



# ***Thames Valley Police Authority***

## ***Strategic Plan 2005-2008***

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



## **Our Aim**

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***Working with our communities to reduce crime, disorder and the fear of crime as a leading, caring and professional police service.***

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## Foreword

### Chief Constable

I am pleased to publish our Strategic Plan 2005-8. The coming three years promise to be a time of great change for the police service, with a shift in the national agenda on law and order towards neighbourhood policing, community-focus and a greater say for local people in setting their police force priorities. People want more and better policing, more visible police officers, better access to crime information, and for their police force to respond to their concerns.

This is combined with the need to improve our performance even more: to deliver a better service; to ensure we are easy to contact; to protect the public from harm; and to deal effectively with unforeseeable major crime and critical incidents. We also have a national responsibility to do our part in the fight against terrorism.

This provides a challenging context for developing Thames Valley Police's strategy. I believe our Force is well placed to answer these varying demands. We have already gone a long way down the path of neighbourhood policing, with our new Force structures designed to provide a more effective response to the issues that really affect local communities. We have already introduced a single non-emergency number to make it easier for people to contact us. We have also demonstrated on numerous occasions that Thames Valley Police can rise to the demands of any emergency.

I remain very proud indeed of the Force and the work we do, and I am looking forward to the next three years.



Peter Neyroud  
Chief Constable

A handwritten signature in black ink, appearing to read 'Peter Neyroud'.

### Chairman of the Police Authority

On behalf of the Police Authority I would like to welcome you to Thames Valley's Strategic Plan for the next three years.

The Authority is holding the Force to account and providing support for the delivery of the strategic objectives over the coming three years. These objectives reflect our commitment to effective service delivery and improving performance, through policing focused on the needs of local people.

During the coming months the Police Authority will be delivering changes to the way it governs policing in Thames Valley. The Authority is devolving some decision making, forward planning and performance monitoring. Our key aim is to provide accountability in line with the move towards neighbourhood policing. The Authority will also be involving key stakeholders in planning and monitoring to ensure more effective strategic development.

The Government's reform agenda, as outlined in the White Paper "Building Communities, Beating Crime", is based on delivering effective policing to neighbourhoods which reflects their local priorities. We know that local communities want the police to be more accessible and accountable.

Our Policing Plan and the Delivery Plan which are published annually provide detail of how the Authority will be supporting and ensuring delivery of the Strategic Plan.



Sally Hannon  
Chairman, TVPA

A handwritten signature in black ink, appearing to read 'Sally Hannon'.

## Introduction

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“Service delivery first” is at the heart of Thames Valley Police’s strategic objectives for the coming three years.

The Force has embarked on an ambitious programme – called Challenge and Change - which will put neighbourhood policing at the heart of everything it does and will provide a more effective response to issues in local communities.

By 2008 neighbourhood policing will have been rolled out throughout Thames Valley and local people will know who their neighbourhood officers are and how to contact them.

The Force also wants to improve the way in which it responds when it is contacted by members of the public whether it is an emergency or a non urgent matter.

This is just one area of work that we are looking to improve over the next three years. While parts of the service delivered by Thames Valley Police are excellent, there is always room for improvement and the Force will continue to look to provide a better policing service to our public.

In particular, the Force will be concentrating on how it deals with major crime and critical incidents, and how best it can protect the public from some of the most serious offenders.

None of this will be possible, however, unless staff are equipped to do their job properly, whether that be in the form of equipment or training.

In preparing these objectives, Thames Valley Police has taken into account the Home Office Strategic Plan for 2005-08 and the National Policing Plan 2005-08.

The Chief Constable and the Police Authority also consulted a number of key stakeholders in Thames Valley before compiling the Force’s annual plan for 2005-06.



## ***Strategic Objectives for 2005 - 08***

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- To provide an effective and timely response focused on the needs of the citizen
- To conduct our policing in a neighbourhood policing style
- To equip our front-line staff to deliver on our objectives
- To improve our performance - get better at what we do
- To better protect the public from the risk posed by predatory offenders
- To be ready and equipped to deal with major crime and critical incidents



## **Strategic Objectives for 2005 - 08**

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### ***To provide an effective and timely response focused on the needs of the citizen***

Thames Valley Police wants to improve the way in which it responds when it is contacted by members of the public, whether it is an emergency or a non urgent matter. This contact could be via the telephone, by letter or email, in person at a police station or by direct contact with an officer.

The Force aims to provide a much more customer-focused approach to its work and to improve levels of public satisfaction with the service it provides.

#### ***To achieve this objective we will:***

- Draw up and implement standards of service which comply with the standards of service being developed for the police service nationally
- Set up service delivery units on each Basic Command Unit (one each in Oxfordshire, Buckinghamshire, Milton Keynes, Berkshire West and Berkshire East) to make sure our response is effective and timely
- Improve public confidence in the criminal justice system by establishing effective witness care units in each county that will provide more support for victims and witnesses whose cooperation is essential if we are to bring more offenders to justice
- Provide victims and witnesses with access to information about their own case on a self service basis
- Provide more people to answer the telephone and manage our resources more effectively so front-line officers can provide a better response to the public
- Be contactable in places which are more convenient to the public and where they can talk to a number of different agencies in one place.

#### ***Milestones to be have been reached by 2008:***

- achieve and maintain 90 per cent of 999 calls answered within the national target time of 10 seconds
- achieve and maintain 90 per cent of non-emergency calls answered within the national target time of 20 seconds and reduce the level of lost calls
- introduce a robust system to monitor service delivery complaints
- make a self service facility available for victims and witnesses.

## **Strategic Objectives for 2005 - 08**

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### ***To conduct our policing in a neighbourhood style***

Over the next three years neighbourhood policing will be rolled out throughout Thames Valley. The aim is to put the "local" back into policing so that people in each neighbourhood know who their officers are and how to contact them.

In each neighbourhood there will be a neighbourhood policing team, led by an inspector, which could include police officers, Special Constables, police community support officers and other partnership representatives.

The neighbourhood team will be expected to engage with local communities to identify issues that need to be resolved, and work with local people to come up with solutions.

Partnership work is essential because issues identified by local communities may require a response not just by the police, but by other agencies.

By introducing neighbourhood policing Thames Valley Police aims to have more visible policing, to work closely with neighbourhoods to tackle the issues that concern them, and, by doing so, reduce fear of crime.

#### ***To achieve this objective we will:***

- Establish a new neighbourhood specialist officer role which has particular strengths in engagement and problem solving
- Provide appropriate training for the neighbourhood inspectors and their teams
- Increase the number of police community support officers working in Thames Valley
- Clearly communicate our plans to the public and our partners
- Work with our partners to develop and agree clear lines of accountability for the neighbourhood teams.

#### ***Milestones to be achieved by 2008:***

- All neighbourhoods will have been defined and allocated a neighbourhood policing team
- 150 police community support officers will be working in Thames Valley
- National standards of information for communities will have been implemented
- People will have noticed a more visible police presence in their neighbourhood and will know how to contact their local officer
- Levels of public satisfaction with the service provided by Thames Valley Police will have increased.

## **Strategic Objectives for 2005 - 08**

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### ***To equip our front-line staff to deliver on our objectives***

In order to achieve the 2005-08 objectives officers, police staff, Special Constables and police community support officers need to be properly trained and equipped.

Over the past five years Thames Valley Police has consistently increased the number of officers and police staff working on the front-line and, more recently, has extended the police family by recruiting police community support officers. This is good news, but it means Thames Valley Police has a relatively inexperienced workforce and we need to invest time and money to make sure staff are properly equipped to meet the challenges of the future.

The management and leadership skills of our sergeants, inspectors and police staff managers also need to be developed.

#### ***To achieve this objective we will:***

- Develop training modules for constables, sergeants and inspectors to enable them to develop their customer service, community relations and investigative skills, leading to recognised accreditation
- Use the "Street Craft" police training package, which will also be used to develop the leadership and supervisory skills of line managers and the skills of front-line staff
- Ensure all staff are aware of the need to comply with standard operating procedures and Force policies in order to improve service delivery
- Continue with the drive to reduce bureaucracy by simplifying forms and processes wherever possible in order that officers can spend more time out of the office. This includes streamlining the custody process and expanding our custody estate
- Maximise the use of IT so that officers can spend more time out of the office
- Ensure that the workforce reflects the communities it serves and understands how best to meet the needs of our diverse communities.

#### ***Milestones to be achieved by 2008:***

- 95 per cent of front-line officers will have benefited from "Street Craft" training
- An accredited training and development system will be in place for all front-line supervisors and managers
- The amount of time officers spend in a police station will have been reduced
- More people will feel that Thames Valley Police does a good job
- The number of cells available in the Force will have increased to 300
- All officers will be able to phone in crime reports to the Police Enquiry Centre
- We will have increased the number of officers and police staff who are female, and the number of officers and police staff who are from ethnic minority communities.

## **Strategic Objectives for 2005 - 08**

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### ***To improve our performance - get better at what we do***

There are a variety of ways in which the performance of Thames Valley Police is measured. It is measured by Government, through target setting; by Her Majesty's Inspectorate of Constabulary (HMIC) through inspections and recommendations; by the Audit Commission through the audit of particular aspects of our work; by the Police Authority which measures the Force's performance against its own targets, and by members of the public who judge our performance every day.

Although the Force performs very well in some areas of policing, there is a need for continuous improvement. Thames Valley Police will strive to be "good" or "excellent" in all the areas measured as part of the HMIC baseline assessment.

#### ***To achieve this objective we will:***

- Set realistic and achievable targets in line with national and local priorities and clearly communicate those targets, and the Force's performance against those targets, to staff and the wider public
- Use performance and development reviews (PDRs) to drive Force and local performance by establishing clear links between an individual's objectives and Force priorities
- Develop the way quality of service is monitored
- Agree with partners common performance management structures and mechanisms at Force and local level to identify clear lines of accountability across all agencies
- Develop a process of continuous improvement against the HMIC baseline assessment.

#### ***Milestones to be achieved by 2008:***

- A reduction in overall crime in Thames Valley
- An increase in the detection rate
- An improvement in the Force position in the HMIC baseline assessment rankings
- Achieve the Gershon Review efficiency savings.

## **Strategic Objectives for 2005 - 08**

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### ***To better protect the public from the risk posed by predatory offenders***

Safeguarding the public from offenders who prey on the most vulnerable people in society is a responsibility which Thames Valley Police, and the other agencies involved in the process, take very seriously.

Such individuals include sex offenders and those who commit domestic violence. Thames Valley Police must have systems and processes in place, with partner agencies, to be able to accurately assess risks to victims in order that appropriate action can be taken to prevent further harm.

Similarly, systems and processes need to be in place with other forces to deal with those predatory offenders who operate across Thames Valley's borders.

#### ***To achieve this objective we will:***

- Have an effective system which exchanges appropriate information and intelligence within and across Force boundaries, and with other agencies
- Ensure effective investigations are conducted in line with national guidance and implement actions plans to ensure compliance
- Set up public protection units on each Basic Command Unit to coordinate and manage the risk posed by predatory offenders. These units will be responsible for dealing with sex offenders, child abusers, domestic violence offenders and missing people
- Work with partners to ensure a "joined up" approach to predatory offenders with the aim of preventing further offending; and provide an improved service to victims of domestic violence, child abuse and sexual offences. This will include the development of data sharing protocols and investment in IT systems to enable better cross-agency management of predatory offenders.

#### ***Milestones to be achieved by 2008:***

- A greater proportion of domestic violence dealt with by sanction detections
- Reduced repeat victimisation rates for victims of domestic violence
- The repeat offending rate of those listed on the sexual offenders register is reduced

## **Strategic Objectives for 2005 - 08**

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### ***To be ready and equipped to deal with major crime and critical incidents***

The public quite rightly expects the police to be able to deal effectively with major crime and critical incidents and for that reason we must ensure we are ready and equipped for those occasions.

The Force needs to strengthen its ability to deal with extensive investigations which arise out of murders, serious cross border crime, serial crimes and gun crime, without this impacting too severely on day-to-day policing.

There must be a continuous review of the processes and procedures for dealing with incidents which have a significant impact on our communities. This includes close engagement with community groups, individuals and families affected; and strong relationships with those partner agencies who would also be involved.

#### ***To achieve this objective we will:***

- Engage with and consult local communities who can provide valuable local intelligence and help us restore communities that have been affected by a major crime or a critical incident
- Develop effective links with the new Serious and Organised Crime Agency and deal with the implications for Thames Valley Police
- Make sure officers are professionally qualified to do the jobs they are asked to do through national accreditation
- Establish a Local Resilience Forum, with partners, to improve the Force's ability to deal with major incidents
- Use asset recovery legislation to disrupt the activities of those involved in serious and organised crime.

#### ***Milestones to be achieved by 2008:***

- All specialist investigators will be accredited
- All firearms officers and commanders will be accredited
- Independent Advisory Groups, made up of members of the local community, will be established on each of our 16 Local Police Areas
- An increase in the number of major crimes detected
- Increased level of asset recovery year on year.

## Force Targets

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### By 2007/08, we will have:

- Achieved and maintained answering 90 per cent of 999 calls within the national target time of 10 seconds
- Answered 90 per cent of non-emergency calls within the national target time of 20 seconds and reduced the levels of lost calls
- Increased the percentage of police officers and police staff, including staff within the extended police family, employed from ethnic minority communities in Thames Valley
- Reduced crime as measured by the British Crime Survey by 16.2 per cent (compared with 2003/04)
- Increased the annual number of Sanction Detections\* to 45,203
- Increased the overall detection rate for domestic violence to at least 65 per cent
- Increased the sanction detection rate for domestic violence to at least 60 per cent
- Reduced the repeat offending rate for offenders listed on the sexual offenders register against the baseline of 2005/06
- Increased the detection rate for serious crime to above the 2004/05 levels
- 150 community support officers working within Thames Valley
- Put 95 per cent of front-line officers through "Street Craft" training modules
- Made 300 custody cells available to the Force.

*\*Sanction detections are those detections resulting in an offender being:*

- *charged*
- *summonsed to appear before a magistrate*
- *cautioned (including reprimands and final warnings for youth offenders)*
- *issued with a penalty notice (specific offences)*
- *given a formal warning for the possession of cannabis*
- *or the offender asks for other offences to be taken into consideration*



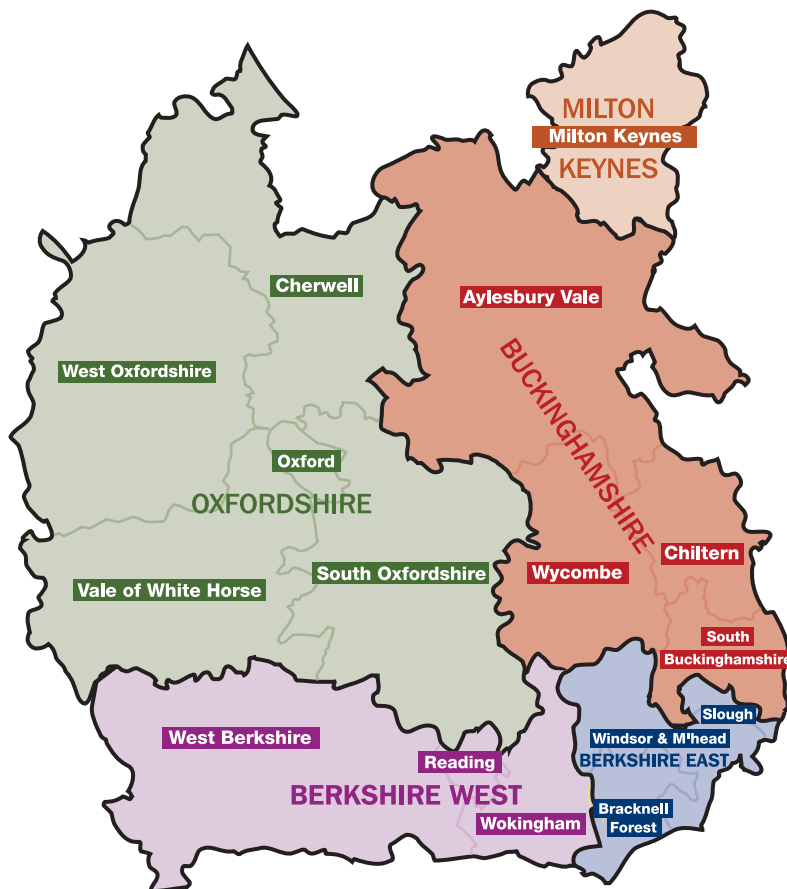
## Force restructure

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The Force is being restructured as part of a package of measures to improve service delivery and from 1 April 2005 there will be 16 local police areas instead of 10.

Local police area boundaries will exactly match the boundaries of the local authorities which are also responsible for reducing crime and disorder.

Each of the 16 local police areas will be part of one of five basic command units – one each in Milton Keynes; Oxfordshire; Buckinghamshire; Berkshire West and Berkshire East.



Each local police area will have its own commander responsible for delivering local policing, which will include neighbourhood policing teams. The aim is to better meet the needs of local communities.

The neighbourhood policing teams will be progressively rolled out across the Force over the next three years.

## The planning process

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The three year strategic plan is a statutory requirement and forms the top-level of the Force's overall strategic planning process.

There is also an annual policing plan which is a statutory requirement and includes a best value performance plan and an efficiency plan.

In addition to these documents, the Force produces a delivery plan that details the actions that will be taken over the next 12 months to help the Force achieve its strategic objectives. This complements the Force improvement programme, which is made up of a number of projects all aimed at improving our service to the public.

At a more local level, our five basic command units produce a BCU plan setting out the way each will contribute to the Force strategic plan. Each BCU is made up of a number of local police areas (LPAs) which also produce LPA plans in conjunction with the local crime and disorder reduction partnership.

Each of the Force departments is also expected to produce an annual department plan.

Every member of the Force is set personal objectives which reflect the priorities set out in one or more of the above plans.

All the plans mentioned above are available on our website at [www.thamesvalley.police.uk](http://www.thamesvalley.police.uk)



## How you can contribute

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**There are a number of ways in which you can support your local police Force:**



**Become a *Special Constable*** – Specials play a vital role in helping us to police Thames Valley and we are always looking to recruit suitable candidates. Training is provided and you will work alongside regular officers providing invaluable support. For more information call 01865 846612 or you can download an application from our website at [www.thamesvalley.police.uk/recruiting](http://www.thamesvalley.police.uk/recruiting)



**Volunteer** – volunteering opportunities vary from one station to another, but typically you could help on the front desk at a police station, record and store lost and found property, support investigating officers, help with crime reduction initiatives or assist with CCTV monitoring. It is a unique opportunity for individuals to use their skills and local knowledge to make a positive contribution to their community by supporting Thames Valley Police. For more information call 01865 846612 or you can download an application from our website at [www.thamesvalley.police.uk/recruiting](http://www.thamesvalley.police.uk/recruiting)



**Join *Neighbourhood Watch*** – and help us keep your community safe and secure. You can either join an existing neighbourhood watch scheme, or become a co-ordinator responsible for circulating information about crime on your patch and liaising with local officers.

We also run a number of other “watch” schemes – Country Watch, Pub Watch and Horse Watch. If you are interested in joining, visit our website at [www.thamesvalley.police.uk](http://www.thamesvalley.police.uk)



**Become an *independent custody visitor*** – the Police Authority monitors the welfare of people detained in police custody, appointing independent custody visitors to the role, all of whom are trained volunteers.

If you are interested in further details, contact Sue Seaman on 01865 846781 or email [susan.seaman@thamesvalley.pnn.police.uk](mailto:susan.seaman@thamesvalley.pnn.police.uk)

## How to contact us

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### **By telephone:**

In an emergency always dial 999

### **It is an emergency if:**

- A crime is being committed or is about to be committed
- There is risk of serious injury.

It is very important that callers do not dial 999 unnecessarily as you may prevent someone with a real emergency from getting through. If your call is not an emergency, dial 0845 8 505 505.

We have a MINICOM help line for people with impaired hearing: 01865 846721.

If you wish to give information anonymously you can also contact Crimestoppers on 0800 555111.

### **Electronically:**

Alternatively, you may find all the information you need on our website at [www.thamesvalley.police.uk](http://www.thamesvalley.police.uk)

We have a very useful frequently asked questions section which may answer your query.

But please don't e mail us if the matter is urgent – call 999.

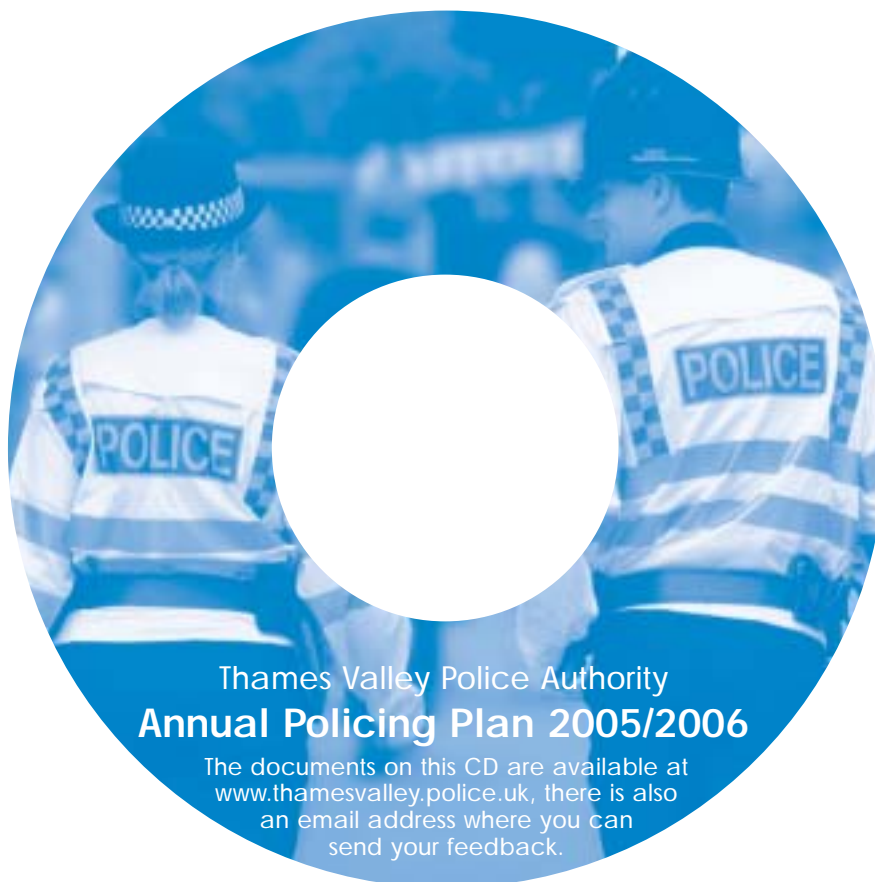
### **In writing:**

You can write to us at Thames Valley Police HQ, Oxford Road, Kidlington, Oxfordshire, OX5 2NX.

If you have a complaint about the service you have received from us, you can write to our Quality of Service Unit at the same address.

## Annual Policing Plan 2005/2006

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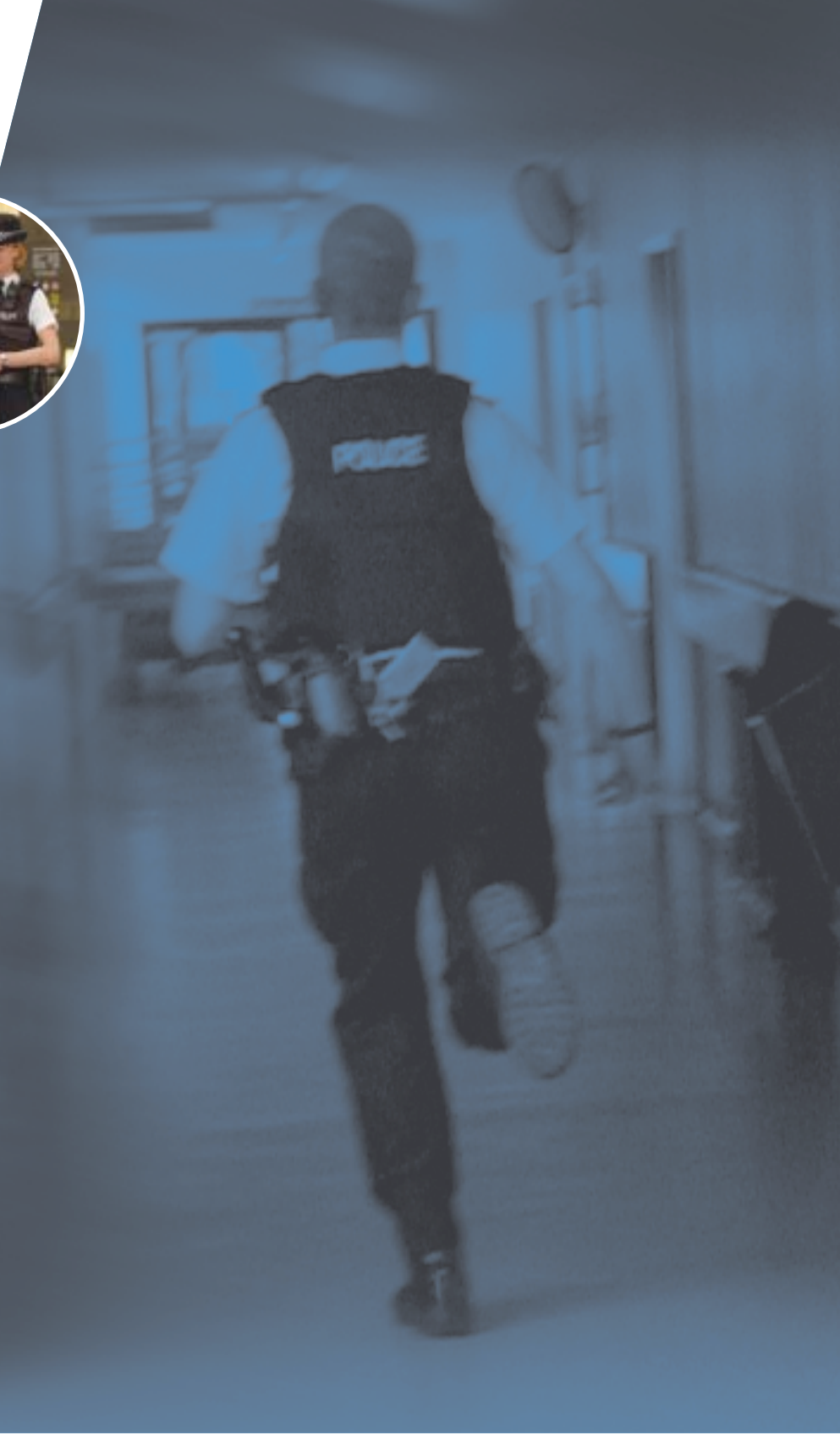


## How to use the CD-ROM



Insert the above disc into your CD-ROM drive.  
The CD will run automatically, if it doesn't, double click on index.htm files.

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