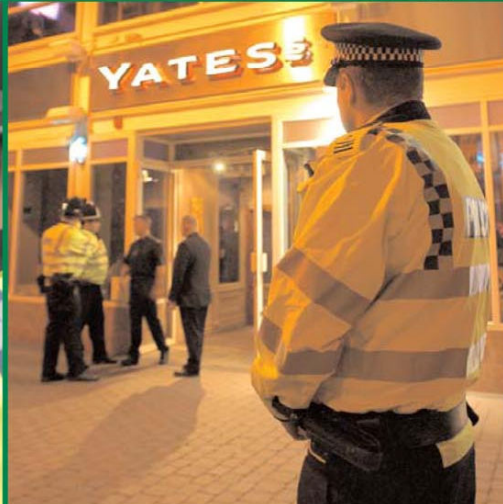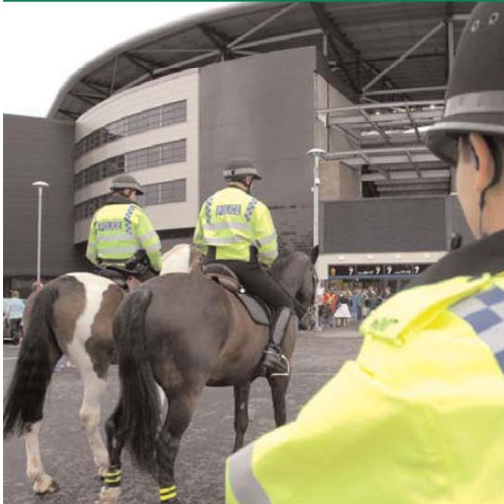Thames Valley
Police Authority

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 200910 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	
1.2	Improve communications between neighbourhood policing teams & local communities	
1.3	Extend the Learning & Development programme for PCSOs	
1.4	Improve recruitment and retention of the Special Constabulary	

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	🟩
3.2	Review the process for crime and incident management	🟧
3.3	Deliver Crime Attendance	🟩
3.4	Continue to enhance the accessibility of our services	🟩
3.5	Improve victim & witness satisfaction in the Criminal Justice System (Police element)	🟩
3.6	Take part in the role out of the national Streamlined Process project	🟩

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.