



# Delivery Plan 2015-16



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## DELIVERY PLAN 2015–16

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### Foreword

Thames Valley Police is going through a time of change; change in leadership, change in budget, developments in technology and the crimes we police.

This change brings challenges which must not be underestimated; Thames Valley Police has already saved £58 million while protecting front line services but further savings will be required. We must rise to the challenges of policing emerging crime types such as cyber-crime and exploitation, without losing focus on more traditional crimes.

Change also brings opportunities. Opportunities to work collaboratively with other Forces and more closely with our partners while embracing technology to deliver more efficient and effective policing. We will also continue to invest in our staff to ensure that they have the necessary skills and professionalism to enable them to carry out their role.

We will continue to work to prevent crimes, protect the public and to maintain the high levels of satisfaction and the reduction in crime, of which we are rightly proud. We will work to create an innovative and modern police force which, at its heart, continues to focus on keeping our communities safe from harm.



Francis Habgood,  
Thames Valley Police  
Chief Constable





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## DELIVERY PLAN 2015–16


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### Delivery Plan Aims

- To reduce domestic burglary
- To increase the volume of rape investigations which result in prosecution compared to the 31st March 2015
- Increase the percentage of rape prosecution files submitted to the Crown Prosecution Service assessed as trial ready
- To increase the volume of domestic abuse investigations which result in charge or caution compared to the 31st March 2015
- Increase the percentage of violence with injury (excluding domestic abuse) prosecution files submitted to the Crown Prosecution Service assessed as trial ready.

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### Diagnostic Indicators

- Monitor the repeat victimisation rate for domestic abuse related violent crime
  - Monitor the proportion of domestic abuse investigations which do not result in a prosecution
  - Monitor the proportion of rape investigations with an identified suspect which do not result in a prosecution
  - Monitor victim satisfaction levels
  - Monitor the level of rural crime based on NFU insurance claims
  - Monitor the level of dwelling burglaries at the CSP (and Force) level
  - Monitor the levels of violence at the CSP (and Force) level.
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# 1 Cut crimes that are of most concern to the community

*The key purpose of the police is to cut crime by working with partners on crime prevention and reduction and by effective investigation and enforcement. We will focus on reducing and solving crimes that are of most concern across Thames Valley.*

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	Action	ACPO Owner
1.1	Continue to prioritise burglary and violent crime.	<b>DCC</b>
1.2	Improve the investigation and case preparation of domestic abuse and rape offences.	<b>DCC</b>
1.3	Continue to promote safety in the night time economy through education and partnership working.	<b>ACC NP&amp;P</b>
1.4	Support business communities in preventing and tackling fraud and retail crime.	<b>ACC NP&amp;P</b>
1.5	Increase the use of analytical technology to prevent and detect crime and continue to explore the possibilities of prediction and benefits of Big Data.	<b>ACC Crime</b>
1.6	Improve the Force's response to Cyber crime.	<b>ACC Crime</b>
1.7	Develop our Crime Prevention capability around our key areas of harm and priority areas.	<b>ACC NP&amp;P</b>
1.8	Work with rural communities to identify their concerns and reduce the risk of rural crime.	<b>ACC NP&amp;P</b>

## 2 Increase the visible presence of the police

*We are committed to increasing the availability and visibility of the police. To achieve this we will tailor patrol strategies according to analysis of where crime occurs and where uniformed presence will have greatest impact. We will continue to maximise the contribution of Special Constables to policing in the Thames Valley. We will use stop and search effectively and for the benefit of our communities.*

	Action	ACPO Owner
2.1	Maximise the contribution that Special Constables make to policing.	<b>ACC NP&amp;P</b>
2.2	Maximise patrol and operational deployment in the most efficient and operationally productive way.	<b>ACC OPS</b>
2.3	Continue to embed the Home Office Best Use of Stop and Search scheme.	<b>ACC NP&amp;P</b>
2.4	Deliver TVP's commitment to the Mental Health Crises Concordat partnership action plans.	<b>ACC NP&amp;P</b>
2.5	Consider ways to improve focused engagement with our diverse communities in order to tackle crimes that affect them.	<b>ACC NP&amp;P</b>
2.6	Implement the agreed recommendations from the Neighbourhood Policing Review.	<b>ACC NP&amp;P</b>
2.7	Deliver the Force Single Equality Scheme action.	<b>CC</b>

### 3 Protect our communities from the most serious harm

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

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	Action	ACPO Owner
3.1	Continue to maximise partnership working in the form of multi agency safeguarding hubs to protect the vulnerable.	<b>ACC Crime</b>
3.2	Encourage the victims of sexual assault to come forward and report. Provide the highest standards of investigation and improve the quality of service we give to those victims.	<b>ACC Crime</b>
3.3	Protect children from sexual abuse and provide the highest possible service levels to those children who have been subject to abuse and exploitation.	<b>ACC Crime</b>
3.4	Work with partners to develop strategies to encourage engagement and help vulnerable victims through the criminal justice process.	<b>ACC NP&amp;P</b>
3.5	Work with other agencies and develop intelligence to target those individuals and Organised Crime Groups engaged in human trafficking and slavery.	<b>ACC Crime</b>
3.6	Develop an adult safeguarding strategy to protect vulnerable groups from Organised Crime Groups.	<b>ACC Crime</b>
3.7	Encourage FGM (Female Genital Mutilation) referrals by partners and develop preventative strategies, investigative strategies and community engagement.	<b>ACC Crime</b>
3.8	Work with communities to increase resilience to fraud and improve the process for victims.	<b>ACC Crime</b>
3.9	Target criminals by maximising our use of the Proceeds of Crime Act and asset recovery opportunities.	<b>ACC Crime</b>
3.10	Deliver the relevant parts of the Government's Serious and Organised Crime Strategy (SOCS).	<b>ACC RC &amp; CT</b>

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

*We will continue to improve the way we communicate with the public and will publish more information about our services and outcomes. We will use technology to enhance our policing and keep our communities informed.*

	Action	ACPO Owner
4.1	Use technology to provide the public, our staff and our partners with easy effective access to information and services.	<b>DoI</b>
4.2	Ensure we effectively communicate how we are performing and the outcomes of our work.	<b>DoI</b>
4.3	Use technology to effectively target crime prevention activities and information to those at risk and focus on protecting people as well as property.	<b>ACC NP&amp;P</b>
4.4	Implement recommendations from the contact management programme to improve public contact with the police.	<b>DCC</b>
4.5	Further develop digital platforms to engage and inform the public and increase our diverse communities willingness to report crime.	<b>DoI</b>
4.6	Deliver the Digital Policing Programme in collaboration with Hampshire Constabulary.	<b>ACC NP&amp;P</b>
4.7	Structure and manage our information to maximise safe, effective data sharing with partners.	<b>DoI</b>

## 5 Increase the professionalism and capability of our people

*We will continue to reduce bureaucracy and improve our processes. We will provide high quality support and training to our staff so they have the professional expertise and the freedom and responsibility to deliver the best possible service to the public. We will work to ensure TVP remains an employer of choice.*

	Action	ACPO Owner
5.1	Continue to promote an ethical culture and embed the Code of Ethics.	<b>DoP</b>
5.2	Continue to work with the College of Policing, make best use of research and implement evidence based practice.	<b>DoP</b>
5.3	Develop and implement a well being strategy for our staff.	<b>DoP</b>
5.4	Use evidence based research and practice to increase the representation of people from diverse backgrounds in our workforce to more closely reflect the population of the Thames Valley.	<b>DoP</b>
5.5	Continue to promote and enhance our reputation as an employer of choice.	<b>DoP</b>
5.6	Promote multiple entry routes to policing.	<b>DoP</b>
5.7	Simplify our policies and processes with due regard to Authorised Professional Practise.	<b>DCC</b>
5.8	Improve the effectiveness and efficiency of criminal justice through improving the skills of our staff and exploiting technology.	<b>ACC NP&amp;P</b>
5.9	Develop knowledge management strategy to support professional and effective operational service delivery by capturing learning from critical incident management, investigative review board and other oversight structures.	<b>DoI</b>
5.10	Develop problem solving skills of Officers to reduce recidivism and repeat victimisation.	<b>ACC NP&amp;P</b>
5.11	Develop the investigative skills of our staff to reflect the changes in crime type.	<b>ACC Crime</b>



## 6 Reduce costs and protect the frontline

*We will continue to work hard to improve the efficiency of our business. We will make further savings through our productivity strategy and our collaboration programmes and Priority Based Budgeting.*

	Action	Chief Officer lead
6.1	Deliver the cost reductions identified in the productivity strategy for 2015/16.	<b>DoF</b>
6.2	Continue to develop the productivity strategy for 2016-17 to 2017-18 and beyond.	<b>DCC</b>
6.3	Use a priority based budgeting approach to review the allocation of resources.	<b>DCC</b>
6.4	Identify new opportunities to enhance our service delivery through innovation, collaboration and partnership.	<b>DCC</b>
6.5	Rationalise our estate and optimise the use of space.	<b>DCC</b>
6.6	Reduce our carbon footprint.	<b>DCC</b>
6.7	Improve efficiency by enabling more agile working through appropriate working environments, equipment provision and removal of cultural obstructions.	<b>DCC</b>
6.8	Transform the Procurement function to facilitate working with the business to deliver significant contract/procurement savings.	<b>DoF</b>

## Key to Abbreviations

<b>CC</b>	Chief Constable
<b>DCC</b>	Deputy Chief Constable
<b>ACC RC &amp; CT</b>	Assistant Chief Constable Regional Crime and Counter Terrorism
<b>ACC NP&amp;P</b>	Assistant Chief Constable Neighbourhood Policing and Partnerships
<b>ACC Crime</b>	Assistant Chief Constable Crime
<b>ACC OPS</b>	Assistant Chief Constable Operations
<b>DoP</b>	Director of People
<b>DoI</b>	Director of Information
<b>DoF</b>	Director of Finance

## Single Equality Scheme Objectives

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

### **Equality Objective 1**

To ensure Thames Valley Police employs a diverse workforce that more closely represents the communities in Thames Valley with a focus on BME representation.

### **Equality Objective 2**

Improve confidence and trust in the service provided by Thames Valley Police through effective community engagement.


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### **Equality Objective 3**

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

### **Equality Objective 4**

To work with partners to improve the experience and outcomes of people experiencing mental ill health.



# If you would like this document in a different language please contact:

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Email: [tpv3@thamesvalley.pnn.police.uk](mailto:tpv3@thamesvalley.pnn.police.uk)

Jeśli chciał(a)byś otrzymać ten dokument w innym języku, prosimy o kontakt

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**Crime Summary for West Oxfordshire  
Between August and July**

OFFENCES	Finally Recorded				Crimes Per 1000 Population/ Household	Outcomes			Outcome Rate		
	2012/13	2013/14	2014/15	% Change		2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
<b>All Crime (excluding Fraud)</b>	<b>3,848</b>	<b>3,447</b>	<b>3,374</b>	<b>-2.1%</b>	<b>31.24</b>	<b>1,241</b>	<b>1,001</b>	<b>899</b>	<b>32.3%</b>	<b>29.0%</b>	<b>26.6%</b>
<b>Victim Based Crime</b>	<b>3,320</b>	<b>3,027</b>	<b>2,984</b>	<b>-1.4%</b>	<b>27.63</b>	<b>826</b>	<b>674</b>	<b>626</b>	<b>24.9%</b>	<b>22.3%</b>	<b>21.0%</b>
- Violence Against the Person	693	563	744	32.1%	6.89	347	240	304	50.1%	42.6%	40.9%
- Homicide	1	0	0	N.A.	0.00	0	0	0	0.0%	N.A.	N.A.
- Violence with Injury	311	234	294	25.6%	2.72	186	117	140	59.8%	50.0%	47.6%
- Violence without Injury (Excluding Harassment)	309	277	385	39.0%	3.57	125	107	148	40.5%	38.6%	38.4%
- Harassment	72	52	65	25.0%	0.60	36	16	16	50.0%	30.8%	24.6%
- Sexual Offences	77	103	142	37.9%	1.31	20	32	40	26.0%	31.1%	28.2%
- Rape	19	33	43	30.3%	0.40	3	9	16	15.8%	27.3%	37.2%
- Non-Rape Sexual Offences	58	70	99	41.4%	0.92	17	23	24	29.3%	32.9%	24.2%
- Robbery	10	4	9	125.0%	0.08	6	0	2	60.0%	0.0%	22.2%
- Robbery of Business Property	2	2	4	100.0%	0.04	1	0	0	50.0%	0.0%	0.0%
- Robbery of Personal Property	8	2	5	150.0%	0.05	5	0	2	62.5%	0.0%	40.0%
- Burglary	367	305	264	-13.4%	2.44	40	40	31	10.9%	13.1%	11.7%
- Burglary Dwelling	132	65	72	10.8%	1.67	28	20	21	21.2%	30.8%	29.2%
- Burglary Non-Dwelling	235	240	192	-20.0%	1.78	12	20	10	5.1%	8.3%	5.2%
- Vehicle Crime	355	283	278	-1.8%	2.57	24	27	26	6.8%	9.5%	9.4%
- Theft of Vehicle	53	37	48	29.7%	0.44	11	15	7	20.8%	40.5%	14.6%
- Theft from Vehicle	289	224	210	-6.3%	1.94	13	11	17	4.5%	4.9%	8.1%
- Vehicle Interference	13	22	20	-9.1%	0.19	0	1	2	0.0%	4.5%	10.0%
- Theft from the Person	39	55	56	1.8%	0.52	2	2	7	5.1%	3.6%	12.5%
- Bicycle Theft	107	97	63	-35.1%	0.58	5	2	1	4.7%	2.1%	1.6%
- Shoplifting	366	368	256	-30.4%	2.37	192	182	87	52.5%	49.5%	34.0%
- Making off without Payment	70	124	196	58.8%	1.81	19	12	15	27.1%	9.7%	7.7%
- All Other Theft Offences	567	507	449	-11.4%	4.16	53	48	30	9.3%	9.5%	6.7%
- Asson & Criminal Damage	669	618	527	-14.7%	4.88	118	89	83	17.6%	14.4%	15.7%
- Asson	19	23	16	-30.4%	0.15	2	5	6	10.5%	21.7%	37.5%
- Criminal Damage	650	595	511	-14.1%	4.73	116	84	77	17.8%	14.1%	15.1%
<b>Crimes Against Society</b>	<b>528</b>	<b>420</b>	<b>390</b>	<b>-7.1%</b>	<b>3.61</b>	<b>415</b>	<b>327</b>	<b>273</b>	<b>78.6%</b>	<b>77.9%</b>	<b>70.0%</b>
- Drug Offences	277	195	150	-23.1%	1.39	239	187	130	86.3%	95.9%	86.7%
- Trafficking of Drugs	28	21	22	4.8%	0.20	14	29	14	50.0%	138.1%	63.6%
- Possession of Drugs	249	174	128	-26.4%	1.19	225	158	116	90.4%	90.8%	90.6%
- Possession of Weapons Offences	19	14	21	50.0%	0.19	14	9	14	73.7%	64.3%	66.7%
- Public Order Offences	190	159	172	8.2%	1.59	139	106	105	73.2%	66.7%	61.0%

	2012/13	2013/14	2014/15	% Change	Crimes Per 1000 Population/ Household	2012/13	2013/14	2014/15	2012/13	2013/14	2014/15
Miscellaneous Crimes against Society	42	52	47	-10%	0.44	23	25	24	54.8%	48.1%	51.1%
<b>OFFENCES</b>											
<b>Recorded Hate Crime (Included in above crimes) and Incidents</b>											
Racially or Religiously Aggravated Crime	7	10	13	30%	0.12	5	4	6	71.4%	40.0%	46.2%
Racist Incidents - Recorded Crime	10	14	15	7%	0.14	3	6	7	30.0%	42.9%	46.7%
Racist Incidents - Non Crime Occurrence	13	12	10	-17%	0.09						
Religious Incidents- Recorded Crime	1	0	0	N.A.	0.00	0	0	0	0.0%	N.A.	N.A.
Religious Incidents - Non Crime Occurrence	0	0	1	N.A.	0.01						
Homophobic Incidents - Recorded Crime	1	3	3	0%	0.03	2	1	2	200.0%	33.3%	66.7%
Homophobic Incidents - Non Crime Occurrence	2	6	2	-67%	0.02						
Transphobic Incidents - Recorded Crime	1	2	0	-100%	0.00	0	1	0	0.0%	50.0%	N.A.
Transphobic Incidents - Non Crime Occurrence	1	0	0	N.A.	0.00						
Disability Incidents - Recorded Crime	4	1	0	-100%	0.00	3	0	0	75.0%	0.0%	N.A.
Disability Incidents - Non Crime Occurrence	2	0	3	N.A.	0.03						
<b>Domestic Crime and Incidents - Domestic Qualifier Only</b>											
Domestic Abuse Incidents - Recorded Crime	363	329	380	16%	3.52	139	133	144	38.3%	40.4%	37.9%
Domestic Abuse Incidents - Non Crime Occurrence	926	1,073	1,102	3%	10.20						
<b>Domestic Crime and Incidents - National Definition</b>											
Domestic Abuse Incidents - Recorded Crime	358	303	306	1%	2.83	141	129	117	39.4%	42.6%	38.2%
Domestic Abuse Incidents - Non Crime Occurrence	854	764	343	-55%	3.18						

Data was extracted on 11/08/2015

Source: Thames Valley Crime Recording Systems (CEDAR - offences recorded to 29 April 2014; Niche - offences recorded from 29 April 2014)

Outcomes: An offence that has been resolved where a suspect has been either charged, cautioned, issued a fixed penalty notice, issued a formal cannabis warning, has received a youth or adult restorative disposal (community resolution), where the suspect has requested has requested that the offence be taken into consideration at court, the suspect is deceased or CPS have decided it is not in the public interest to prosecute the suspect.

Following the introduction of Niche RMS for recording crime, 118 crimes (0.09%) have yet to be assigned to local authority areas. This will impact on the 2014/15 figures provided above. Following the introduction of Niche RMS the number of crimes with a domestic abuse qualifier that have been finalised as domestic abuse under the national definition has fallen from around 94% to around 80%. At the same time the number of domestic abuse non crime occurrences has fallen from around 70% to around 40%. This is due to the fact that key information to identify whether an occurrence is compliant with the national definition has not been recorded. Additional records which meet the criteria but which do not have the domestic qualifier are also included.

Note: The data provided is taken from our crime recording system. This is a dynamic system. Additional information identified during the investigation may lead to a reassessment of the crime classification. Information held on the system is also subject to review to ensure compliance with the Home Office Counting Rules for Recording Crime and the National Crime Recording Standard. As a result of this crime levels and classifications may change over time and this data may not match data previously published or data published in the future. For this reason, the data should only be used as an indicator of crime trends.



**Superintendent Kath Lowe**

**Local Police Area Commander Cherwell and West Oxfordshire**

- **Policing Priorities**

Child Sexual Exploitation

Domestic burglary

Violent crime

Rural crime

- **Changing Nature of Crime**

Cyber crime

Increase in reported sex offences

Modern Slavery

- **Night Time Economy**

Weekly Operation Nightsafe

Licensing operations

- **Drugs**

Intelligence led

Warrants

Legal highs

- **Cautions**

190 in last 12 months

- **Prevent awareness week**

