



DRAFT

**Police and Crime Plan
for the
Thames Valley**

2012 – 2017

FOREWORD BY THE POLICE AND CRIME COMMISSIONER FOR THAMES VALLEY, ANTHONY STANSFELD

The Police reduce crime primarily by catching those that commit it. However the requirement to reduce crime is only in part within the Police's remit. Parenting, schooling, Councils, the Crown Prosecution Service (CPS), voluntary and community organisations, and the overall Criminal Justice System (CJS) all have a major role in the reduction of crime. Without their pro-active support crime cannot be reduced by the Police alone.

The majority of crime that directly affects the public is caused by the excessive consumption of alcohol, and the need of drug addicts to fund their addiction.

Alcohol is a primary cause of violence, anti- social behaviour and, to a great extent, domestic abuse. Much of this crime happens within the late night economy. Licensing hours, and the control of the establishments that serve alcohol, are within the remit of Councils. They have the responsibility to see that these establishments are properly run and are not the cause of drunken violence and anti-social behaviour. The Police have the responsibility for preventing drunken behaviour descending into criminal behaviour but their ability to do this is a last resort, after the essential problem has been created. I will be working closely with Councils to encourage them to use the powers open to them to control the late night economy and reduce crime caused by excessive consumption of alcohol.

Drug addiction, and the requirement of addicts to fund their habit, lies behind a large proportion of domestic burglary and shop lifting and, in some cases, results in violence causing injury. The majority of burglaries are committed by those who have offended before. Prolific and persistent offenders cause the majority of crime in the Thames Valley area. The Police can apprehend those that commit these crimes but, if they are immediately released by the CJS to reoffend, crime will not be reduced. I do not believe that the legalisation of controlled drugs is a sensible way ahead. The rehabilitation of offenders, whether in jail or outside establishments, is key to the reduction of household burglary. Nothing is more conducive to crime than the release of a persistent criminal back into public life without the cause of the criminality being addressed, either through deterrence or education, or ideally both. The reduction in the availability of drugs is to some extent within the police remit. However, the prevention of large scale importation of Class A drugs into the UK lies to a great extent within the UK Border Agency and Her Majesty's Revenues and Customs (HMRC) services, both of which have to perform efficiently to prevent the large scale importation of drugs. Financial cuts in these areas merely cause much greater extra cost and increased criminality within the community.

The criminal abuse of vulnerable people can only be tackled effectively if Social Services and the public bring the abuse to the attention of the Police. Abuse is

usually carefully hidden, and its reduction requires Social Services and the public to be aware of the problems and, when they occur, bring it to the attention of the police. It must not be hidden. Usually, by the time it has become apparent to the Police it has already caused considerable distress and major crimes have been committed.

Rural crime committed against isolated communities is endemic. In the past the serious effects of this have been underestimated. It will now be tackled with the seriousness that the cost, both in financial and in personal terms, warrants. It is unacceptable to have gangs of professional criminals preying on isolated farming communities, and the workers and contractors who support this vital industry.

An efficient Police Force can only be effective in reducing crime by the partnership of all, from the public to the CJS, CPS, Councils, and the voluntary and community sector. As the Thames Valley PCC I am committed to ensuring that all partners play their role in reducing in crime. I will make this clear publicly. Furthermore, where I believe partners are not playing their part, at whatever level of responsibility, I will take whatever action is open to me.

There are existing protocols in place between relevant regulatory organisations concerning responsibility for undertaking investigations and, for example, the police may be involved in criminal investigations into deaths in hospitals where there is evidence of criminal intent, recklessness or gross negligence. Pending the imminent publication of the findings and recommendations of the Mid-Staffordshire NHS Foundation Trust Public Inquiry, I would hope to see this police involvement extended so that Thames Valley Police can pursue by way of criminal investigation of patient safety cases where there is a reasonable suspicion of a crime having been committed. This would include cases of neglect resulting in death. Furthermore, where the subsequent case review holds management responsible, I would like to see prosecutions pursued using corporate manslaughter legislation where appropriate.

Besides local criminality, I and the Chief Constable of the Thames Valley Police also have a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and support the work of national agencies such as the new National Crime Agency. The national threats that the police must address are terrorism, organised crime, public disorder, civil emergencies and cyber threats. They require a response that is rooted in local policing, with local forces playing their part on the local, regional and national stage.

That previous terrorist attempts in our area have been successfully countered is a tribute to the systems that we have in place; however, this success depends on the general awareness of the threat and that the public report suspicious activity to the Police immediately. We have living within our area many potential terrorist targets, both prominent people and high value physical targets, and constant

vigilance is required, coupled with the allocation of appropriate levels of finance and resources to ensure public safety.

No matter how efficient and effective a Police Force and partners are in reducing crime, there will always be some level of crime and, therefore, victims of crime. I will be proactive in seeking out the views of victims of crime about policing across the Thames Valley area so that I and partners can respond appropriately.

Lastly the good will and support of the public is essential to all aspects of policing. This requires the police to be scrupulously fair, and honest, and to use their authority with good humour, politeness, and judgement.

The Police and Crime Plan for the Thames Valley aims, with our many partners, to continue to reduce crime and the causes of crime within our area, and to do so with the most efficient and effective use of the public money that is made available to us.

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

1. INTRODUCTION

Cutting crime and making our community safer is a priority for all of us. It is for this reason that this 2012 – 2017 Police and Crime Plan draws upon a wide range of information from the police, community safety and criminal justice partners, the public and victims of crime, to ensure the Plan reflects the breadth and depth of police and crime issues affecting the Thames Valley.

Under the Police Reform and Social Responsibility Act 2011 (the '2011 Act'), Police and Crime Commissioners (PCCs) must produce a Police and Crime Plan for their area for the term in which they will be in office.

The Plan must set out the Commissioner's strategic police and crime objectives for the Thames Valley with regard to:

- the policing of the area;
- crime and disorder reduction, and
- the discharge by Thames Valley Police of its national or international functions.

The PCC will meet regularly with the Chief Constable and partners to ensure they are doing everything in their power to achieve the agreed objectives set out in this Plan. However, the PCC is ultimately responsible for the successful delivery of the Plan and he or she will be held to account by the public through the electoral ballot box every four years. Furthermore, the decisions, actions and performance of the PCC will be subject to regular review and scrutiny by the Police and Crime Panel for the Thames Valley between elections.

This Plan covers a much wider range of service responsibilities than any plans previously developed by the police, community safety partnerships (CSPs) or any other individual community safety responsible authority. This Plan brings together the priorities of all agencies and authorities with a responsibility for cutting crime, tackling the causes of crime and improving community safety. It reflects the unique opportunity for the new PCC to galvanise the existing good work being carried out across the Thames Valley to achieve the objectives and targets that will make a real difference to everyone who lives, works and visits the Thames Valley.

2. ROLES AND RESPONSIBILITIES OF THE POLICE AND CRIME COMMISSIONER (PCC) AND THE CHIEF CONSTABLE

Under the 2011 Act, a statutory protocol sets out the role and responsibilities of PCCs, chief constables, police and crime panels and the Home Secretary.

The PCC within each force area has a statutory duty and electoral mandate to:

- Secure the maintenance of the police force for their area
- Ensure the police force is efficient and effective
- Hold the Chief Constable to account for the exercise of her functions and those of police officers and staff under her direction and control.
- Commission services and award grants to CSPs and youth services.

The Chief Constable holds office under the Crown but is appointed by the PCC. The Chief Constable is responsible for maintaining the Queen's Peace and has direction and control over the Force's officers and staff. The Chief Constable must exercise the power of 'direction and control' in such a way as is reasonable to assist the PCC to exercise his functions. More specifically, the Chief Constable must also have regard to this Plan in exercising her functions.

The PCC is the recipient of all funding, including the government grant and council tax precept and other sources of income, related to policing and crime reduction. Allocation of this money to services in accordance with the Commissioner's police and crime objectives as set out in this Plan is a matter for the PCC in consultation with the Chief Constable, or in accordance with any Government grant terms and conditions. The Chief Constable provides professional advice and recommendations to the PCC.

[Link to Protocol](#)

3. POLICING THE THAMES VALLEY

This section sets out the arrangements for the delivery of policing in the Thames Valley, including composition of the Force, partnership arrangements and standards underpinning the work of the police.

The Thames Valley Police area and service delivery structure

The Thames Valley is the largest non-metropolitan force area in England and Wales, covering the counties of Berkshire, Buckinghamshire and Oxfordshire. It covers a population of 2.2 million people from diverse social, economic, cultural and religious backgrounds across both urban and rural geographical areas as well as 6 million annual visitors to the area.

The Thames Valley Police Force is divided into 14 Local Policing Areas (LPAs). The LPAs are responsible for delivering local policing services across 108 neighbourhoods that address local priorities. Specialist departments deliver the full range of other policing functions. An organisational chart setting out chief officers' responsibilities and departmental functions is provided at Appendix C.

[Link to Prospectus](#)

Thames Valley Police is currently made up of approximately 4,200 police officers, 500 PCSOs and 760 special constables to carry out policing activity with the support of 2,700 police staff and more than 600 volunteers.

Policing in Thames Valley responds to locally identified needs. Nevertheless, Thames Valley Police must also play its part in responding to national, cross-boundary, criminal activity and threats. Five national threats are set out by the Home Secretary in the Strategic Policing Requirement (2012). These are:

- public order;
- counter terrorism;
- civil contingencies;
- serious and organised crime, and
- cyber incidents.

The strategic priorities for policing in Thames Valley therefore include the Force's response to these threats.

[Link to SPR](#)

Thames Valley Police Collaboration

The Thames Valley Police area borders with nine other police forces. Under the 2011 Act, chief officers of police and PCCs have a duty to keep under consideration the ways in which functions could be exercised in collaboration with other forces and public and private sector bodies to improve the efficiency or effectiveness of the police force and of other police forces.

Thames Valley Police has already developed a number of collaboration agreements with other forces. Over the two-year period 2011/12 and 2012/13 collaboration initiatives enabled Thames Valley Police to achieve £5.8m annual savings to reduce costs and re-invest in front-line visible policing. Further savings from collaboration of £1.6m are planned to be delivered in 2013/14.

With Hampshire Constabulary the force is actively participating in a Bi-lateral Collaboration Programme. The two forces are committed to working together to provide an efficient and effective police service to our respective communities. Three main business areas are the current focus of this collaboration:

- Information and Communication Technology
- Operations (which also includes dogs, firearms and roads policing)
- Information Management

The two forces are developing joint policies governing these areas of work and share staff and other resources to deliver these functions efficiently and effectively.

At a regional level, Thames Valley Police is responsible for the South East Counter Terrorism Unit (SECTU) under the 'Lead Force Model'. This creates a more co-ordinated regional counter terrorist response, providing specialist support to police forces in Thames Valley, Hampshire, Surrey, Sussex and Kent. The Unit falls under the direction and control of the Chief Constable of Thames Valley Police and its work, along with other regional counter-terrorism units, is co-ordinated nationally.

SECTU has responsibility for co-ordinating the four strands of the Government's CONTEST strategy (Pursue, Prevent, Protect and Prepare) at a regional level as well as the TVP Force responsibility for ensuring the Pursue and Prevent elements are delivered locally.

Thames Valley Police also collaborates with other South East forces to provide co-ordinated witness protection services, covert and technical support, and to tackle serious and organised crime.

The National Police Air Service was launched in October 2012 to co-ordinate provision of air support to all forces, including Thames Valley Police. In addition, Thames Valley Police shares road vehicle and fleet management costs with

other forces, being Bedfordshire, Hertfordshire and the Civil Nuclear Police Authority, as part of the Chiltern Transport Consortium.

Thames Valley Police Values ('Serving with Pride and Confidence')

The aim of Thames Valley Police is to work in partnership to make the community safer. To foster the trust and confidence of the community, officers and staff in Thames Valley Police 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.

Equality Objectives

Thames Valley Police is committed to delivering a high quality service to all members of the community, irrespective of age, disability, gender, race, religion, belief or sexual orientation.

There is a large and diverse community in the Thames Valley, and it is vital that officers and staff are able to engage with different sections of our community and deliver a police service that is truly citizen-focused.

In response to the requirement of the Public Sector Equality Duty (2011), the Thames Valley Police [Single Equality Scheme](#) 2011-15 sets out how the Force will deliver services that meet the needs of its diverse communities, while advancing equality of opportunity and fostering good relations both in dealings with the public and within the workforce. The Single Equality Scheme sets out the Force's commitment to provide an equitable service for all sections of the community and to respond as a priority when people are targeted because of their difference.

The Force Diversity Board, chaired by the Chief Constable, provides overall governance for equality and diversity on behalf of the Force. The strategic lead for equality and diversity is the Assistant Chief Constable for Neighbourhood Policing and Partnerships.

The current Equality Objectives set for Thames Valley Police include the following themes that affect the delivery of policing services to the public:

- 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.
- To establish effective initiatives to prevent and respond to incidents of racial and disability-related harassment.

[Link to TVP Single Equality Scheme](#)

Protecting Vulnerable People

Thames Valley Police works in partnership with a range of agencies to protect vulnerable adults and children. Activity in this critical area of business is supported and overseen by a Protecting Vulnerable People Unit which ensures the highest standards are maintained and partnerships flourish. The Unit is responsible for investigations into child abuse, domestic abuse, vulnerable adults, missing people and the management of violent and sexual offenders. The Force works closely with partners to address victimisation resulting from 'Hate Crime' and to build confidence and encourage reporting.

Environmental Management

All members of Thames Valley Police will endeavour to minimise the impact that operations and activities have on the environment. Thames Valley Police will seek to protect the environment and will strive to set an example to other organisations and the local community by ensuring compliance with all applicable environmental legislation. To this end, a carbon reduction programme is in place.

Police Integrity and Professional Standards

Thames Valley Police maintains and expects high professional standards of all officers and staff. The role of the Professional Standards Department is to uphold the professional and ethical standards of Thames Valley Police by managing the application of police misconduct regulations and the investigation of complaints made by members of the public.

Working in partnership

The PCC and Thames Valley Police will work closely with their statutory partners in the community safety and criminal justice service sectors to meet the policing and crime reduction needs of our communities. The 2011 Act places a duty on

chief officers of police and of local unitary, county and district authorities to co-operate with the PCC for the purpose of formulating the Police and Crime Plan.

The main statutory partnerships in the Thames Valley Police area comprise:

- 17 Community Safety Partnerships;
- 1 Local Criminal Justice Board;
- 1 Probation Trust;
- 9 Local Safeguarding Children Boards, and
- 7 Local Safeguarding Adults Boards.

The views of these partners, as well as the 'Responsible Authorities' in Thames Valley (18 local authorities; 3 Fire and Rescue Authorities; 3 NHS clusters and 5 probation service local delivery units), have been reflected in the development of the draft strategic police and crime objectives set out in this Plan.

One of the roles of the PCC is to commission services to tackle the 'causes of crime', such as drugs fuelling acquisitive crime and alcohol being a key contributor to violent crime.

The Police and Crime Plan will therefore act as a plan to commission not only policing services but services from partners that tackle the causes of crime as a means to achieve sustainable reductions in crime.

4. STRATEGIC POLICE AND CRIME OBJECTIVES

Determining the priorities

The visible presence of police officers in our cities, towns and villages is a source of reassurance for all of us. We know that our communities value the role that neighbourhood teams, including Police Community Support Officers (PCSOs), can play in tackling anti-social behaviour, theft and vandalism on our doorsteps. Yet we also know that neighbourhoods are protected from the most serious harm by less visible but vital policing and community safety activities.

Understanding what skills, resources and activities are required to cut crime, reassure communities and protect neighbourhoods from the most serious harm cannot only be based on what has been learnt in the past and the demands of the present; we must also anticipate the consequences of future events upon likely criminal behaviour. Several strands of strategic information and analysis have been used to inform this Police and Crime Plan, including:

- A 'political, economic, social, technological, environmental, legal and organisational' (PESTELO) analysis carried out by Thames Valley Police.
- A strategic intelligence analysis carried out by Thames Valley Police, which includes a 'Local Police Area Context' analysis provided by Local Area Police Commanders in conjunction with their local community safety counterparts.
- Analysis of performance data and progress against the current Force Annual Delivery Plan.
- A Thames Valley wide summary of community safety partnership (CSP) activity including the identification of universal priorities across all 17 partnerships.
- An overarching summary of the shared work and priorities of crime and criminal justice bodies as presented by the Local Criminal Justice Board.
- The Victim Support Advocate 'Listening and learning: Improving support for victims in Thames Valley' report.
- PCC consultation with communities, including victims of crime and ratepayers' representatives, about matters concerning the policing of the Thames Valley area.
- The Home Secretary's national Strategic Policing Requirement
- Her Majesty's Inspectorate of Constabulary (HMIC) assessments and inspection reports.

Initial consideration for areas where crime reduction and detection rate targets might be appropriate has been based largely on a review of Her Majesty's Inspector of Constabulary (HMIC) 'Value for Money' (VfM) profiles for 2011/12.

Setting the strategic objectives

Having collated all of the data from the strategic analysis and information gathering by the PCC, police force, community safety partners and criminal justice agencies, a mapping exercise has been undertaken to identify strategic police and crime objectives. This exercise aligned the work of the many different agencies within the criminal justice sector to ensure that the PCC had taken into account the priorities of all those agencies that have a role to play in policing and crime in the Thames Valley.

After due consideration, the PCC's Police and Crime Strategic Objectives for the Thames Valley for the period 2012 – 2017 are:

- 1. To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities**
- 2. To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities**
- 3. To protect the public from harm arising from serious organised crime and terrorism**
- 4. To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our communities**
- 5. Work with Criminal Justice Partners to reduce crime and support victims and witnesses**
- 6. To ensure policing, community safety and criminal justice services are delivered efficiently and effectively**

Details of what these objectives are about and how we will all collectively work together to achieve them is explained in more detail in section 5.

5. DELIVERING THE PLAN

Different partners will play different roles in delivering the strategic objectives of the Police and Crime Plan.

The key themes for each of the above strategic objectives are set out in Annex A of this Plan together with details of the lead agency or joint agencies responsible for delivering each theme. Against each theme and responsible delivery agency is a reference (where appropriate and available) to the (draft) delivery plan of that agency, including any specific 'Actions and Targets' (draft). Longer term performance targets designed to correspond with the five-year service planning period covered by this Plan (i.e. 2012 - 2017) will be developed and incorporated in future revisions of the Police and Crime Plan.

The relevant policing performance targets for each objective and theme will be set out in greater detail in the Force's 'Annual Delivery Plan 2013/14', which will be finalised following publication of this Police and Crime Plan by the end of March 2013.

The delivery plans of other service partners will be developed over coming months in response to this Plan once agreed and published.

[\[insert link to Force Annual Delivery Plan 2013/14\]](#)

[\[insert link to partner delivery plans if available\]](#)

6. PERFORMANCE

Police and Crime Plan – objectives, performance measures and targets

The PCC's Police and Crime Strategic Objectives for the Thames Valley for the period 2012 – 2017 are set out in section 4 of this document. The key themes under each objective, and the relevant lead agency responsible for their delivery, are set out in section 5.

The delivery and achievement of the strategic objectives and key themes will be supported by a range of jointly agreed corresponding actions, measures of success and delivery 'milestones', as appropriate, to be incorporated in the relevant agencies' own annual service delivery plans.

Holding the Chief Constable to account

The PCC is required to publish his agreed Police and Crime Plan by no later than 31st March 2013. Where appropriate, this Plan includes the strategic police and crime objectives, target outcomes and performance measures that have been agreed with the Chief Constable and other partners that the PCC will award grants to or commission services from to support the successful delivery of this Plan.

In accordance with the 2011 Act, the PCC must hold the Chief Constable to account for the way she has exercised her duty to have regard to this Plan. In support of discharging this requirement, this Plan must set out:

- The policing of Thames Valley which the Chief Constable is to provide
- The financial and other resources which the Commissioner is to provide to the Chief Constable
- The means by which the Chief Constable will report to the Commissioner on the provision of policing
- The means by which the Chief Constable's performance in providing policing is to be measured.

A draft Thames Valley Police 2013-14 Delivery Plan has been produced and will be further developed once the PCC's Police and Crime Plan has been finalised to ensure consistency.

A performance monitoring, reporting and accountability framework has been developed for the PCC and Chief Constable. Effective performance scrutiny and accountability will be achieved through a combination of formal public and private meetings at which the Chief Constable will be held to account for both the operational performance of the Force in meeting the targets set out in the Annual

Delivery Plan and the exercise of her functions in support of the delivery of this Police and Crime Plan. These formal meetings will be supplemented by informal briefings with the PCC as necessary and appropriate.

This combination of meetings will increase transparency and public accountability of the decision-making process, thereby helping the public to understand how policing is being delivered in the Thames Valley area in order to enable them to hold the PCC to account for the successful delivery of his objectives as set out in this Police and Crime Plan.

Holding other partners to account

The PCC will be responsible for awarding grants to and/or commissioning services from other partners, such as community safety partnerships and youth offending services, to support the successful delivery of the strategic objectives contained in this Plan.

Once the PCC's Police and Crime Plan has been finalised and published, each partner that receives funding from the PCC to provide services that will support the delivery of his objectives will be required to develop and agree a service delivery plan with the PCC. The service priorities and objectives contained in partners' delivery plans will need to be consistent with the specific objectives and key themes set out in this Plan that they will be responsible for delivering.

A framework of performance monitoring, reporting and accountability arrangements will be developed for the PCC and relevant partners to agree. This framework will be concerned with how the PCC will hold partners to account for their use of resources and successful delivery of the relevant objectives for which they are the designated 'lead agency' in this Plan and in accordance with the performance measures set out in their own, jointly agreed, service delivery plan.

Police and Crime Panel – scrutiny of the PCC

The Police and Crime Panel for the Thames Valley area will review and scrutinise decisions made or other actions taken by the PCC in connection with the discharge of his functions and his successful delivery of the Police and Crime Plan. Specific areas of scrutiny will include the review of the Commissioner's draft Police and Crime Plan, council tax precept and annual report.

In addition, the functions of the Police and Crime Panel must be exercised with a view to supporting the effective exercise of the functions of the Commissioner.

Scrutiny procedures and protocols between the PCC and the Police and Crime Panel will be subject to a 'Memorandum of Understanding' between the Panel, PCC and the Chief Constable.

7. RESOURCES

The PCC's 2013/14 revenue budget and council tax precept proposals will be presented to the Police and Crime Panel on the 1st February 2013 for review alongside this draft Police and Crime Plan.

The PCC is proposing a 2.0% increase in the precept for 2013/14, consistent with the medium-term budget strategy approved by the previous Thames Valley Police Authority. This would represent an annual band D council tax level of £157.38, an increase of £3.08 (or 6 pence per week) over the 2012/13 band D level, and would still be below the average for police precepts for England and Wales.

The PCC's annual revenue budget for 2013/14 is summarised at Annex B and the four-year capital spending programme proposals for 2013/14 to 2016/17 are summarised below.

Thames Valley Policing and Crime funding

2013/14 Revenue Budget

The PCC will provide an annual net revenue budget of £388.802m to the Chief Constable in 2013/14 to fund day-to-day operational policing activities (as summarised at Annex B) and to enable her to exercise her functions as the chief officer of police, and to support the PCC to deliver this Police and Crime Plan.

Medium-Term TVP Financial Plan (Revenue Budget)

The Thames Valley PCC's current draft medium-term revenue budget plan is balanced over all four of the financial years covered by this Police and Crime Plan, i.e. the period 2013/14 – 2016/17, after incorporating planned cumulative annual savings totalling £39m by the end of that planning period. The breakdown of the planned £39m savings is detailed in the updated Productivity Strategy 2013 – 2017, and a summary breakdown is provided below.

Thames Valley Police 'Productivity Strategy'

The Thames Valley Police 'Productivity Strategy', covering the planning period 2013/14 – 2016/17, will continue to deliver previously agreed and new cost savings identified in the Strategy, amounting to cumulative annual budget reductions of £39.0m by March 2017.

The five strands of the proposed 2013/14 – 2016/17 Productivity Strategy will deliver the following estimated annual savings by the end of the planning period:

- Ongoing additional savings from previous savings initiatives - £1.8m
- Collaboration with forces in the South East and bi-lateral collaboration with Hampshire Constabulary - £4.0m savings
- Structure and Process Review of functions and services - £2.3m
- Value for Money reviews of functions and services - £8.2m savings
- Review of Remuneration and Conditions, implementing the recommendations of the national police service 'Winsor Review' and review of staff and police pension schemes - £12.4m
- Future Productivity Strategy Programmes – £10.3m

Four- year Capital Spending Programme 2013/14 to 2016/17

In addition to spending on day-to-day operational activities, the PCC incurs expenditure on buildings, information and communications technology, other operational assets such as vehicles, and other major items of plant and equipment that have a longer-term life.

The four- year capital spending programme to be provided to the Chief Constable for the period 2013/14 to 2016/17 (as summarised at Annex B) amounts to £56.082m.

TVP Capital Programme	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m
Property	10.576	6.599	2.625	0
ICT / Business Change	7.600	5.340	3.741	2.025
Vehicles	2.863	2.949	3.037	3.129
SECTU	1.046	0.939	0.875	0
Equipment	1.417	0.706	0.346	0.271
Total	23.501	16.532	10.623	5.425

Community Safety funding

One of the roles of the PCC is to commission services to tackle the 'causes of crime', such as drugs fuelling acquisitive crime and alcohol being a key contributor to violent crime. The Police and Crime Plan can therefore act as a plan to commission not only policing services but services from partners that tackle the causes of crime as a means to achieve sustainable reductions in crime.

Drugs, alcohol and, to an extent, mental health services are directly affected by the commissioning and oversight responsibilities of the community safety partnerships, local authorities – for example, Health & Wellbeing Boards and Youth Offending Teams – and the extent to which the Local Criminal Justice Board (LCJB) effectively and efficiently targets and coordinates activities within the Criminal Justice System against these causes of crime. The Drug & Alcohol Teams (DAAT), Integrated Offender Management (IOM) schemes and Offender Health focus of the LCJB are all active in this arena and can now be strongly influenced by the PCC to strengthen their impact on these causes of crime.

The PCC will also be able to influence the commissioning of services which impact on those who are victims of crimes attributable to the above causes, e.g. Victim Support, Independent Domestic Violence Advocates (IDVA), Independent Sexual Violence Advocates (ISVA), Sexual Assault Referral Centres (SARC).

The Community Safety Fund will come into effect on the 1st April 2013 and will be payable to police and crime commissioners to enable them to take responsibility for commissioning community safety services. This Fund will replace nine grant funding streams that were previously paid to local authorities, the police service or voluntary sector bodies, including those grants for the Drug Intervention Programme (DIP), drug testing (in police custody suites) and local community safety partnerships (CSPs).

In 2012/13 the Government awarded grants totalling around £3.653m for these services in the Thames Valley area. However, for 2013/14, the Government has confirmed that the PCC will receive a lower aggregate sum of £3.083m to award to relevant partners, a reduction of £0.570m or 16% compared to current Government grant funding levels.

Nevertheless, for 2013/14 the PCC will aim to maintain aggregate expenditure in the Thames Valley area at close to 2012/13 levels despite the reduction in Government funding. For example, the PCC has given a commitment that all Thames Valley CSPs will receive the same cash level of funding in 2013/14 as they received in 2012/13.

Once future service commissioning intentions and Government funding streams have been clarified and confirmed, this Plan will incorporate greater details on the crime and disorder reduction grants which the PCC will make to partners, and the conditions (if any) attached to the awards of grants. Notwithstanding this, future years' funding of CSPs will be reviewed as part of the development and agreement with the PCC of partners' service delivery plans for subsequent financial years.

Future commissioning of victims' services

Following the Government's announcement that PCC's will commission local victims' services from 2014, over the next twelve months the PCC for the Thames Valley will review the range, nature and cost of services he wishes to commission from April 2014 with relevant partners.

Medium-Term Resource Uncertainties and Risks

Notwithstanding the fact that the Thames Valley PCC's current draft medium-term revenue budget plan is balanced over all four of the financial years covered by this Police and Crime Plan, there is inherent uncertainty relating to future years' Government funding of policing and crime services.

In his Autumn Statement 2012, the Chancellor of the Exchequer announced that a Government spending review would take place in the first half of 2013 to set detailed spending plans for 2015/16 only. A further spending review for the years beyond 2015/16 is therefore expected in late 2015, following the next general election. In addition, the Home Secretary will be commissioning a fundamental review of the Police Funding Formula once PCCs are established in their roles and able to engage fully in the review process. This is expected to begin in early 2013.

Due to this inherent uncertainty over future funding levels, the PCC's detailed medium-term budget plans will be reviewed, updated and incorporated in future versions of this Police and Crime Plan once the likely implications of the Home Secretary's review of the Police Funding Formula and the objectives of the Chancellor's spending review for 2015/16 are known.

Strategic Objective 1:***To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities***

Our main purpose is to cut crime by working together on crime prevention and reduction and through effective investigation and enforcement. We will focus on reducing and solving crimes that are of most concern to the public across Thames Valley. Working in partnership we will tackle priority crimes which are of most concern to local communities, deal decisively with anti-social behaviour and identify and safeguard the most vulnerable people and communities.

Strategic Objective 1 Key Themes	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
Violent Crime	Police	TVP Delivery Plan 2013/14 Action 1.1	Cut the level of violence against the person by 2% compared to 2012/13 levels
		TVP Delivery Plan 2013/14 Action 1.2	Achieve a 'percentage of crimes solved' detection rate for violence with injury of 45%
Anti-social behaviour	Police	TVP Delivery Plan 2013/14 Action 1.4	Work with partners to reduce persistent and resistant anti-social behaviour problems affecting our neighbourhoods and communities
	CSP	Individual CSP plans	
Acquisitive crime (with a focus on dwelling burglaries, rural crime and 'cyber' crime)	Police	TVP Delivery Plan 2013/14 Action 1.1	Cut the level of domestic burglary by between 2 and 5% at Force level compared to 2012/13 levels
		TVP Delivery Plan 2013/14 Action 1.2	Achieve a 'percentage of crimes solved' sanction detection rate for domestic burglary of 18%

		TVP Delivery Plan 2013/14 Action 1.5	With partners, tackle rural crime through intelligence, enforcement and prevention
		TVP Delivery Plan 2013/14 Action 1.7	Tackle youth violence and gang-related criminality by working with our partner agencies to analyse the problem and develop plans for those most at risk
		TVP Delivery Plan 2013/14 Action 1.8	Continue to take enforcement action, including robust enforcement of new legislation, against those who steal metal and those who handle it. Carry out at least 50 operations against metal theft.
Troubled Families	Local Authorities	To be determined locally and reflected in individual LA plans	
Local priority crime (e.g. business crime)	Police	TVP Delivery Plan 2013/14 Action 1.6	With partners, tackle business crime through intelligence, enforcement and prevention
	CSP	To be determined locally and reflected in individual CSP plans	
Domestic and other inter-personal abuse including child sexual exploitation	CSP	Individual CSP plans	
	Police	TVP Delivery Plan 2013/14 Action 3.3	Continue to identify those at risk of child sexual exploitation and those who seek to exploit them. Prevent such exploitation by supporting and safeguarding the vulnerable and bringing to justice the perpetrators

Safeguarding vulnerable adults, children and young people	Local Authorities	Individual Safeguarding Board plans	
	Police	TVP Delivery Plan 2013/14 Action 3.1	Improve the protection of vulnerable people by working with our partners to ensure that the most at risk are identified and the risk is reduced
		TVP Delivery Plan 2013/14 Action 3.2	Tackle 'criminal on criminal' offending and those criminals who prey on the most vulnerable or isolated individuals and communities

Strategic Objective 2:

To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities

We are committed to increasing the availability and visibility of the police and those who work in community safety. To achieve this, the police will tailor patrol strategies according to analysis of where crime occurs and where uniformed presence will have greatest impact. For partners, this will involve ensuring that anti-social behaviour teams and Community Wardens are working in and with communities and alongside the police to cut crime and reassure communities.

Strategic Objective 2 Key Themes	Lead Agency / Joint Agencies / for delivery	Link to relevant agency delivery plan	Actions & Targets
Patrol and deployment of uniformed officers and staff	Police	TVP Delivery Plan 2013/14 Action 2.1	Increase the contribution that Special Constables make to policing whilst maintaining their numbers and minimising their loss from policing
		TVP Delivery Plan 2013/14 Action 2.2	Review Patrol Strategies to ensure that the Force is maximising patrol and uniform deployment in the most efficient and operationally productive way
		TVP Delivery Plan 2013/14 Action 2.3	Further use of predictive mapping of crime hotspots to direct patrol and other resources to reduce crime
Anti-social behaviour (ASB) teams	CSP	Individual CSP plans	
Community Wardens	Local Authority	To be determined locally and reflected in individual LA plans	

Strategic Objective 3:

To protect the public from harm arising from serious organised crime and terrorism

We will work closely together across all agencies to protect the public from harm. We will tackle the criminals who prey on them and support victims to help them rebuild their lives. The police will counter the threat posed by terrorism and serious organised crime working alongside national agencies in accordance with the Home Secretary's 'Strategic Policing Requirement' (SPR).

Strategic Objective 3 Key Themes	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
Serious Organised Crime	Police	TVP Delivery Plan 2013/14 Action 3.5 <i>(plus new actions on 'Action Fraud' and 'Local to Global')</i>	Target criminals by maximising our use of the Proceeds of Crime Act and asset recovery opportunities. Increase by 5% the number of cash detention orders obtained in 2012/13 Disrupt 15 problem and organised crime groups that prey on vulnerable people and isolated communities
Terrorism including PREVENT	Police	TVP Delivery Plan 2013/14 Action 3.4	Ensure the Force meets national requirements in support of the Strategic Policing Requirement

Strategic Objective 4:

To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our communities

Communicating with the public and informing you of how you can reduce your likelihood of becoming a victim of crime is a priority for all partners. We want to explain what we are doing and why and we will regularly ask for your views so the services we provide reflect the needs of our communities. We will maximise the use of new technology to make it quicker, easier and more convenient for us to have a two-way communication with our communities.

Strategic Objective 4	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
Key Themes			
2-way communication with communities	All partners	See individual agency plans, community engagement and communication strategies	
Promote crime reduction and prevention activities	All partners		
Obtain the views of communities and 'seldom heard' groups on policing and crime issues	All partners		
Publish information about accessing, delivery and outcomes of policing and crime services	All partners		

Strategic Objective 5:

Work with Criminal Justice Partners to reduce crime and support victims and witnesses

We will work together to combat the effects of crime and lead individuals away from committing crime. We will work with victims and witnesses to ensure they receive the support they need. We will work together to rehabilitate offenders to reduce their likelihood of re-offending and we will work with young people at risk of committing crime to stop them from entering the criminal justice system.

Strategic Objective 5 Key Themes	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
Integrated Offender Management	CSP	Individual CSP plans	
Youth Crime Services	Youth Offending Teams/services (YOTs/YOS)	Individual YOT/YOS delivery plans	
	Police	TVP Delivery Plan 2013/14 Action 1.7	Tackle youth violence and gang-related criminality by working with our partner agencies to analyse the problem and develop plans for those most at risk
Support for victims and witnesses	CSP	Individual CSP plans	
	LCJB	LCJB Delivery Plan (Victims and Witnesses delivery group)	

Tackling drugs and alcohol	CSP	Individual CSP plans	
	Police	TVP Delivery Plan 2013/14 Action 1.3	Continue to improve safety in the night time economy by making best use of licensing legislation

Strategic Objective 6:

To ensure policing, community safety and criminal justice services are delivered efficiently and effectively

We will all focus on where and how we can work collaboratively or in different ways to ensure we are delivering efficient and effective services which are achieving the best value for money for the public. The police will continue to meet the Government's targets for reducing costs through the delivery of the Productivity Strategy with a focus on protecting frontline policing.

Strategic Objective 6 Key Themes	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
Collaboration	All partners	See individual agency and partnership strategies	
Commissioning	All partners		
Evidence based practice	All partners		
Reducing bureaucracy	All partners		
Productivity Strategy	Police	TVP Delivery Plan 2013/14 Action 6.1	Deliver the cost reductions identified in the Productivity Strategy 2013/14 – 2014/15

SUMMARY PCC ANNUAL REVENUE BUDGET 2013/14

2012/13 Revenue Budget	PCC Revenue Budget Allocation		2013/14 Revenue Budget
£'000		£'000	£'000
	PCC Direct Operating Expenditure budget		
339	Democratic representation	343	
1,107	Office of the PCC	1,120	
372	Other PCC costs	376	
1,818	PCC direct operating costs		1,839
	Commissioned Services budget:-		
0	Grant Funding to be awarded by the PCC to community safety and other partners:		3,483
	Policing Services to be provided by Thames Valley Police		
336,890	Employees	328,782	
23,382	Premises	21,891	
11,677	Transport	11,681	
40,523	Supplies & Services	37,031	
4,933	3 rd Party Payments	5,671	
	less		
-17,302	Force Income	-16,255	
400,103	Net TVP Service Costs		388,801
	Capital Financing		
4,376	Capital financing costs	3,921	
	less		
-1,000	Interest income on balances	-1,000	
3,376	Net Capital Financing Charges		2,921
-4,107	Appropriations from Revenue Balances		-1,142
401,190	Total Cost of Services Budget		395,902
	Funded by:		
-146,980	Home Office Police Grant	-155,869	
-87,352	Formula Grant	-80,450	
-30,028	Specific Grants	-31,390	
-136,830	Council Tax	-128,193	
-401,190	Total Funding		-395,902

THAMES VALLEY POLICE ORGANISATIONAL CHART

