The purpose of this plan is to set the priorities for Thames Valley Police for 2019 - 20. Policing is complex and this plan is not meant to be an exhaustive list of all that we do as a service, but to identify areas where we want greater focus in the coming year.

In arriving at these priorities we take into account the Police and Crime Commissioner’s Plan for 2017 – 21, our own strategic assessment of emerging crime trends and the views and needs of communities we serve.

As Chief Constable I want Thames Valley Police to deliver an excellent service, and be regarded as an outstanding police force by the communities we serve. We will work hard to stop crime happening in the first place, preventing harm, particularly against the most vulnerable in our communities. If people do call us at their time of greatest need, we will ensure that we have good call handling, get help to them swiftly and, where crimes have occurred, bring more offenders to justice.

When things are at their worst for people, I want us to be at our best.

For the operational aspect of policing to be successful we need to maintain a capable, effective and efficient organisation. Therefore, making the best use of our resources, retaining and developing our staff, and equipping them with the right tools to do their best now and in response to future needs, are also key priorities.

Ultimately Thames Valley Police is only as good as the people that work for us and I am proud to say that we have an amazing workforce; hardworking, selfless and courageous. My thanks to all of them for the work they do every hour, of every day.

John Campbell QPM
Chief Constable
Thames Valley Police
Priority Outcomes 2019/20

Operational

- Reduce crime and incidents through targeted and effective problem-solving
- Bring more criminals to justice by improving the quality and timeliness of investigations
- Improve how we protect the vulnerable by pro-actively identifying, understanding and reducing risk and harm
- Increase the satisfaction of victims and other people in need by responding appropriately and improving communication with them

Organisational

- Sustain a valued workforce with the capacity and capability to manage the challenges of modern policing
- Manage resources to invest in priority areas and maintain core policing services
- Implement digital development, integrating new technologies to advance our organisational and operational response
## Summary of Operational Priority Outcomes for 2019/20

<table>
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<tr>
<th>Priority Outcome</th>
<th>Focus for the Force</th>
<th>Measures of Success</th>
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</table>
| **Reduce crime and incidents through targeted and effective problem-solving** | The force will focus on:  
- Knife crime  
- The disruption of organised crime groups, including those committing rural crime  
- County drugs lines  
- Making best use of our time and resources by effectively reducing need. | - Effective problem solving activity with a focus on long-term crime reduction.  
- A reduction in knife crime.  
- A reduction in personal robbery.  
- A reduction in residential burglary.  
- Effective identification and disruption of the most impactful organised crime groups and county drugs lines.  
- A reduction in the demand for service from the highest demand generators.  
- Successful reduction activity focusing on repeat offenders. |
| **Bring more criminals to justice by improving the quality and timeliness of investigations** | The force will focus on:  
- Residential burglary  
- Robbery  
- Violence with injury  
- Rape and serious sexual offences  
- Increasing overall positive outcomes. | - An improvement in the quality and timeliness of investigations.  
- An increase in money laundering investigations and use of POCA powers to seize cash and assets from criminals.  
- An increase in the proportion of residential burglary offences that result in a positive outcome.  
- An increase in the proportion of personal robbery offences that result in a positive outcome.  
- An increase in the volume of violence with injury offences that result in a positive outcome.  
- An increase in the volume of rape and sexual offences that result in a charge.  
- An increase in the force’s overall positive outcome rate.  
- A crime data integrity compliance grading of ‘good’ |
| **Improve how we protect the vulnerable by pro-actively identifying, understanding and reducing risk and harm** | The force will focus on:  
- Domestic abuse including stalking and harassment  
- Exploitation  
- Vulnerable victims of fraud. | - An improvement in how quickly domestic abuse incidents are attended.  
- An improvement in the arrest rate for attended domestic abuse crimes.  
- An increase in the use of DVPNs/DVPOs.  
- An increase in the volume of domestic abuse crimes that lead to a positive outcome.  
- Consistently effective investigations into stalking and harassment offences.  
- Co-ordinated activity to reduce instances of exploitation.  
- Continuing improvement in how quickly we respond to calls of vulnerable people being exploited at financial institutions.  
- An improvement in how quickly we contact and assess high-vulnerability victims of fraud. |
| **Increase the satisfaction of victims and other people in need by responding appropriately and improving communication with them** | The force will focus on:  
- Improving non-emergency call answering times  
- The timeliness of our initial response  
- Understanding caller and victim expectations  
- Improving the updates provided to victims  
- Our response to major & serious incidents and policing operations. | - An improvement in the average time taken to answer 101 calls.  
- A reduction in the percentage of callers who have a prolonged wait for their 101 calls to be answered.  
- An improvement in the average times for attending immediate and urgent incidents without an unintended displacement to ‘by appointment’ incidents.  
- A reduction through the year in the number of victims and callers referencing a lack of updates as a cause of dissatisfaction.  
- An improvement in caller and victim satisfaction. |
### Summary of Organisational Priority Outcomes for 2019/20

<table>
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<th>Priority Outcome</th>
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| Sustain a valued workforce with the capacity and capability to manage the challenges of modern policing | The force will focus on:  
- The retention, recruitment, development and wellbeing of all officers and staff to effectively tackle the most serious, complex and challenging threats or risks facing the organisation. | • Reach and sustain target establishment levels in respect of police officers, PCSOs, police staff and specials.  
• Increase in recruitment & retention of Detectives and PSIs.  
• Increased representation of BAME, women and other under-represented groups, with a particular focus on officers at all ranks.  
• Improvement in scores in respect of staff survey returns.  
• Improvement in the quality of supervision.  
• Delivery of at least one wellbeing initiative in every station / LPA / OCU.  
• Reduction in overall sickness levels and officers and staff on recuperative duties for above average periods of time.  
• Increased understanding of the health of the workforce, with a particular focus on Occupational Health referrals associated with mental wellbeing.  
• Reduction in carbon footprint through adoption of agile working practices. |
| Manage resources to invest in priority areas and maintain core policing services | The force will:  
- Ensure the available resources are managed to maximise investment in priority areas;  
- Develop our understanding of current and future demand;  
- Manage planning processes within a clear governance structure. | • Investment in core services to maintain neighbourhood policing, response and investigation service delivery.  
• Investment in specialist areas to maintain the Force’s ability to respond to significant proactive and reactive operations.  
• Improved understanding of future demand to inform resourcing and strategic planning processes.  
• Delivery of savings to balance the budget and reinvest in priority areas.  
• Effective delivery of the 2020/21 annual planning process, utilising PPMA tool.  
• Reduction in transport costs whilst maintaining fleet and transport capabilities. |
| Implement digital development, integrating new technologies to advance our organisational and operational response | The force will deliver:  
- An effective digital strategy, adopting innovative business, process and cultural change that will maximise the investment in technology and improve service to the public. | • Implementation of the new ICT Target Operating Model.  
• Service level improvements evidenced through the ICT Balanced Scorecard outcomes.  
• Deployment of Windows10 and Office365.  
• Discovery projects on Data Architecture, Data Governance and Data Visualisation completed.  
• Implementation of a resilient Contact Management Platform, reinforced through feedback and user-confidence.  
• Introduction of secure case file transfer with the Crown Prosecution Service through Two-Way Interface.  
• Delivery and evaluation of a pilot Digital Evidence management System.  
• Increased public engagement through digital channels  
• Increased online services available through Singe Online Home.  
• Evidence of organisational and operational process, cultural and behavioural change resulting from the adoption of new technologies. |
Glossary

**BAME** – Black, Asian and minority ethnic

**DVPNs** – Domestic Violence Protection Notice

**DVPOs** – Domestic Violence Protection Order

**LPA** – Local Policing Area.

**OCU** – Operational Command Unit

**PCSOs** – Police Community Support Officer

**POCA** – Proceeds of Crime Act

**PPMA tool** – Project Programme Management Anywhere (software package)

**PSIs** – Police Staff Investigators.