



Delivery Plan 2014-15

Foreword

Recorded crime levels have fallen considerably over the last five years but we have also seen changes to the patterns of crime. The delivery plan demonstrates our commitment to tackle these new emerging crime trends, with actions targeting cyber crime and fraud. We remain determined to deliver policing which best serves all our communities, including the vulnerable and isolated. There has been a significant shift in demand for policing. More calls to the police relate to concerns for safety and welfare and we are working with partners to address this. We have made significant progress in identifying harm and risk and we are building the organisational capacity and capability to tackle it.

1 It is essential that all those working in the police act ethically, and are seen to do so, in order for the public to trust and support the police. Seeing police activity as legitimate encourages the public to comply with the law and co-operate with the police. This is why we will continue to develop an ethics based culture and will seek to embed the Code of Ethics within our working practices.

Policing in the Thames Valley, as in all areas, is being delivered against a backdrop of austerity and the requirement to make significant savings looks set to continue. The number of staff we employ will not keep pace with the growth in population and it is likely that staff numbers will continue to fall. In order to maintain levels of service we are looking at ways to create capacity by reducing demand through emphasis on crime prevention, the use of technology and self service. Staff will need to be better skilled, empowered to respond as professionals and freed from unnecessary organisational complexity.

Our aims and values

OUR AIM

Working in partnership to
make our community safer

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.

Delivery Plan Measures

- Reduce the level of total violence against the person compared to 2013/14
- Increase the percentage of domestic abuse related violence with injury prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Maintain the outcome rate for violence against the person with injury at the level achieved in March 2014
- Reduce the level of domestic burglary compared to 2013/14
- Maintain the outcome rate for domestic burglary at the level achieved in 2013/14
- Maintain the outcome rate for rape at the same levels achieved in 2013/14
- Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Obtain 168 cash detention orders
- Increase the hours of active duty worked by Special Constables

Diagnostic Indicators

- Monitor the outcome rate for domestic abuse-related violence against the person with injury; maintain at a higher level than non domestic abuse-related violence against the person with injury
- Monitor the repeat victimisation rate domestic abuse related violent crime
- Monitor the percentage of violence with injury (excluding domestic abuse) prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- Monitor the levels of:
 - Rural crime
 - Metal theft
 - Theft from vehicle
- Monitor the outcome rate for non-rape sexual offences
- Monitor victim satisfaction levels
- Call handling performance to be monitored against the national call handling standards
- Monitor BME staff representation levels.

Key to Abbreviations

DCC	Deputy Chief Constable
ACC C	Assistant Chief Constable Crime
ACC NP&P	Assistant Chief Constable Neighbourhood Policing and Partnerships
ACC RC&CT	Assistant Chief Constable Regional Crime and Counter Terrorism
ACC OPS	Assistant Chief Constable Operations
DoI	Director of Information
DoF	Director of Finance
DoP	Director of People

1 Cut crimes that are of most concern to the community

The main purpose of the police is to cut crime by working with partners on crime prevention and reduction and by effective investigation and enforcement. We will focus on reducing and solving crimes that are of most concern across Thames Valley, particularly violence and domestic burglary and will support the victims of these crimes.

	Action	Allocation
5 1.1	Reduce violence and levels of domestic burglary.	DCC
1.2	Improve the outcome rate for violence with injury, for domestic burglary and for rape.	DCC
1.3	Continue to promote safety in the night time economy through education and partnership working.	ACC NP&P
1.4	Implement changes prescribed in The Anti Social Behaviour, Crime and Policing Act.	ACC NP&P
1.5	Support business communities in preventing and tackling crimes that affect them.	ACC NP&P
1.6	Tackle youth violence and gang related criminality.	ACC C
1.7	Increase the use of analytical technology in order to prevent and detect crime and continue to explore the possibilities of prediction.	ACC C
1.8	Working with regional and national agencies to develop and improve the Forces response to Cyber crime.	ACC C

2 Increase the visible presence of the police

We are committed to increasing the availability and visibility of the police. To achieve this we will tailor patrol strategies according to analysis of where crime occurs and where uniformed presence will have greatest impact. We will maintain the level of Special Constables and continue to increase their contribution to policing in the Thames Valley. We will work with partners to support those experiencing mental health crisis.

	Action	Allocation
2.1	Maximise the contribution that Special Constables make to policing whilst maintaining their numbers and minimising their loss from policing.	ACC NP&P
2.2	Maximise patrol and uniformed deployment in the most efficient and operationally productive way.	ACC OPS
2.3	Increase the effectiveness of stop and search whilst minimising its negative impact.	ACC NP&P
2.4	Work with partners to improve outcomes for people experiencing mental health crisis.	ACC NP&P
2.5	Pilot the Mental Health Street Triage in Oxford.	ACC NP&P
2.6	Review the approach to Neighbourhood Policing in light of best practise Nationally and emerging evidence from the College of Policing.	ACC NP&P

3 Protect our communities from the most serious harm

We will work closely with our partners to protect the public from harm. We will identify and safeguard the most vulnerable people and communities and will tackle the criminals who prey on them. We will identify victims and perpetrators of child sexual exploitation and bring offenders to justice. We will work with other police forces and national agencies to tackle serious organised crime.

	Action	Allocation
3.1	Improve the protection of vulnerable people by working with our partners to implement Multi Agency Safeguarding Hubs across force areas.	ACC C
3.2	Tackle those who prey on the most vulnerable or isolated individuals and communities.	ACC C
3.3	Continue to identify those at risk of Child Sexual Exploitation by supporting and safeguarding the vulnerable, bringing to justice the perpetrators and by actively investigating missing children reports.	ACC C
3.4	Ensure the new organisational structure for tackling serious crime works effectively.	ACC RC&CT
3.5	Deliver the relevant parts of the Government's Serious and Organised Crime Strategy (SOCS).	ACC RC&CT
3.6	Target criminals by maximising our use of the Proceeds of Crime Act and asset recovery opportunities. Obtain 168 Cash Detention Orders in 2014/15.	ACC C
3.7	Target Organised Rural Crime.	ACC C
3.8	Develop strategies to encourage engagement and help reluctant victims through the criminal justice process.	ACC NP&P
3.9	Expand and develop wider sources of data to include information held by both the public and commercial sectors.	ACC C
3.10	Raise awareness of female genital mutilation (FGM) among staff and officers and encourage referrals of FGM by partners.	ACC C
3.11	To improve the action fraud process and support vulnerable victims of fraud.	ACC C
3.12	Work with other agencies and develop intelligence to target those individuals and Organised Crime Groups engaged in human trafficking and slavery.	ACC C

4 Improve communication and use of technology to build community confidence and cut crime

We will continue to improve the way we communicate with the public and will publish more information about our services and outcomes. We will streamline the way that the public contact the police making best use of technology.

	Action	Allocation
4.1	Use technology to enable easy access to Thames Valley Police services and productive two-way communication.	DoI
4.2	Ensure that our external communications effectively convey to the public what we do and the outcomes of our actions in conjunction with the OPCC.	DoI
4.3	Use technology to effectively target crime prevention advice to those at risk to ensure relevance and effectiveness.	DoI
4.4	Streamline service requests appropriately and efficiently for the public and Thames Valley Police.	DCC
4.5	Further develop our use of Social Media for both community engagement and intelligence purposes.	DoI
4.6	Embed the records management system and expand its use to support operational policing.	ACC C

5 Increase the professionalism and capability of our people

We will continue to reduce bureaucracy and improve our processes. We will provide high quality support and training to our staff so that they have the professional expertise and the freedom and responsibility to deliver the best possible service to the public. We will improve our service through our use of evidence based practice and knowledge management.

	Action	Allocation
5.1	Continue to promote a culture based on integrity and ethical behaviour and implement the Code of Ethics.	DoP
5.2	Continue to work with and support the College of Policing.	DoP
5.3	Continue to enhance our capability and productivity.	DoP
5.4	Strengthen our approach to evidence based management and policing.	DoP
5.5	Increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley.	DoP
5.6	Continue to promote and enhance our reputation as an employer of choice.	DoP
5.7	Introduce the Certificate in Knowledge of Policing entry requirement for student officers.	DoP
5.8	Simplify our policies and processes.	DCC
5.9	Improve the effectiveness and efficiency of criminal justice through improving the skills of our staff and exploiting technology.	ACC NP&P
5.10	Develop the Knowledge Management Strategy to support professional and effective operational service delivery.	DoI

6 Reduce costs and protect the front line

We will continue to work hard to improve the efficiency of our business. We will make further savings through our productivity strategy and our collaboration programmes. As in previous years the focus will be on reducing non-pay costs.

	Action	Allocation
6.1	Deliver the cost reductions identified in the productivity strategy 2014/15-2015/16.	DCC
6.2	Continue to develop the productivity strategy for 2015-16- 2016-17 and beyond.	DCC
6.3	Identify new opportunities to deliver services through collaboration or partnership.	DCC
6.4	Reduce non-pay costs by £6.8m in 2014/15 to achieve a total reduction of £20.0m over the four year CSR period ending 2014/15.	DoF
6.5	Rationalise our estate and optimise the use of space.	DCC
6.6	Reduce our carbon footprint.	DCC
6.7	Improve efficiency by enabling more agile working.	DCC

Equality Objectives

In accordance with the Equality Act 2010 public bodies are required to publish four-year Equality Objectives. These Objectives are incorporated within the Thames Valley Police Single Equality Scheme Delivery Plan.

Equality Objective 1

To increase BME representation of officers and staff throughout the Force to more closely reflect the ethnic breakdown of the population of the Thames Valley.

Equality Objective 2

To develop the understanding of disability by all TVP officers and staff; to recognise the skills and abilities that those with disability have rather than focus on their disability.

Equality Objective 3

To maintain a focus on the appropriate and effective use of Stop & Search, to ensure its use is understood & communicated to the communities of Thames Valley.

Equality Objective 4

To establish effective initiatives to prevent and respond to incidents of disability-related harassment.

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