

**POLICE  
& CRIME**  
COMMISSIONER  
THAMES VALLEY

**Police &  
Crime plan**  
for the Thames Valley  
**2013–2017**

**ROLES &  
RESPONSIBILITIES**

**STRATEGIC  
OBJECTIVES**

**POLICING  
THE THAMES  
VALLEY**

**PERFORMANCE**

**RESOURCES**

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THE GOOD WILL AND  
SUPPORT OF THE PUBLIC  
IS ESSENTIAL TO ALL  
ASPECTS OF POLICING

# Foreword

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

The primary purpose of the police and the criminal justice system is to reduce crime. This is achieved primarily by deterring criminals from committing crime and catching those that commit it. However, the requirement to reduce crime is only in part within the police's remit. Parenting, schooling, local councils, community safety partnerships (CSPs), 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 support crime cannot be reduced by the police alone.

This Plan brings together the roles and responsibilities of partners and sets out the police and crime priorities for Thames Valley which are based on my election pledges and the extensive consultation that has taken place with partners and the public.

A key priority in my Plan is preventing the criminal abuse of vulnerable people, whether they are adults or children. Abuse is often carefully hidden and its prevention requires partner organisations and the public to bring the abuse to the attention of the police. The police will need to ensure that it is tackled effectively by identifying those at risk and bringing to justice those who prey on vulnerable people. Domestic abuse is also an ongoing and large scale problem and the police and partners must tackle it with the seriousness it deserves.

The use of alcohol and drugs is also crucial. A significant amount 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 and antisocial behaviour with much of this crime happening in the late night economy. Licensing hours, and the control of the establishments that serve alcohol, are within the remit of local councils. 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. Prolific and persistent offenders cause the majority of crime in the Thames Valley area and this is particularly the case with burglaries. The police can apprehend those that commit these crimes but if they are immediately released to reoffend, crime will not be reduced. I do not believe that the legalisation of controlled drugs is a sensible way ahead; instead we should look to reduce burglary by rehabilitating offenders. 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. I believe the technical advances in 'global positioning system' (GPS) tagging offer a way to reduce reoffending by making the wearing of these tags a condition of early release from prison.

# Foreword

The creation of nine local Health and Wellbeing Boards across the Thames Valley from April 2013 presents new opportunities for joint working between health, social care and criminal justice agencies. I aim to work with them to encourage the commissioning of effective drug and alcohol services that achieve better outcomes for those in contact with the criminal justice system.

Reducing rural crime is also a priority. In the past the serious effects of this have been underestimated and crime committed against isolated communities has become endemic. 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.

Organisations such as the Neighbourhood Action Groups and initiatives such as Neighbourhood Watch schemes play an important part and provide the police with vital local knowledge and intelligence. I expect them to be fully supported by the Neighbourhood Police teams.

Road safety is of major importance. Although over the last ten years the number of persons killed or seriously injured on the roads in Thames Valley has reduced by over a third it is still essential that the police and local authorities work closely to make our roads a safer place.

I believe that where cases of extreme neglect in hospitals have resulted in deaths, and the cause of which would appear to represent a clear management failure, this would warrant the use of the corporate manslaughter legislation. I would expect Thames Valley Police to make use of this legislation where it is deemed appropriate. A key partner will be Health and Wellbeing Boards, to ensure local accountability.

Besides local criminality, I and the Chief Constable also have a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality. This includes national threats such as terrorism, cyber threats and organised crime, including human trafficking of adults and children. I will ensure that the appropriate levels of finance and resources are in place to maintain public safety.

An efficient police force can only be effective in reducing crime by the partnership of all. As the Thames Valley PCC I am committed to ensuring that all partners play their role in reducing crime. I will make this clear publicly. I expect those partners we fund to advise and support the police in achieving satisfaction in the service we provide. Where I believe partners are not playing their part, at whatever level of responsibility, I will take whatever action is open to me.

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 across the Thames Valley area so that I and partners can respond appropriately.

Lastly the goodwill 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 me.

**Anthony Stansfeld**  
Police and Crime Commissioner  
for Thames Valley

THE PCC WILL BE  
HELD TO ACCOUNT  
BY THE PUBLIC THROUGH  
THE ELECTORAL  
BALLOT BOX

**BALLOT  
BOX**

# 1. Introduction

Section 5(1) of the Police Reform and Social Responsibility (PR&SR) Act 2011 requires the Police and Crime Commissioner (PCC) to produce a Police and Crime Plan for their area that covers the term in which they will be in office. For the first Police and Crime Plan for the Thames Valley, this term of office covers the financial years 2012/13 to 2016/17. However, as the former Thames Valley Police Authority had previously approved a Policing Plan for the 2012/13 financial year, this first Police and Crime Plan of the PCC covers the four year period from 1st April 2013 to 31st March 2017.

The Police and Crime Plan must set out the Police and Crime 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.

From this Plan, the Chief Constable of Thames Valley Police and other partners will develop their own annual service delivery plans (e.g. the Force's 'Annual Delivery Plan 2013/14') in accordance with the priorities and objectives set out in this Police and Crime Plan.

Cutting crime and making our community safer is a priority for all of us. It is for this reason that this Plan draws upon a wide range of information from the police; community safety and criminal justice partners, the public and victims of crime.

This ensures the Plan reflects the breadth and depth of police and crime issues affecting the Thames Valley.

The PCC will meet regularly with the Chief Constable and other key 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 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 Thames Valley Police and Crime Panel between elections.

This Plan covers a much wider range of service responsibilities than plans previously developed by the police, community safety partnerships (CSPs) or any other 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.



CUTTING CRIME,  
TACKLING THE CAUSES  
OF CRIME AND  
IMPROVING  
COMMUNITY SAFETY

## 2. Roles & Responsibilities

OF THE POLICE AND CRIME COMMISSIONER (PCC) AND THE CHIEF CONSTABLE

A statutory protocol sets out the role and responsibilities of PCCs, chief constables, police and crime panels and the Home Secretary.

### Protocol

The Police and Crime Commissioner for 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 their functions and those of police officers and staff under their 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 their 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 PCCs 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.

### **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. Chief Constables and chief officers of local unitary, county and district authorities have a duty to co-operate with the PCC for the purpose of formulating the Police and Crime Plan.



## 2. Roles & Responsibilities

OF THE POLICE AND CRIME COMMISSIONER (PCC) AND THE CHIEF CONSTABLE

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

- 15 Community Safety Partnerships;
- 1 Local Criminal Justice Board;
- 1 Probation Trust;
- 9 Local Safeguarding Children Boards
- 7 Local Safeguarding Adults Boards
- 9 Health and Wellbeing 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 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, longer-term, 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 and 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 and Alcohol Action Teams (DAATs), 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. services provided or commissioned by Victim Support, Independent Domestic Violence Advocates (IDVA), Independent Sexual Violence Advocates (ISVA), Sexual Assault Referral Centres (SARC).



**CUT CRIME, REASSURE  
COMMUNITIES  
AND PROTECT  
NEIGHBOURHOODS**

## 3. Strategic objectives

Set out below are the Police and Crime Strategic Objectives for Thames Valley for the period 2013- 2017.

How the above priorities and objectives were determined is set out in Annex A. In summary, in addition to evidence-based analysis the priorities and objectives of the Police and Crime Plan have been informed by the key election manifesto commitments made the PCC prior to taking up office in November 2012. These headline election manifesto priorities were to:

- Improve crime detection rates
- Rehabilitate prolific and persistent offenders
- Reduce household burglary
- Reduce drug and alcohol fuelled crime and anti-social behaviour, particularly at night-time in town centres
- Reduce rural crime
- Prevent the abuse of vulnerable people

These priorities have all been incorporated into the Strategic Objectives, below, and the supporting 'Key Themes' as set out in Annex B of this Police and Crime Plan.

The PCC will work together with police and other partner organisations to:

### **1. 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 from threats such as child sexual exploitation and human trafficking.

### **2. Protect the visible presence of the police and partners to cut crime and the fear of crime and reassure communities**

We are committed to protecting and maintaining the availability and, where possible, the 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.

COMMUNICATE AND  
ENGAGE WITH THE  
PUBLIC IN ORDER  
TO CUT CRIME AND  
THE FEAR OF CRIME



## 3. Strategic objectives

### 3. 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).

### 4. 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.

### 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.

### 6. Ensure policing, community safety and criminal justice services of 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.



## 3. Strategic objectives

Annex B provides further detail setting out what these objectives will mean in practice and who will be responsible for their delivery. Different partners will play different roles in delivering the strategic objectives of the Police and Crime Plan. Within Annex B, the 'Key Themes' for each of the strategic objectives are presented 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 delivery plan of that agency, including any specific 'Actions and Targets'. Taken together, their local delivery plans will explain how the objectives, key themes and target outcomes will be delivered and achieved.

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'. The delivery plans of other service partners will be developed over coming months in response to this Plan.

Longer term performance targets designed to correspond with the four-year service planning period covered by this Plan (i.e. 2013-2017) will be developed and incorporated in future revisions of the Police and Crime Plan.

### VICTIMS OF CRIME

Talking to victims and witnesses of crime is a key part of the PCCs role and will help him gain an insight into the true impact crime has on individuals, their families and communities. The PCC will work closely with existing specialist organisations to consult with victims of crime and obtain their views through focus groups and surveys.

The PCC will also aim to meet victims of crime himself to learn more about their experience and how they think crime in the Thames Valley can be tackled.

WE HAVE TO RESPOND  
TO NATIONAL, CROSS-  
BOUNDARY, CRIMINAL  
ACTIVITY AND THREATS



## 4. 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**

Thames Valley Police is the largest non-metropolitan force in England and Wales, covering the counties of Berkshire, Buckinghamshire and Oxfordshire. It covers a population of 2.3 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 13 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 Annex D.

The Thames Valley Police staff establishment for 2013/14 comprises 4,212 police officers, 507 PCSOs and 700 special constables to carry out policing activity with the support of 2,712 police staff. The workforce is supplemented by more than 600 volunteers.

### **Prospectus**

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.

### **SPR**

WORKING TOGETHER  
TO PROVIDE  
AN EFFICIENT  
AND EFFECTIVE  
POLICE SERVICE



## 4. Policing the Thames Valley

### THAMES VALLEY POLICE COLLABORATION

The Thames Valley Police area borders with nine other police forces. Chief Constables 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 their 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 South-East 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.

Outside of the South-East region, 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.

At a national police service level, the National Police Air Service (NPAS) was launched in October 2012 to co-ordinate provision of air support to all forces, including Thames Valley Police.



## 4. Policing the Thames Valley

### 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.

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 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.

### Single Equality Scheme

WE WILL ENDEAVOUR  
TO MINIMISE THE IMPACT  
THAT OPERATIONS  
AND ACTIVITIES HAVE  
ON THE ENVIRONMENT



## 4. Policing the Thames Valley

### 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 human trafficking of adults and children, victimisation resulting from 'Hate Crime' and to build confidence and encourage reporting.

### ENVIRONMENTAL MANAGEMENT

All members of Thames Valley Police 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.

Complaints made about the Chief Constable are dealt with by the Police and Crime Commissioner.

Any conduct matters which relate to any incident or circumstances in which a person has died or suffered serious injury, or involve allegations of conduct which constitute serious assault, sexual offence, corruption, or criminal offence or behaviour which is liable to lead to misconduct proceedings, must be referred to the Independent Police Complaints Commission (IPCC).

Complaints about the conduct of the Police and Crime Commissioner are dealt with by the Thames Valley Police and Crime Panel unless the complaint is about conduct in which the PCC may have committed a criminal offence, or the conduct is or appears to be a criminal offence, in which case the complaint must be referred to the IPCC.



## 5. 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 2013-2017 are set out in section 3 of this Plan. The key themes under each objective, and the relevant lead agency responsible for their delivery, are set out in Annex B.

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'. These will be incorporated in the relevant agencies' own annual service delivery plans, as appropriate.

### HOLDING THE CHIEF CONSTABLE TO ACCOUNT

This Plan includes the strategic police and crime objectives, target outcomes and performance measures that have been agreed with the Chief Constable and with other partners that the PCC will award grants to, or commission services from, to support the successful delivery of this Plan.

The PCC has a statutory duty to 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 PCC is to provide to the Chief Constable
- The means by which the Chief Constable will report to the PCC on the provision of policing

- The means by which the Chief Constable's performance in providing policing is to be measured.

A Thames Valley Police 2013-14 Annual Delivery Plan, setting out the Force's annual operational performance targets and crime level 'diagnostic indicators', will be produced that is aligned with the PCC's Police and Crime Plan to ensure consistency. The 'Actions and Targets' set out in Annex B of this Plan will be incorporated into the Force's Annual Delivery Plan

A joint policing 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 these meetings the Chief Constable will be held to account for both the operational performance of the Force in meeting the targets set out in the Force's Annual Delivery Plan and the exercise of her functions in support of the delivery of this Police and Crime Plan.

This combination of meetings will increase transparency and public accountability of the decision-making and governance process. This will help the public 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.



## 5. Performance

### **HOLDING OTHER PARTNERS TO ACCOUNT**

The PCC will be responsible for awarding grants to, and 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.

Each partner that receives funding from the PCC to provide services in support of 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 are responsible for delivering.

A framework of performance monitoring, reporting and accountability arrangements will be developed for the PCC and relevant partners to implement over coming months. This framework will be concerned with how the PCC will hold partners to account for their use of public funds and the delivery of the objectives and target outcomes in this Plan for which they are responsible.

### **THAMES VALLEY POLICE AND CRIME PANEL - SCRUTINY OF THE PCC**

The Thames Valley Police and Crime Panel will review and scrutinise the decisions and actions of the PCC in connection with the discharge of his statutory functions and his performance in delivering the Police and Crime Plan. Specific areas of scrutiny will include the review of the PCC's draft Police and Crime Plan, annual council tax precept proposals and annual report.

In addition, the Police and Crime Panel must undertake its role with a view to supporting the effective exercise of the functions of the PCC.

# 6. Resources

## THAMES VALLEY POLICING AND CRIME FUNDING

The Police and Crime Plan covers the four year period 2013/14 – 2016/17. It is essential therefore that the PCC takes a longer-term view of the spending and funding pressures facing policing and crime services in setting and approving the annual budget and council tax for the ensuing financial year. Given the potential funding issues which we are likely to face in future years this forward planning process is more important than ever.

Set out below is a high level summary of the medium term revenue financial plan for the four year period 2013/14 to 2016/17.

Annual Revenue Budget	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m
Brought forward opening balance	398.959	393.981	389.968	388.665
In-year funding virement	-1.548			
Inflation	3.578	4.572	6.323	7.734
Productivity savings	- 13.079	- 9.853	- 3.957	- 1.868
Future productivity strategy savings			- 4.954	- 6.170
Committed expenditure	1.794	2.896	2.518	2.581
Current services	1.055	- 0.114	- 0.401	- 0.074
Improved service	- 1.491	- 1.530	0.835	- 1.745
Appropriations from reserves	4.714	0.016	- 1.667	1.770
<b>Net Budget Requirement</b>	<b>393.981</b>	<b>389.968</b>	<b>388.665</b>	<b>390.893</b>
Annual change in budget	- 4.978	- 4.013	- 1.303	2.228
Annual % change in budget	- 1.25%	- 1.02%	- 0.33%	0.57%
<b>Increase in Band D council tax</b>	<b>157.38</b>	<b>161.31</b>	<b>165.34</b>	<b>169.47</b>
	+2.0%	+2.5%	+2.5%	+2.5%

[Further details of the budget are provided in the separate publication 'Annual Revenue Budget and Capital Programme 2013/14']

The PCC's medium-term financial plan is currently balanced in all four years, based on assumed increases in council tax of 2.5% per annum with effect from 2014/15. However, the financial plan also assumes that government grant funding will reduce by 3.1% in 2014/15, 2.2% in 2015/16 and 1.0% in 2016/17.

Planned cash savings of £40m have been identified and included in the Plan. Further cash savings may be required should future year government grant allocations and/or council tax increases be less than currently assumed. These assumptions, and the implications for future savings requirements, will be reviewed in line with Government public sector finance announcements.

### 2013/14 REVENUE BUDGET

Annex C provides a high level summary of the 2013/14 revenue budget. The annual Cost of Services, to be funded by government grant and council tax income, is £393.981m. Within this sum, £386.301m will be allocated to the Chief Constable to fund day-to-day operational policing activities.

As shown above, the PCC has increased the police element of the council tax precept by 2.0% in line with his manifesto commitment and the medium-term budget strategy approved by the previous Thames Valley Police Authority. The Police and Crime Panel endorsed this proposed level of council tax increase at its meeting on 1st February 2013.

Band D council tax in 2013/14 is £157.38, an annual increase of £3.08, or 6 pence per week, over the 2012/13 level. It remains below the national average for police council tax levels in England.

### THAMES VALLEY POLICE 'PRODUCTIVITY STRATEGY'

The Productivity Strategy will continue to deliver previously agreed and new cost savings. As shown in the 'Annual Revenue Budget' table opposite, at least £40m of cash savings are required over the next four years simply to balance the budget. The Productivity Strategy comprises five main strands of work. These will deliver the following revenue savings over the four year planning period:

- £1.8m - Ongoing additional savings from previous saving initiatives
- £4.0m - Collaboration with forces in the South East and bi-lateral collaboration with Hampshire Constabulary
- £2.3m - Structure and Process Review of functions and services
- £8.2m - Value for Money reviews of functions and services
- £12.4m - Review of Remuneration and Conditions, implementing the recommendations of the national police service 'Winsor' review of police officer terms and conditions and the 'Hutton' review of staff and police pension schemes.
- £11.1m - Future Productivity Strategy Programmes.

# 6. Resources

## FOUR-YEAR CAPITAL SPENDING PROGRAMME 2013/14 TO 2016/17

In addition to revenue spending on day-to-day operational activities, the PCC incurs capital 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 for the period 2013/14 to 2016/17 amounts to £56.082m, broken down as follows:

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
<b>Total</b>	<b>23.501</b>	<b>16.532</b>	<b>10.623</b>	<b>5.425</b>

## COMMUNITY SAFETY FUNDING

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

In 2012/13 the Government awarded grants totalling around £3.9m for these services across the Thames Valley area. However, in 2013/14 the PCC will receive a lower aggregate sum of £3.083m

to award to relevant partners, a reduction of over £0.8m, or 21%, compared to 2012/13 Government grant funding levels.

Nevertheless, for 2013/14 only, the PCC will aim to maintain expenditure on these services in the Thames Valley area at close to 2012/13 levels, dependent on the impact of the aggregate reduction in Government funding available to him.

Once future years' service commissioning intentions and Government funding streams have been clarified and confirmed, the updated version of this Plan will incorporate greater details on the community safety fund grants which the PCC will make to partners, and the conditions (if any) attached to the awards of those grants. Notwithstanding this, future years' funding allocations 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

PCC's will commission local victims' services from 2014. Over the next twelve months the PCC 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

### a) Funding

Whilst the current medium-term financial plan is balanced in all four years 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 is planning to commission a fundamental review of the national Police Funding Formula, the mechanism by which she allocates funding to individual PCCs and forces. This is expected to begin this year.

Due to this inherent uncertainty over future funding levels, the PCC's detailed medium-term financial 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.

### b) Policing Governance

As part of the introduction of PCCs in November 2012, the Government's ambition is

that policing governance will be improved by a clearer division of responsibilities between the PCC and the Chief Constable. To facilitate this, the legislation that created PCCs also established chief constables as a 'corporation sole' which enabled them, for the first time in their own right, to become the employer of civilian staff.

The Government's intention is that operational police civilian staff, who are currently employees of the PCC but under the direction and control of the chief constable, will become employees of the chief constable no later than April 2014 (commonly referred to as the 'Stage 2' staff transfer). It is anticipated that this change will help clarify and reinforce understanding of their respective statutory roles and responsibilities, i.e. that the chief constable is responsible for day-to-day management of resources allocated for operational policing purposes whereas the PCC is responsible for policing governance and holding the chief constable to account for delivering an efficient and effective police service.

Accordingly, PCCs and chief constables will be required to submit proposals to the Home Secretary later this year for her consideration and approval setting out which police civilian staff will transfer from being PCC employees to employees of the Chief Constable. To that end, the PCC and the Chief Constable will explore options and consult affected staff over coming months in the process of developing a set of proposals to be submitted to the Home Secretary.

# Determining the Police and Crime Plan strategic priorities and objectives

## ANNEX A

The visible presence of police officers in our cities, towns and villages is a source of reassurance for all of us. Yet we also know that neighbourhoods are protected from the most serious harm by less visible but vital policing, community safety and criminal justice activities. Understanding what is 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 future criminal behaviour and our requirements to respond effectively.

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 Police Area Commanders in conjunction with their local community safety counterparts.
- Analysis of performance against the current Force Annual Delivery Plan.
- A summary of Thames Valley community safety partnership (CSP) activity, including the identification of common priorities across all 15 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.
- Police Authority and 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 concerning Thames Valley Police
- Initial consideration for areas where crime reduction and detection rate targets might be appropriate has been based largely on a review of HMIC 'Value for Money' (VfM) profiles for 2011/12.

In addition to the above evidence-based analysis, the priorities and objectives of the Police and Crime Plan have also been informed by the key election manifesto commitments made the PCC prior to taking up office in November 2012. These headline election manifesto priorities were to:

- Improve crime detection rates
- Rehabilitate prolific and persistent offenders
- Reduce the level of household burglary
- Reduce drug and alcohol fuelled crime and anti-social behaviour, particularly at night-time in town centres
- Reduce rural crime
- Prevent the abuse of vulnerable people

These priorities have all been incorporated into the Strategic Objectives and 'Key Themes' set out in the following Annex B of this Police and Crime Plan.

**ACTION 1.8: ROBUST ENFORCEMENT OF NEW LEGISLATION, AGAINST THOSE WHO STEAL METAL AND THOSE WHO HANDLE IT**



# Strategic Objective 1: ANNEX B

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 from threats such as child sexual exploitation and human trafficking.

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 <b>Action 1.1</b>	Cut the level of violence against the person by 2% compared to 2012/13 levels
		TVP Delivery Plan 2013/14 <b>Action 1.2</b>	Achieve and maintain a 'percentage of crimes solved' detection rate for violence with injury above 45%
		TVP Delivery Plan 2013/14 <b>Action 1.2</b>	'Achieve a 'percentage of crimes solved' detection rate for rape of 23%
Anti-social behaviour	Police	TVP Delivery Plan 2013/14 <b>Action 1.4</b>	Reduce 50 cases of persistent and resistant anti-social behaviour problems affecting our neighbourhoods and communities
	CSP	Individual CSP plans	(to be developed in consultation with CSPs)
Acquisitive crime (with a focus on dwelling burglaries, and 'cyber' crime)	Police	TVP Delivery Plan 2013/14 <b>Action 1.1</b>	Cut the level of domestic burglary by 2% at Force level compared to 2012/13 levels
		TVP Delivery Plan 2013/14 <b>Action 1.2</b>	Achieve a 'percentage of crimes solved' detection rate for domestic burglary of 18%
		TVP Delivery Plan 2013/14 <b>Action 1.7</b>	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 <b>Action 1.8</b>	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 40 operations against metal theft.
Rural crime	Police	TVP Delivery Plan 2013/14	Tackle rural crime through intelligence, enforcement and prevention
Troubled Families	Local Authorities	To be determined locally and reflected in individual LA plans	(to be developed in consultation with individual LAs)
Local priority crime (e.g. business crime)	Police	TVP Delivery Plan 2013/14 <b>Action 1.6</b>	Tackle business crime through intelligence, enforcement and prevention
	CSP	To be determined locally and reflected in individual CSP plans	(to be developed in consultation with CSPs)
Domestic and other inter-personal abuse including child sexual exploitation	CSP	Individual CSP plans	(to be developed in consultation with CSPs)
	Police	TVP Delivery Plan 2013/14 <b>Action 3.3</b>	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	(to be developed in consultation with individual LAs)
	Police	TVP Delivery Plan 2013/14 <b>Action 3.1</b>	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 <b>Action 3.2</b>	Tackle 'criminal on criminal' offending and those criminals who prey on the most vulnerable or isolated individuals and communities

**ACTION 2.2: REVIEW  
PATROL STRATEGIES  
TO ENSURE THE FORCE  
IS MAXIMISING PATROL  
AND UNIFORM  
DEPLOYMENT**



## Strategic Objective 2:

TO PROTECT THE VISIBLE PRESENCE OF THE POLICE AND PARTNERS TO CUT CRIME AND THE FEAR OF CRIME, AND TO REASSURE COMMUNITIES

We are committed to protecting and maintaining the availability and where possible the 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 <b>Action 2.1</b>	Increase the contribution that Special Constables make to policing whilst maintaining their numbers and minimising their loss from policing
		TVP Delivery Plan 2013/14 <b>Action 2.2</b>	Review Patrol Strategies to ensure the Force is maximising patrol and uniform deployment in the most efficient and operationally productive way
		TVP Delivery Plan 2013/14 <b>Action 2.3</b>	Further use of predictive mapping of crime hotspots to direct patrol and other resources to reduce crime
		TVP Delivery Plan 2013/14 <b>Action 2.4</b>	Maximise the effectiveness of the use of stop and search whilst minimising its negative impacts
Anti-social behaviour (ASB) teams	CSP	Individual CSP plans	(to be developed in consultation with CSPs)
Community Wardens	Local Authority	To be determined locally and reflected in individual LA plans	(to be developed in consultation with individual LAs)

WITH PARTNERS,  
TACKLE RURAL CRIME  
THROUGH INTELLIGENCE,  
ENFORCEMENT  
AND PREVENTION



## 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 <b>Action 3.5</b>  (plus new actions on 'Action Fraud' and 'Local to Global')	Target criminals by maximising our use of the Proceeds of Crime Act and asset recovery opportunities.  Increase the number of cash detention orders obtained in 2012/13 by 5%, to 160 in 2013/14  Disrupt 20 problem and organised crime groups that prey on vulnerable people and isolated communities
Terrorism including PREVENT	Police	TVP Delivery Plan 2013/14 <b>Action 3.4</b>	Ensure the Force meets national requirements in support of the Strategic Policing Requirement

WE WILL MAXIMISE THE USE OF NEW TECHNOLOGY TO MAKE IT QUICKER, EASIER AND MORE CONVENIENT TO COMMUNICATE WITH OUR COMMUNITIES



## 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 Key Themes	Lead Agency / Joint Agencies for delivery	Link to relevant agency delivery plan	Actions & Targets
2-way communication with communities	All partners	See individual agency plans, community engagement and communication strategies	(to be developed in consultation with relevant partners)
Promote crime reduction and prevention activities	All partners		(to be developed in consultation with relevant partners)
Obtain the views of communities and 'seldom heard' groups on policing and crime issues	All partners		(to be developed in consultation with relevant partners)
Publish information about accessing, delivery and outcomes of policing and crime services	All partners		(to be developed in consultation with relevant 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	(to be developed in consultation with CSPs)
Youth Crime Services	Youth Offending Teams/services (YOTs/YOS)	Individual YOT/YOS delivery plans	(to be developed in consultation with relevant partners)
	Police	TVP Delivery Plan 2013/14 <b>Action 1.7</b>	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	(to be developed in consultation with CSPs)
	LCJB	LCJB Delivery Plan (Victims and Witnesses delivery group)	(to be developed in consultation with the LCJB)
Tackling drugs and alcohol	CSP	Individual CSP plans	(to be developed in consultation with relevant partners)
	Public Health	Public health bodies strategies	
	Health & Wellbeing Boards	Joint Health & Wellbeing Board strategies	
	Police	TVP Delivery Plan 2013/14 <b>Action 1.3</b>	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	(to be developed in consultation with relevant partners)
Commissioning	All partners		(to be developed in consultation with relevant partners)
Evidence based practice	All partners		(to be developed in consultation with relevant partners)
Reducing bureaucracy	All partners		(to be developed in consultation with relevant partners)
Productivity Strategy	Police	TVP Delivery Plan 2013/14 <b>Action 6.1</b>	Deliver the cost reductions identified in the Productivity Strategy 2013/14 (£13.1m)
		TVP Delivery Plan 2013/14 <b>Action 6.4</b>	Reduce non-pay costs by £3.6m in 2013/14

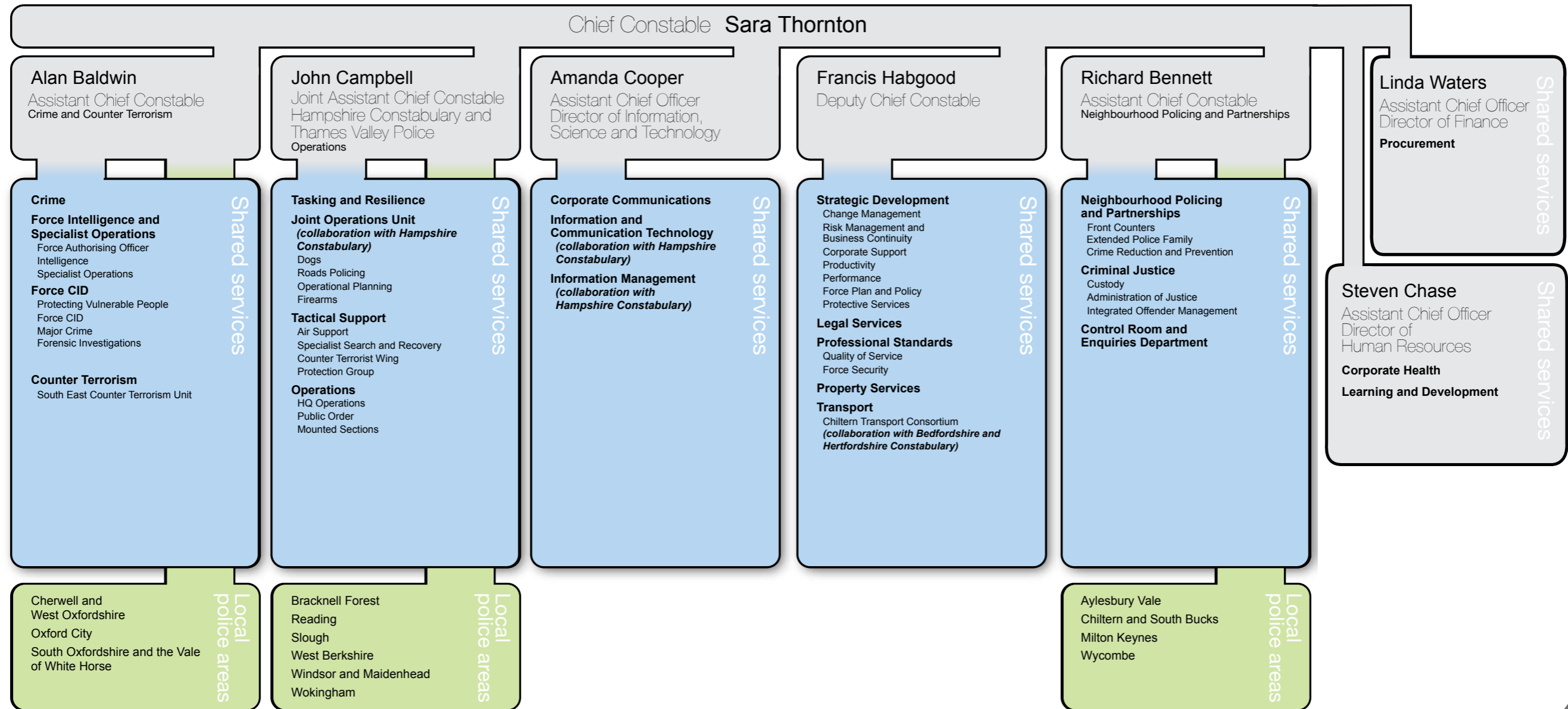
# Summary PCC Annual revenue budget 2013/14

ANNEX C



2012/13 Revenue Budget	PCC Revenue Budget Allocation		2013/14 Revenue Budget
£'000		£'000	£'000
339	<b>PCC Direct Operating Expenditure budget</b>	187	
1,107	Democratic representation	1,154	
372	Office of the PCC	323	
	Other PCC costs		
<b>1,818</b>	<b>PCC direct operating costs</b>		<b>1,664</b>
	<b>Commissioned Services budget:-</b>		
0	<b>Grant Funding to be awarded by the PCC to community safety and other partners:</b>		<b>3,483</b>
	<b>Policing Services to be provided by Thames Valley Police</b>		
336,890	Employees	328,782	
23,382	Premises	21,891	
11,677	Transport	11,681	
40,523	Supplies & Services	44,029	
4,933	3rd Party Payments	5,671	
	less		
-19,534	Force Income	- 25,753	
<b>397,872</b>	<b>Net TVP Service Costs</b>		<b>386,301</b>
	<b>Capital Financing</b>		
4,376	Capital financing costs	3,921	
	less		
-1,000	Interest income on balances	-1,000	
<b>3,376</b>	<b>Net Capital Financing Charges</b>		<b>2,921</b>
<b>-4,107</b>	<b>Appropriations from Revenue Balances</b>		<b>- 388</b>
<b>398,959</b>	<b>Total Cost of Services Budget</b>		<b>393,981</b>
	<b>Funded by:</b>		
-146,981	Home Office Police Grant	-155,869	
-87,352	Formula Grant	-80,450	
-27,797	Specific Grants	-28,797	
-921	Surplus on Collection Funds	-1,300	
-135,908	Council Tax	-127,565	
<b>-398,959</b>	<b>Total Funding</b>		<b>-393,981</b>

# Thames Valley Police Organisational chart ANNEX D



# Glossary

<b>CJS</b>	Criminal Justice System
<b>CPS</b>	Crown Prosecution Service
<b>CSP</b>	Community Safety Partnership
<b>DAAT</b>	Drug and Alcohol Team
<b>DIP</b>	Drug Intervention Programme
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>IDVA</b>	Independent Domestic Violence Advocate
<b>IOM</b>	Integrated Offender Management
<b>IPCC</b>	Independent Police Complaints Commission
<b>ISVA</b>	Independent Sexual Violence Advocate
<b>LA</b>	Local Authority
<b>LCJB</b>	Local Criminal Justice Board
<b>LPA</b>	Local Policing Area
<b>NAG</b>	Neighbourhood Action Group
<b>PCC</b>	Police and Crime Commissioner
<b>PCP</b>	Police and Crime Panel
<b>PCSO</b>	Police Community Support Officer
<b>PR&amp;SR</b>	Police Reform and Social Responsibility Act 2011
<b>SARC</b>	Sexual Assault Referral Centre
<b>SECTU</b>	South East Counter Terrorism Unit
<b>TVP</b>	Thames Valley Police
<b>VfM</b>	Value for Money
<b>YOS</b>	Youth Offending Service
<b>YOT</b>	Youth Offending Team



For further information about the PCC, his plan, the budget or how you can get involved, get in touch with us using the contact details provided below or visit [www.thamesvalley-pcc.gov.uk](http://www.thamesvalley-pcc.gov.uk)

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