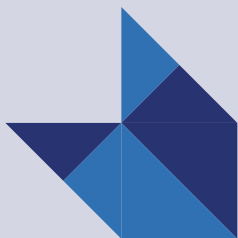
The background of the image is a repeating geometric pattern of dark blue and medium blue triangles. In the center, there is a large, light blue, multi-pointed star shape. Overlaid on this star is a white hexagon containing the text.

**POLICE
& CRIME**
COMMISSIONER
THAMES VALLEY



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Introduction

This Annual Report marks the conclusion of the first year under my second term as Police and Crime Commissioner for Thames Valley. Following my re-election in May 2024, I launched the Police and Crime Plan 2024–2029 - a strategic framework centred on three core priorities: **Protecting Communities, Protecting People, and Protecting Property**.

Throughout 2024–25, we have made significant strides in delivering on these priorities. Initiatives such as expanding prevention programmes in schools, enhancing support for victims, and increasing police visibility in both urban and rural areas have been central to our efforts. The introduction of the Thames Valley Data Hub has further strengthened our commitment to transparency and accountability.

The national landscape has evolved with the election of a new government, bringing changes to crime, policing, and justice policy. While political dynamics may shift, my focus remains steadfast: ensuring that national directives are integrated effectively into our local context, safeguarding the independence of the PCC role, and maintaining a policing service that reflects the needs of our communities.

Discussions around devolution and potential local government reform continue to unfold. While these developments may influence how public services are structured, my priority is to ensure that any changes enhance, rather than hinder, our collaborative efforts with local authorities to keep communities safe.

This report provides a transparent account of the work undertaken during 2024/25 - both by my office and in partnership with others - to turn the Plan's priorities into visible, tangible outcomes for the public.

As we progress into the second year of the Police and Crime Plan, I remain committed to working closely with the Chief Constable, our partners, and the public to build on our achievements, address emerging challenges, and continue our mission to make Thames Valley a safer place for all.



Matthew Barber
Police and Crime Commissioner
Thames Valley





2024-25: Year 1 of the Police & Crime Plan (2024-29)

Strategic Police Requirement

The Strategic Policing Requirement (SPR) sets out the national threats that, in the Home Secretary's view, require a coordinated policing response. These include: **Violence Against Women and Girls, Serious and Organised Crime, Terrorism, Cybercrime, Child Sexual Abuse, Public Disorder, and Civil Emergencies.** PCCs are required to give due regard to the SPR when setting or reviewing their Police and Crime Plans.

The revised SPR, published in 2023, strengthened expectations on local and regional delivery - emphasising the need for effective partnerships, specialist capabilities, and resilience to respond to these threats.

I have taken full account of the SPR in developing my Police and Crime Plan 2024-29 and in my ongoing oversight of Thames Valley Police. This includes regular engagement through:

- **Performance and Accountability Meetings (PAMs)**
- **Force boards and operational updates aligned to SPR themes**
- **Oversight of relevant programmes and initiatives**

My Internal Audit function provides independent scrutiny of SPR-related areas, with findings reported to the [Joint Internal Audit Committee](#) and published on my website. These reviews sit alongside both the Force and OPCC's Strategic Risk Registers, enabling a shared and robust approach to monitoring national threats and associated mitigation.

In 2024/25, Thames Valley Police updated its **Force Management Statement (FMS)** - a key tool for assessing operational capacity, capability, and forecast demand. While not part of the SPR, the FMS plays a vital supporting role. It provides clear evidence of how the Force is preparing for SPR-related risks, identifies strategic gaps, and enables more targeted oversight from my office.

I expect the Force to continue consulting with me on future iterations of the FMS to ensure Thames Valley remains aligned with SPR expectations and well-positioned to respond to evolving national threats.



2024-25: Year 1 of the Police & Crime Plan (2024-29)

Grant Funded Services

The following section contains highlights of how grants and funding have contributed towards the delivery of priorities in my Police and Crime for 2024/25.

There are numerous examples of where grants and funding have supported projects across my priorities that feature in this report. Additionally, a breakdown of commissioned activities from my **Crime Prevention Fund** and **Partnership Fund**, and from the **Victims funding** providing by the Ministry of Justice is available on my website through the [Annual Statement of Accounts](#).

Key Grant Highlights:

In 2024/25, despite a reduction in Ministry of Justice funding, I maintained support across 14 frontline services helping victims of domestic abuse and sexual violence. Collectively, these services supported over **2,700 individuals** through a range of provision including advocacy, counselling, group work and legal advice.

A core focus of this work was ensuring services reached communities often underserved by

mainstream provision - including older people and those from diverse or marginalised backgrounds. These grants helped to close critical access gaps, improve safety, and strengthen local pathways to recovery and justice.

Service user feedback and distance-travelled measures continued to show positive outcomes in key areas such as emotional wellbeing, self-confidence, and access to justice. Despite financial pressures, I remain committed to ensuring high-quality, trauma-informed support remains available to victims across Thames Valley.

Two strong examples of this outcome-focussed investment are set out below - highlighting how targeted grant funding has delivered visible and practical results in local communities.

- ▶ **Safer Streets 5**
- ▶ **The Choices Programme**



2024-25: Year 1 of the Police & Crime Plan (2024-29)

Grant Funded Services

► Safer Streets 5

Thames Valley has now delivered funding to **all 12 local policing areas** - making it one of the few forces nationally to achieve full coverage since the programme began in 2020. In Round 5, we secured the **maximum available funding** across three successful, multi-agency bids - focused on **anti-social behaviour (ASB), neighbourhood and rural acquisitive crime, and violence against women and girls (VAWG)**.

In **West Berkshire**, £108,200 was invested into the Nightingales Estate in Newbury. This funded new CCTV cameras, youth outreach and diversionary activities, as well as community clean-up days to improve the local environment. A series of workshops delivered in local schools helped pupils understand risk, resist peer pressure and develop greater personal resilience.

In **West Oxfordshire, South Oxfordshire and the Vale of White Horse**, £90,000 supported rural crime prevention. Interventions included property marking kits, prevention signage, and the appointment of a dedicated Rural Crime Advisor to lead engagement with farms, rural businesses and partner organisations.

In **Slough, High Wycombe and Oxford**, £156,000 funded a range of VAWG-focused interventions. These included high-visibility **Project Vigilant** patrols in the night-time economy (NTE), bystander training, behaviour-change programmes for young people, and the expansion of public guardianship schemes such as **Street Angels**. These efforts aimed to improve safety and reduce vulnerability in public spaces, particularly around bars, clubs and transport hubs.

These projects reflect the strategic value of Safer Streets funding in turning local priorities into visible action. They are delivering practical results - from increased safety and community confidence to stronger partnerships on the ground. By working closely with local authorities, schools, the voluntary sector and the police, we are embedding solutions that are both preventative and sustainable.



2024-25: Year 1 of the Police & Crime Plan (2024-29)

Grant Funded Services

► The Choices Programme

Choices is a flagship early intervention programme commissioned by my office and delivered in primary and secondary schools across Thames Valley. It equips young people with the emotional literacy, confidence and resilience needed to manage risk and make positive decisions - including around peer pressure, exploitation, substance misuse and knife crime.

In 2024/25, over **935 Year 5 pupils** began the programme, with more than **500 completing** it. Since its launch in 2015, Choices has reached over **29,000 young people** across Oxfordshire, Berkshire and Buckinghamshire.

A new **three-year grant** awarded in 2024/25 secured the programme's future and enabled expansion into high-need areas including Slough, High Wycombe, Oxford and West Berkshire. The curriculum was also adapted to better support **SEND and neurodivergent pupils**, ensuring more inclusive delivery.

Independent evaluation found that:

- **90%** of participants felt more positive about themselves

- **86-90%** better understood their own behaviour and choices
- **94%** were more likely to seek help from a trusted adult
- Pupils scoring in the lowest wellbeing range dropped from 25% to 15%

Choices not only builds individual confidence - it offers strong preventative value. It is estimated to save over **£175 per pupil** in behaviour-related costs alone, with wider benefits across education, safeguarding and early intervention services.

The programme is a powerful example of how long-term, targeted investment can support vulnerable young people and reduce future harm through early, practical support.



Progress in Year 1: 2024-2025

Protecting Communities

Protecting Communities

One of the core aims of my Police and Crime Plan is to ensure communities across Thames Valley feel safe, are safe, and have confidence in local policing. This priority focuses on preventing crime, tackling anti-social behaviour, supporting neighbourhood policing, improving road safety, and investing in place-based solutions. Through strong local partnerships, practical prevention, and visible enforcement, we are working to reduce harm and strengthen public trust in every part of the region.

► Crime Prevention

Measure: Continued reductions in priority crime types
Outcome: 13% reduction in neighbourhood crime (Vehicle, theft, burglary, robbery)

The Partnership Fund is a direct grant from the PCC to Community Safety Partnerships (CSPs) to support local delivery of crime prevention and community safety initiatives. There are 12 CSPs across Thames Valley, bringing together local partners to lead on prevention, problem-solving and delivery against shared priorities. In 2024/25, a total of **£2.87 million** was invested across **94 locally-led projects**.

When West Berkshire Council proposed reducing street lighting at night, I wrote to the Council Leader to raise concerns about the impact on public confidence and victim reassurance. Safe, well-lit streets are a visible deterrent to crime and contribute significantly to how secure people feel in their communities. I will continue to challenge decisions that risk undermining public safety or confidence in local policing.

Thames Valley Police also launched its first Prevention Strategy (2024-2027) marking a significant shift in how harm is tackled across the force. The strategy draws together good practice while embedding a 'think prevention' culture in policing - focused on reducing reoffending, tackling vulnerability and cutting demand through early intervention problem-solving.

Commitments include embedding prevention as a core police function, investing in evidence-based approaches, and working with partners to address the root causes of harm. I full support this direction. Prevention is not only central to my Police and Crime Plan - it is essential to building safer, more resilient communities across Thames Valley.



Progress in Year 1: 2024-2025

Protecting Communities

► Neighbourhood Policing

Measure: Increased PCs and PCSOs in neighbourhood roles

Outcome: The number of funded neighbourhood police constable posts more than doubled - from 149 in April 2023 to 328 in March 2025. PCSO posts also increased, from 264 to 269 between 2023/24 and 2024/25. These PC figures refer to established posts, not officers currently in role.

Neighbourhood Policing Teams (NHPTs) remain the visible face of policing in Thames Valley - focused on engaging communities, preventing crime, and solving local problems. Throughout 2024/25, teams across the region worked to build trust and confidence by responding to the specific needs of their communities.

In 2024/25, Thames Valley Police significantly strengthened its neighbourhood policing model. The number of funded neighbourhood police constable posts more than doubled - from 149 in April 2023 to 328 in March 2025. PCSO posts also increased, from 264 to 269 between 2023/24 and 2024/25. These uplifts form part of a wider officer establishment of 4,593, with a headcount of 4,632 in March 2025.

The PC figures reflect funded posts - not necessarily officers already in post - and demonstrate a clear investment in building future neighbourhood capacity.

Alongside this growth in frontline resourcing, teams deepened their engagement with communities to better understand local priorities and build trust.

A key part of this work has been through **Key Individual Networks (KINs)** - trusted local voices who act as a vital link between neighbourhood officers and the wider community. KINs help shape local priorities, challenge perceptions, and provide insight into how policing is experienced on the ground.

NHPTs also led proactive operations throughout the year. These included targeted enforcement against drug crime in Milton Keynes, multi-agency partnerships to reduce violence and theft in High Wycombe and Slough, and rural crime initiatives in West Oxfordshire focused on farm theft and engagement with harder-to-reach communities.

In urban centres, NHPTs supported the enforcement of new legislation targeting the anti-social use of e-bikes and e-scooters. In 2024/25, officers seized **334**



Progress in Year 1: 2024-2025

Protecting Communities

e-bikes and 264 e-scooters - reflecting a proportionate response to public concerns around road safety and nuisance behaviour.

Whether through community-led initiatives, partnership working or direct engagement, neighbourhood policing continues to make a tangible difference in how safe people feel and how well the police are seen to respond to local concerns.

► Road Safety

Measure: Reduce the number of people killed and seriously injured on our roads

Outcome: Overall KSI (killed and seriously injured) incidents reduced by 18% in 2024/25. This includes a drop in fatal collisions from 59 to 44 and serious injuries from 543 to 450.

Road safety is a key public concern and an area where multi-agency collaboration can deliver lasting impact. This year, I published the first Thames Valley Road Safety Strategy - shared plan to reduce deaths and serious injuries on our roads and promote safer travel across Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes.

The strategy brings together the efforts of police, fire and rescue services, local authorities, highways agencies, and health partners. Its priorities include:

- Educating the public on safe driving and traffic laws
- Enforcing traffic offences to deter unsafe behaviour
- Sharing data to identify and respond to high-risk locations
- Improving road infrastructure and emergency response
- Providing stronger support for road victims and their families

In 2024/25, I chaired the inaugural meeting of the **Thames Valley Road Safety Partnership**, strengthening coordination across agencies and building momentum for delivery. The strategy provides a clear framework for reducing harm and saving lives through prevention, enforcement and community engagement.

Early signs are encouraging. Fewer lives were lost on our roads this year, and fewer families faced the trauma of serious injury. While we should never accept any level of serious harm as inevitable, this progress shows what can be achieved when agencies work



Progress in Year 1: 2024-2025

Protecting Communities

together with clear purpose and shared commitment.

► Tackling Anti-Social Behaviour (ASB)

Measure: Reduce anti-social behaviour in communities

Outcome: Recorded ASB incidents increased slightly:
7,188 to 7,521 (+0.5%)

This year I launched a new **Thames Valley-wide anti-social behaviour (ASB) mediation service**, funded by my office and delivered by **Alternatives to Conflict**. The service is open to all communities across Berkshire, Buckinghamshire, Oxfordshire, and Milton Keynes and is designed to help resolve neighbour and community disputes before they escalate into more serious or persistent ASB.

Mediation offers an impartial, early intervention tool that can defuse tensions, restore communication, and reduce harm - particularly in cases where ASB is ongoing but may not reach criminal thresholds. Making this service widely accessible is a key part of my broader strategy to reduce repeat ASB, improve outcomes for victims, and empower communities to take constructive action.

Since its launch, the service has received over **300**

referrals, demonstrating a clear public demand and filling a longstanding gap in early intervention services. It will continue to support victims into 2025/26 as we embed restorative approaches more widely across community safety work.

During **Anti-Social Behaviour Awareness Week**, I visited Alternatives to Conflict in High Wycombe to learn more about their work in practice. The visit underscored the value of community-led responses and highlighted the power of mediation in building safer, more cohesive neighbourhoods.

► Building Confidence

Measure: Increased levels of public confidence

Outcome: According to the 2024/25 Maru/Blue Sentiment Survey, 72% of respondents agreed that Thames Valley Police is an organisation they can trust - up from 60% in 2023/24. A further 93% said they would contact the police if they were a victim of crime or had a concern, 91% felt safe in their local area, and 67% agreed that the police treat everyone impartially.

At the end of 2023/24, I published the findings of a scrutiny review I commissioned to explore how communities across Thames Valley could be better



Progress in Year 1: 2024-2025

Protecting Communities

involved in advising and scrutinising the work of Thames Valley Police. Over the course of 2024/25, implementation of the review's recommendations progressed steadily, culminating in the creation of a new **Chairpersons' Forum** — a space that brings together the chairs of various scrutiny and advisory groups to share feedback and drive continuous improvement.

This work fostered stronger **community participation** and ensured that feedback is acted upon, reinforcing our shared focus on building trust and confidence across the region. To track progress, I commissioned an annual **Trust and Confidence Survey** in partnership with Thames Valley Police. The results of both the [2023/24](#) and [2024/25](#) surveys have now been published, and I have committed to funding this work throughout the lifetime of my Police and Crime Plan (2024–2029).

In parallel, the Chief Executive of my office continues to sit on the Force's **Trust and Confidence Board**, ensuring direct PCC involvement in how internal reform is shaped and delivered. This governance link also ensures I remain fully supported in holding the Chief Constable to account on performance in this

area, including the Force's approach to community legitimacy, inclusion and public contact.

While confidence levels remain high overall, I remain focused on strengthening transparency, inclusivity and responsiveness - the building blocks of public trust.



Progress in Year 1: 2024-2025

Protecting People

Protecting People

This priority focuses on preventing harm to the most vulnerable in our communities - including victims of domestic abuse, sexual violence, exploitation and serious violence. It also includes a strong commitment to safeguarding children and adults at risk. Through a blend of targeted commissioning, partnership work and victim-centered policing, we are working to improve protection, build trust, and ensure those affected by crime can access the support they need.

► Rape and Sexual Offences

Measure: Improved charge rates for RASO offences
Positive outcomes: 460 in 2024/25 – up from 395 in 2023/24

Charge rate: 8.3% (2024/25) – down from 10.1% (2023/24)

In response to July's **College of Policing** and **National Police Chiefs' Council** Violence Against Women and Girls (VAWG) National Policing Statement 2024, we reaffirmed our commitment to improving the policing response to these crimes. My Police and Crime Plan prioritises pursuing offenders, raising charge rates,

and supporting victims.

I am proud of Thames Valley Police's progress through initiatives such as **Project Vigilant** and the national delivery of a **school-based non-contact offences programme**. The national publication highlighted TVP's **Courageous Conversation** series as good practice - recognising our efforts to challenge inappropriate behaviour and promote a respectful internal culture. We remain clear that tackling VAWG requires a whole-system approach, not only within policing, but across partners and the wider public.

On 25 November, I visited **Hope After Harm**, a charity supporting victims of sexual violence in the Thames Valley. This organisation delivers the **Thames Valley Sexual Violence Service**, which I commissioned earlier this year as part of my broader **Victims First** provision. The visit highlighted the charity's critical role in helping victims cope with trauma and rebuild their lives.

Marking **White Ribbon Day**, the visit reinforced our ongoing commitment to supporting survivors of sexual violence and raising awareness of violence against women and girls.



Progress in Year 1: 2024-2025

Protecting People

► Domestic Abuse

Measure: Improved outcome rates for domestic abuse
Positive outcomes: 2,009 (10.9%) in 2024/25 – down from 2,281 (12.3%) in 2023/24
Charges: 1,988 (2024/25) vs 2,004 (2023/24) – a 0.8% decrease

Domestic abuse remains one of the most prevalent and high-risk crime types across Thames Valley. It accounts for a significant proportion of police demand and has a devastating impact on victims and families.

My office continued to commission the Victims First Domestic Abuse Service throughout 2024/25. This service provides support to all victims — regardless of gender — through emotional and practical help, risk and safety planning, and independent advocacy. Over the past year, it supported more than 1,700 victims.

I also provided grant funding to a range of community-based organisations, including **SAFE!**, **Reducing the Risk**, and **MK Act**. These services deliver targeted interventions for adult and child victims, as well as tailored support for marginalised groups. Together, they form a core part of our trauma-informed, partnership-led approach to tackling domestic abuse.

While the **positive outcome rate for domestic abuse fell to 10.9% in 2024/25 (down from 12.3%)**, the number of charges remained stable, with **1,988 in 2024/25 compared to 2,004 in 2023/24 — a 0.8% decrease**. This reflects a continued operational focus on pursuing offenders, despite rising demand.

In 2024/25, I funded two Thames Valley-wide perpetrator programmes:

- **The Compulsive Obsessive Behaviour Intervention (COBI)** is the only UK stalking-behaviour intervention approved by the British Psychological Society. It offers thirteen 1:1 sessions of **Dialectical Behaviour Therapy (DBT)** to assess risk, examine triggers, and help individuals break the cycle of reoffending.
- **DRIVE** is a high-risk domestic abuse perpetrator programme that uses **intensive case management and multi-agency coordination**. In 2024/25, DRIVE worked with **142 perpetrators, 158 associated victim/survivors, and 284 associated children**. Completed cases showed reductions in physical and sexual abuse, stalking, and coercive behaviour.

On 1 April 2024, I launched the new **Thames Valley**



Progress in Year 1: 2024-2025

Protecting People

Adult Service, with **Victim Support** appointed as provider. Accessed through the **Victims First Hub**, it offers online group programmes, 1:1 caseworker support, and **IDVA interventions**. In its first year, the service supported **714 victims**, including **standard-risk domestic abuse victims**, who have historically had fewer support options.

► Night-Time Economy

Measure: Reduced offending and increased prevention activity

Outcome: 283 Project Vigilant deployments; 644 proactive stops; multiple arrests and offender disruptions at high-risk locations

Project Vigilant continued to play a vital role in **safeguarding women and girls** across Thames Valley's night-time economy. Between April 2024 and April 2025, Thames Valley Police conducted **283 targeted deployments** under the project, delivering strong preventative results despite the transition to the new Local Command Unit (LCU) structure. Proactive interventions led to **644 stops, disrupting predatory behaviour and preventing offences before escalation**. Notable outcomes included the arrest of a wanted stranger rapist in Reading, swift

action following a sexual assault in Oxford, and the interception of high-risk individuals elsewhere through targeted monitoring and enforcement. I have remained a strong supporter of Project Vigilant's nationally recognised approach, and I am committed to sustaining investment in proactive safeguarding initiatives. The continued success of Vigilant demonstrates the value of early intervention, partnership working, and maintaining a strong, visible policing presence in the night-time economy.

► Serious Violence

Measure: Continued low levels of serious violence and homicide

Outcome: Knife enabled Crime: -7% reduction;
Homicides: unchanged (0.0%)

I supported the wider rollout of **Thames Valley's Youth Violence Programme**, designed to reduce knife crime and serious youth offending. The programme uses intervention, mentorship and community partnerships to prevent violence, support young people, and break the cycle of offending. This initiative demonstrates our commitment to early intervention and long-term change.



Progress in Year 1: 2024-2025

Protecting People

Later in the year, I backed **Thames Valley Police's campaign** encouraging the public to surrender zombie knives and other illegal weapons. This formed part of our broader approach to tackling knife crime and ensuring our communities feel safer. By removing dangerous weapons from circulation, we reduce the risk of harm and show zero tolerance for violent crime.

I expanded the successful **Op Deter** initiative to address youth knife crime and serious violence. Working closely with local schools, youth services and police, the rollout focused on early intervention, educational input, and appropriate enforcement to help divert young people away from violence and offending.

Tackling the causes of serious violence requires close partnership working, and I continue to support the **Thames Valley Violence Prevention Partnership (VPP)** in leading a joined-up response to this complex challenge. The VPP brings together local authorities, health, policing and criminal justice agencies to prevent violence before it happens - using data, evidence, and lived experience to inform its approach.

This work complements the priorities set out in my

Police and Crime Plan, and I welcome the publication of the [VPP Annual Report 2024/25](#), which will reflect on progress and highlight opportunities for further collaboration.

► Abuse and Exploitation

Measure: Increased safeguarding of those being exploited

Outcome: 545 National Referral Mechanism (NRM) referrals in 2024 (2023: 557)

I spoke at the national safeguarding conference hosted by the **Centre for Expertise on Child Sexual Abuse**, where I highlighted the importance of learning from high-profile investigations such as **Operation Bullfinch**. I reaffirmed our commitment to working with survivors, agencies, and frontline professionals to improve prevention, share intelligence, and protect vulnerable children. The conference provided a platform to showcase progress in Thames Valley while acknowledging where more must be done.

Over the summer, I supported the VPP '**Stay True to You**' campaign, aimed at helping young people navigate peer pressure and avoid the risks associated with criminal exploitation. The campaign offered a



Progress in Year 1: 2024-2025

Protecting People

platform to build resilience and decision-making skills, and reached thousands of teenagers and families through digital and community engagement.

Over the past year, I supported **Thames Valley Police's** continued efforts to tackle exploitation and modern slavery through joint operational work and enhanced victim services. TVP took part in multiple phases of the national **Operation Aidant** campaign, targeting organised crime groups and identifying victims through intelligence-led visits. Key operations, including **Jetstream** and **Daybreak**, disrupted serious criminal networks linked to sexual exploitation and trafficking.

To ensure support for those affected, I commissioned a new model of victim services from April 2024. **Adult victims** are supported by **Victim Support**, **sexual violence services** are delivered by **Hope After Harm**, and **children** are helped by **SAFE**. This model ensures consistent, trauma-informed support across the region.

I also welcomed the progression of the **Crime and Policing Bill**, which will introduce new offences targeting **child criminal exploitation** and **cuckooing**,

further strengthening our ability to protect the most vulnerable.





Progress in Year 1: 2024-2025

Protecting Property

Protecting Property

This priority focuses on reducing crimes that affect homes, businesses and public spaces - including burglary, shoplifting, theft, and criminal damage. These offences can cause real and lasting disruption to people's lives and livelihoods. By improving local problem-solving, investing in prevention, and strengthening our response to repeat offending, we are helping to create safer, more secure communities across Thames Valley.

► Residential Burglary

Measure: Continued low levels of burglary and increased charges

Outcome: Domestic burglary down 6.5%; outcome rate improved by 11%

Burglary remains a key concern for communities, with lasting effects on victims' sense of safety. I continue to support Thames Valley Police in its sustained focus on reducing burglary and related neighbourhood crimes. The Force's **Neighbourhood Crime Prevention Plan** adopts a targeted, problem-solving approach centred on **victim safeguarding, hotspot policing, and disrupting repeat offenders**. This is supported by

visible patrols, Criminal Behaviour Orders, and public awareness campaigns.

Policing methods have also evolved through structural reform. The full rollout of the Force's **five-area Local Command Unit (LCU) model** has enhanced frontline resilience and improved flexibility for neighbourhood teams, many of whom now work closely with **Harm Reduction Units** and community intelligence teams.

I welcome Thames Valley Police's continued use of the **'Wipe the Slate Clean'** principle, enabling appropriate suspects to admit multiple offences for court consideration. This can bring closure for victims and help break patterns of repeat offending.

Partnerships remain essential. I support the Force's public-facing efforts to promote burglary prevention - including **property marking, home security advice**, and greater community involvement. As part of this, I encourage residents to get involved with their local [Neighbourhood Watch groups](#), which offer practical crime prevention advice and help build local vigilance.

► Retail Crime

Measure: Increase in recorded offences, resulting in



Progress in Year 1: 2024-2025

Protecting Property

higher arrest and charge rates

Outcome: Repeat shoplifters targeted: +65% (2,924 to 4,819); overall retail crime outcome rate: 18.6%, up from previous year

Since the launch of my **Retail Crime Strategy**, Thames Valley Police have improved their ability to identify, arrest, and prosecute offenders. There has been greater focus on prolific individuals, organised crime, and support for victims. An increase in shoplifting reports reflects rising confidence among businesses to report crime and work with police to create a hostile environment for offenders.

I introduced the **DISC** app to make it easier for businesses to report and share information. Offered free of charge across Thames Valley, more than **1,400 retailers** have signed up, with **1,758 incidents** reported to date.

I also continued to engage retailers through the **Strategic Retail Forum**, which strengthened relationships and helped drive joint efforts to support victims and reduce harm in retail spaces.

In 2024/25, Thames Valley Police rolled out DISC force-wide, enabling real-time alerts on prolific offenders

and emerging crime patterns. Business engagement improved significantly, supported by faster reporting, better information sharing, and a more visible policing presence at vulnerable sites.

The **Retail Crime Investigation Team** embedded a **THRIVE-based approach**, ensuring shoplifting cases involving named offenders were processed within 24 hours. Routine telephone contact replaced older 'shoplifting packs', reinforcing a **victim-first** approach. CCTV footage was collected more efficiently, and cross-LCU collaboration helped disrupt wider crime series.

As a result, Thames Valley Police achieved a **positive outcome rate of 18.6%** - a notable improvement on the previous year, reflecting the impact of strengthened partnership working and a clear focus on enforcement.

I also backed wider efforts to tackle business crime beyond retail, including support for **Business Crime Reduction Partnerships (BCRPs)** and greater intelligence sharing across sectors. Promoting shared responsibility strengthens our collective resilience against criminal threats to local enterprise.



Progress in Year 1: 2024-2025

Protecting Property

► Vehicle Crime

Measure: Reductions in the levels of vehicle crime

Outcome: Total offences reduced by 15.5% (14,354 to 12,130)

I welcomed new data showing a **year-on-year fall in vehicle crime** across Thames Valley. The drop in thefts from and of vehicle highlights the proactive work by our local policing teams and the effectiveness of targeted operations. During 2025/2026, my office will be publishing a **Vehicle Crime Strategy** which will set out our areas of focus and the key activities that will be undertaken by my office, TVP and wider partner agencies in order to build on this positive work, prevent further offences and ensure a robust law enforcement response to Vehicle Crime.

► Rural Crime

Measure: Reductions in the levels of rural crime

Outcome: Year-on-year reduction of 17%

Tackling rural crime remains a key priority in my Police and Crime Plan. Over the past year, I have continued to support Thames Valley Police's **Rural Crime Taskforce** - a force-wide unit focused on disrupting

theft, trespass, and organised crime targeting rural communities.

Since its launch, the Taskforce has recovered over **£8 million** worth of stolen goods, including **£4 million in 2024** alone. This includes **88 caravans, 441 motor vehicles, and 63 items of plant and machinery**. The team earned national recognition, including the **Rob Oliver Award** for excellence in vehicle theft prevention.

In 2024, the Taskforce completed **566 investigations**, made **245 arrests**, and achieved a **29% positive outcome rate**. Officers also conducted **308 stop searches, 1,629 stop checks**, and submitted **449 intelligence reports**, resulting in **97 positive searches** - reflecting a proactive, intelligence-led approach.

Alongside neighbourhood policing, the Taskforce adds a dedicated, offender-focused layer of support - using drones and ANPR to target high-risk offenders. By working with rural communities and cross-border partners, we are sending a clear message: rural crime will not be tolerated in Thames Valley.

I joined partners to launch the Oxfordshire Rural Crime Partnership, bringing together organisations committed to tackling crimes affecting farming and



Progress in Year 1: 2024-2025

Protecting Property

rural communities. The partnership supports joint enforcement, intelligence sharing, and proactive prevention - ensuring rural residents are not left behind.

I also welcomed a cross-border agreement with the Wiltshire and Hampshire PCCs, aimed at strengthening our collective response to rural crime. By aligning enforcement priorities and sharing intelligence, we are making it harder for offenders to exploit county boundaries.

adds a dedicated, offender-focused layer of support - using **drones** and **ANPR** to target high-risk offenders. By working with rural communities and cross-border partners, we are sending a clear message: rural crime will not be tolerated in Thames Valley.

I joined partners to launch the **Oxfordshire Rural Crime Partnership**, bringing together organisations committed to tackling crimes affecting farming and rural communities. The partnership supports joint enforcement, intelligence sharing, and proactive prevention - ensuring rural residents are not left behind.

I also welcomed a cross-border agreement with

the **Wiltshire and Hampshire PCCs**, aimed at strengthening our collective response to rural crime. By aligning enforcement priorities and sharing intelligence, we are making it harder for offenders to exploit county boundaries.

► Cybercrime and Fraud

Measure: Increased community education and prevention activity

Outcome: 14,716 fraud incidents recorded; £3.7m in losses prevented; 113 cyber protect events delivered; cyber-related arrests up 52%

► Fraud

This year, I raised awareness of the growing scale and impact of **investment fraud** across Thames Valley. In 2024 alone, more than **£23 million** was lost to scams, often involving fake cryptocurrency, stock, or pension schemes. I highlighted the importance of education, preventative messaging, and collaboration with banks and tech companies in disrupting these tactics. Tackling fraud remains a priority in my Police and Crime Plan, and we will continue to drive coordinated action across sectors.



Progress in Year 1: 2024-2025

Protecting Property

Thames Valley Police strengthened its response to fraud. It launched version two of its bespoke **fraud protection toolkit**, offering practical advice to help people safeguard their financial and emotional wellbeing. Now adopted by other forces, the toolkit reflects Thames Valley's leadership in preventative fraud education.

The **Central Fraud Unit**, now fully operational with **36 specialist officers**, expanded its capability through automated systems - speeding up case recording and protecting more victims. In 2024/25, **14,716 fraud-related incidents** were recorded, and **£3.7 million** was prevented from reaching criminals through swift interventions such as the **Banking Protocol**.

Criminal justice outcomes included the conviction of a serial fraudster sentenced to **nine years in prison**, and prosecutions of courier fraud offenders targeting older victims. I have continued to support public awareness, targeted interventions through **Operation Signature**, and investment in frontline capacity.

► Cybercrime

Cybercrime response also improved through a new **collaborative regional model** launched in April 2024.

Thames Valley Police adopted a borderless tasking approach with regional partners, improving resource allocation and outcomes for victims.

Public engagement rose significantly, with **113 cyber protect events** held and tailored advice delivered to nearly **700 local victims**. Support for small and medium-sized businesses also increased through stronger links with the **South-East Cyber Resilience Centre**, leading to more referrals and preparedness workshops.

Cyber-related arrests rose by 52%, with higher charge and conviction rates - demonstrating the benefits of a more proactive, coordinated approach. As digital threats evolve, I remain committed to supporting innovation and collaboration to protect the public and businesses across Thames Valley.



Progress in Year 1: 2024-2025

Enablers

Enablers

Delivering the priorities in my Police and Crime Plan relies not only on frontline policing, but also on the infrastructure and partnerships that support it. From investing in victim services to modernising data systems, these enablers ensure the police can work efficiently, respond effectively, and build long-term public confidence. The following section highlights how these essential elements have contributed to progress in 2024-25.

► Support for Victims

In 2024/25, I launched new services to ensure that victims in the Thames Valley can access a range of holistic support - with a particular focus on those affected by high-harm crimes such as sexual violence and domestic abuse. Following a commissioning process that included extensive market engagement and victim insight, I funded three new core services, all accessed through the **Victims First Hub**:

- **The Thames Valley Adult Service**, provided by **Victim Support**, supports adult victims of crime. Support is delivered through specialist online group work, one-to-one casework, and **Independent Domestic Violence Advisor (IDVA)** support.
- **The Thames Valley Sexual Violence Service**, delivered by **Hope After Harm**, supports adult victims of sexual offences. The service includes one-to-one specialist **Independent Sexual Violence Advisor (ISVA)** provision, caseworker support, peer groups, and online sessions such as psychoeducation and the Recovery Skills Toolkit. It offers holistic support for all victims - including those involved in the criminal justice system and those who have not reported to police.
- **The Thames Valley CYP Support After Crime Service**, delivered by **SAFE!**, supports young people aged 5-18. Support includes storytelling, play therapy, restorative approaches, therapeutic listening, group activities, and online sessions. Parents and guardians are also supported, with the service expanded to offer counselling.
- **Online Support**, provided by **Silvercloud**, delivers structured self-guided programmes to help victims cope with the impact of crime. This offers additional flexibility for wider victim groups and can be used either as a standalone offer or alongside other support.



Progress in Year 1: 2024-2025

Enablers

▶ CCTV Partnership

I have led the **Thames Valley CCTV Partnership** in collaboration with local authorities and Thames Valley Police to deliver a more sustainable and effective CCTV service across the region - helping to deter crime, support investigations, and keep the public safe.

The launch of **Phase 1** saw CCTV ownership transferred from **Milton Keynes City Council** and **Slough Borough Council** to **Thames Valley Police**, supported by significant PCC investment and matched funding from local partners to enhance provision in both areas.

I am now working with partners in Oxfordshire to deliver **Phase 2**, which will merge four existing control centres into a single Oxfordshire-based hub.

CCTV remains a vital part of our community safety infrastructure - benefitting policing and local communities by deterring crime and antisocial behaviour, identifying offenders, and supporting prosecutions. Since going live, we have already seen the benefits of upgraded equipment and increased operator capacity, enabling officers to intervene in serious incidents as they unfold.

Thames Valley Police continue to work with local authorities not yet in the Partnership, offering close support and coordination with their ongoing CCTV operations.

▶ Improving Public Contact

Improving how the public contacts and interacts with the police remains a clear operational and strategic priority. While the **999-emergency** service continues to meet its high standards - **achieving 92.6% of calls answered within 10 seconds in 2024/25 (up from 86.1%)** - the non-emergency 101 service saw a major improvement, **with average call waiting times cut from over six minutes in 2023/24 to just 3.32 minutes** this year. The abandonment rate for 101 calls also halved, **dropping from 26.8% to 16.6%**, reflecting a significant improvement in public experience and accessibility.

Alongside telephony, Thames Valley Police has continued to develop digital channels, including greater promotion of online reporting tools and expanding access to the Victims Portal. Use of the Portal has shown small but meaningful improvements in victim satisfaction across frequency of contact and



Progress in Year 1: 2024-2025

Enablers

quality of updates compared to traditional channels. While gaps remain, this is a positive step toward modernising services for victims and the wider public. Future priorities include further rollout of the **Single Online Home** platform and exploring new social media routes for **community-based reporting and engagement**.

▶ Better use of data

In 2024/25, I launched a new **Data Hub** on my website to improve transparency and give the public greater insight into policing performance across Thames Valley. This online tool brings together accessible, up-to-date information on recorded crime levels, 999 and 101 call volumes, response times, and public confidence. Crucially, the data is structured around the three core priorities set out in my Police and Crime Plan: **Protecting Communities, Protecting People, and Protecting Property**. The Hub makes it easier than ever for residents to stay informed about what is happening across the force and how the police are performing.

By putting this data in the hands of the public, we are supporting stronger accountability and a more open

relationship between communities and the police.

▶ Early intervention in schools

Since June 2024, the Office of the Police and Crime Commissioner has undertaken a comprehensive review of education engagement initiatives supported by the OPCC and the **Violence Prevention Partnership**, delivered through a range of partners. This work, alongside Thames Valley Police-led programmes, has focused on supporting young people in educational settings - particularly through the role of **Safer Schools Officers**.

Over the past year, all projects engaging schools across Thames Valley have been successfully mapped. Positive engagement with Thames Valley Police partners has ensured the operational voice of officers was fully heard. Significant collaboration with both internal and external stakeholders led to an excellent response to the **schools and education survey**, with **52.6% of schools participating**.

The insights gained will inform a forthcoming public recommendations document - shaping future approaches to early intervention, resources, and messaging for children, parents, and education



Progress in Year 1: 2024-2025

Enablers

partners across the Thames Valley policing area.

► Improving criminal justice

Working through the **Local Criminal Justice Board (LCJB)** with partners such as the CPS, prisons, probation, and the Courts Service, I have supported efforts to reduce backlogs, improve charge rates, and reduce reoffending across Thames Valley.

This year, I oversaw the introduction of an innovative project focused on **women in police custody**. By embedding trained staff in custody suites, we identified vulnerabilities early and referred individuals to community services, including dedicated women's centres. Early evaluation shows a reduction in reoffending, and we have secured **Ministry of Justice funding** to extend the pilot for another year. This approach strengthens public protection by addressing the underlying causes of offending at the earliest opportunity.

I also identified the need to improve how **children and young people** are supported within the criminal justice system. In response, I established a **Children and Young People's Board** under the LCJB, bringing together key agencies to drive a **child-first approach**.

The Board has already contributed to faster investigations, supported the development of a new **Thames Valley Police child strategy**, and strengthened partnerships with local authorities to address issues such as school exclusions.

It also supported the implementation of recommendations from the **OPCC-commissioned SAFE Report**, helping to improve outcomes for young people affected by crime.





Governance, Accountability & Efficiency

Strong governance and accountability are vital to public confidence, while efficiency ensures that resources are used wisely to deliver the best outcomes. In 2024/25, I continued to hold the Chief Constable to account, promote transparency, and support improvements in how services are delivered and funded. This section outlines the key ways I have discharged these responsibilities on behalf of the public.

► Diversity, Equality and Inclusion.

This year, I published the findings of an **independent review** into Thames Valley Police's approach to Diversity, Equality and Inclusion (DEI). Commissioned following a high-profile employment tribunal outcome, the review identified several areas for improvement — including inconsistent policy implementation, limited transparency in progression schemes, and challenges in creating an inclusive working environment.

I welcomed the Force's response and its commitment to act on the recommendations, which include improving central oversight, strengthening internal communication, and enhancing training and support for officers and staff. These reforms are essential to

building a more inclusive organisation that reflects the communities we serve and to maintaining public confidence in policing.

I will continue to hold the Force to account for progress, ensuring diversity and inclusion are embedded in both culture and practice. Click [here](#) to read a full copy of the DEI report.

► Complaints Review

Over the course of 2024/25, I strengthened scrutiny and oversight of complaints handling across Thames Valley Police. A key development was the launch of a new **Complaints and Standards Panel**, made up of independent members of the public. This panel gives the electorate a direct voice in assessing complaint trends and systemic issues, supporting greater transparency and accountability in policing.

Alongside this, I began work on a revised oversight framework to enhance the existing **Model 1 complaints process**. This includes increasing my visibility at internal **Professional Standards Department (PSD)** meetings to better understand critical issues as they arise. By deepening engagement at this level, I can interrogate and contextualise



Governance, Accountability & Efficiency

performance data more effectively.

These improvements are helping me apply more rigorous scrutiny and make evidence-based decisions that support both fairness and high standards in policing. Ultimately, this work is about restoring and strengthening public confidence - ensuring the complaints system is not only robust but also trusted by the communities we serve.

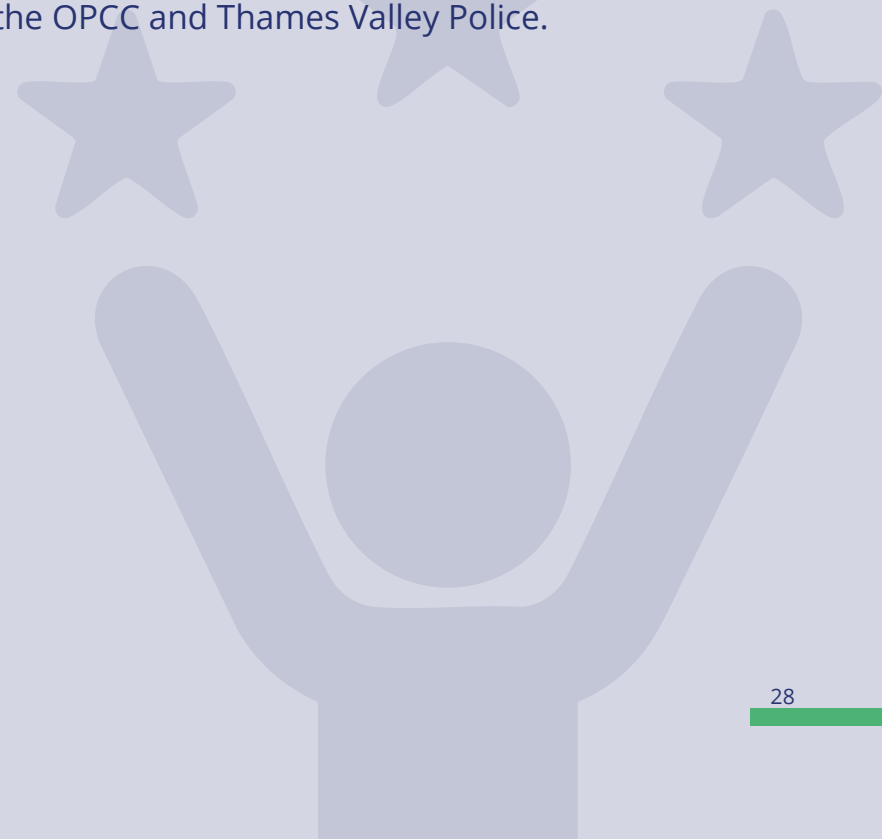
► Internal Audit

Internal audits provide independent and objective assurance on how risk management, control, and governance processes are applied to key organisational operations and risks. They are a statutory requirement, with both myself and the Chief Constable responsible for ensuring effective internal audit arrangements across our organisations.

This service is delivered by the **Joint Internal Audit Team**, who in 2024/25 completed a number of reviews that provided added-value assurance aligned with my Police and Crime Plan - including audits on **Rape and Sexual Offences**, the **RACE Action Plan**, **MASH – Adult Protection Demand**, and **Neighbourhood Policing Guarantee** readiness.

The team also completed reviews of OPCC priorities and internal processes, covering areas such as **Statutory Responsibilities**, the general **Complaints Process**, and the **Thames Valley Together** function.

In addition, the team supports the effective operation of the **Joint Independent Audit Committee**, which provides independent assurance to both me and the Chief Constable on the adequacy of the risk management framework and control environment within the OPCC and Thames Valley Police.





Governance, Accountability & Efficiency

► Restructure

During 2024/25, I approved a restructure of my office - the **Office of the Police and Crime Commissioner (OPCC)** - to ensure it delivers value for money and embeds efficiency at the heart of the administration supporting me in my role. The restructure is now fully implemented, with only a small number of recruitment processes ongoing. This refreshed structure enables the OPCC to take a more systematic approach to supporting delivery of my Police and Crime Plan, working collaboratively with partners across the wider policing and criminal justice landscape.

Despite covering the largest geographical non-metropolitan police force area in England and Wales, Thames Valley OPCC remains one of the most cost-effective nationally. Running costs for 2025/26 are budgeted at 0.45% of net revenue expenditure. Nationally, OPCC costs typically range from 0.4% to 1.0%, although variations in local structures mean direct comparisons should be made with care.





Looking ahead to 2025-26

As we look ahead to 2025/26, I remain focused on delivering the priorities set out in my Police and Crime Plan - supporting effective policing, protecting the vulnerable, and ensuring Thames Valley remains one of the safest regions in the country. This section outlines some of the key areas where my office will continue to drive improvement, respond to emerging challenges, and work in partnership to deliver lasting impact for our communities.

► Additional Neighbourhood Officers

In April 2025, the Home Office confirmed an increase in neighbourhood policing for 2025/26, allocating over **£6 million** to Thames Valley Police to recruit **68 additional neighbourhood police officers**. This builds on the success of the **Crimefighters strategy**, launched in 2023, which had already more than doubled the number of neighbourhood officers. With this latest uplift, the number of officers will now be more than two and a half times higher than before the strategy was introduced.

Neighbourhood policing is central to my Police and Crime Plan - focusing on increased visibility, stronger community engagement, and proactive responses

to crime and antisocial behaviour. These additional officers will play a key role in building trust and confidence, helping residents feel safer and more connected to their local policing teams.

► Strengthening Forensic Capabilities

In March, I joined colleagues from Thames Valley Police and key project partners to mark the topping-out of our new **forensics centre in Bicester**. Due to open in 2025/26, this state-of-the-art facility will become the central hub for Thames Valley Police's **Forensic Investigation Unit**. It will house cutting-edge laboratories for biological, physical, and digital forensics, alongside advanced imaging suites, dedicated training areas, and modern infrastructure to support increasingly complex investigations.

The centre forms part of the Force's wider **Forensic Improvement Programme** and represents a major investment in science-led policing. Once operational, it will enable faster, higher-quality evidence processing, support more timely charging decisions, and ultimately improve outcomes for victims. By strengthening forensic capability across the region, we are enhancing our ability to investigate crime, bring offenders to



Looking ahead to 2025-26

justice, and maintain public confidence in the criminal justice system.

► Support for those impacted by road traffic accidents

In my Road Safety Strategy, I identified a gap in support for road traffic victims. To address this, I am developing a specialist **Road Victim Support service**, which will launch in 2025. This service will ensure that Thames Valley residents seriously affected by road traffic accidents have access to appropriate support in the aftermath of a collision.

Its core aim is to help those who have sustained serious - often life-changing - injuries to manage the immediate traumatic impact, and to build resilience as they move forward with daily life. Support will also be available for navigating civil or investigative proceedings.

► Move to automated referral of all victims

Through my **Victims Review project**, it was identified that not all victims were getting easy access to the support they needed. Over the past year, my team has led a **victims' transformation project** to improve both access to support and the range of services available in Thames Valley. This included the launch of newly

commissioned services and new support options, such as online provision.

In 2025, a key change will be introduced to the police referral process to ensure that all victims of crime in Thames Valley have access to appropriate support. Everyone who reports a crime will now be **automatically referred to the Victims First service**, which provides triage and assessment. This change will ensure that support is proactively offered to every victim - helping more people to access the right help, at the right time.

► Crime and Policing Bill

The Government's new **Crime and Policing Bill** sets out major reforms aimed at improving public safety, strengthening victim protections, and expanding police powers. While the Bill is still progressing through Parliament, I am already assessing its local impact and how it aligns with the delivery of my Police and Crime Plan. Key elements of the Bill include:

- **Tackling Exploitation and Harm** – New offences for **child criminal exploitation** and **cuckooing** will support efforts to bring offenders to justice and better safeguard vulnerable individuals.



Looking ahead to 2025-26

- **Protecting Retail Workers** – A new offence of **assaulting shop workers** responds to growing national concern and supports our local strategy to tackle retail crime and antisocial behaviour.
- **Addressing Violence Against Women and Girls (VAWG)** – Strengthened laws on **spiking** and **intimate image abuse** reinforce our commitment to protecting women and girls across Thames Valley.
- **Enhancing Police Powers** – Measures such as **warrantless searches** for tagged stolen items and expanded powers to **seize dangerous weapons** will enable police to act more swiftly and effectively.

I will continue to monitor the Bill's progress and ensure Thames Valley is ready to respond. These national reforms offer a timely opportunity to reinforce our local priorities, strengthen our response to serious harm, and boost public confidence in policing.

► **Devolution and Governance Reform**

Over the past year, there has been growing national focus on public service reform, including new **devolution deals** and the expansion of **directly**

elected mayors. While Thames Valley is not part of the initial wave, I continue to monitor developments that may affect the future governance of policing and criminal justice.

Nationally, discussions about potentially transferring **Police and Crime Commissioner (PCC)** functions to metro or regional mayors have raised important questions about future accountability structures. While no changes are currently proposed for Thames Valley, I remain engaged with national partners and local authorities to ensure that local policing remains transparent, responsive, and accountable.

Emerging proposals to restructure local government in parts of the region could also reshape partnership arrangements - even though Thames Valley Police's jurisdiction remains unchanged. As these conversations evolve, I will continue to champion the principle of **direct public accountability** for policing, ensuring any future governance model serves the needs of communities across **Berkshire, Buckinghamshire, Oxfordshire, and Milton Keynes**.



