

Working together to make
our communities safer

transform
innovate

efficient

public police
effective

Foreword



The Delivery Plan outlined in this document is in line with Thames Valley Police's Force Commitment. It sets out our contribution to the Police and Crime Commissioner's Plan for 2017 – 2021 and our key priorities, over and above our core policing activities.

Despite the budgetary challenges, a current shortfall of officers, and the increasing complexity of crime Thames Valley Police are committed to providing a responsive emergency service that keeps people safe and brings offenders to justice. In 2017/18 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services grading us as 'outstanding' in terms of efficiency, "good" for effectiveness and 'good' for legitimacy.

As our delivery plan shows, we are committed to continuous improvement and development, and will use the feedback we have received to develop our services and the skills of our people. 2018 will see the launch of a number of initiatives designed to further enhance our effectiveness and efficiency, and help ensure that we are making the best use of our finite resources, whilst dealing with a rapidly changing policing landscape.

We will continue to develop relationships with our communities; empowering them to work with us to prevent and disrupt crime and protect the vulnerable.

This plan builds on the work we have done in recent years, developing innovative approaches to local issues, working closely with our partners and we remain committed to achieving our Force Commitment of ensuring that we reduce crime, support victims and bring offenders to justice.

Francis Habgood QPM
Chief Constable, Thames Valley Police



Key to Abbreviations

DCC – Deputy Chief Constable

C&CJ – Crime and Criminal Justice

LP – Local Policing

OPS - Operations

CIO – Chief Information Officer

DOP – Director of People

SEOC&CT – South East Organised Crime and Counter Terrorism

1 An emergency service that keeps people safe and brings offenders to justice.

Our key priority remains to deliver a responsive emergency service, working alongside our partners to ensure that our communities receive the right service at their time of need.

Whilst there is a continued focus on traditional crimes and protecting the most vulnerable in our communities, we are also working hard to identify and mitigate the risks from new and emerging types of crime, such as cybercrime, modern slavery, stalking and harassment.

We will work with our partners to deliver preventative policing, by disrupting serious and organised crime at its source. The Counter Terrorism Policing South East and South East Regional Organised Crime Units, which we support, will continue to tackle the most serious harm to our communities.

Our processes are geared to maximise the effectiveness of the criminal justice system, tackling those who pose the greatest risk whilst protecting the most vulnerable, and we will continue to develop these. This includes an ongoing commitment to work to the standards laid out in the Victims Code to ensure we are victim focused, supporting the victims of crime at every step of the criminal justice system.

prevent
responsive
safe
justice
communities
investigate
emergency service
offenders
support

In the next 12 months we will...

1.1

Use the SAVE programme to embed consistent, evidence based, safeguarding strategies to support and protect the vulnerable. **C&CJ**

1.2

Actively support victims and witnesses to help bring offenders to justice and maximise successful prosecutions. **C&CJ**

1.3

Work collaboratively at a local and national level to take a whole system approach to address radicalisation and meet the increasing demands from counter-terrorism and organised crime groups. **SEOC&CT**

1.4

Be at the forefront of evidence based crime research, analysing data to enable a better understanding of criminal behaviour and take proactive steps to prevent future threats and keep people safe. **DCC**

1.5

Continue to develop our expertise in dealing with all forms of hidden harm including female genital mutilation, honour-based abuse, forced marriage, coercive control and harassment. **C&CJ**

1.6

Deliver a modern offender management strategy for tackling offenders across the crime spectrum who pose the greatest risk of threat or harm. **C&CJ**

1.7

Improve file quality in line with the National Case File Quality Assessment Process to improve evidential standards, avoid unnecessary delays and maximise successful prosecutions. **C&CJ**

1.8

Introduce a simplified framework for out of court disposals, bringing a quick and effective resolution providing rehabilitation for offenders and reparation for victims in line with new national strategy. **C&CJ**

1.9

Review police custody in light of changing demands, reflecting the current and future needs of policing whilst ensuring that the needs of the most vulnerable are met. **C&CJ**

1.10

Improve the timeliness and efficiency of investigations, including filing timescales to avoid unnecessary delays and maximise successful prosecutions. **C&CJ**

2 Working together to build stronger, more resilient communities.

Improving our working relationships with communities, our service partners and local businesses to help us prevent and reduce crime through localised knowledge and problem solving remains a key element of our approach to policing.

We support our communities and particularly the vulnerable amongst them to help them protect themselves from becoming victims of crime; for example we will share our expertise to help people deal with traditional crimes as well as building ways of dealing with technology crime and emerging types of crime. Local knowledge is key to identifying local concerns and preventing and disrupting crime, thus reducing the harm it causes; therefore we will continue to work with communities to manage crime at a local level.

Working with partners, our multi-agency work allows us to share skills, expertise and knowledge to more effectively provide services to support the vulnerable, with considerable work being undertaken in the year ahead on hidden harm; such as coercive control, modern slavery, FGM and honour based abuse.

By working more closely with businesses, we can not only help them to support the vulnerable they may deal with, but also better manage the demands on our services, improving our effectiveness and efficiency.

In the next 12 months we will...

2.1

Use neighbourhood officers to provide the links between specialist teams and local policing, and use local knowledge to identify vulnerable communities and develop strategies under the Prevent and Protect themes to disrupt organised crime at a local level. **LP**

2.2

Continue to develop our use of Local Policing Area-level Serious and Organised Crime multi agency panels to share intelligence and improve the use of preventative policing and early intervention. **LP**

2.3

Through partnership with local industry and third sector bodies, we will support our preventative work with diversionary activities to ensure we leave positive legacies within our communities. **LP**

2.4

Maximise intervention opportunities in the custody environment and make appropriate referrals to partnership services for individuals requiring support with mental health or substance abuse. **C&CJ**

2.5

Communicate with and work alongside community partners to increase awareness of key issues such as the impacts of cybercrime, hidden harm and road safety. **LP**

2.6

Deliver regional counter-terrorism and organised crime operations as part of a collaborative national programme. **SEOC&CT**

2.7

Develop strategies to improve perceptions of the police among young people. **LP**

2.8

Liaise with statutory and voluntary partners as part of our hate crime plans to gain a better understanding of hate crime reporting and use this information as part of Independent Advisory Group (IAG) and Force Performance Group scrutiny. **LP**

communities
partners resilient stronger
problem solving
together

3 A modern police force which meets the needs of our communities.

It is important that we make the best use of available and future technology to provide the most efficient and effective service to the public.

We will utilise new technology to ensure we can respond to public demand with the right resource at the right time, whilst ensuring that we are policing in the most efficient way possible, making the best use of our increasingly limited resources.

In a world of increasing threats from cybercrime we will ensure that our officers and staff at all levels have the necessary skills, resources and technology to tackle emerging crime types, supporting communities to protect themselves from new threats.

Technology will also empower us to continue to develop smarter ways of working across the force, maximising our ability to deliver frontline services in a sustainable way.

It is vital that the public experience of all stages of the criminal justice system, supporting victims throughout the process, as well as encouraging feedback and greater scrutiny, are as seamless as possible and we will use technology to create a user friendly experience.

In the next 12 months we will...

3.1

Maximise the use of the Contact Management Platform, making best use of its new capabilities to manage demand, and provide the most effective service for our communities. **OPS**

3.2

Upgrade the force Records Management System and expand the implementation of video links to courts to support and enable digital evidence exchange with partners, regional collaboration plans, and implementation of improved processes in crime and intelligence investigations. **CIO**

3.3

Commence the programme of work to design and implement the National Policing Windows 10, Office 365, Sharepoint and Security solutions to enable enhanced digital working and information/data sharing across the force, its local regional and national partners/forces. **CIO**

3.4

Implement centralised data storage technologies and data centre consolidation to support frontline policing, digital and cybercrime investigations and public digital exchange. **CIO**

3.5

Through the introduction of new technology services, devices and new supplier approaches further improve and deploy mobile devices solutions across the force. **CIO**

3.6

Support the force ambition to provide digitally enabled services by delivering corporate data governance and a data architecture design that facilitates legitimate data sharing, improves data quality and enables effective data analytics for crime prevention, investigation and demand management. **CIO**

3.7

Deliver an online web platform which improves public access to services and information and enables more efficient and effective ways of working. **DCC**

efficient modern police service technology effective communities partners

4 A skilled and trusted workforce.

Professional standards and the Police Code of Ethics drive everything we do, ensuring our officers, staff and volunteers deliver the highest levels of professional service to our communities.

We are committed to developing a force that reflects the diversity of the communities we serve, to improve our ability to engage with them and fully understand their needs, so building their confidence in the Police.

We will use policing powers fairly and proportionately, including those which enable us to stop and search, to continue to be regarded as a professional organisation that is trusted by those we serve.

We continue to develop smarter ways of working to support our staff in coping with the increasing complexities of policing. Our emphasis is on protecting our workforce resilience, growing capability, minimising risks and supporting positive health and wellbeing initiatives.

Inclusion, equality and diversity within our workforce is a key driver and we will continue to develop best practice in this area, ensuring our talent can progress without discrimination, and that we can attract a diverse workforce to develop new views and new approaches to modern policing.

It is vital that we understand the future challenges we might face, and so our work is developed through evidence based best practice, and using academic research and horizon scanning to improve our decision-making to ensure that we provide the best service now and in the future.

In the next 12 months we will...

4.1

Deliver a workforce plan to meet the resourcing requirements of the force, including developing current and future capabilities. **DOP**

4.2

Create a working environment which maintains a positive approach towards ethical standards, staff wellbeing and a safe working environment. **DOP**

4.3

Support the Force Change Programme to deliver innovative ways of thinking and working in a digitally enabled environment. **DOP**

4.4

Develop and embed equality and inclusion initiatives to recruit, develop and maintain a diverse workforce. **DOP**

4.5

Ensure compliance with the National Crime Recording Standard and Home Office Counting Rules. **DCC**

4.6

Use available evidence based research and horizon scanning to help us better understand and meet existing and future challenges and opportunities. **DCC**

4.7

Further improve the trust and confidence of our people and the public through the effective and timely implementation of the areas for improvement identified by the HMICFRS inspection process. **DCC**

trusted

technology

equip

evidence based

professional

support

our people

skilled



Measuring success

We will measure our success through achievement of the following outcomes:

1. **A reduction in residential burglary** through effective investigation, offender management and prevention activity.
2. **A reduction in serious violence** through a pro-active and partnership approach and an effective and proportionate investigation of all violent crimes.
3. **An improvement in victim satisfaction** through application of the victim's code and timely investigations that maximise the chances of achieving a successful prosecution.
4. **A continued improvement in our response to domestic abuse victimisation** through effective safeguarding and problem-solving activity aimed at reducing repeat victimisation.
5. **An increase in the confidence of victims of hidden harm to report incidents and crimes**, including hate-crime, stalking, honour-based abuse (HBA), forced marriage, female genital mutilation (FGM), modern slavery and human trafficking through active engagement with the community and an effective response to reported incidents.
6. **A continued improvement in the identification and safeguarding of children and adults vulnerable to exploitation.**
7. **A continued increase in the confidence of rural communities to report crime** through an effective response to reported offences.
8. **A continued improvement in our response to fraud (including cyber-fraud)** through effective investigations, activity to protect vulnerable victims and intelligence-led action against offenders.
9. **An increase in the volume of rape and other sexual offences that lead to a charge.**
10. **A reduction in avoidable demand on our service** through the prevention of crime (including a reduction in re-offending), problem-solving and signposting the public to the right service.
11. **A continued increase in workforce capabilities and capacity** to build a skilled and trusted workforce to deliver effective and efficient policing services.