

Public Document Pack

Safer & Stronger Communities Scrutiny Committee **Monday, 10 May 2010 at 10.00 am** **County Hall, Oxford, OX1 1ND**

ADDITIONAL INFORMATION

7. Thames Valley Police Delivery Plan 2010/11: Presentation and Q&A

Please find attached:

- Complaints data
- Annual Delivery Plan 2009-10 Quarter 4 Report

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Safer & Stronger Communities Scrutiny Committee

10 May 2010

Agenda Item 7 – Thames Valley Police Delivery Plan 2010/11: Presentation and Q&A

Complaints Data Glossary

Direction & Control Complaints & Dissatisfaction

'Direction and Control'

These are Quality of Service complaints and dissatisfaction in Oxfordshire Jan – Dec 2009 that fall outside the remit of the Professional Standards Department (ie are lower level).

Complaints against the police are conventionally divided between complaints about the conduct of members of a police service and complaints relating to the direction and control of a police force by the Chief Constable. Direction and Control complaints cover the following:

- Organisational decisions i.e. 'Visibility/Resource Availability'
- General policing standards in the force i.e:
 - 'Call Handling'
 - 'Speed of Response'
 - 'Service at the Time'
 - 'Subsequent Service'
- Operational policing policies i.e. TVP Policy or Area/Dept Policy
- Operational management decisions

Formal complaints dealt with by TVP Professional Standards Department for Oxfordshire by category and outcome

'Other Assault'

A person serving with the police must never knowingly use more force than is reasonable, nor should they abuse their authority. This category includes any unjustified use of force or personal violence and any incident involving police dogs or horses where the incident is attributable to the conduct of the member in control, unless the severity of injury puts them into category A (Serious Non-Sexual Assault).

'Oppressive Conduct'

Unjustified interference, questioning or surveillance.

'Live'

A complaint that is still being dealt with.

'Substantiated'/'Unsubstantiated'

'Substantiated' and 'unsubstantiated' is when there is either a case to answer or not to answer, after an investigation.

'Breach Code C Pace'

In 2004 new PACE (Police and Criminal Evidence Act 1984) codes of practice were introduced. PACE Code C sets out the requirements for the detention, treatment and questioning of people in police custody by police officers.

'Dispensation'

'Dispensation' according to the IPCC, is when a force or a police authority considers that no action should be taken about a complaint (this is before a Local Resolution or an investigation has started). IPCC agreement must be given for a dispensation.

Stop and Search Oxfordshire 2009

'PND'

PND stands for Penalty Notice for Disorder which are one-off fines for anti social behaviour and are issued for offences such as throwing fireworks or being drunk and disorderly. These notices can be issued to anyone over 16 years old.

They were introduced to address low-level anti-social behaviour, while also reducing police bureaucracy and paperwork.

Examples of offences where a penalty notice for disorder may be issued include:

- intentionally harassing or scaring people
- being drunk and disorderly in public
- destroying or damaging property
- petty shoplifting
- selling alcohol to underage customers
- selling alcohol to somebody who is obviously drunk
- using fireworks after curfew

Penalty notices are not the same as criminal convictions. However, failure to pay your fine may result in higher fines, or imprisonment.

Safer & Stronger Communities Scrutiny Committee – 10 May 2010

Agenda Item

7. Thames Valley Police Delivery Plan 2010/11: Presentation and Q&A

Information provided in response to Councillor Goddard's data request

- *Quality of Service: complaints and dissatisfaction in Oxfordshire Jan – Dec 2009 that fall outside the remit of TVP's Professional Standards Department (ie are lower level) (attached).*
- *Formal complaints dealt with by TVP Professional Standards Department for Oxfordshire by category and outcome. This document gives details of complaints for 2009 and compares these with 2008. Information is provided for the Oxfordshire Basic Command Unit (BCU) overall and for each of the five local policing areas within Oxfordshire (attached).*
- *Stop and Search data for Oxfordshire by reason and outcome in terms of action taken (eg arrest, warning, dispersal, confiscation). Please note that it is not possible to identify those stop and searches where the person arrested was subsequently convicted for an offence as a result of the stop and search (attached).*
- *Planned police numbers in terms of uniform officers available for action in Oxfordshire:*

	PC	SGT	Insp	Total
NBH	121	30.5		151.5
Response	356 (including 45 IPLDP students)	58		414
Total	477	88.5	17	582.5

NBH = Neighbourhood.

IPLDP = Initial Police Learning and Development Programme.

- *Numbers of PCSOs planned and where and how funded (attached).*
- *Staff available for the maintenance of Neighbourhood Action Groups:*

Watters, Anna Georgina – Abingdon (0.5 FTE)

Lyle, Christine Jean – Witney (0.5 FTE)

Wiskin, Catherine Mary – Didcot (0.5 FTE)

West, Samantha – Banbury (start date 6th April 2010) (0.5 FTE)

Oxford City Council employs a full time NBH Support officer and TVP contribute

50% of the salary to support the NAGs.

- *Recruitment and wastage figures estimated and the training costs associated with high wastage and recruitment rates:*

Joiners – Oxfordshire: 72 officers were recruited with an Oxfordshire posting between 1 March 2009 and the end of February 2010.

Leavers - during this same time 41.4 officers based in Oxfordshire left the force.

Chief Constable Sara Thornton chaired a South East police forces working group aimed at identifying how we could collectively reduce the impact of losing experienced officers to the Metropolitan Police Service (MPS). The working group met regularly between 2007 and 2009 and will continue to monitor losses and review any action to be taken. The working group engaged with the Home Secretary and with the MPS and actions were put in place to minimise the impact of loss and to prevent further losses. Annual losses to the MPS have reduced considerably over this time. Further details available on request.

- *Training costs for different specialist officers are as follows:*

Role	Cost
Police Constable	£47,000
Detective Constable	£56,000
Firearms Constable	£73,200
Roads Policing Constable	£57,800

Oxfordshire BCU – Jan 2009 to Dec 2009
Direction & Control Complaints & Dissatisfaction

Dissatisfied Jan09-Dec09	Category	Dissatisfied
JAN 84	ATTITUDE Officers	161
FEB 73	ATTITUDE Staff	9
MARCH 99	Counter Services	14
APRIL 95	Officers Driving	27
MAY 110	OTHER	4
JUNE 122	PP General (1-9) ¹	41
JULY 101	Response to Dangerous Dogs	3
AUG 93	Service at the Time	242
SEPT 136	Speed Enforcement	24
OCT 130	Speed of Response	28
NOV 127	Subsequent Service	540
DEC 103	TVP Policy	16
Total 1273	Vehicle Recovery	36
	Visibility/Resources	37
	ASB ² Response	90
	PP 10 Reply 24 Hrs	1
		1273

**Days to Resolve Dissatisfaction for Oxfordshire BCU
Jan 2009 to Dec 2009**

0 – 14days	15 – 28 days	29+days
79%	10%	11%

Percentage of Dissatisfaction found to be justified Jan to Dec 2009 - 88%

	Population	Dissatisfaction Jan09 to Dec09	Dissatisfaction per 1000 Population Jan09 to Dec09
Oxfordshire	639,681	1273	1.99

¹ PP refers to Policing Pledge

² ASB refers to Anti Social Behaviour

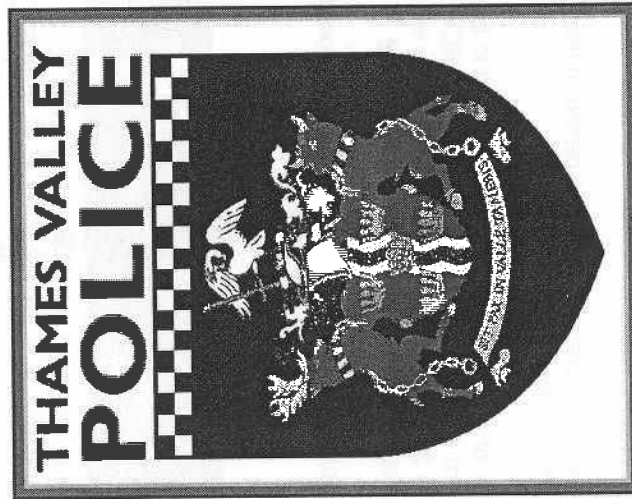
Section 5: Board of Directors & Compensation

Director Name	Age	Gender	Director Since	Committee	Compensation
Mr. John A. ...	65	Male	2008	Chairman	\$1,200,000
Ms. Jane D. ...	58	Female	2010	Director	\$450,000
Mr. Robert E. ...	62	Male	2009	Director	\$450,000
Ms. Patricia F. ...	55	Female	2011	Director	\$450,000
Mr. David G. ...	60	Male	2007	Director	\$450,000
Ms. Elizabeth H. ...	52	Female	2012	Director	\$450,000
Mr. Michael I. ...	68	Male	2006	Director	\$450,000
Ms. Sarah J. ...	50	Female	2013	Director	\$450,000
Mr. Thomas K. ...	63	Male	2005	Director	\$450,000
Ms. Victoria L. ...	57	Female	2014	Director	\$450,000
Mr. Benjamin M. ...	61	Male	2004	Director	\$450,000
Ms. Rachel N. ...	54	Female	2015	Director	\$450,000
Mr. Alexander O. ...	66	Male	2003	Director	\$450,000
Ms. Sophia P. ...	51	Female	2016	Director	\$450,000
Mr. Daniel Q. ...	64	Male	2002	Director	\$450,000
Ms. Isabella R. ...	49	Female	2017	Director	\$450,000
Mr. Jacob S. ...	67	Male	2001	Director	\$450,000
Ms. Ava T. ...	53	Female	2018	Director	\$450,000
Mr. Noah U. ...	69	Male	2000	Director	\$450,000
Ms. Mia V. ...	56	Female	2019	Director	\$450,000
Mr. Lucas W. ...	62	Male	1999	Director	\$450,000
Ms. Charlotte X. ...	59	Female	2020	Director	\$450,000
Mr. Oliver Y. ...	65	Male	1998	Director	\$450,000
Ms. Amelia Z. ...	54	Female	2021	Director	\$450,000

Table 1: Compensation of Executive Officers for 2023

Executive Officer	Salary	Bonus	Total Compensation
Mr. John A. ...	\$1,200,000	\$150,000	\$1,350,000
Ms. Jane D. ...	\$450,000	\$50,000	\$500,000
Mr. Robert E. ...	\$450,000	\$50,000	\$500,000
Ms. Patricia F. ...	\$450,000	\$50,000	\$500,000
Mr. David G. ...	\$450,000	\$50,000	\$500,000
Ms. Elizabeth H. ...	\$450,000	\$50,000	\$500,000
Mr. Michael I. ...	\$450,000	\$50,000	\$500,000
Ms. Sarah J. ...	\$450,000	\$50,000	\$500,000
Mr. Thomas K. ...	\$450,000	\$50,000	\$500,000
Ms. Victoria L. ...	\$450,000	\$50,000	\$500,000
Mr. Benjamin M. ...	\$450,000	\$50,000	\$500,000
Ms. Rachel N. ...	\$450,000	\$50,000	\$500,000
Mr. Alexander O. ...	\$450,000	\$50,000	\$500,000
Ms. Sophia P. ...	\$450,000	\$50,000	\$500,000
Mr. Daniel Q. ...	\$450,000	\$50,000	\$500,000
Ms. Isabella R. ...	\$450,000	\$50,000	\$500,000
Mr. Jacob S. ...	\$450,000	\$50,000	\$500,000
Ms. Ava T. ...	\$450,000	\$50,000	\$500,000
Mr. Noah U. ...	\$450,000	\$50,000	\$500,000
Ms. Mia V. ...	\$450,000	\$50,000	\$500,000
Mr. Lucas W. ...	\$450,000	\$50,000	\$500,000
Ms. Charlotte X. ...	\$450,000	\$50,000	\$500,000
Mr. Oliver Y. ...	\$450,000	\$50,000	\$500,000
Ms. Amelia Z. ...	\$450,000	\$50,000	\$500,000

Oxfordshire County Council:
Safer & Stronger Communities Scrutiny Committee Data Request



Lyndsey Blackaby – Business Analyst

Subject: Oxfordshire Complaint Statistics

Author: Lyndsey Blackaby

Date: 25th February 2010

Requesting Officer: Oxfordshire County Council

File Name: Oxfordshire County Council Work Request.doc

Oxfordshire BCU – Oxfordshire BCU accounts for 27.5% (569) of the total complaint allegations recorded across the Force (2065) between 1st January to 31st December 2009.

Table 1 shows the number of complaint allegations recorded between the period of the 1st January to 31st December 2008 in comparison to the same data period for 2009, for each of the Local Policing Area's within Oxfordshire.

- Summary – Oxford LPA has the highest number of complaint allegations recorded in both 2008 (39%) and 2009 (36.7%), with a 1.4% increase in complaints.**
- Cherwell accounts for 27% of the total complaint allegations recorded against the BCU and has had an 11.5% increase from 2008 to 2009.
 - South Oxfordshire had an increase of 15.1% in 2009 and accounts for 13.3% of the total complaint allegations received against the BCU.
 - West Oxfordshire had the only decrease in complaint allegations with a reduction of 37.7% compared to 2008 and makes up 5.7% of the total BCU complaints received.
 - The Vale of White Horse had the largest percentage increase in complaints when compared to 2008, with an increase of 56.4% in 2009. The LPA accounts for 17% of the total BCU complaints.

Table 1:

LPA	Number of Complaint Allegations recorded in 2008	Number of Complaint Allegations recorded in 2009
Oxford	206	209
Cherwell	138	154
South Oxfordshire	66	76
West Oxfordshire	53	33
Vale of White Horse	62	97
Total for BCU	525	569

Table 2:

Top 5 Allegations on the BCU	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009
Failure or neglect in duty	86	126
Incivility, impoliteness & intolerance	108	104
Other Assault	81	65
Oppressive Conduct	27	63
Unlawful/Unnecessary arrest or detention	37	30

Oxfordshire BCU has received 8.3% more complaint allegations in 2009 compared to 2008.

Table 2 shows the top five categories of allegations that are affecting the BCU.

As shown, there has been a change in the categories affecting the BCU in 2009 compared to 2008.

- Failure in duty complaints have increased by 46.5% (40) and have become the top complaint allegation recorded against Oxfordshire.
- Incivility, impoliteness and intolerance complaints are the second category of complaint to most affect the BCU but there has actually been a decrease of 3.7% (4).
- Other Assault remains the third category to most affect the BCU in both 2008 and 2009 but has had the largest decrease in number of complaint allegations recorded with a 19.7% (16) reduction.
- Oppressive conduct complaints have augmented by 133% (36) in 2009 and are now the fourth category of complaint to most affect the BCU in comparison to 2008 when it was the fifth.
- The category of Unlawful/ Unnecessary arrest or detention is the fifth category affecting the BCU but as shown in table 2, there has been a decrease of 18.9% when compared to 2008.

The below tables show the top five complaint allegations and the types of disposal for each of the LPA's within Oxfordshire BCU.

Oxford LPA – Total complaint allegations received = 209 (36.7% of BCU total number of complaints)

Top 5 Allegations	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
Incivility, impoliteness & intolerance	37	42	14	0	0	15	1	11	1
Failure or neglect in duty	31	40	18	1	0	9	2	9	2
Other Assault	41	29	13	0	1	3	0	11	1
Oppressive Conduct	8	18	10	1	0	5	0	2	0
Unlawful / unnecessary arrest or detention	17	15	7	0	0	1	0	7	0

Cherwell LPA - Total complaint allegations received = 154 (27% of BCU total number of complaints)

Top 5 Allegations	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
Failure or neglect in duty	24	44	21	0	2	14	2	4	1
Incivility, impoliteness & intolerance	34	28	6	0	0	14	1	5	2
Oppressive Conduct	10	17	7	0	0	9	0	0	1
Other Assault	18	14	7	0	1	4	0	2	0
Other irregularity in procedure	2	8	4	0	1	1	1	1	0

Vale of White Horse - Total complaint allegations received = 97 (17% of BCU total number of complaints)

Top 5 Allegations	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
Failure or neglect in duty	8	18	11	0	0	4	1	2	0
Incivility, impoliteness & intolerance	9	18	6	0	0	8	1	3	0
Other Assault	9	13	7	0	2	2	0	2	0
Oppressive Conduct	3	9	6	0	0	2	0	1	0
Breach Code C PACE	5	6	3	0	1	2	0	0	0

West Oxfordshire LPA – Total complaint allegations received = 33 (5.7% of BCU total number of complaints)

Top 5 Allegations	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
Incivility, impoliteness & intolerance	15	8	2	0	0	5	0	1	0
Failure or neglect in duty	8	5	3	0	0	2	0	0	0
Oppressive Conduct	3	5	1	0	0	3	0	1	0
Discriminatory Behaviour	1	3	0	0	0	1	1	1	0
Other Assault	7	2	1	0	1	0	0	0	0

South Oxfordshire LPA - Total complaint allegations received = 76 (13.3% of BCU total number of complaints)

Top 5 Allegations	Number of Allegations Recorded in 2008	Number of Allegations Recorded in 2009	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
Failure or neglect in duty	15	19	4	0	0	7	1	7	0
Oppressive Conduct	3	14	10	0	0	2	0	2	0
Incivility, impoliteness & intolerance	13	8	1	0	0	2	0	5	0
Other Assault	6	7	2	0	0	2	0	2	1
Other irregularity in procedure	4	7	2	0	0	4	0	1	0

Please note – the above data refers to complaint allegations made, rather than the number of complaint cases. For example, one person may complain (one complaint case) but they can make several allegations within that complaint.

Thames Valley Police, as a whole, has seen a 16.6% (295) rise in the number of complaint allegations made during 2009. It should also be noted that Oxfordshire is the largest of the BCU's in regards to number of Police Officers and the area covered.

OXFORDSHIRE PCSO POSTS.

Oxford LPA,

Oxford LPA has 45 Home Office Funded Posts and an additional 13 Partnership funded posts. [Oxford University, Oxford City Council and Warneford Hospital].

1] Oxford University,

4 PCSO posts are 50% part funded by Oxford University. The Contract ends 31st March 2010, Nick Cheeseman, the Oxford University Marshall has indicated that Oxford University are highly unlikely to renew the PCSO Contract after March 2010.

2] Warneford Hospital,

Warneford Hospital currently 50% fund 1 PCSO. The Contract does not expire until 31/3/2011.

Impending Posts Oxford LPA,

Oxford Brookes University are very keen to 100% fund 2 PCSO Posts. A bid has been drawn up but is still at the negotiation stage prior to being forwarded to HQ for a final decision. In addition Littlemore Hospital are keen to part fund 1 PCSO Post. A bid had not yet been drawn up and negotiations are at an early stage.

Vale of White Horse LPA.

VOWH LPA has 18 Home office funded PCSO posts and 10 partnership funded posts [Milton Park, Abingdon Town Council]

1] Abingdon Town Council,

Abingdon Town Council currently 50% fund 1 PCSO. The Contract ends 31st March 2010. Abingdon Town Council has set aside funding for 2 more years and it is very likely that the Contract will be renewed subject to a few minor changes in the MOU.

2] Milton Park,

Milton Park currently 50% fund 9 PCSO posts. The Contract is due to expire on 31/3/2011.

South Oxfordshire LPA,

South Oxon LPA has 18 Home Office funded posts and 10 partnership funded posts [Didcot Town Council, Henley Town Council, Chinnor Parish Council, South Oxfordshire District Council]

1] Didcot Town Council,

Didcot Town Council 50% fund 1 PCSO Post. The Contract expires on 31st March 2011.

2] Henley Town Council,

Henley Town Council 50% fund 1 PCSO post. The Contract expires on 31st March 2011.

3] Chinnor Parish Council,

Chinnor Parish Council 50% fund 1 PCSO Post. The Contract expires on 31st March 2011

4] South Oxon District Council,

SODC 50% fund 7 PCSO posts. The Contract ends on 31st March 2010. Hilary Green from SODC has indicated that SODC will fund 6 posts from April 2010.

Cherwell LPA,

Cherwell LPA has 22 Home Office Funded posts and no partnership funded posts.

West Oxon LPA,

West Oxon LPA has 18 Home office funded posts and no partnership funded posts.

Officer and PCSO numbers

1. Planned police numbers in terms of uniformed officers available for action in Oxfordshire

	PC	SGT	Insp	Total
NBH	121	30.5		151.5
Response	356 (including 45 IPLDP students)	58		414
Total	477	88.5	17	582.5

2. Numbers of PCSOs planned and where and how funded

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2] Warneford Hospital,

Warneford Hospital currently 50% fund 1 PCSO. The Contract does not expire until 31/3/2011.

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Vale of White Horse LPA,

VOWH LPA has 18 Home office funded PCSO posts and 10 partnership funded posts [Milton Park, Abingdon Town Council]

1] Abingdon Town Council,

Abingdon Town Council currently 50% fund 1 PCSO. The Contract ends 31st March 2010. Abingdon Town Council has set aside funding for 2 more years and it is very likely that the Contract will be renewed subject to a few minor changes in the MOU.

2] Milton Park,

Milton Park currently 50% fund 9 PCSO posts. The Contract is due to expire on 31/3/2011.

South Oxfordshire LPA,

South Oxon LPA has 18 Home Office funded posts and 10 partnership funded posts [Didcot Town Council, Henley Town Council, Chinnor Parish Council, South Oxfordshire District Council]

Recruitment and wastage figures estimated and the training costs associated with high wastage and recruitment rates

- Joiners – Oxfordshire: 72 officers were recruited with an Oxfordshire posting between 1 March 2009 and the end of February 2010.
- Leavers - during this same time 41.4 officers based in Oxfordshire left the force.
- Chief Constable Sara Thornton chaired a South East police forces working group aimed at identifying how we could collectively reduce the impact of losing experienced officers to the Metropolitan Police Service (MPS). The working group met regularly between 2007 and 2009 and will continue to monitor losses and review any action to be taken. The working group engaged with the Home Secretary and with the MPS and actions were put in place to minimise the impact of loss and to prevent further losses. Annual losses to the MPS have reduced considerably over this time. The table below shows officer transfers to the MPS between April 2003 and September 2009:

TABLE 1
Police officer transfers out to the MPS as at 20.09.09

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10 (April – Sept)	Total since 2003/04
Bedfordshire	23	7	6	6	27	15	3	87
Essex	30	12	21	100	71	57	22	313
Hertfordshire	24	15	17	44	32	38	7	177
Kent	32	19	10	20	14	31	4	130
Northamptonshire	N/avail	N/avail	N/avail	5	15	4	0	24
Surrey	N/avail	27	19	49	22	33	10	160
Thames Valley	59	45	17	43	78	47	9	298
Transfers out to MPS	168	125	90	267	259	225	55	1189

Training costs for different specialist officers are as follows:

Role	Cost
Police Constable	£47,000
Detective Constable	£56,000
Firearms Constable	£73,200
Roads Policing Constable	£57,800

Complaints data for Oxfordshire BCU, 2008 and 2009

Summary of complaints and outcomes for the BCU and each Local Policing Area within Oxfordshire.

BCU	No of recorded allegations	Live	Discontinued	Dispensation	Local Resolution	Substantiated	Unsubstantiated	Withdrawn
2008	525	20	0	30	215	22	207	31
2009	569	154	3	19	181	20	173	19

2008:

Area	Live	Discontinued	Dispensation	Locally Resolved	Substantiated	Unsubstantiated	Withdrawn	Total for LPA
Oxford	0	0	6	71	10	110	9	206
Cherwell	0	0	5	83	4	33	13	138
South Oxfordshire	5	0	3	24	3	31	0	66
West Oxfordshire	0	0	12	20	5	15	1	53
Vale of White Horse	15	0	4	17	0	18	8	62
BCU Total	20	0	30	215	22	207	31	525

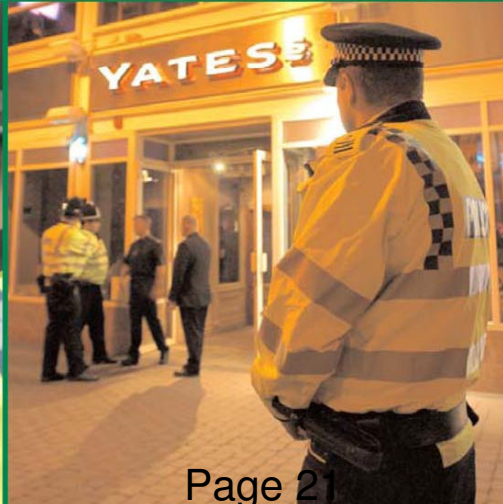
2009:

Area	Live	Discontinued	Dispensation	Locally Resolved	Substantiated	Unsubstantiated	Withdrawn	Total for LPA
Oxford	60	3	7	51	5	73	10	209
Cherwell	40	0	7	59	9	31	8	154
South Oxfordshire	26	0	0	20	1	28	1	76
West Oxfordshire	5	0	1	15	2	10	0	33
Vale of White Horse	23	0	4	36	3	31	0	97
BCU Total	154	3	19	181	20	173	19	569

Stop and Search in Oxfordshire in 2009 By Ethnicity and Outcome

Outcome Code	No further action	Advised	Verbal warning	Arrested	Other	Disposal of groups (Anti-social behaviour locality)	Directed to leave, alcohol related crime or disorder locality	Alcohol confiscation	Tobacco confiscation	Cannabis warning	Report for Summons	PND	Total
White British	6675	294	159	563	105	19	17	271	70	324	13	80	8590
White Irish	60	6	2	3	1	0	1	1	0	1	0	1	78
Other White	370	9	7	32	6	0	1	3	2	20	1	6	457
Indian	87	2	1	6	0	0	0	2	1	7	0	4	110
Pakistani	310	6	3	16	2	0	0	0	0	13	1	3	353
Bangladeshi	103	1	0	4	1	0	0	1	0	10	0	1	121
Other Asian	111	2	3	4	0	0	0	1	0	6	0	1	128
Black Caribbean	263	6	2	37	2	0	0	4	1	15	1	4	335
Black African	150	6	4	7	2	0	0	0	0	8	3	1	181
Other Black	189	7	4	15	0	0	0	1	0	5	0	1	222
Mixed White and Black Caribbean	234	7	1	19	5	0	0	0	1	9	0	2	278
Mixed White and Black African	45	1	0	0	0	0	0	0	0	2	0	1	49
Mixed White and Asian	35	1	1	6	0	0	0	0	0	1	0	1	45
Other Mixed	90	5	2	11	0	0	0	1	0	1	1	0	111
Chinese	17	0	0	0	0	0	0	0	0	1	0	0	18
Other	52	1	0	4	1	0	0	0	0	3	0	0	61
Unstated	418	17	11	36	7	1	0	13	2	10	0	4	518
Vehicle	2	0	0	2	2	0	0	0	0	0	0	0	6
Total	9211	370	200	764	134	20	19	298	77	436	20	110	11659

It is not possible to identify those stop and searches where the person arrested was subsequently convicted for an offence as a result of the stop and search.



Thames Valley
Police Authority
**Annual
Delivery
Plan**
2009-2010

**Quarter
4 Report**



Thames Valley
Police Authority



**THAMES VALLEY
POLICE**

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Part 1 – Performance against strategic objectives, measures and targets

In part 1, where applicable the **Red / Amber / Green** (RAG) status is shown for each performance indicator. (**Green**: Target achieved. **Amber**: Below the target but performing better than last year. **Red**: Below the target and performing worse than last year)

Force Performance Summary for 2009 - 10

Performance Indicators	Target	Q4
To strengthen neighbourhood policing to respond to local needs & increase public confidence		
Increase the % of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	64%	65.4%
Increase the number of Special constables by March 2010	400	408
To develop our partnerships to reduce crime and disorder		
Reduce the level of serious acquisitive crime	- 2%	- 8.5%
Reduce the level of Assault with Less Serious Injury	- 3%	- 3.1%
To improve the service provided to victims, witnesses and the public		
% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported	95%	95.7%
Increase the sanction detection rate for sexual offences	25%	23.9%
Increase the sanction detection rate for Hate crime	35%	37.4%
Increase satisfaction with the overall service provided	84%	84.3%
% of 999 calls to be answered within the national target of 10 seconds	90%	92.0%
% of non-emergency calls received within the PECs to be answered within the national target of 40 seconds %	90%	92.0%
To protect our communities from the threat of terrorism and organised crime		
Target and disrupt known Organised Crime Groups will be targeted and disrupted	45	46
The minimum value of confiscation orders	£3,500,000	£5,326,149
To use information and intelligence to be more effective		
No targets set (Diagnostic indicators in place)	N/A	N/A
To develop our people to give the best service		
% of new police officer recruits from BME background	10%	11.8%
% of new police staff appointments from BME background	10%	8.1%
% of new police community support officers from BME background	10%	7.5%
To improve the use of our resources		
Cashable efficiency savings	3%	4.3%

1. To strengthen neighbourhood policing to respond to local needs & increase public confidence

Performance indicators	Annual Target	Q4
Increase % of people who agree the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	64%	65.4%
Increase the number of Special constables by March 2010	400	408

Increase the % of people who agree that the police & local councils are dealing with anti-social behaviour & crime issues that matter in their area

The level of agreement that people and local councils are dealing with the anti-social behaviour and crime issues that matter in their area has increased to 65.4% for the twelve months to the end of March 2010 when compared with the nine months to the end of March 2009 (61.6%), achieving the target of 64%

Increase the number of Special constables by March 2009

The number of Special Constables increased to 408 at the end of March 2010, above the target of 400

2. To develop our partnerships to reduce crime and disorder

Performance indicators	Annual Target	Q4
Reduce the level of serious acquisitive crime	- 2%	- 8.5%
Reduce the level of Assault with Less Serious Injury (excluding domestic abuse)	- 3%	- 3.1%

Reduce the level of serious acquisitive crime

Serious acquisitive crime has fallen by 8.5% for 2009/10 compared to 2008/09. This reduction is four times greater than the target.

Reduce the level of Assault with Less Serious Injury (excluding domestic abuse)

Assault with less serious injury (excluding domestic abuse) decreased by 3.1% in 2009/10 compared to 2008/09, achieving the target of 3%.

3. To improve the service provided to victims, witnesses and the public

Performance indicators	Annual Target	Q4
% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported	95%	95.7%
Increase the sanction detection rate for sexual offences	25%	23.9%
Increase the sanction detection rate for Hate crime	35%	37.4%
Increase satisfaction with the overall service provided	84%	84.3%
% of 999 calls to be answered within the national target of 10 seconds	90%	92.0%
Non-emergency calls received within the PECs to be answered within the national target of 40 seconds	90%	92.0%

% of Domestic Abuse Risk Assessments completed within 3 days of the incident being reported

95.7% of domestic abuse risk assessments were completed within 3 days of the incident being reported. This is above the target of 95%.

Increase the sanction detection rate for sexual offences

The sanction detection rate for serious sexual offences was 23.9% for 2009/10, an increase from 22.5% at the end of December. It is higher than the level achieved in 2008/09 (21.4%) but remains below the target of 25%.

Increase the sanction detection rate for Hate crime

The sanction detection rate for hate crime is 37.4% for 2009/10, achieving the 35% target.

Increase satisfaction with the overall service provided

Satisfaction with the overall service provided has increased to 84.3%, above the target of 84%.

% of 999 calls to be answered within the national target of 10 seconds

92.0% of 999 calls were answered within 10 seconds achieving the target of 90%.

Non-emergency calls received within the PECs to be answered within the national target of 40 seconds

The number of non-emergency calls being answered by the PEC within 40 seconds is above the target of 90%, at 92.0%.

4. To protect communities from the threat of terrorism and organised crime

Performance indicators	Annual Target	Q4
Target & disrupt the activities of known Organised Crime Groups	45	46
The minimum value of confiscation orders	£3,500,000	£5,326,149

Target and disrupt the activities of known Organised Crime Groups

The number of Organised Crime Groups targeted and disrupted during 2009/10 was 46, above the target of 45.

The minimum value of confiscation orders

The value of confiscation orders achieved in 2009/10 was £5,326,149. This was above the target of £3,500,000 and was only achieved due to obtaining one order for over £4M.

5. To use information and intelligence to be more effective – No targets set

6. To develop our people to give the best service

Performance indicators	Annual Target	Q4
% of new police officer recruits from BME background	10%	11.8%
% of new police staff appointments from BME background	10%	8.1%
% of new police community support officers from BME background	10%	7.5%

% of new police officer recruits from BME background

Between April 2009 and March 2010, 11.8% of new police officers recruited externally were from a BME background.

% of new police staff appointments from BME background

In 2008/09 8.1% of new police staff appointments from external recruits were from a BME background. This is below the target of 10%, and is a slight decrease from 8.3% achieved in 2008/09.

% of new police community support officers from BME background

Between April 2009 and March 2010, 7.5% of new police community support officer appointments from external recruits were from a BME background. This is below the target of 10%, and is an increase from 6.7% achieved in 2008/09.

7. To improve the use of our resources

Performance indicators	Annual Target	Q4
Cashable efficiency savings	3%	4.3%

Cashable efficiency savings

The cashable efficiency savings for 2009/10 are assessed as being at 4.3%, achieving the target.

Part 2 – Progress against Delivery Plan actions

In part 2 the **Red** / **Amber** / **Green** (RAG) status is shown for each of the actions.
(Green: completed / progressed according to plan. **Amber:** progressed more slowly than anticipated.
Red: not achieved / timescales for completion unknown).

1. To strengthen neighbourhood policing to respond to local needs & increase public confidence

No.	Delivery Plan action description	RAG
1.1	Continue the transition from neighbourhood policing to neighbourhood management	Green
1.2	Improve communications between neighbourhood policing teams & local communities	Green
1.3	Extend the Learning & Development programme for PCSOs	Green
1.4	Improve recruitment and retention of the Special Constabulary	Green

1.1 The “Have Your Say” communication and tasking framework was launched in January. This maximises use of public meetings, branding and advertising to ensure greater account is taken of information received from different information strands, and allows for better identification and prioritisation of issues. This approach has generated interest amongst partner agencies to investigate shared opportunities. The multi-agency Neighbourhood Priority Profile has been fully embedded within this “Have Your Say” framework. Best practice is now being shared amongst the Crime & Disorder Reduction Partnerships (CDRPs)

1.2 Community messaging has been developed, with training delivered via workshops to Neighbourhood Watch Administrators, providing guidance on use of the system for providing updates and publicising “Have Your Say” events. Marketing is now underway, internally and externally, to increase membership of the scheme.

1.3 Learning & Development (L&D) conducted a skills audit on a wide range of staff on the BCUs and in Local Policing, including Neighbourhood officers up to the rank of Inspector, local L&D Managers and Police Community Support Officers (PCSOs). The results of this audit were used to design and develop a series of workshops for PCSOs, building on good practice already identified on BCUs, for local delivery. The first, on “attending all crime” has been rolled out, covering basic scene and evidence preparation, and all PCSOs are due to have been trained by July 2010. PCSO development is also included within the new Neighbourhood Policing training programme, which will support the specific PCSO courses. Further continuous professional development opportunities are now being investigated as part of L&D’s ongoing training programme.

1.4 The Special Constabulary Strength now stands at 407 Special Officers. Local Policing have led work identifying the reasons for individuals leaving the Special Constabulary, and has shared these reasons with local areas, along with potential solutions to address some of them. Part of this involved conducting a survey of all leavers, the findings of which were submitted to the Specials Steering Group. Applications to join the Special Constabulary have increased by almost 100% year-on-year following the recent advertising campaign.

2. To develop our partnerships to reduce crime and disorder

No.	Delivery Plan action description	RAG
2.1	Develop Integrated Offender Management Schemes with our partners	
2.2	Reduce domestic abuse repeat victimisation for high risk victims using MARAC	
2.3	Improve partnership work that impacts on young people	
2.4	Continue to focus on the enforcement and prevention of knife crime	
2.5	Work with our partners to reduce the numbers of casualties and deaths on our roads	

2.1 The Integrated Offender Management (IOM) schemes are now utilising an agreed methodology to refresh their offender population and to identify their extended cohorts. Each of the schemes is producing action plans based on the structured feedback received as part of the national Traffic Light Assessment (TLA) with reviews being scheduled to monitor progress. Recruitment of IOM staff locally is expected to begin in April, and a training strategy is being developed alongside the Probation Service for all practitioners involved in IOM work. Work is also being undertaken to evaluate schemes elsewhere, such as Managed Offender Courts and the Hertfordshire “C2 – Choices & Consequences” scheme, to inform future development in Thames Valley.

2.2 The percentage of risk assessments completed and recorded within three days has risen to its highest level of 95.7% for the year to date (YTD). The move to the Domestic Abuse, Stalking and Honour-Based Violence (DASH) model of risk assessment has ensured this continued improvement. A review of the implementation of DASH has enabled the Protecting Vulnerable People Steering Group to agree to move to quality assuring 50% of standard risk cases, freeing up time for other demands. Each of the Basic Command Units (BCUs) have now been visited in relation to Domestic Abuse performance, with subsequent inspections already being scheduled.

2.3 The Safer Schools Programme (SSP) Officer has now visited each of the BCUs, and is working alongside those areas where there are barriers to moving forward in partnership. Some local Steering Groups are still to be established, and ensuring they do has been embedded in plans for 2010/11. Where Steering Groups are now in place, they are taking responsibility for producing annual school profiling documents to inform resourcing and include key priorities.

2.4 The importance of highlighting the submission of intelligence reports by schools officers is being driven by the SSP Officer to ensure intelligence opportunities are maximised. A Tackling Knives Action Plan (TKAP) support agreement has given Reading CDRP permission to supply data from Reading Accident & Emergency departments, and a Forum has been arranged for April 2010, to be chaired by the National Health Service and the Government Office for the South East. Mobile arch units and hand wands are being utilised across the Force, with Local Policing monitoring their use and reassigning resources to suit Local Police Area (LPA) needs.

2.5 From April to February 2010, Roads Policing conducted breathalyser tests on drivers involved in all collisions; amounting to 8,980 breath tests from 6,561 collisions. The seatbelt diversion scheme has now been completed by more than 5,000 people. Roads Policing have conducted a number of operations and campaigns, including the recent mobile phone campaign, which saw the issuing of 246 Fixed Penalty Notices

3. To improve the service provided to victims, witnesses and the public

No.	Delivery Plan action description	RAG
3.1	Implement the Serving with Pride and Confidence programme	Green
3.2	Review the process for crime and incident management	Orange
3.3	Deliver Crime Attendance	Green
3.4	Continue to enhance the accessibility of our services	Green
3.5	Improve victim & witness satisfaction in the Criminal Justice System (Police element)	Green
3.6	Take part in the roll out of the national Streamlined Process project	Green

3.1 Serving with Pride and Confidence module one, Customer Service, was attended by 7,644 officers and staff, with more than half of those also attending an additional session covering Critical Incident Management. Module two, regarding the application of professional judgement, has now been attended by almost 4,000 officers and staff.

3.2 The Customer Journey project has seen the closure of local Service Delivery Units (SDUs), with their functions being amalgamated into the Control Rooms & Enquiries Department (CR&ED). This has streamlined the process for individuals first reporting crimes and incidents. The second part of this process is already underway, with Crime & Incident Management Units (CIMUs) due to close later this year, with their functions being split between CR&ED and BCUs. The two pilots within CR&ED, Pod and Status Messaging, are still awaiting fixes to national technical problems concerning the Airwave radio system. These are ready to be piloted once the technical issues are resolved.

3.3 Crime Attendance has been embedded, including the new categories of arson and theft in a dwelling. A new procedure has now been implemented to identify suitable reports that have not yet been attended and escalate those to supervisors at an early stage. Public confidence levels that anti-social behaviour and crime issues are being dealt with in Thames Valley continue to rise.

3.4 The number of hits on the "Your Voice Counts" internet page is increasing, as is the number of emails received from this page, which now stands at 72. The Force Facebook page now has 1,894 fans, with a Special Constabulary page having 200 fans. A new Force Twitter account is now being tested. The Force website continues to receive more than 50,000 new visitors each month, and in the last quarter saw 21 new pages created and 376 pages updated. A new proposal for the translation of web content has been approved by the Diversity Board, and will now be progressed.

3.5 All of the BCUs now operate to the expanded Witness Charter. Performance continues to improve as the new processes are embedded on BCUs. Local Champions have been identified on each BCU, and they are working to drive performance in Witness Charter compliance.

3.6 Streamlined Process has been fully implemented on each of the BCUs, and the Criminal Justice System partners have signed off the project. This is now business as usual on each of the BCUs, whilst benefits realisation and evaluation of the project will continue until submission of the end of project report. The increased use of Pocket Note Book entries is improving across all of the BCUs, and efforts will continue to drive this higher.

4. To protect communities from the threat of terrorism and organised crime

No.	Delivery Plan action description	RAG
4.1	Refine the mapping of Organised Crime Groups	
4.2	Continue to make extended use of the Proceeds of Crime Act	
4.3	Develop the Counter Terrorist Unit to provide support in the SE region	
4.4	Develop capabilities to assist in delivery of Preventing Violent Extremism Action Plan	

4.1 BCUs continue to map each Organised Crime Group (OCG) operating in their area, with support from Headquarters Intelligence Analysts. Those posing the greatest risk to communities continue to be prioritised, with BCU and Level Two (cross-border & regional) management plans in place. National guidance is still awaited on how those posing greatest risk can best be identified. A total of 46 OCG disruptions have been approved by the ACC Crime & Criminal Justice and a Police Authority member.

4.2 A new Asset Recovery Service Level Agreement is in place between the Force, the Crown Prosecution Service and Her Majesty's Revenue & Customs for the financial year 2010/11, which will lead to a Regional Asset Recovery Team. The Local Criminal Justice Board Asset Recovery Group already promotes strong partnership working and sets clear expectations of each agency. As of 31st March 2010, there have been 178 Confiscation Orders totalling £5,326,149.19, and 46 Cash Forfeitures totalling £267,139.79.

4.3 The South East Counter Terrorist Unit (SECTU) is fully operational and supporting national, regional and Force operations and commitments. Staff have been working from the new SECTU accommodation since November 2009, and the building was officially opened by the Home Secretary in December 2009. The project finished on time and under budget, and has now been functional for a year. Over the course of the year, the number of operations being led by SECTU has increased.

4.4 The Force now has a performance and delivery group regime for Preventing Violent Extremism, which has been operating since Quarter One of 2009/10. SECTU led a multi-agency conference in March with all regional Prevent leads in attendance, and worked alongside the Government Office for the South East to deliver a conference to promote better understanding of Prevent from a police perspective. A practitioner guide has been produced and disseminated to regional Forces. The Force now has a Detective Chief Inspector leading on Prevent in Thames Valley. This individual links in closely with SECTU, and is continuing to work on developing capability to assist partners in delivering the Preventing Violent Extremism Action Plan.

5. To use information and intelligence more effectively

No.	Delivery Plan action description	RAG
5.1	Ensure that crime intelligence and information is used more effectively	
5.2	Continue to improve the ease with which our staff can access information	
5.3	Further develop our Automatic Number Plate Recognition capability & capacity	
5.4	Plan & prepare for Force for the introduction & use of the Police National Database	

5.1 The new Intelligence module of the Integrated Intelligence, Crime & Property (IICP) system went live on 25th March 2010. Interfaces between the Intelligence module and other Force systems have been developed and implemented. Work is now underway to investigate the use of Guardian Intelligence Source Register, with a decision due in June 2010. The decision made will necessitate a re-evaluation of the timescales for the Crime IICP module.

5.2 Version 5 of the Operational Data Store (ODS) is now in use across the Force, having gone live in October 2009. Read-only access to intelligence data is now all conducted utilising ODS. The link to the Intelligence IICP module is functioning, and in 2010/11 the Force will be exploring links to Command & Control, the Crime IICP module and HOLMES2.

5.3 The Force ANPR Unit (FAU) is fully operational, incorporating a 24/7 monitoring unit. In addition to leading directly to arrests, this unit also takes responsibility for the evaluation and dissemination of intelligence received from the cameras. The unit boasts a dedicated Technician tasked with maintaining the systems, which has resulted in considerable savings. The FAU continues to work closely with partners and has been able to obtain approximately one-fifth of all spending on ANPR over the past seven years from partner agencies. Development continues apace, with several BCUs intending to increase ANPR camera numbers over the coming year.

5.4 The Force is building towards being given access to Release One of the Police National Database (PND) from December 2010. This will be focused on safeguarding children and vulnerable people, and will be followed by Release Two in June 2011. The Review, Retention & Disposal of Information (RRD) project is ongoing, including Back Record Conversion of data from the Criminal Intelligence System to Guardian. The Police National Database Interfaces Project is underway, aimed at designing and developing the necessary data extracts, transformations and transmissions of Force data from the Crime, Intelligence, Custody, Domestic Violence and Child Protection business areas to the PND, with the intention to source most of this data from the Operational Data Store. The National Policing Improvement Agency (NPIA) Data Preparation team conducted an initial site visit to assess the Force approach and provided very positive feedback. The project is on track to complete the necessary reconciliation work by the end of September 2010. The Identity Access Management (IAM) project is on target to deliver an accredited IAM solution by the required date, allowing Force access to PND. This includes all data quality, implementation and training aspects.

6. To develop our people to give the best service

No.	Delivery Plan action description	RAG
6.1	Develop and implement agreed retention initiatives for police officers and staff	
6.2	Develop the professional values & leadership strands of SWP&C	
6.3	Implement positive action initiatives for under-represented groups in TVP	

6.1 The Force has held a number of conferences for Inspectors, all of which included a workshop on flexible working and its benefits, making them more familiar with the policy. As of 31st March 2010, part-time staff equated to 10.54% of the total workforce. A contract has been signed for a new online Benefits Total Reward scheme, which will maximise the opportunities available to staff. This is being supported by ongoing efforts to identify new benefits and salary sacrifice opportunities.

6.2 The Talent Management Programme is now in place, with the first cohort having received personal feedback on their individual Emotional Quotient Inventories. There has been a noticeable increase amongst members of the scheme in personal development, through 360° feedback, more active involvement in coaching, interest in secondments and consideration of formal academic studies. An online 360° feedback system is now being trialled. Learning Forums are now taking place on BCUs, and Coaching Champions are in place and working to promote coaching within the Force.

6.3 The launch of the “Half the Story” Black & Minority Ethnic (BME) recruitment campaign and internet site has resulted in a significant increase in electronic applications. This will be followed by the full implementation of the E-Recruit system by June 2010. A recent campaign has identified opportunities to effectively target advertising when PCSOs are next recruited in April. Promotion board cadres now show greater diversity to encourage applications from under-represented groups within the Force. As of 28th February 2010, 118 BME applicants have passed the Competency Based Questionnaire element of the police officer recruitment policy, and 36 BME candidates have passed the National Assessment Centre, with a further 8 due to have attended in March. This year, 33 BME officers have been hired, representing 11% of new officers. BME progression is being monitored, with the Career Development Team providing support to BME officers seeking career advancement, and there are BME officers and staff on the Talent Management Programme.

7. To improve the use of our resources

No.	Delivery Plan action description	RAG
7.1	Complete Phase III of the Productivity Plan	
7.2	Continue to improve the management of change across the organisation	
7.3	Enable our staff to use their time more productively	
7.4	Continue to identify and develop collaborative opportunities for the Force	
7.5	Progress the Asset Management Improvement plan	
7.6	Continue to develop / implement shared service approach to business support services	
7.7	Improve our ability to deliver essential activities in the event of serious disruption	

7.1 Phase II of the Productivity Plan is undergoing an audit, in conjunction with Headquarters Finance and under governance of the Chief Constable's Management Team, to ensure delivery of identified savings. Phase III of the Productivity Plan is underway, with numerous saving opportunities identified. All of the 'green' savings have been approved and will be implemented from April 2010. There have been 14 Resource Management courses, providing training to 207 Sergeants on productivity.

7.2 A more robust process to identify, capture and realise expected savings is now in place. All new requests for change are now reviewed by the Deputy Chief Constable, Strategic Development and ICT prior to committing resources to a full business case. A series of communication sessions have been held to improve awareness of the Change Delivery Model across the Force.

7.3 Meeting free days have been factored into 2010 calendars, with no corporate meetings on Tuesdays throughout the year. Training on video conferencing has taken place, and there are meeting rooms at both headquarters sites which give priority to video conferencing. This has resulted in an increase in the use of video conferencing for meetings. Intranet-based training is being developed on reducing bureaucracy, and the new Waste Line scheme has been launched, inviting suggestions from across the Force on ways to reduce bureaucracy. The 'Reply to the Chief' facility has also identified potential bureaucracy reduction opportunities, which have been passed to relevant departments to progress.

7.4 Regional units are now in place for witness protection, covert operations and technical support units, covering Hampshire, Surrey, Sussex and Thames Valley. The Regional Director of Forensic Services is continuing to identify the appropriate way forward for Forensic Services across the region, whilst the Force is continuing to develop proposals with Hampshire for bilateral collaboration on Operations and Information Management. A feasibility study considering collaboration on call handling functions was rejected due to high costs, but lessons learned from the study are being used to deliver internal efficiencies.

7.5 A consultation strategy for the Asset Management Implementation Plan has been developed, and the Asset Management Improvement Group meets regularly, chaired by the Director of Resources. A new format of Condition Surveys is now being used, and a new workplace strategy and space policy have been developed and submitted to the Asset Management Improvement Group. The Slough Police station pilot has ruled out extensive renovation works and proposed a number of more cost-effective measures to be considered for maintenance works from 2010/11.

7.6 There is ongoing service development of Employment Relations Shared Services, and the case tracking tool was implemented in November 2009. The automation of officer overtime claims went live in November 2009, and self service expenses is being tested ahead of implementation in June 2010. Implementation projects have been agreed in the areas of Facilities/Driving, Administration and Business Management, and these will be delivered in 2010/11. The new Finance structure was implemented on 1st April 2010.

7.7 A Business Impact Analysis has now been carried out in almost all areas to identify local critical activities, and the Business Continuity Management programme continues to be developed to align with BS25299. This year has seen pandemic flu and heavy snowfall provide opportunities to test business continuity arrangements and improve procedures based on lessons learned from those events.

Glossary of Terms

ANPR	Automatic Number Plate Recognition. ANPR equipment automatically reads vehicle registrations and matches them to database information.
BCU	Basic Command Unit. Geographically based operational police unit.
BME	Black & Minority Ethnic.
CDRP	Crime and Disorder Reduction Partnerships - An alliance of organisations required by statute to help to tackle crime and disorder within their area.
CIMU	Crime & Incident Management Unit
CPS	Crown Prosecution Service.
CR&ED	Control Rooms and Enquiry Department.
DASH	Domestic Abuse, Stalking & Honour-Based Violence: A national model to identify risk factors.
FAU	Force ANPR Unit.
HOLMES2	Home Office Large Major Enquiry System 2.
IAM	Identity Access Management.
ICT	Information, Communications and Technology.
IICP	Integrated Intelligence, Crime and Property System.
IOM	Integrated Offender Management.
L&D	Learning & Development.
LPA	Local Policing Area. Geographically based operational police unit which is coterminous with local authority boundaries.
MARAC	Multi Agency Risk Assessment Conferences.
NPIA	National Policing Improvement Agency.
OCG	Organised Crime Group.
ODS	Operational Data Store.
PCSO	Police Community Support Officers.
PEC	Police Enquiry Centre.
PND	Police National Database.
RAG	Red / Amber / Green - Action or target colour status code.
RRD	Review, Retention & Disposal of Information.
SDU	Service Delivery Unit
SECTU	South East Counter-Terrorism Unit.
SSP	Safer Schools Programme.
SWP&C	Serving with Pride and Confidence.
TKAP	Tackling Knives Action Plan
TLA	Traffic Light Assessment – National assessment scheme for Integrated Offender Management.
YTD	Year to Date.

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