

Working together to make
our communities safer

transform
innovate

efficient

public **police**
effective

Foreword



Last year I made a commitment that my officers, staff and volunteers will continue to work tirelessly, along with our partners and the public, to make the Thames Valley a safe place to live and work.

Reported crime across the force area has remained low, with public confidence and victim satisfaction remaining high. We are still experiencing a rise in demand from new and more complex crimes, such as cyber and cyber enabled crime and crimes against the vulnerable. We also need to ensure that we have the capability to protect our communities from the threat posed by serious and organised crime and terrorism.

Over the past 12 months the Force has continued to transform the way that we deliver our services as the policing landscape and society continue to change. A huge programme of work is underway to ensure we provide the best possible service to people across the Thames Valley.

However, we are still in times of financial uncertainty, and have had to make some difficult choices about how we allocate our finite resources according to local priorities. This has seen us make significant savings but also invest in other areas such as our child abuse, domestic abuse and firearms teams.

During this time of change we have once again received formal recognition from Her Majesty's Inspectorate of Constabulary of the way that we deliver our services. Thames Valley Police were assessed as 'good' across their Police efficiency, effectiveness, and legitimacy inspections, which we are extremely proud of.

This delivery plan is Thames Valley Police's contribution to the Police and Crime Commissioner's Plan for 2017 – 2021. It sets out our priorities and how we will deliver them. It also outlines the key changes that we will make over the next year to ensure that we continue to meet the policing needs in the future.

Francis Habgood QPM
Chief Constable, Thames Valley Police

Key to Abbreviations

DCC – Deputy Chief Constable

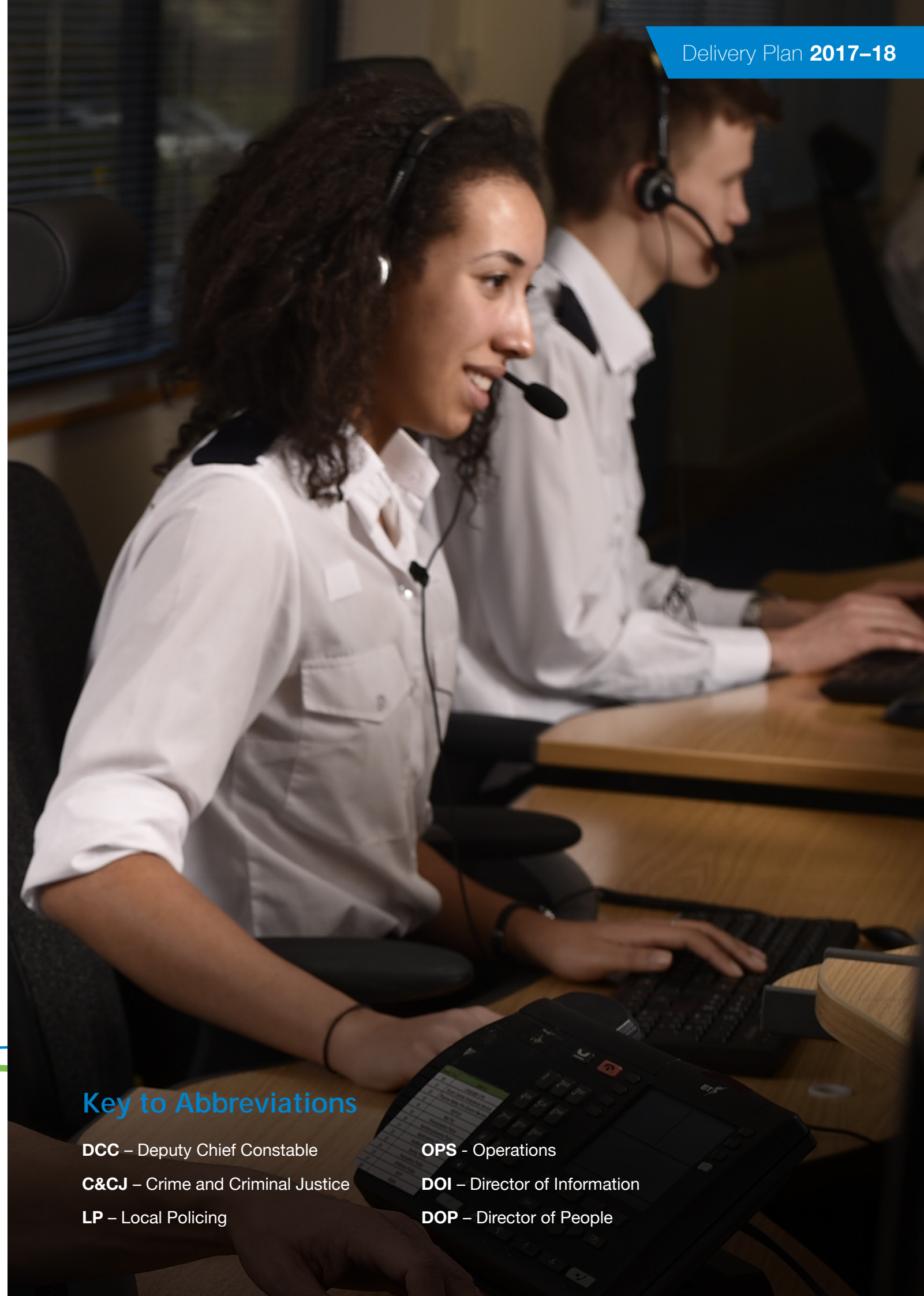
C&CJ – Crime and Criminal Justice

LP – Local Policing

OPS – Operations

DOI – Director of Information

DOP – Director of People



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

We will continue to provide a responsive emergency service, working with our partners to ensure that our communities get the right service in their time of need. We will remain focused on traditional crimes such as burglary, violent crime and sexual assault, alongside protecting the most vulnerable in our communities.

Together with our partners we will disrupt and investigate the most serious and organised criminality, including confiscating criminal assets. We will continue to support the South East Counter Terrorism and South East Regional Organised Crime Units to tackle the most serious harm to our communities.

Our service will continue to be victim focused and compliant with the Victims Code, ensuring victims are supported throughout the criminal justice system.

In the next 12 months we will focus on...

1.1

Further developing our multi-agency safeguarding approach to protect the most vulnerable in our communities. **C&CJ**

1.2

Developing and implementing an adult safeguarding strategy to identify and manage those at risk of exploitation, abuse of trust, fraud and theft. **C&CJ**

1.3

Broadening the use of the multi-agency Integrated Offender Management programme to reduce reoffending by dangerous offenders who target vulnerable people and repeat domestic violence perpetrators. **C&CJ**

1.4

Continuing to develop and increase our firearms capability and capacity in line with the changing national threat assessment. **OPS**

1.5

Improving 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**

1.6

Adopting the new legislative requirements of the Police & Crime Act 2017, including improvements to Bail Management. **DCC**

prevent

emergency

responsive

investigate

justice

safe

service

offenders

support

communities

2 Working together to build stronger, more resilient communities.

We will continue to draw on the active participation of residents, businesses and our partners, working together to problem solve, prevent and reduce crime. We will work with businesses operating in the night time economy to help them do so safely, recognising and responding appropriately to vulnerability. We will support our communities to protect themselves from becoming victims of crime, especially the most vulnerable and our rural communities.

Communication and engagement with our communities is central to understanding the issues that matter and in order to prevent crime and disorder. We will work with local communities to understand serious organised crime in each area, which will enable us to identify and disrupt offending, reducing the harm it causes.

By further strengthening our partnerships, sharing skills and resources, we will continue to develop the service to those in mental health crisis or suffering hidden harm, such as Modern Slavery, Honour Based Abuse, Coercive Control and Female Genital Mutilation.

In the next 12 months we will focus on...

2.1

Effectively communicate with our communities in order to raise awareness of key issues such as hidden harm, cyber/cyber enabled crime and road safety to positively influence behaviour. **DCC**

2.2

Maximising 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**

2.3

Using predictive analytics to tackle Child Sexual Exploitation by identifying hidden harm. **C&CJ**

2.4

Encouraging and supporting communities to actively participate to build safer and more resilient communities. **LP**

2.5

Developing enhanced problem solving capabilities in collaboration with our partners and communities to prevent local crime and disorder. **LP**

2.6

Working with partners to improve the use and accessibility of Restorative Justice, in order for offenders to better understand the impact of their crime on victims. **C&CJ**

partners
communities
together
resilient
stronger
problem solving

3 A modern Police Force which meets the needs of our Communities.

We will continue to maximise technology and information to provide a better service to the public. The increasing digitalisation of our world has provided criminals with new ways to commit crimes. We will continue to equip our people with the appropriate powers, skills, technology and resources to tackle all types of crime.

We will embed changes to the way we are structured and operate across investigation, response and neighbourhood. The new Operating Model will enable the right resource to be deployed to the right place at the right time, instil a borderless approach to the way we prioritise and respond to crime and improve efficiency in the way policing is carried out.

Our people will continue to adopt smarter working methods across the organisation, delivering a sustainable service to our communities and enabling a rationalisation of our estate. We will continue to make the best use of our finite resources to provide an efficient and effective police service.

In the next 12 months we will focus on...

3.1

Working collaboratively to deliver the Digital Transformation Portfolio, including Digital Contact, Digital First and Digital Investigation Intelligence capabilities. **DOI**

3.2

Transforming Information, Communications and Technology (ICT) service delivery through the ICT 2020 plan. **DOI**

3.3

Delivering the underpinning technology and data requirements for the ICT 2020 plan, Regional Infrastructure Programme, the Contact Management Programme, Emergency Services Mobile Communications Programme and Enterprise Resource Planning Programme. **DOI**

3.4

Developing new operating processes to maximise the benefits provided by the Contact Management Platform. **OPS**

3.5

Developing the use of demand management methodologies to align the right resources to areas of need. **DCC**

3.6

Investigating, developing and implementing opportunities to deliver services collaboratively with other forces and our local partners. **DCC**

modern
police service

effective

technology

communities

efficient

partners

4 A skilled and trusted workforce.

Our officers, staff and volunteers take pride in delivering the highest professional standard in their service to the public, as underpinned by the Code of Ethics. We will continue to invest in our people, including their capability, health, safety and wellbeing, so that they are able to meet the challenges of policing now and in the future.

We will continue to work with the College of Policing and our academic partners to further develop research and evidence based practice. Decisions and problem-solving are based on the best available evidence of what works, supported by the National Decision Model.

We will build confidence with all our communities and our people through our commitment to equality, diversity and inclusion. We remain committed to delivering a high quality service, irrespective of age, disability, gender, race religion, belief or sexual orientation whilst promoting equality, diversity and inclusion within our own workforce. Thus, we will create an environment which promotes inclusivity which is free from discrimination and will enhance the employer brand as we work towards becoming an 'Employer of Choice'. 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.

In the next 12 months we will focus on...

4.1

Developing a corporate knowledge repository to create the ability to store, search and access organisational knowledge and lessons learnt. **DCC**

4.2

Undertake activities to ensure our workforce are more reflective of the diverse communities we serve **DOP**

4.3

Identify, understand and engage with our diverse communities to provide focused support **LP**

4.4

Developing the skills of our front line staff to recognise and respond appropriately to vulnerability **C&CJ**

4.5

Improving our response to hate incidents and crime. **LP**

4.6

Embedding the recommendations from the National Children & Young People Strategy. **LP**

4.7

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

4.8

Increasing capacity through investigator recruitment and review of process to meet the demands of existing, new and emerging crime types. **C&CJ**

4.9

Developing an Information, Communications & Technology Resourcing Plan to ensure that we recruit and retain skilled professionals who can support a modern, digitally enabled emergency service. **DOI**

skilled professional support
technology equip evidence based trusted our people



Measuring success

Over the coming year we will measure our success through achieving the following outcomes:

1. A reduction in domestic burglaries, violence and rural crime.
2. An increase in the proportion of domestic burglaries and non-domestic violent crime that lead to a positive outcome.
3. An improvement in the quality of prosecution files submitted to the Crown Prosecution Service.
4. Ensuring compliance with the Victim's Code.
5. A reduction in domestic abuse repeat victimisation.
6. An increase in the confidence of victims to report hate incidents and crimes.
7. An increase in the confidence of victims to report Honour Based Abuse, Forced Marriage and Female Genital Mutilation incidents and crimes.
8. An increase in the volume of rape investigations that lead to a charge.
9. A reduction in unnecessary demand on our service through the prevention of crime, problem-solving and signposting the public to the right service.
10. Ensuring compliance with the Home Office Crime Recording Standards.