary paperwork involved in preparing case files for court by taking part in the national roll-out of the Streamlined Process project.	March 10	ACC CCJ

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

	Actions	Date	Owner
4.1	<p>Refine the mapping and disruption of Organised Crime Groups (OCGs):</p> <ul style="list-style-type: none"> a) Map all known Organised Criminal Groups (OCGs) using the national model b) Review the way we identify the OCGs that present the highest risk to our communities c) Ensure that every OCG has a management plan including an operational response d) Target and disrupt 45 of the known OCGs. 	March 10	ACC CCJ
4.2	<p>Continue to make extended use of the Proceeds of Crime Act (POCA):</p> <ul style="list-style-type: none"> a) Ensure there is a consistent approach to the application of POCA with our partners b) Increase use of financial investigations on BCUs for serious acquisitive crimes & lifestyle offences (c) Increase the number and value of confiscation and cash forfeiture orders. 	March 10	ACC CCJ
4.3	Develop the Counter Terrorist Unit (CTU) to provide support to the SE region.	March 10	CC
4.4	Develop the capability within Thames Valley Police to assist partners to deliver the Preventing Violent Extremism Action Plan.	March 10	CC

5 To use information and intelligence to be more effective

	Actions	Date	Owner
5.1	<p>Ensure that crime intelligence and information is used more effectively:</p> <ul style="list-style-type: none"> a) Introduce the Intelligence Module of the new Integrated Intelligence, Crime and Property IT System (IICP) b) Ensure all relevant Force IT systems are integrated with the new intelligence system. 	March 10	DIS
5.2	<p>Continue to improve the ease with which our staff can access information:</p> <ul style="list-style-type: none"> a) Implement information searching and management facilities across key crime and business IT systems b) Set up appropriate information sharing agreements with partner agencies in compliance with legislation and national guidance c) Review the use of mobile information with a view to extending its operational use d) Develop a single geographic mapping system. 	March 10	DIS
5.3	<p>Further develop our Automatic Number Plate Recognition (ANPR) capability and capacity:</p> <ul style="list-style-type: none"> a) Implement the Automatic Number Plate Recognition Strategy b) Work with our partners to develop increased numbers of fixed camera sites c) Use 'Cleartone' technology and develop 24/7 response to ANPR data hits. 	March 10	ACC CCJ
5.4	<p>Plan and prepare the Force for the introduction and use on the Police National Database (PND):</p> <ul style="list-style-type: none"> a) Achieve 80% compliance with the Management of Police Information (MoPI) b) Design and introduce the business processes necessary for effective use of PND c) Meet the data quality and security standards required for access to PND. 	March 10	DIS

6 To develop our people to give the best service

	Actions	Date	Owner
6.1	Develop and implement agreed retention initiatives for police officers and staff by: <ul style="list-style-type: none"> a) Develop and promote staff benefit schemes on the HR Portal site b) Develop and promote a recognised 'positive employer brand' both internally & externally c) Promote flexible working opportunities across the organisation d) Continue to lobby for an increased South East allowance. 	March 10	DoR CC / DoR
6.2	Develop the professional values and leadership strands of the Serving with Pride and Confidence programme: <ul style="list-style-type: none"> a) Implement the Talent Management Programme b) Develop and implement a revised customer service training package c) Develop and introduce coaching champions d) Implement learning forums for Sergeants at OCU / BCU level. 	March 10	CC DoR
6.3	Implement positive action initiatives for recruitment, development and promotion of under-represented groups in TVP by: <ul style="list-style-type: none"> a) Increase the numbers of applicants and improve retention of under-represented groups particularly female and Black, Minority Ethnic (BME) staff b) Seek to achieve the annual recruitment target of 10% BME officers c) Seek to achieve the annual recruitment target of 10% BME staff including Police Community Support Officers during 2009 – 2010 d) Track BME progression and development, taking positive action as appropriate. 	March 10	DoR / ACC LP

7 To improve the use of our resources

	Actions	Date	Owner
7.1	<p>Complete Phase III of the Productivity Plan:</p> <ul style="list-style-type: none"> a) Audit Phase II of the Force Productivity Plan b) Continue the Zero Based Budget (ZBB) work as agreed by Chief Constable's Management Team c) Extend Resource Management Training to Sergeants and Police Staff equivalents. 	March 10	DIS
7.2	<p>Continue to improve the management of change across the organisation:</p> <ul style="list-style-type: none"> a) Ensure that work for all Force projects is effectively co-ordinated and prioritised b) Ensure that Force projects deliver expected savings and improvements c) Improve internal awareness of the Change Delivery Model. 	March 10	DIS
7.3	<p>Enable our staff to use their time more productively:</p> <ul style="list-style-type: none"> a) Actively engage with the Home Office Bureaucracy Group and other forces to identify and implement best practice b) Embed a culture of reduced bureaucracy around meetings and e-mails c) Review the Safer Crewing Policy and how it is applied. 	March 10	DIS
7.4	<p>Continue to identify and develop collaborative opportunities for the Force:</p> <ul style="list-style-type: none"> a) Implement a process which identifies, monitors and delivers potential savings and improvements b) Establish the joint TVP / Hampshire Constabulary ICT Service Desk c) Progress the agreed ICT programme of collaboration with Hampshire Constabulary d) Continue to explore collaborative opportunities with other forces where appropriate. 	<p>March 10</p> <p>Sept 2010</p> <p>March 2010</p>	DCC / DIS

7.5	Progress the Asset Management Improvement Plan: <ul style="list-style-type: none"> a) Establish a specific project group to oversee change b) Establish relevant key performance indicators c) Identify and progress suitable pilots. 	March 10	DoR
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7.6	Continue to develop and implement a shared service approach to business support services; <ul style="list-style-type: none"> a) Develop employee administration & payroll shared services b) Continue the end to end review of finance & procurement c) Review the facilities management and administration elements of Business Support. 	March 10	DoR
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7.7	Improve our ability to deliver essential activities in the event of serious disruption: <ul style="list-style-type: none"> a) Develop a Force wide Business Continuity Plan b) Develop and implement a programme to test Business Continuity Plans c) Improve internal and external awareness of Business Continuity Plans. 	March 10	DIS
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Appendix A: Performance Targets for 2009/10

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 64%
- Increase the number of Special Constables to 400 by March 2010.

To develop our partnerships to reduce crime and disorder

- Reduce the level of Serious Acquisitive Crime (domestic burglary, theft of a vehicle, theft from a vehicle and robbery) by 2% compared to 2008/09
- Reduce the level of Assault with Less Serious Injury (assault resulting in actual bodily harm, excluding domestic abuse cases) by 3% compared to 2008/09.

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

- 95% of Domestic Abuse Risk Assessments to be completed and recorded on CEDAR within 3 days of the incident being reported
- Increase the sanction detection rate for serious sexual offences to 25%
- Increase the sanction detection rate for Hate Crime to 35%
- Increase satisfaction level with the overall service provided by the police to 84%
- 90% of 999 calls to be answered within the national target of 10 seconds
- 90% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds.

Protect communities from the threat of terrorism and organised crime

- 45 known Organised Crime Groups (OCG) to be targeted and disrupted
- The recovery of £3,500,000 criminal assets through use of POCA.

To develop our people to give the best service

- 10% of new police officer recruits to be from a BME background
- 10% of new police support staff appointments to be from a BME background
- 10% of new PCSO appointments to be from a BME background.

To improve the use of resources

- To achieve a minimum of 3% efficiency savings.

Key Diagnostic Indicators

These measures do not contain specific targets, but will be used during the performance monitoring and management processes to add context to headline measures.

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

- The retention level of Special Constables
- Road traffic collision casualty rate.

To develop our partnerships to reduce crime and disorder

- Domestic abuse repeat victimisation rate
- Establish a baseline for the number of NSIR Anti-Social Behaviour Incidents.

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

- The sanction detection rate for domestic burglary compared to the force MSF Family average
- The sanction detection rate for robbery compared to the force MSF family average
- The sanction detection rate for theft of and from vehicles compared to the force MSF Family average
- Serious knife crime rate compared to the force MSF Family average
- Victim satisfaction with the actions of the police in relation to burglary and violent crime investigation
- Victim satisfaction with the follow-up given by the police in relation to burglary and violent crime.

To improve the use of resources

- The level of sickness absence for police officers
- The level of sickness absence for support staff
- The level of sickness absence for Police and Community Support Officers.

Appendix B:

How we performed in 2008/09

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.

A summary of the findings for inspections conducted during 2008/09 are outlined below.

Neighbourhood Policing

The Force implemented neighbourhood policing across all local police areas and the nature and aims of the philosophy were understood by all groups of staff. Most staff received problem solving training including some partners and community members. There was good evidence of community engagement and problem solving through the Neighbourhood Action Groups, schools, police surgeries and business meetings. The Force met its target for recruiting Police Community Support Officers. Information sharing and common objectives with partners were evident, including jointly funded analyst posts. The Force has the largest number of volunteers of all UK forces and many are aligned to supporting neighbourhood policing. £3M has been invested in the adaptive building projects. 26 growth posts have been funded and recruited to provide back room support for the neighbourhood officers.

Citizen Focus

Call handling results are very favourable (March '08) 92.3% of 999 calls were answered within 10 seconds and 90.4% of non emergency calls were answered within 40 seconds.

The Force implemented an initiative (Operation Quest) that delivered significant improvements in the prioritisation and allocation of incidents and scheduled appointments to match victim requirements. Changes to working practices improved response, increased investigative opportunities and supported neighbourhood priorities. The Force is concentrating on keeping victims informed. Front counter services have been improved and this has resulted in staff dealing proactively with problems, this was a direct result of feedback from specific community groups.

The Force has adopted standards to improve staff accessibility and the response to complaints.

The Force is working to integrate the Citizen Focus agenda with other on going initiatives, including cultural change, this is being led by the Chief Constable.

Major Crime

The inspection recognised the substantial examples where the Force has dynamically shared intelligence with other partners and law enforcement agencies. There has been significant investment in both mobile and static Automated Number Plate Recognition cameras, that has played a key role in some major crime enquiries.

There is a comprehensive major crime review team that reviews unresolved cases for rape, homicide and fatal road accidents, this team makes extensive use of DNA techniques.

Masterclass events are held to share good practice and learning among detective and other staff, on a Force and regional basis.

The Force has undertaken campaigns to reduce the number of firearms incidents involving replica guns and reduce the availability of illegal firearms and ammunition. Prevention strategies for vulnerable people and locations are in place.

There has been significant investment in buildings, IT and forensic facilities, plus a three year growth plan to increase in staffing levels.

Serious and Organised Crime

This inspection was confidential and the report is not a public document.

The Force has extensive experience of large operations with other law enforcement agencies investigating organised criminals. Analysis of vulnerable locations and communities has been undertaken as part of mapping organised crime groups.

There is a strong emphasis on dismantling organised crime groups to prevent further crimes taking place. The Force has been extremely successful in achieving a significant number and value of cash forfeitures.

Critical incidents

Community and Diversity Officers (CADO) are actively involved in critical incidents, producing community impact assessments and updates on potential causes of tension in the community and impact of crimes and incidents. There are good links between CADO(s) and neighbourhood teams. There was evidence of robust command structures in place with appropriate command training provided.

The Force is committed to provide further critical incident training for first line supervisors and operational staff.

The Force has demonstrated that its mutual aid arrangements are managed through a Resilience Panel, this panel ensures present and future demands are catered for.

The Force has made a significant investment in a 24/7 firearms cadre to manage both pre planned and spontaneous firearm incidents. This has incorporated the lessons learned from previous critical incidents.

Public Order

The Force strategic assessment takes account of public order issues and there are good links to other plans, including the impact on policing the night time economy.

The Force has a long history of multi-force public order operations and this is demonstrated through the current high profile animal rights activity related to the build of a bio medical facility in Oxford.

The Force Accreditation Panel manages selection, training and accreditation for all public order commanders. Gold command is put in place for all significant operations.

Public order training meets the National Police Improvement Agency assurance criteria, it is a licensed training centre and has led on the development of tactics with other forces. Training is provided to 11 other forces. Tailored training has been provided to control room inspectors and other commanders.

The Force has invested in its preparedness to respond effectively to chemical, biological, radiological and nuclear incidents.

Civil Contingencies

The Force is actively involved in the Regional and Local Resilience Forum. The Force strategic assessment and community risk register capture and assess potential threats and risks that include planning for the Olympics.

Multi agency exercising was observed by the inspectors and received very favourable feedback, the learning points from the exercise have been fed into the Force contingency plans. The Force took part in a national casualty bureau exercise and performed well.

The Force has implemented a generic planning process that has proved effective in managing public order events. This contains an organisational memory for strategy, tactics and resources that staff can access.

The Force has developed expertise at sustaining long term public order response, evidenced by on going operations in policing domestic extremism.

The Force is reviewing its business continuity planning and this will be linked with the broader civil contingency planning on a local and regional basis.

Thames Valley Police has developed a strategy to address the issues identified in the assessment and these are reflected in the revised three year strategy and delivery plan. These areas are subject to on going monitoring of performance.

Performance Results

Please note: the results are 2008/09 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 2009.

Performance Indicators	Target	2008/09 Provisional
To strengthen neighbourhood policing to respond to local needs & increase public confidence		
Increase the number of Special constables by March 2009	300	310
To develop our partnerships to reduce crime and disorder		
Reduce the level of serious acquisitive crime	- 5%	-1.0%
Increase the arrest rate for domestic abuse where the victim is assessed as being at 'High' or 'Medium' risk	80%	85.0%
Reduce the non-domestic abuse with less serious injury crime rate (assault resulting in actual bodily harm)	- 5%	-0.7%
To improve the service provided to victims, witnesses and the public		
Increase the percentage of sanction detections for serious acquisitive crime by 2% compared to 2007/08	12.2%	11.5%
Increase the percentage of sanction detections for serious violent and sexual offences including domestic abuse by 2% compared to 2007/08	34.8%	29.6%
Increase the sanction detection rate for racially and religiously aggravated crimes	38%	38.3%
Increase satisfaction with the overall service provided	80%	81.7%
% of 999 calls to be answered within the national target of 10 seconds	90%	92.1%
% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds %	90%	92.3%

Performance Indicators	Target	2008/09 Provisional
To protect our communities from the threat of terrorism and organised crime		
Target and disrupt known Organised Crime Groups will be targeted and disrupted	35	43
The minimum value of confiscation orders	£3,000,000	£3,194,299
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		
To develop our people to give the best service Increase the number of active senior mentors by 20%	72	102
Increase the number of Inspectors accessing Core Leadership and Development Programme (CLDP) Level 2	34>	58
To improve the use of our resources		
Cashable efficiency savings	3%	3.3%

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 Tinnion

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 Richard Bennett

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

Milton Keynes BCU Commander Chief Superintendent Alan Baldwin

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



Jesse Grey
Elected Member
Windsor &
Maidenhead



Barrie Patman
Elected Member
Wokingham



Alison Phillips OBE
Independent
Member



Margaret Dewar
Elected Member
Buckinghamshire



Anthony Stansfeld
Elected Member
West Berkshire



Zoé Patrick
Elected Member
Oxfordshire



Martyn Griffiths
Independent Member



Tony Page
Elected Member
Reading



Phil Garner
Independent Member



Viv Nicholas
Independent Member



Louis Lee
Independent Member



Balvinder Bains
Elected Member
Slough



Hazel Bell
Independent Member



Sam Crooks
Elected Member
Milton Keynes



Judith Heathcoat
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: tpv3@thamesvalley.pnn.police.uk

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

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