Delivery Plan

2010-2011

Thames Valley
Police Authority

THAMES VALLEY
POLICE

Our aim 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

1 To strengthen neighbourhood policing to respond to local need and increase public confidence

	Action	Chief Officer lead
1.1	Improve local arrangements for community consultation in line with the Policing Pledge and deliver enhanced engagement and problem solving in conjunction with partners.	ACC LP
1.2	Implement a method of identifying those at risk from chronic anti-social behaviour problems in terms of victims, offenders and locations, ensuring that police and partners deliver appropriate interventions.	ACC LP
1.3	Improve the communication between neighbourhood policing teams and our local communities: making best use of community messaging, new technology and newsletters, aligning with partners wherever possible.	ACC LP
1.4	Increase members of the Special Constabulary to 450.	ACC LP
1.5	Take measures to improve confidence and satisfaction levels reported by all our communities, closing the gap where differences are apparent.	ACC LP

Control Strategy Priorities:
Tackle anti-social behaviour by focussing on problem families and locations and supporting repeat victims.

2 To develop our partnerships to reduce crime and disorder

	Action	Chief Officer lead
2.1	Work with partners to implement effective local integrated offender management that will reduce re-offending amongst an extended group of offenders.	ACC LP
2.2	Ensure our engagement with young people in schools supports our work to tackle anti social behaviour, street crime, knife crime and gangs, is in line with good practice nationally and locally, and that officers and staff engaged in such activity are appropriately trained and resourced.	ACC LP
2.3	Target enforcement activity and preventative measures to reduce the level of serious violence, particularly that associated with gangs and the criminal use of knives.	ACC LP
2.4	Increase prosecutions against drivers who use their vehicles in an anti-social manner in our neighbourhoods, through the effective use of legislation including seizure powers.	ACC O
2.5	Ensure greater use of awareness training and online education schemes for drivers and other road users (e.g. pedestrians and cyclists) to reduce the number of those killed and seriously injured on our roads.	ACC O
2.6	Tackle violent crime offences by improving their investigation, increasing the detection rate and the use of prosecutions.	ACC C&CJ
2.7	Reduce offences and increase detection rates in burglary dwelling, robbery and autocrime by targeting prolific offenders and crime hotspots.	ACC C&CJ

Control Strategy Priorities:
Tackle violent crime and crimes involving the use of knives and improve our investigation of serious acquisitive crime.

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

	Action	Chief Officer lead
3.1	Enhance the quality of service in relation to victims, witnesses and callers coming into contact with Thames Valley Police by streamlining our processes.	DCC
3.2	Maximise the current mechanisms for receiving information from the public and identify additional effective communication routes using the internet, email and text.	DIST
3.3	Improve compliance with the requirement to keep victims informed about progress of their investigation in line with the Policing Pledge by negotiating/agreeing updates with victims.	ACC C&CJ
3.4	Roll out the national modernising charging project. This will involve the police taking responsibility for more charging decisions.	ACC C&CJ
3.5	In partnership with Health and other agencies establish a Sexual Assault Referral Centre for the Thames Valley to provide a service for the victims of Serious Sexual Assaults.	ACC C&CJ
3.6	Ensure the Force is able to deliver the standards required of the police for mental health and supporting people with learning difficulties as set out in the Bradley Report and forthcoming national guidance.	ACC LP
3.7	Work with partners to reduce repeat victimisation in those domestic abuse cases managed by the Multi-Agency Risk Assessment Conferences.	ACC C&CJ
3.8	Identify and reduce the number of repeat domestic abuse offenders who move from victim to victim through targeted enforcement and preventative activity.	ACC C&CJ

Control Strategy Priorities:
Tackle domestic violence and improve our investigation of serious sexual assaults and hate crime.

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

	Action	Chief Officer lead
4.1	Conduct results analysis for major and serious organised crime in order to monitor the impact of preventative and enforcement activity.	ACC C&CJ
4.2	Increase intelligence gained through communities and to increase the effectiveness of using such intelligence for tackling serious and organised crime.	ACC C&CJ
4.3	Prepare and implement management plans for all identified Organised Crime Groups.	ACC C&CJ
4.4	Engage with other regional and national agencies and partners to support our preventative and enforcement activity against serious and organised crime.	ACC C&CJ
4.5	Develop partnerships with the business community to support our preventative and enforcement activity against serious and organised crime.	ACC C&CJ
4.6	Prepare and protect against terrorist attack in partnership with our Local Resilience Forum partners.	ACC O
4.7	Conduct a counter-terrorism exercise to test the Force and partner agency response to terrorist incidents.	DCC

Control Strategy Priorities:
Continue to disrupt organised crime groups, tackle those engaged in drug supply and violence, and reduce the threat of terrorism.

5 To use information and intelligence to be more effective

	Action	Chief Officer lead
5.1	Implement the Guardian Crime System across the Force and introduce effective business change in order to facilitate maximum operational benefit.	DIST
5.2	Further improve Information Management tools and processes to enable efficient access to key data, information and organisational knowledge.	DIST
5.3	Meet the specified requirements in order to connect to the Police National Database and introduce effective business processes so as to maximise the additional intelligence opportunities.	DIST
5.4	Implement a future–proof cost-effective ICT infrastructure that provides staff secure access to key systems and applications in any location so as to improve our customer service.	DIST
5.5	Introduce Identity Access technology controls and compliance with the ACPO Information Assurance Maturity Model to enhance Force Information systems' security.	DIST
5.6	Introduce further Information Assurance controls across the organisation to facilitate effective information sharing with partners and to minimise risk around data transfer.	DIST
5.7	Implement recommendations from the force review of intelligence that will improve and streamline our processes.	ACC C&CJ

6

To develop our people to give the best service

	Action	Chief Officer lead
6.1	Promote leadership and embed professional values in our people.	DoR
6.2	Implement actions developed in response to the staff survey.	DCC
6.3	Take positive action in the recruitment, development, promotion and retention of under-represented groups in TVP. Specifically to: a. Achieve an annual recruitment target of 10% Black & Minority Ethnic (BME) officers, police staff and Police Community Support Officers (PCSOs). b. Achieve the Police Authority's locally agreed targets for overall representation of female and BME police officers, police staff and PCSOs. c. Reduce under-representation in departments. d. Monitor career progression of female and BME officers.	DoR
6.4	Strengthen the quality of individual performance management by marketing the PDR matrix and guidance.	DoR

7 To improve the use of our resources

	Action	Chief Officer lead
7.1	Implement the agreed actions of the productivity plan.	DCC
7.2	Identify and implement collaborative opportunities that will improve service delivery and/or deliver savings.	DCC
7.3	Ensure that appropriate gaps in the Protective Services Improvement Plan are closed.	DCC
7.4	Ensure that identified benefits are realised and risks managed through the Change Management process across the organisation.	DCC
7.5	Improve the management and analysis of performance data through effective use of systems and processes.	DCC
7.6	Progress asset management opportunities and priorities.	DoR
7.7	Identify the Force's environmental impact and develop actions to achieve future improvements.	DoR
7.8	Through ICT collaboration with Hampshire constabulary and working with Forces in the SE region ensure compliance with the NPIA Information Systems Improvement Strategy.	DIST
7.9	Develop a strategy to bridge the funding gap identified from 2011 to 2014 and publish details in the Value for Money Statement.	DCC
7.10	Use the Productivity Framework to drive sustainable improvement in quality of service and efficiency.	DCC

Delivery Plan Targets

To strengthen Neighbourhood Policing to respond to local need and increase public confidence

- Increase the percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area to 68% (provisional).
- Increase the number of Special Constables to 450
- Increase the satisfaction level with the overall service provided to 86% (provisional).

To develop our partnerships to reduce crime and disorder

- Increase the detection rate for Violence against the Person with Injury (including domestic abuse) to 35%
- Reduce the level of Serious Acquisitive Crime (domestic burglary, theft of a vehicle, theft from a vehicle and robbery) by 2%
- Increase the detection rate for Serious Acquisitive Crime to 12%
- Achieve a 25% detection rate for Serious Sexual Offences

To improve the services provided to victims, witnesses and the public

- Reduce the level of repeat victimisation, compared to 2009/10, for victims of domestic abuse assessed by the police as 'High Risk' and managed by Multi-Agency Risk Assessment Conferences
- 90% of 999 calls to be answered within national target of 10 seconds
- 90% of Non-emergency calls received within the PECs to be answered within the national target of 40 seconds

To protect communities from the threat of terrorism and organised crime

- Disrupt 20 High Risk Organised Crime Groups
- Increase the number of confiscation orders by 10%

Diagnostic Indicators

To strengthen Neighbourhood Policing to respond to local need and increase public confidence
- The disparity in the white and BME satisfaction levels with the overall service provided by the police

To develop our partnerships to reduce crime and disorder
- The level of Most Serious Violent Crime compared to Most Similar Force Group
- The detection rate for Most Serious Violent Crime compared to Most Similar Force Group
- The detection rate for Assault Less Serious Injury compared to Most Similar Force Group
- The detection rate for Burglary in a Dwelling compared to the Most Similar Force Group
- The detection rate for Theft from Vehicle compared to Most Similar Force Group
- The detection rate for Theft of Vehicle compared to Most Similar Force Group
- The detection rate for Robbery compared to Most Similar Force Group
- The detection rate for hate crime

Key to Abbreviations

CC	Chief Constable
DCC	Deputy Chief Constable
ACC LP	Assistant Chief Constable, Local Policing
ACC C&CJ	Assistant Chief Constable, Crime & Criminal Justice
ACC O	Assistant Chief Constable, Operations
DoR	Director of Resources
DIST	Director of Information, Science & Technology