



Kirsty Sumner

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Date: 16/01/2026

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Dear Chief Constable

Performance & Accountability Meeting (PAM)

You are requested to attend a PAM meeting on **Thursday 22nd January 2026** at **10:00-13:00 hrs** in the CCMT Meeting Room. This meeting will also take place via MS Teams (Town Hall style) for those unable to attend in person, as well as for all members of the public wishing to attend.

Meetings will be recorded and published on the OPCC website.

To access the MS Teams / Town Hall meeting, you can use the following details:

Meeting ID: 392 340 692 968 4

Passcode: K9CQ3dN9

Link: [Performance & Accountability Management - Extended meeting to include Finance | Meeting-Join | Microsoft Teams](#)

Yours sincerely

A handwritten signature in black ink that reads 'Gillian Ormston'.

Gillian Ormston
Chief Executive Officer (Thames Valley OPCC)



No	Timings	Agenda Item	Owner	For Scrutiny / Assurance
1	10:00	Welcomes, Introductions and Apologies	Matthew Barber	Matthew Barber to confirm meeting will be recorded and published via the PCC website.
2	10:05	Minutes of the PAM meeting (held 3rd November 2025), including action log	Matthew Barber	Pages 4 - 11
3	10:10	Terms of Reference	Matthew Barber	Pages 12 - 13
4	10:15	A Police Force fit for the future	Benjamin Snuggs	Page 14
5	10:30	Wider Digital Strategy	Tom Kempster	Pages 15 - 24
6	11:00	Budget proposals	Martin Thornley / Linda Waters	Pages 25 - 105
7	11:30	Decisions Under the Scheme of Governance	Martin Thornley / Linda Waters	Pages 106 - 110
8	11:45	Break		
9	12:00	Key Performance Indicator (KPI) – scrutiny discussion	Matthew Barber / Jason Hogg	<ul style="list-style-type: none"> a) 999 call answering times Pages 111 - 113 b) Grade 1 attendance update Page 114 c) Attendance at domestic burglaries Page 115
10	12:35	Operational Highlights	Jason Hogg	
11	12:45	Inspections / Audits Assurance	Ali Nicholls	Pages 116 - 118
12	12:55	AOB		

Below the line papers (not for discussion):



Date of next PAM meeting: Monday 20th April 2026 at 14:00-16:00 in CCMT Meeting Room / via MS Teams (Town Hall Style).

Future Agenda Items:

- April PAM – 101 answering call times (101 calls waiting more than 10 minutes to be answered) and digital contact.



**POLICE & CRIME COMMISSIONER FOR THAMES VALLEY
MINUTES OF THE PERFORMANCE AND ACCOUNTABILITY MEETING
HELD IN THE CCMT MEETING ROOM AND/OR VIA MS TEAMS
ON 3RD NOVEMBER 2025 COMMENCING AT 10:00 HRS**

Present:

M Barber (Police & Crime Commissioner) (OPCC)
B Snuggs (Deputy Chief Constable (TVP)
L Waters (Director of Finance) (TVP)
J Lynn (Head of Accounts) (TVP)
M Butler (Lead Advisor, Service Improvement) (TVP)
A Nicholls (Head of Governance) (TVP)
M Darrah (Community Policing, Senior Management Team) (TVP)
C McKay (Head of Workforce Planning) (TVP)
G Ormston (Chief Executive Officer) (OPCC)
M Thornley (Chief Finance Officer) (OPCC)
P Gresty (Director of Strategy and Performance) (OPCC)
R Gilbert (Head of Performance) (OPCC)
K Sumner (Administrative Support Assistant) (OPCC)

External Present:

K Ahmed (Thames Valley Police and Crime Panel Scrutiny Officer)
Cllr S Newton (Police and Crime Panel)
S Gammond (Police and Crime Panel)
Cllr S Wilson (Police and Crime Panel)
Cllr E Hume (Police and Crime Panel)

Apologies:

J Hogg (Chief Constable) (TVP)

Agenda Item

1. Welcome, Introductions and Apologies

The Chair, Matthew Barber (MB) welcomed attendees to the meeting noting that the meeting would be recorded and published later on the OPCC website.



Apologies had been received from Chief Constable Jason Hogg (JH), and represented by Deputy Chief Constable Benjamin Snuggs (BS).

2. Minutes of the PAM meeting held on 8th May 2025 and action log.

(MB) and (BS) approved the minutes of the PAM meeting held on 8th May 2025.

(MB) noted that the action regarding the RAG status was still ongoing, to be partially completed by this meeting. All other actions had been completed. (MB) noted that the Home Office action was to be expected again over winter, with his stance on which information would be submitted in response to remain the same.

3. Finance update

Martin Thornley (MT) presented the Treasury Management report from the previous quarter, highlighting better interest receipts than forecast due to current interest rates. (MB) noted the report.

Linda Waters (LW) introduced the Medium Term Capital Plan, and emphasised the importance of ensuring a longer term view due to funding pressures for Capital. Provisions had been made within the revenue budget in anticipation of planned Capital schemes.

(LW) discussed the main changes to the plan included the addition of the Carbon Reduction budget to ensure long term savings were delivered in relation to carbon reduction initiatives. (MB) agreed on the importance of this. (LW) also noted that construction inflation was high therefore, would significantly impact the planned schemes. Both (MB) and (LW) agreed there would be some instances where borrowing upfront may be appropriate to avoid construction inflation costs, in cases where property would be expected to outlast the estimated period of borrowing.

(MB) noted the assumptions, risks and issues included in the Capital Plan.

(LW) referred to The Revenue Plan confirming that the real term increase in funding was less than initially indicated once inflation rates were taken into account. (MB) also noted that the £14 Council Tax increase assumption by the Government would still need to be justified by (MB) to Thames Valley citizens.

The Comprehensive Spending Review (CSR) did not yet indicate the number of additional Neighbourhood Policing Officers TVP will be required to fund, so assumptions were made in the plan at this point. The assumptions and risks of the Revenue Plan were discussed. (LW) and (MB)



both highlighted the future Pay Award would be highly dependent on inflation rates and had significant impact on the budget. (LW) outlined the plan only included absolute committed growth at this point, and savings for the current financial year had been delivered. (MB) noted the assumptions and risks of the Revenue Plan.

(MB) noted the Decisions under the Scheme of Governance.

Joanne Lynn (JL) left the meeting.

4. Key Performance Indicator (KPI) scrutiny

a. Resourcing particularly a focus on Neighbourhood Policing

Matty Butler (MBu) introduced the report on resourcing, highlighting an increase to the number of hours Special Constables had worked in September 2025 compared to September 2024. (MB) noted that whilst the vacancy rate for Specials had decreased, he would still like the overall ratio of Special Constables to Police Officers to increase further. (MB) enquired as to the current number of Special Constables, with Catherine McKay (CM) confirming the specific number could be obtained during the meeting.

Discussion took place around previous indications from the Home Office that the Force may be required to take on an additional 10 Police Officers. Whilst the Force was still awaiting confirmation at this stage, (CM) provided reassurance that this could be met if confirmed.

(CM) discussed the work that had been undertaken to reduce attrition via resignations, with analysis of exit interviews increasing awareness. The number of Police Officers transferring to other forces had also decreased, with transfers still occurring to forces such as London Metropolitan, Devon and Cornwall, and Northamptonshire. (CM) added that some surrounding forces had reduced recruitments recently which may benefit TVP application numbers.

Ongoing work around Student Officer Retention was also discussed, which aimed to minimise resignations during the 1-2 year employment period. The percentage of female Police Officers resigning had decreased, as had the percentage of resignations from Officers of ethnic minority groups. (MB) and (CM) agreed that ongoing work was required to improve diversity across the Force, and sustain improvement seen within applications from the past 12 months.

(MB) outlined the potential benefit to analysing the proportion of resignations occurring due to the nature of the Police Officer role which were difficult to alter, compared to those that they may be able to address, such as workload or support. (CM) confirmed work was ongoing to obtain monthly versions of this data to monitor and inform decisions moving forwards. (MBu) added that feedback so far had indicated work to improve support for Police Officers and setting expectations prior to



employment was proving beneficial. (BS) also added that data from work conducted over the past 18 months had shown improvement to caseload for first line Police Officers.

Whilst work was ongoing to improve attrition rate in comparison to other forces nationally, recent data demonstrated TVP was the 10th most improved in terms of reduction in resignation rate so progress was being made towards overall goals. (MB) asked if there was data clarifying what proportion of resignations reported were linked to potential disciplinary actions.

ACTION: (CM) and (MBu) to confirm breakdown of proportion of resignations linked to potential disciplinary actions to provide more insight into overall figures.

Mike Darrah (MD) discussed that the increase in Police Officer numbers was benefiting workload in Neighbourhood Policing, allowing for more proactive work to be conducted. Combining abstraction data allowed for increased understanding of the impact of abstractions, to better prepare for larger operations moving forwards. (MB) agreed it was important to recognise the broader impact of large abstractions on the Force as a whole and the increased data analysis was useful.

(LW) left the meeting.

(MB) enquired as to the consistency in how Police Officers were abstracted and distributed across the five LCUs within TVP and how this was managed. (MBu) discussed that abstraction data would confirm the distribution of abstractions and that work was ongoing to ensure consistency across the LCUs to balance the impact more evenly and centralise the process.

There was now a performance framework in place to ensure LCUs were checking in with Neighbourhood Policing teams, with app reporting benefiting the ability to monitor Neighbourhood engagement levels across different areas.

(MD) also noted that app development was taking place to support the 72 hour pledge and to distribute this to other forces across the UK to ensure compliance. The app also allowed for differentiation between the type of response being sent from Neighbourhood teams to ensure the quality of responses as well as the time frame of submissions.

(MB) discussed a positive increase in Neighbourhood meetings, with one question in terms of monitoring that these meetings do take place. (MD) confirmed Police Officers could log this via the app, providing data on cancelled meetings due to abstractions, with work ongoing to protect these meetings moving forwards.

In response to an earlier question from (MB), (MC) confirmed that there was currently 180 Special Constables within TVP. (MB) would like to see 2 ½ times this number in ideal circumstances.



(MB) noted the benefits of scrutiny being conducted to provide the data discussed relating to Neighbourhood Policing.

b. Improve Incident Response Times

(MBu) noted that overall response times were very positive compared to the three targets for the year, being the 999 service level, 101 average wait and 101 abandonment rate. Ambitious targets were set and wait times for 101 in particular were significantly reduced.

(MB) agreed on the impressive performance particularly in relation to 101 improvement, and requested whether data be obtained in smaller increments for those 999 calls answered between 10 seconds and 1 minute to provide further insights here. (MB) also requested data on the 101 calls waiting over 10 minutes to clarify the distribution of calls within this time window again in smaller increments.

ACTION: (MBu) to obtain data in smaller increments in relation to 999 calls answered between 10 seconds and 1 minute, and 101 calls waiting over 10 minutes.

(MD) left the meeting.

(MBu) continued to discuss incident response times in relation to Grade 1, 2, 3 and 3 level incidents, with Grade 1 attendance times nearly at the target for the year to date. The grading level for Grade 2 incidents had been adjusted recently which would impact response times. Grade 2 incident response times were improving, but there was more work to be done around culture and process here than in relation to Grade 1 incidents. (MBu) outlined the difference between DA vs non-DA response times within the Grade 2 response times, and that further work was required to improve DA response times.

(MB) raised if there was one primary underlying issue, in terms of then priority to address, suggesting subjects such as control room process, cultural elements within the Force, travel times depending on geography, or consistency in reporting when arriving on scene. (MBu) responded that there was not one single primary issue, and agreed that the four points raised by (MB) were the main areas providing challenge. The increased specificity of data now obtainable would allow analysis into which areas were most impacted by which point, to then inform further improvement. There would be ongoing challenge in addressing cultural elements, such as Police Officers concerns surrounding the use of response equipment to respond to Grade 2 calls however, support was being provided to continue work on this.

There was discussion around how the location of bases and custody suites contributed to response times and that modelling was critical. (BS) raised a lack of need for the majority of Police Officers to have to return to a particular policing base for the majority of their shift, so distributing across strategically advantageous points would support response times. There was also acknowledgement that response structure differed now the Force was constructed from 5 LCUs as



supposed to the previous 12 LPA structure, and that ongoing cultural adjustment needed embedding further.

(MB) questioned how confident (BS) was that the Force would meet the incident response time targets by the end of the fiscal year. (BS) confirmed he was confident the Grade 1 response times would reach the target 70% for consecutive months, though unsure if this would pull the whole year up to the annual target. Grade 2 response times would be more challenging to deliver within the year.

5. A Police Force fit for the future

Action: Due to time constraints it was agreed this point would be carried over to the next PAM meeting in January.

6. Operational Highlights

The Performance pack was circulated, with (MB) and (BS) noting the progress that had been made.

7. Inspections / Audits Assurance

Ali Nicholls (AN) outlined that previously there had been limited visibility of audit recommendations, and recent work focused on improving this to increase central oversight of progress. Work was ongoing to ensure consistent governance at a local command level, which would be aided by the recent report.

(AN) presented data on the number of reports ongoing per Chief Officer within TVP. HMIC data was also discussed, which provided reassurance that the areas for improvement and causes of concern had been actioned. (MB) noted the report and that visibility around the audit data had significantly improved.

8. AOB

(MB) confirmed that the next meeting in January 2026 would be heavily loaded around the budget. Other requested points for discussion would include the Digital Showcase item that had been



raised today, and Grade 1 attendance for domestic burglary. (MB) would like a deeper breakdown into 101 responses at the following meeting in April.

ACTION: (MBu) to provide response data on the Grade 1 attendance for domestic burglary for the January 2026 PAM meeting.

ACTION: (MBu) to provide deeper breakdown into 101 responses for the April 2026 PAM meeting.

The meeting concluded at 12:05hrs.

Date of next PAM meeting: 22nd January 2026 at 10:00 – 13:00 hrs in the CCMT meeting room, HQ South or via MS Teams.

PERFORMANCE & ACCOUNTABILITY MANAGEMENT ACTION LOG



ID	Date of Entry	Summary of agreed action	Person responsible for action	Status	Deadline	Date complete
PAM001	08/05/2025	There were a few amendments to the slide and AN would send the updated version to CR for re-adding to the OPCC website	AN/CR	complete	N/A	N/A
PAM002	08/05/2025	At the next PAM meeting, the (PCC) would like a deep dive into the RAG status in particular the orange and red areas set out in the performance pack. The (PCC) would look at specific areas in the report of interest and provide an update to (MBu) to set out a discussion around 'themes' for the next PAM meeting on 20th October 2025.	MBu	ongoing	20/10/2025	
PAM003	08/05/2025	JH to prepare a high level summary of the Summer Plan to present to the (PCC) who would then pass this on to the Home Office and also the whole Summer Plan.	JH	complete		
PAM004	08/05/2025	MBu to give access to Radar and other toolkits to the PCC.	MBu	complete		
PAM005	03/11/2025	(CM) and (MBu) to confirm breakdown of proportion of resignations linked to potential disciplinary actions to provide more insight into overall figures.	CM/MBu			
PAM006	03/11/2025	(MBu) to obtain data in smaller increments in relation to 999 calls answered between 10 seconds and 1 minute, and 101 calls waiting over 10 minutes.	MBu	in progress		
PAM007	03/11/2025	The 'Police Force Fit for the Future' agenda topic was to carry over to the next meeting in January for presentation then.	BS/MBu	in progress	22/01/2026	
PAM008	03/11/2025	(MBu) to provide response data on the Grade 1 attendance for domestic burglary for the January 2026 PAM meeting.	MBu	in progress	22/01/2026	
PAM009	03/11/2025	(MBu) to provide deeper breakdown into 101 responses for the April 2026 PAM meeting.	MBu	ongoing	20/04/2026	
PAM010	22/01/2026					
PAM011	22/01/2026					
PAM012	22/01/2026					



PERFORMANCE ACCOUNTABILITY MEETING (PAM)

Terms of Reference

PURPOSE

Performance and Accountability Meetings (PAM) are chaired by the PCC every quarter and are open to the public to attend. The PAM is an opportunity for the PCC to publicly hold the Chief Constable to account to ensure effective governance and delivery across the force.

STRATEGIC AIMS & OBJECTIVES

The PAM serves as a high-level scrutiny board, designed to:

- Strengthen accountability by clearly defining responsibilities and lines of oversight;
- Assesses performance against current goals, identifying areas for improvement.
- Recognises and celebrates success;
- Drive continuous improvement in governance, performance and service delivery, ensuring efficiency and value for money;
- Have oversight and management of organisational issues / risks where appropriate;
- Review and approve key financial decisions.

OWNERSHIP & ACCOUNTABILITY

Chair	Matthew Barber – Police & Crime Commissioner for Thames Valley
Members	<p>Attendees from the OPCC:</p> <p>Police and Crime Commissioner;</p> <p>Chief Executive Officer;</p> <p>Chief Finance Officer;</p> <p>Director of Strategy and Performance;</p> <p>Head of Performance;</p> <p>Executive Assistant;</p> <p>Attendees from TVP:</p> <p>Chief Constable (Deputy Chief Constable when Chief not available);</p> <p>Director of Finance;</p>

	<p>Director of Strategic Development;</p> <p>Head of Strategic Governance;</p> <p>Head of Service Improvement;</p> <p>Members of the public:</p> <p>To be notified 7 days before each meeting and access link provided.</p> <p><i>Subject matter experts may be invited to attend the PAM where specific expertise is required (i.e HR, etc).</i></p>
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MEETING FREQUENCY

Monthly Meetings	Quarterly
Review of Meeting	An annual review of the PAM framework and its effectiveness will be conducted. In-year amendments may be proposed as needed.

ACCESS AND MEETING DOCUMENTATION

Meeting documentation will be publicised on the OPCC website 7 days before each meeting. This will include the future agenda and the Microsoft Town Hall meeting link, which can be accessed by the public.

Each meeting will be recorded and publicised on the OPCC website 7 days after each meeting.

No minutes will be taken of the meeting (due to it being recorded), however an action log will be created after each meeting and shared with attendees.

TERMS OF REFERENCE REVIEW

The terms of reference will be reviewed annually.

Last reviewed: January 2026.

Digital Capability Showcase

CAPABILITY



PROBLEM

ROBOTIC PROCESS AUTOMATION
Frees officers from high-volume admin to focus on frontline duties & complex cases.

VICTIM PORTAL
High 101 call volume for updates; poor victim experience & lack of control.

CONTACT AGENTIC AI
Need for instant, 24/7 public response for simple queries to deflect 101 demand.

RETROSPECTIVE FACIAL RECOGNITION
Inefficient, unaudited email process for circulating suspect images & RFR.

NEIGHBOURHOOD POLICING APP
Critical data gap: no organisational oversight or impact measurement for NHPT activity.

STOP & SEARCH AI QUALITY REVIEW
Inefficient, inconsistent manual S&S reviews lacking quality, actionable feedback.



USE

73 live automations across 23 business areas (TVP & HIOWC).

Provides victims with automated case updates, a self-serve portal, and secure two-way messaging with the OIC

AI Virtual Assistant that provides instant answers to FAQs, advice, and signposting on the Victim's Portal and the Forces Website (with human-in-the-loop).

A mobile app that allows officers to upload unknown suspect images to a centralised gallery. It manages and audits the submission of images for PND RFR searches and automates notifications to OICs

Mobile Power App for real-time logging of all engagements & patrols. Fully embedded across TVP and being deployed to HIOWC

Copilot AI agent (using existing M365 licence) assesses Stop & Search written grounds against national guidance (PACE Code A) and provides structured, actionable feedback.



ADOPTION

- 138 FTE (~180,000 hours) saved annually.

- 300k+ victim journeys.
- Live across TVP for 50% of all crimes by volume
- 21,000 authenticated users.
- 14,000 secure officer-victim messages.

- Go-Live: Mid-Nov 2025.

- +20-30% increase in successful identifications vs. manual methods.

- 18,287 engagements recorded (over 50% with "Seldom Heard" communities).
- 23,176 patrols logged (39% linked to ASB/crime hotspots).

- 45% of all S&S reviews in TVP (606/month) now use the AI.



BENEFITS

- MOSOVO checks cut from 3+ days to 4 hours.
- Improved MASH safeguarding +150% vulnerable children identified.
- Crime file data completion 40% to 97% mitigating bulk filing

- 80,000 fewer 101 calls / year.
- 101 answer time: 7 mins → 2.5 mins.
- +15% victim satisfaction.

- Benefits to be measured 3 months post-launch.
- Forecast: 9,000 op. hours saved in Contact Centre (TVP).

- Saves 10-15 mins per image.
- Case progression 1-2 days faster.
- MG11 prep time reduced 50-70%.

- Data-driven tasking.
- Only force able to prove mandatory 72hr Guarantee.
- Recognised by HO as "national asset".

- Built in 24hrs at no cost.
- Consistent, high-quality feedback.
- Officers self-reviewing pre-submission.



ROADMAP

Expand MASH, Vetting, Data Quality & Crime Filing automations. Automate secondary research information into the OEL to improve decision-making.

Expand capability to include higher-harm crime types. Broaden public engagement channels Firearms Licencing, Witness Care, Partner Agencies

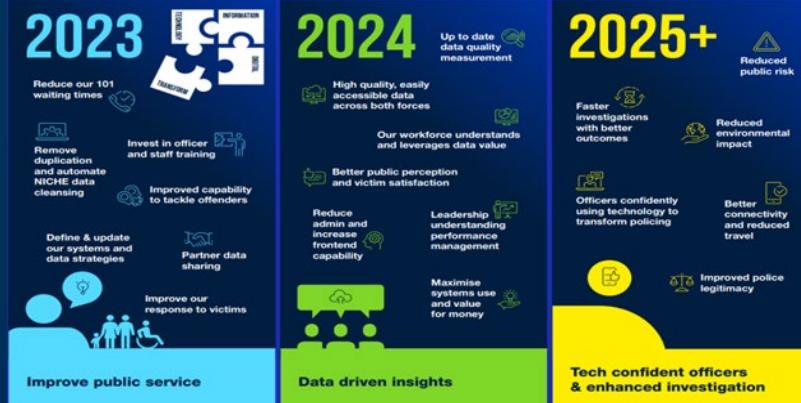
Launch service and commence benefits review. Explore other service desk or engagement functions in Digital, ICT, HR, Finance, Firearms Licencing, MASH and CJ

Scale to a force-wide app; expand to include CCTV workflows. Early adoption of National Strategic Facial Matching capability

Enhance data insights, add mapping, continue national engagement.

Expand AI to Use of Force, DA Risk, & Custody Record audits.

Digital Strategy: Current Position



Our current Digital strategy concludes in April 2026 with deliverables focused on:

- Improving Public Service
- Data Driven Insights
- Tech confident officers and enhanced investigation



A review of this in-flight strategy was conducted in 2024 making the following recommendations:

- Agree initiatives to include in a revised Digital plan
- To formalise the process for technology adoption
- To formalise the business benefits realisation process
- To review how key digital decisions are made



It is now time to start preparing the refresh for our collaborative strategic digital approach:

- Considering the key problems / opportunities we want to address
- Agreeing our approach to digital transformation
- Planning and securing funding for delivery in subsequent financial years

Our Digital Objectives

Fighting Crime & Bringing Offenders to Justice



We will address this by **focusing on the digital pinch-points** in the investigative process. Our goal is to streamline investigations and give valuable time back to our officers.

Protecting the Vulnerable & Putting Victims First



We will continue to **enhance our digital channels**, making it easier for victims to receive updates and engage with us, directly supporting the goal of increasing satisfaction.

Building Trust Through Exceptional Local Policing



We will empower our frontline with effective technology, **maximising the value of our existing platforms** to give them access to the right data and tools in the field.

Creating a Modern & Effective Organisation



We will focus on improving our data quality, **maturing our digital skills**, and embedding the disciplines required to ensure our investments deliver their full value.

A Problem Led Approach

This strategy seeks to embed a fundamental shift in our mindset, **moving from being solution-led to being problem-led**. This approach will become the cornerstone of our prioritisation process.

Local Problem Themes:



Anti Social Behaviour



AIU & Triage Hub Efficiency



Op Soteria & Domestic Abuse



Digital Case File & Data Consistency



Custody



HR Casework



ICAT/CAIT/OCAIT Backlog



Cost Reduction

National Problem Themes:



Automation of Manual Processes



Serious Violence



Anti Social Behaviour



Contact Management Demand



Digital Forensics



Domestic Abuse



IT Infrastructure & Data Sharing



Offender Management

Transformation Swim Lanes



Cashable savings

Initiatives identified through force review to reduce spend through automation or process leanin.

- Cost / Overtime reductions
- Productivity release
- Force review



Planned Strategic Change

Mandatory or strategic planned initiatives known to be required in coming financial years.

- Digital Case File
- Windows 11
- MOPI RRD Compliance



Digital Transformation

A third portfolio of change will be identified by reviewing our strategies and risk logs to create a prioritised list of force-wide strategic problems or opportunities which benefit from a new enterprise approach to change

Enabler Maturity

Internal improvements for our core enabling functions to mature adoption, learning & development, benefits realisation and prioritisation

Chief & PCC Input

Working with Force Governance

Collaboratively prioritised

Digital Transformation Criteria



BENEFIT

Has a clear business benefit that can be measured both from an existing position and a post implementation position



TECHNOLOGY

Can utilise existing systems or capabilities such as RMS, Dynamics, Pronto, Salesforce, Robotics or M365



DATA

Has an established data repository or is small enough to be handled sustainably within a tactical solution such as a sharepoint list



GOVERNANCE

Is predominantly going to operate within existing policy, governance or practice



STAKEHOLDERS

Has an engaged stakeholder / senior user who is keen to support transformation or is part of a transformation programme with established resourcing

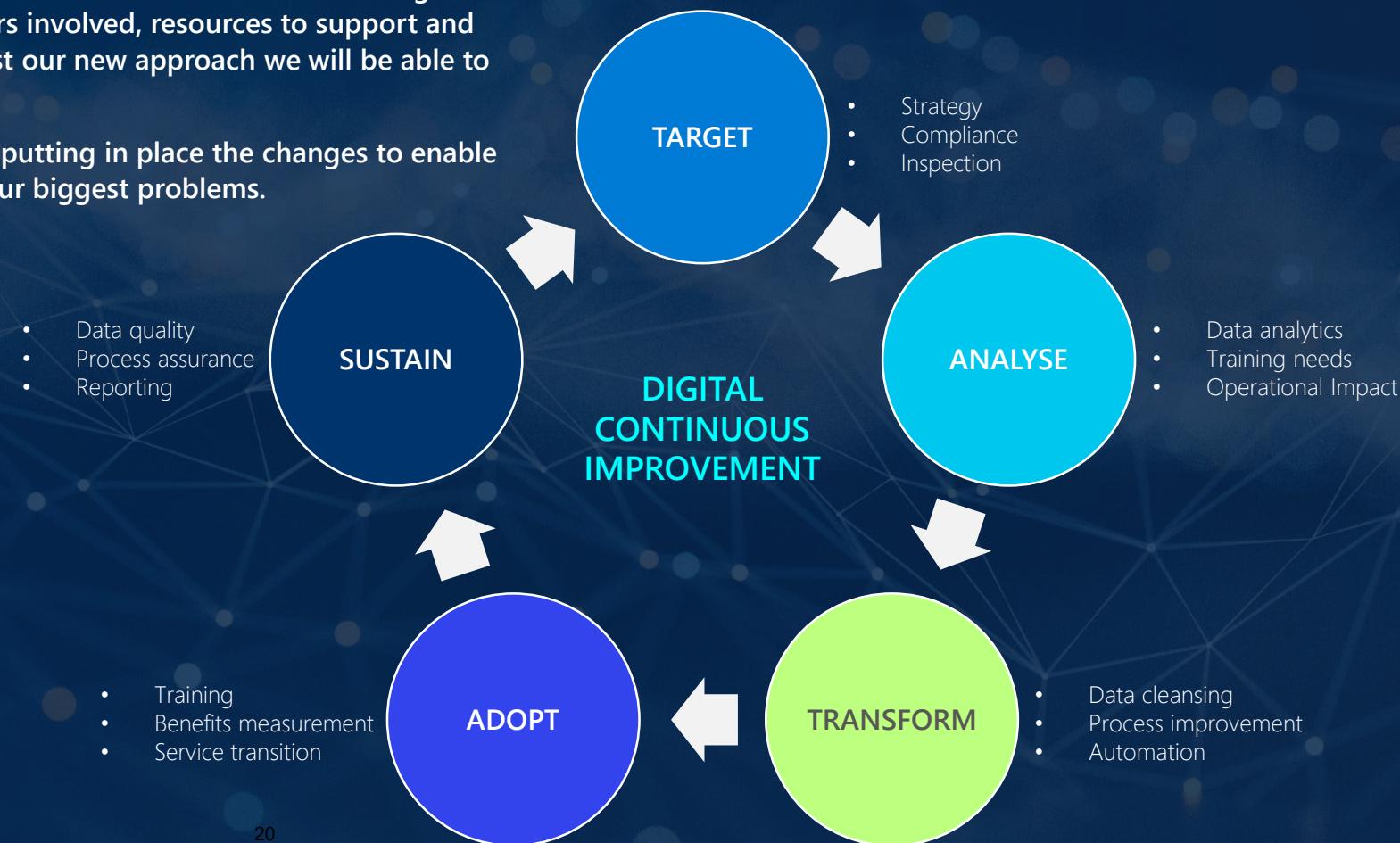
Digital Transformation Swim Lane

To deliver meaningful and holistic organisation-wide change, **we need to adapt how we identify and prioritise our areas of change.**

By reviewing our strategic problems we can identify opportunities across our forces with the highest chance of success considering factors including the stakeholders involved, resources to support and process and technical feasibility. As we deliver solutions against our new approach we will be able to refine and expand its scope as we gain more delivery maturity.

Key to this success will be not only fixing the problem but also putting in place the changes to enable adoption and ongoing management. Initially this will not be our biggest problems.

Our digital foundation:



Agile Transformation Portfolio

	Problem Statement	Envisaged Benefit	National / Local Alignment	Primary	Secondary	Tertiary
Domestic Abuse Response	Duplication, inefficiency and ambiguity in these processes that this impedes officers ability to progress investigations, Pronto, redesign end to end processes, reduction of support victims and deal with perpetrators in a timely way	Streamline utilisation of core systems (Niche, CMP, forms through better utilisation of data and automation	National Problem Statement: Domestic Abuse Response (Ranked 6th). Improves the frontline handling and management of DA increasing resolution speed.			
Pre-Alert System In Pronto	Arresting officers use MS Forms, which are emailed and re-keyed into Pronto by Custody staff, causing delays and data inaccuracies.	A Pronto-native solution would introduce time efficiencies for both custody and arresting officers, reduce double-keying, and lead to quicker booking times.	National Problem Statement: Data Quality (Ranked 11th). Directly addresses the risks of "double keying".			
Forensic Investigation Window	The finite window for forensic investigation following a rape report is often missed due to manual processes and a lack of reminders, impacting the potential for conviction.	An automated notification to advise investigating officers of the approaching forensic window closure would increase the potential for appropriate and timely assessment.	National Problem Statement: Effective Investigations (Ranked 13th) & Digital Forensics (Ranked 5th). Directly supports the investigative process.			
Multiple Offence Charge Expiration	When investigating multiple offences, time limits for charging minor offences are often missed as the focus is on the more serious crime. There is no flag to remind investigators of approaching deadlines.	A system flag to indicate when minor offence deadlines are approaching would give the maximum potential for securing convictions and delivering a better service for the public.	National Problem Statement: Effective Investigations (Ranked 13th). Improves case management and outcomes.			
Court Hearing Data Extraction	Court hearing slots are sent by the CPS in a Word document and must be manually transferred to Niche, a labour-intensive process with a high risk of human error.	An automated process would increase efficiencies for both police and CPS, removing the potential for costly and disruptive errors in court scheduling.	National Problem Statement: Automation of Manual Analytical Techniques (Ranked 1st). A clear example of automating a manual data transfer process.			
Summarised Digital Media Files	Criminal Justice teams manually transcribe and summarise digital media files for victim/witness statements and hearings, which is time-consuming.	The use of AI to summarise digital media files would remove the need for manual transcription, saving significant time while improving accuracy and consistency.	National Problem Statement: Automation of Manual Analytical Techniques and Multimedia Review (Ranked 1st). Directly leverages AI to automate a review process.			
Secondary Investigations Automation	Officers should review background detail before responding to a job. This is a manual process of pulling information from Niche (e.g., offender history, high-risk incidents).	A robotic process could automatically pull key information from Niche to better inform officers, ensuring they are best equipped to make decisions and take correct action.	National Problem Statement: Effective Investigations (Ranked 13th). Provides officers with better, faster intelligence.			
Digitised Custody Records	Custody cell checks are documented on paper or from memory, leading to potential inaccuracies in audited records.	Increase the accuracy and efficiency of custody records by enabling officers to complete a digitised record at the point of the cell visit.	National Problem Statement: Data Quality (Ranked 11th). Ensures records are accurate and auditable.			
Anti-Social Behaviour Triage	The process for triaging Anti-Social Behaviour (ASB) requires improvement to ensure a consistent and effective response.	An improved triage process will better align with local and national strategies for tackling ASB, ensuring resources are directed effectively and improving public confidence.	National Problem Statement: Anti-Social Behaviour (Ranked 3rd). Directly addresses a top-three national policing problem.			
File Admin Support Team (FAST) Automation	Hearing Record Sheets are emailed to a shared mailbox and a team member must manually upload the attachment to the correct NICHE case file.	Automating this upload and the subsequent notification to the OIC will improve investigation quality and timeliness, leading to better victim satisfaction and improved staff morale.	National Problem Statement: Automation of Manual Analytical Techniques (Ranked 1st). Replaces a repetitive, manual administrative task.			

TRANSFORMATION

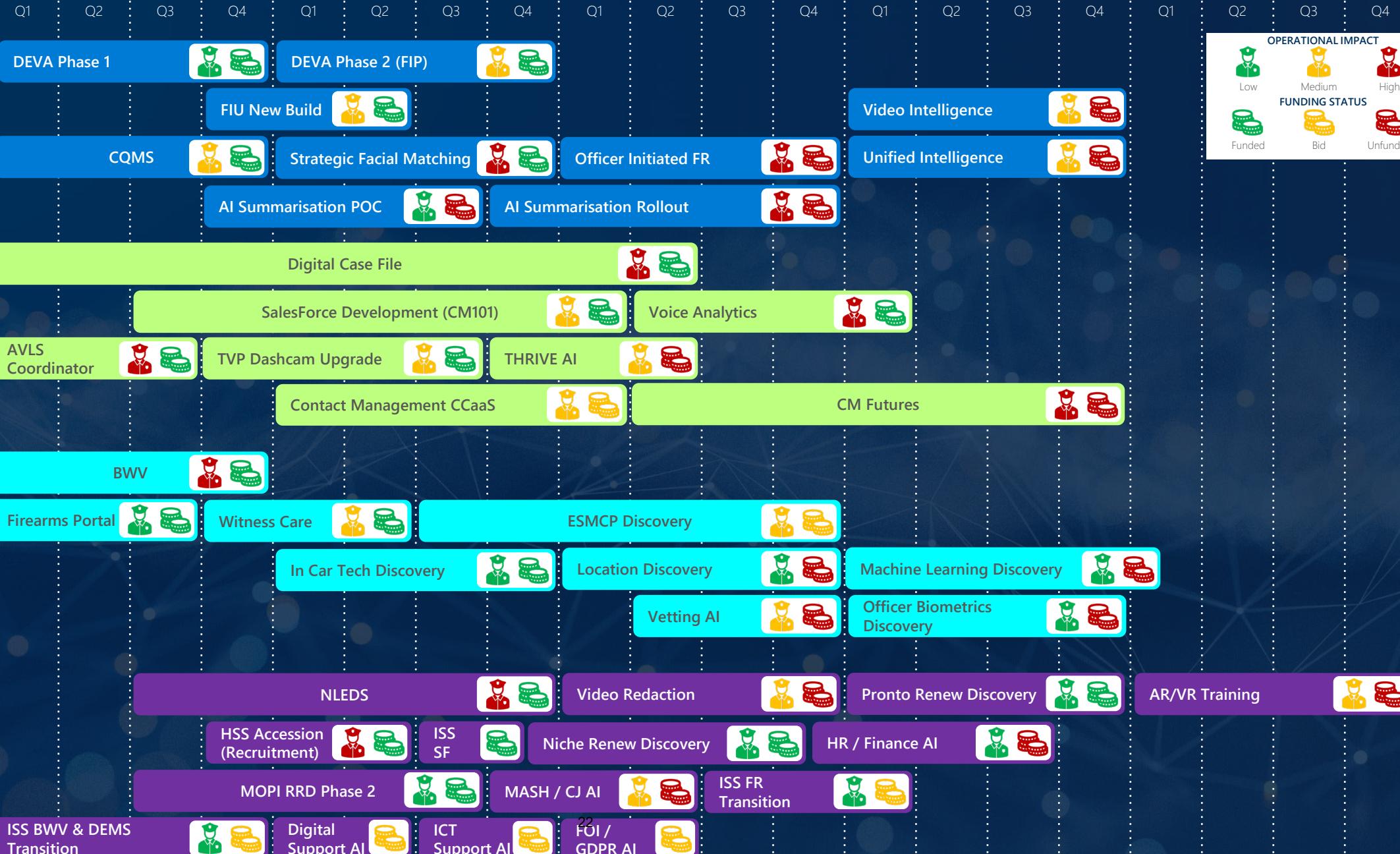
FY25/26

FY26/27

FY27/28

FY28/29

FY29/30



ENABLEMENT

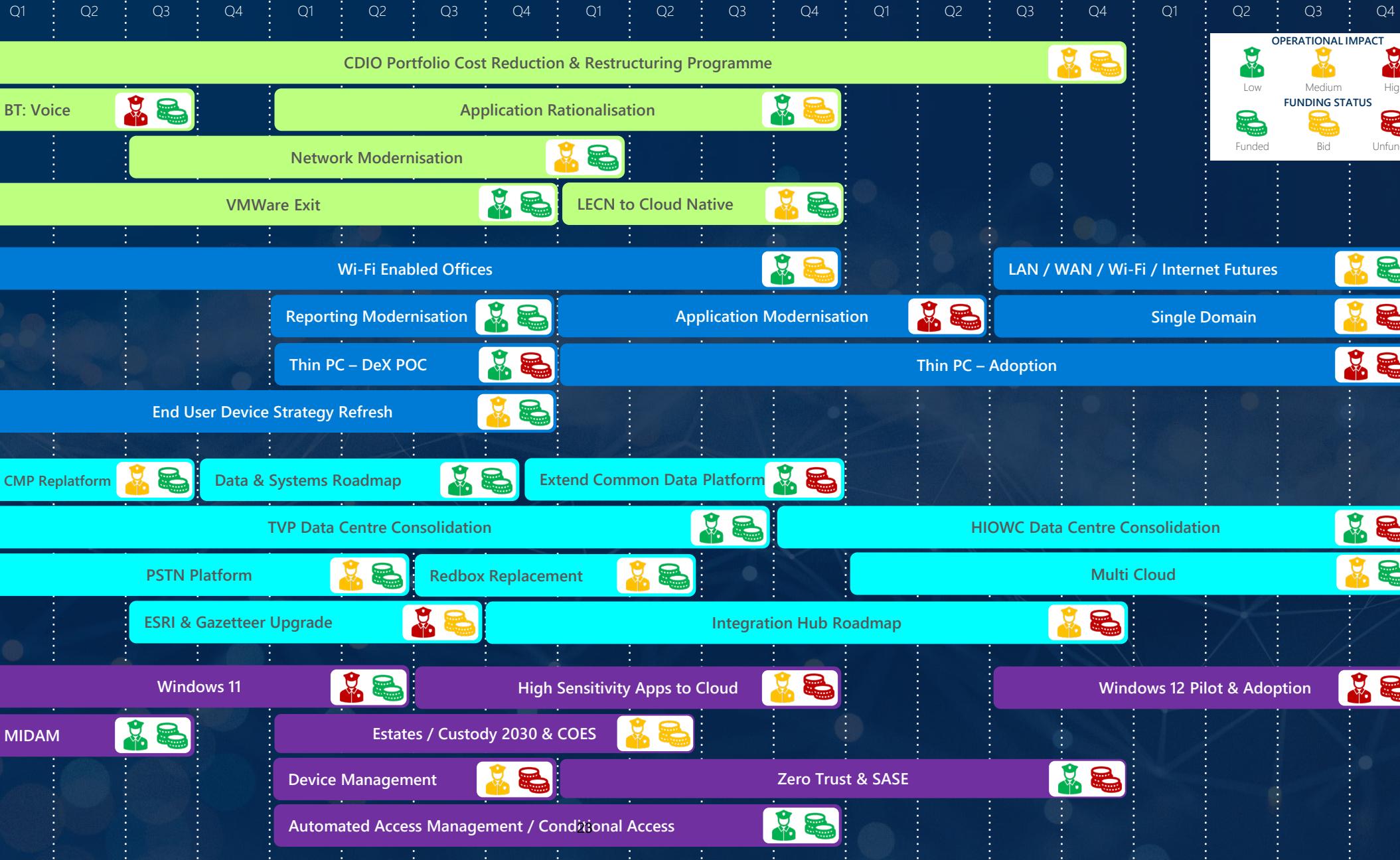
FY25/26

FY26/27

FY27/28

FY28/29

FY29/30



Portfolio Cost Analysis

26/27

27/28

28/29

29/30

	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
Budgeted:	£18,046,198	£1,742,292	£2,711,737	£2,212,019	£0	£1,530,300	£0	£1,530,300
Unbudgeted:	£6,567,000	£60,000	£17,497,000	£2,580,000	£14,850,000	£3,580,000	£5,000,000	£3,580,000

TRANSFORMATION PORTFOLIO

	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
Fighting Crime:	£2,454,000	£718,992	£1,681,737	£2,258,719	£375,000	£1,827,000	£0	£1,827,000
Victims First:	£3,540,000	£234,000	£5,650,000	£334,000	£4,000,000	£334,000	£0	£334,000
Building Trust:	£160,000	£90,000	£0	£90,000	£100,000	£240,000	£0	£240,000
Effective Organisation:	£1,065,000	£0	£440,000	£450,000	£375,000	£750,000	£0	£750,000

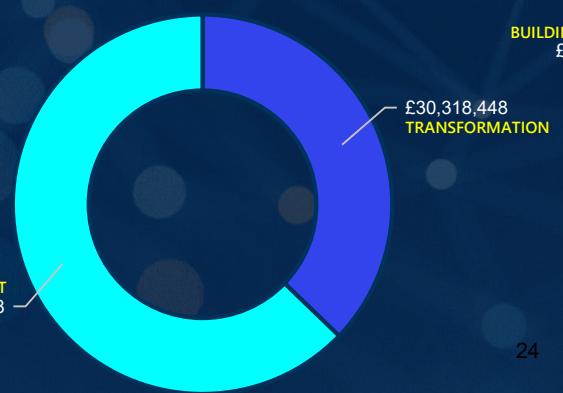
ENABLEMENT PORTFOLIO

	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
Efficiency:	£1,837,000	£0	£637,000	£0	£0	£0	£0	£0
Improvement:	£9,257,198	£759,300	£4,400,000	£759,300	£5,500,000	£759,300	£3,500,000	£759,300
Stability:	£4,800,000	£0	£5,000,000	£900,000	£1,900,000	£1,200,000	£700,000	£1,200,000
Security:	£1,500,000	£0	£2,400,000	£0	£2,600,000	£0	£800,000	£0

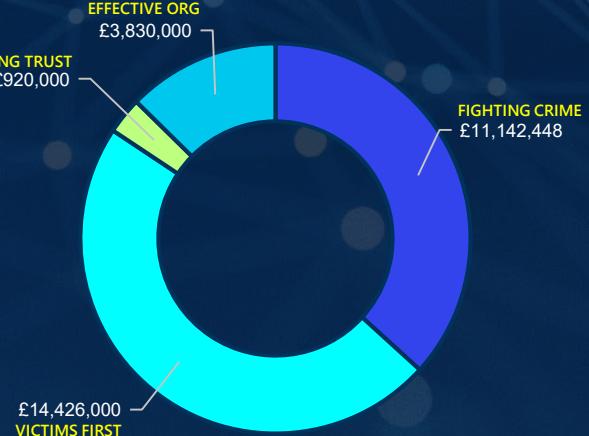
Budgeted vs Unbudgeted



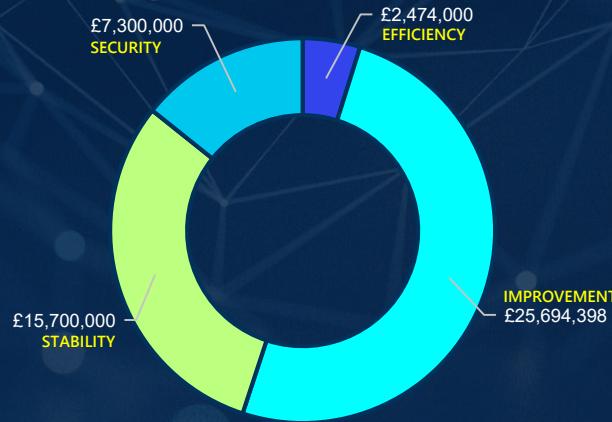
Transformation vs Enablement



Transformation Portfolio



Enablement Portfolio



Performance and Accountability Meeting**Budget Papers – January 2026**

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FINANCIAL PLANS RECOMMENDATION & STRATEGY



2026/27

This paper recommends that the Financial Plans are approved, highlighting the most significant risks. It incorporates the financial strategy under which the plans have been developed.

1. APPROVAL REQUESTED

The PCC is requested to approve the following papers:

- This paper
- Capital Strategy
- Revenue Budget and Medium Term Financial Plan
- Capital Budget and Medium Term Capital Plan
- Summary of Reserves, as shown in the Appendix A to this paper

The PCC is requested to propose the Council Tax Precept increase of £15 (Band D) to the Police and Crime Panel.

2. RECOMMENDATION

Strategic Alignment

The budget supports the PCC's Police & Crime Plan and the Force Strategic Plan. The budget prioritises maintaining a strong front line service and generating efficiencies in the context of considerable funding uncertainty.

Process

The medium term plans are presented by the Chief Constable (CC) for the PCC to approve. The force has undertaken a challenging process to shape plans to meet funding constraints, with significant time at the Chief Constable's Management Team (CCMT) spent reviewing individual bids, savings plans and the overall budget. The budget has been consulted during development through meetings between PCC's CFO and CC's FD and further discussions including the PCC and CC. This has given opportunity for challenge of assumptions, review of options, proposal of changes and agreement on direction through the process. There has been detailed review of savings programmes.

Risks

It is important that the main financial risks are identified and adequately addressed through the plan. Risks of particular note are:

1. The funding settlement was £9m lower than expectations for 2026/27, and has a higher level of risk for future years: the Home Office has indicated that they would not provide additional grant for pay awards in the future. There is still considerable uncertainty at the time of setting the budget. The level of funding and conditions attached to Neighbourhood Policing Guarantee are unknown. Despite the three year Comprehensive Spending Review announced in the summer, there is little clarity on funding from 2027/28 onwards. The approach taken in setting medium term plans has therefore been a balanced budget with realistic (neither unduly optimistic nor pessimistic) assumptions – for example the plan includes some demand growth, assumes below inflation funding growth and incorporates deliverable savings targets.
2. The budget includes a challenging efficiency target, with ongoing savings required in each year of the plan. Savings of £15m are being successfully delivered during 2025/26. The force is committed to further savings of £15m over the next four years. To ensure long term sustainability, the PCC is allocating more than £8m of reserves for digital and process improvements, and the capital plan includes £5m for projects which have both an environmental and cash benefit. Plans are being scrutinised closely by the PCC and his office.
3. Estates capital requirements are estimated to require borrowing of £80m by 2028/29, growing to £150m over the longer term. There is a risk that the revenue impact is not affordable in the long term. Whilst many individual schemes are indicative at present, roadmaps for Custody and Central Oxfordshire have been agreed based on operational necessity and whole life cost: failing to invest will result in operating cost inefficiencies. Although much of this spend is likely to be beyond the medium term planning horizon, the MTFP supports the capital requirements by ensuring reserves are built up and the revenue plan includes funding for long term capital. This avoids the “cliff edge” scenario where revenue cost of capital (through the Minimum Revenue Provision) and interest costs make capital investment unaffordable in the long term.

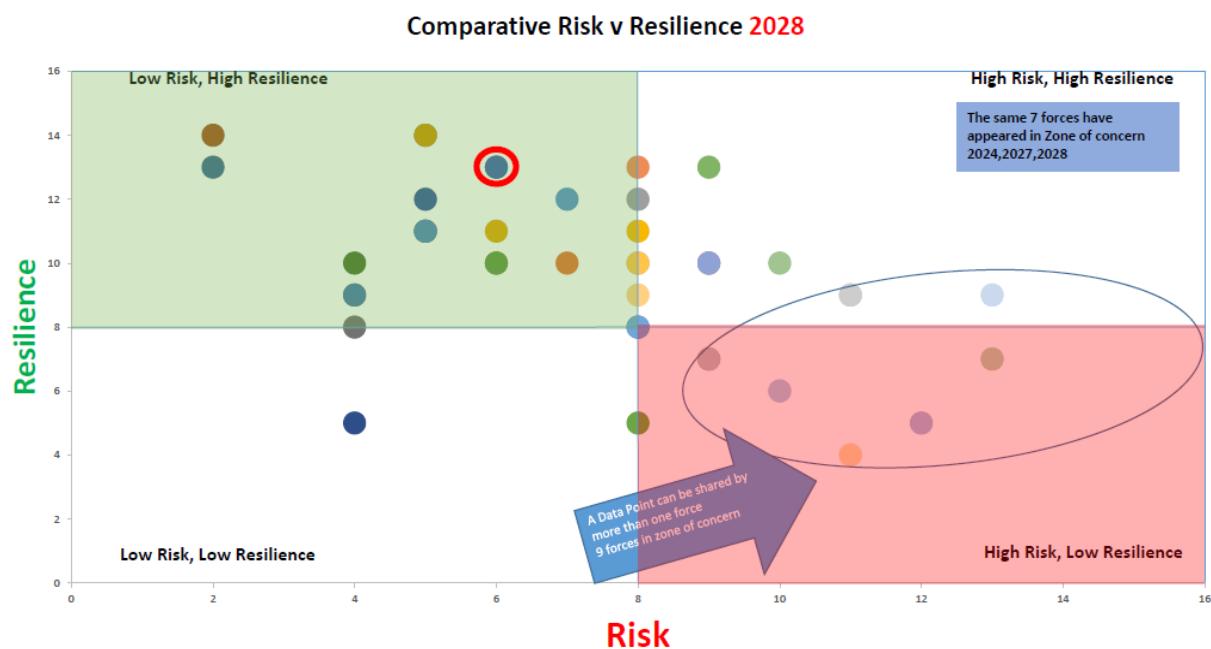
Appropriate Level of Reserves

General balances are expected to continue at least 2.5% during the life of the plan, providing cover to manage funding pressures in the last resort, but without tying up resources which could be used to deliver front line services. The plan shows a drawdown of reserves in the

early years to support investment. As further efficiency savings are delivered during later years, funds are allocated to earmarked reserves to fund expected capital expenditure in the long term. However, the reserves position is becoming tighter over the medium term plan, and after 2026/27 there is likely to be limited scope to cover one-off demands from reserves.

Reasonable Financial Risk and Resilience

NPCC benchmarking of Forces was updated during 2025, providing a forward look at the risk profile and financial resilience of forces based on factors including reserves and borrowing levels, budget gaps, and affordability of capital financing. TVP's profile shows a lower level of financial risk and higher level of resilience when compared to other forces:



As funding tightens, all forces are facing greater risk and more challenges to financial resilience. However, this benchmarking does provide a source of reassurance that TVP's financial resilience is reasonable, and risks can be effectively managed.

Recommendation

The proposed plans balance the need for long term sustainable finances with the need to deliver front line policing today. They are a suitable basis for financial planning, and this plan is recommended for PCC approval.

3. FINANCIAL STRATEGY

This section states the principles under which the medium term plans have been developed.

Financial planning is undertaken to secure TVP's long-term financial position; and make the best use of available funds to support the delivery of priority services, in particular the PCC's

Police and Crime Plan and the Force Strategic Plan. Our approach to creation of the financial plans is that they are:

Prioritised

- Make the best use of limited resources, striving to improve resource allocation
- Rigorous review of growth bids to ensure alignment with priorities

Efficient

- Maintain the focus on efficiencies and productivity;
- Effective procurement and commissioning of goods and services;
- Analyse and challenge all areas of the force to deliver VFM;
- Work with all partners (incl other forces) to deliver savings, resilience and performance;
- Optimise size and utilisation of our asset portfolio.

Realistic

- Careful consideration of external influences including economic context, government funding decisions and changes in demand;
- Continuation of TVP's strong track record of good financial management during times of financial constraints supporting the credibility of savings plans;
- Consideration of the balance of risk and opportunity in plans, maintaining financial sustainability whilst avoiding unnecessary cuts to services.

Sustainable

- Facilitate strategic investment for new technology, infrastructure and business change;
- Understand impact of environmental sustainability strategy and maximise opportunities;
- Consider long term sustainability including investments required beyond the four years of the plan.

Reserves

Our policy is to maintain general balances around 2.5% of annual net revenue expenditure budget. General balances are used as a last resort to manage and fund demand-led spending pressures. Earmarked reserves are created to fund specific initiatives or meet areas of anticipated future spending (including beyond the four years of the plan). Appropriations are made to and from these reserves as required.

Financial Management

TVP applies the standards in the CIPFA Financial Management Code of Practice to deliver the financial strategy. The Code emphasises that a high-quality long-term financial strategy will

not itself promote financial sustainability. It will be dependent on contextual factors (leadership and governance) and the effectiveness of the whole financial management cycle (including budget setting, stakeholder engagement, use of business cases and performance monitoring).

Reference Documents

Implementation of the financial strategy is underpinned by:

- Joint Corporate Governance Framework
- Financial Regulations (and Chief Constable's Financial Instructions)

Related strategy documents:

- Capital Management Strategy
- Treasury Management Strategy

Martin Thornley

Chief Finance Officer

January 2026



Report for Decision Performance and Accountability Meeting on 22nd January 2026

Title: Four Year Medium Term Financial Plan for 2026/27 to 2029/30

1 Purpose of Report

- 1.1 To inform the PCC of the key issues affecting the finances of Thames Valley Police over the next four years.
- 1.2 This report recommends a revenue budget and council tax precept for the Police and Crime Commissioner (PCC) to approve, subject to final notifications on the council tax base from local authorities.

2 Decisions Required

- 2.1 The PCC is asked to notify the Police and Crime Panel:
- 2.2 That, subject to final tax base notifications, the council tax requirement for 2026/27 be set at £298,087,209.
- 2.3 That any variation in the final amount of council tax income be appropriated to or from the Improvement & Performance Reserve.
- 2.4 The revenue estimates for 2026/27 as set out in Appendix 1.
- 2.5 That the police element of the council tax for 2026/27 be set at £298.28 for properties in Band D (an annual increase of £15; 5.3%), with the charge for other bands as set out in Table 1, for comparison Appendix 2 shows the comparison band D precept across all English Forces.

Table 1 – Council Tax 2026/27

Property Band	Relevant Proportion	PCC Element of the Council Tax
A	6/9	£198.85
B	7/9	£232.00
C	8/9	£265.14
D	9/9	£298.28
E	11/9	£364.56
F	13/9	£430.85
G	15/9	£497.13
H	18/9	£596.56

2.6 That the use of Reserves to fund the specified initiatives is approved.

3 Background

- 3.1 Following the CSR in the summer, the expectation was that we would receive a 3-year settlement with funding and a requirement to continue to support the government's manifesto commitment to increase NHP by 13,000 officers PCSO's and specials. At this point in time, we do not have details for anything other than next year's baseline settlement. The gap between the CSR figures and the settlement received just before Christmas is significant. Pressures on the policing budget continue with a clear message from the government that future pay reviews will not attract any more funding regardless of the award – this poses a real risk for future budgets.
- 3.2 The Police Reform White Paper was anticipated in early 2025 and is now expected by the end of January 2026. It is hoped that this long-awaited paper will provide more details to help forces plan their finances to provide for future demand and expectation supported by commitments to funding.
- 3.3 In July 2025, the Government announced a pay increase of 4.2% for Police Officers, which TVP matched for Police Staff, and although the excess above 2.8% was primarily funded by the Home Office, this has again added significant committed financial pressure to 2026/27 budget setting and the potential for future pay increases beyond 3.0%.
- 3.4 As part of the NHP Grant, we received additional funding for 68 FTE officers in 2025/26, which we attained in full in September 2025. Additionally, to this we bid for an additional 40 FTE officers as part of the central grant surplus reallocation and received an additional 4 FTE in December 2025. Any future growth or funding in respect of NHP Officers is currently unknown.

3.5 The December 2025 settlement also gave PCCs in England the flexibility to increase their precept income by £15 (for a Band D household), an increase to the previously assumed cap of £14. At this stage it is unclear as to whether this is a one-off increase or will continue into the new CSR. For the purpose of planning, Thames Valley have assumed this to be a one-off increase with the cap returning to £14 in future years.

4 Overview of the Medium-Term Financial Plan

4.1 The review and development of the revenue budget is an annual exercise with each year's budget and associated council tax precept considered and approved in isolation. However, decisions taken in the course of approving the revenue budget will often have longer-term consequences, as will those in approving the capital programme. The four-year MTFP and MTCP brings together these medium-term consequences and allows a more comprehensive view to be taken of the PCC's overall financial position. It is imperative that the PCC knows the full extent of the financial consequences he will be committing to in future years when he considers and determines the annual budget, especially as future borrowing and capital investment needs to be supported through the revenue budget.

4.2 The MTFP is formulated to provide financial stability, as far as we can, on the best estimates we can make at this time with the information and knowledge we have. The focus for this year has been two-fold; ensuring (as far as we can) the long-term financial viability of our plans, particularly our Estates strategy and Digital ambitions, and responding to the current and future expectations for financial constraint with an extremely rigorous approach to new growth. Even with this focus on ensuring growth is addressed by re-prioritising resources, the 2026/27 budget includes £4.9m of savings to balance the budget, with a further £10m over the following 3 years.

4.3 The current and expected financial climate, the degree of financial uncertainties and the lack of information including, a one-year settlement, the on-going NHP Fund conditions, future pay awards, on-going staffing costs and the outcomes of the Home Office Commercial Efficiency & Collaboration Programme, all dictate a cautious approach until we have further information.

4.4 The force expects to end the year with circa 80 officers above its current target Establishment, including the additional 68 FTE NHP funded posts. It is expected that additional officers will be required through the new NHP Grant for 2026/27 to support the governments ambition to increase NHP

resourcing, so we will be in a good position to deliver on this requirement. The risk is that at this time we had had no indication of the level of funding available and hence the number of officers we could be looking for. If these details are not provided soon, we will have to adjust our recruitment plans to avoid the financial risk of being over establishment.

4.5 The force has continued the drive for savings and cost cutting measures to ensure our resources are focused on our priority areas and we can deliver a balanced budget; this is being done through 3 strands of work;

The Savings Delivery Board – looking at force wide budgets and spend to reduce where possible through enhancing policies and processes;

Business Enablers project – looking specifically at HR, Finance, Training and Duties - processes, data & technology to improve services and deliver savings and;

Efficiencies Board – target specific departments to identify ways of reducing resourcing requirements to release savings.

4.6 For 2026/27 the Savings Delivery Board has targeted a number of specific spend areas within the business, which identified £1.8m of budget reductions. These budget reductions were augmented by further savings delivered by the Efficiencies project providing another £2.8m of cuts from vacancies and staffing, and £0.3m being identified from invest to save initiatives; giving a total of £4.9m to support the budget next year.

4.7 The Police service, both nationally and locally, is going through a period of reform to adjust to the financial challenges created by restricted finances and increasing direction / restrictions from government, together with the increasing complexity and quantum of crime. This reform requires investment in well-trained officers and staff, as well as the new technologies that will facilitate the change in the way policing services are delivered. Investment in technology will improve services and deliver future efficiency savings / productivity increases. No additional funding is forthcoming from the Government for this vital investment so this only increases the financial pressures and needs to be carefully managed by the force.

4.8 A further financial pressure that will continue to increase is the investment required to maintain and develop the ageing estate portfolio of the force. An ambitious long term estates strategy will require significant borrowing, which in turn will require increased revenue provision to service the debt

and ultimately repay the borrowing required. This MTFP sets out provisions for these, increasing over the period to ensure that the force is in a stable financial position to service the debts as they increase in the long term.

- 4.9 The force will continue to look ahead for further savings, and these will be specially targeted in the digital space, where technology can be used to support and enhance processes and data management.
- 4.10 The MTFP presented today attempts to address the immediate and longer-term requirements for policing to maintain and improve the service and performance delivered in the increasingly complex policing environment. The MTFP sets out the level of police service which is affordable based on the current funding assumptions and potential for Council Tax increases. It includes the financial outcomes and requirements identified from significant internal work carried out over the 12 months by the force, alongside the financial impacts of external influences.
- 4.11 Management of future financial challenges will require further programmes of savings and efficiencies to release funds to reinvest into new and changing policing priorities.
- 4.12 The budget options presented today aim to support the priorities in the PCC's Police and Crime Plan:
 - Protecting Communities
 - Protecting People
 - Protecting Property
- 4.13 and force priorities:
 - Serving Victims
 - Building Trust
 - Fighting Crime
 - Valuing Our People
- 4.14 Recruitment and retention, of not only Police Officers, but also Police Staff, remains a potential issue especially with the unknown application of the NHP Uplift. Any variation against the plans can have a significant impact on the forces budgets and financial projections going forward.

5 Medium Term Financial Plan

5.1 The summary of the 4-year plan currently stands as:

Table 2 – Current 4 Year MTFP Summary

	Estimated Budget 2026/27 £'000	Estimated Budget 2027/28 £'000	Estimated Budget 2028/29 £'000	Estimated Budget 2029/30 £'000
Expenditure				
Opening Budget	594,167	622,159	646,553	669,265
Inflation				
General	1,613	1,225	1,248	1,276
Pay	25,816	15,781	17,201	12,568
Specific	2,529	2,923	3,013	2,616
Productivity Savings	-4,911	-4,259	-3,617	-2,018
Growth	3,512	425	1,867	3,307
Reserve Funding	-568	8,300	3,000	2,000
Revised Budget Requirement	622,159	646,553	669,265	689,015
Funded By				
Opening Budget	-594,167	-622,159	-644,435	-667,244
Council Tax	-19,201	-18,703	-19,200	-19,708
Government Grants	-8,790	-3,573	-3,609	-3,645
Revised Funding	-622,159	-644,435	-667,244	-690,597
Annual Shortfall / (Surplus)	0	2,118	-97	-3,603
Cumulative Shortfall / (Surplus)	0	2,118	2,020	-1,582

5.2 As can be seen from the above, based on current assumptions, the plan is balanced in 2026/27 with the delivery of identified savings of £4.9m. The following years are not balanced currently due to uncertainty over funding with an assumption of a 1% annual increase in main grants; should this vary then the position could change significantly. Until further information is provided the force will start to plan for additional savings requirements beyond 2026/27.

5.3 The full 4 Year MTFP is shown at Appendix 3.

5.4 It should also be noted that whilst we have provided a four-year plan, the current funding announcements only cover the first year, with no information on whether we may get a longer-term view before the next funding announcement in December 2026. This could be detrimental or advantageous to the plans set out here.

5.5 The Revenue budget summary for 2026/27 by spend group is summarised below with full details being shown in Appendix 1

Table 3 - Revenue Budget Summary 2026/27

	2025/26 £'000	2026/27 £'000	% Increase
PCC Controlled Expenditure	6,318	6,525	3.27%
TVP Operational Budget			
Employees	531,878	562,349	5.73%
Premises	20,446	23,083	12.90%
Transport	12,343	11,708	-5.14%
Supplies & Services	85,664	79,194	-7.55%
Third Party Payments	27,994	29,449	5.20%
Force Income	-48,279	-49,382	2.29%
Specific Grants	-44,376	-50,469	13.73%
Capital Financing	11,690	10,002	-14.44%
Reserve Appropriations	-9,511	-300	-96.85%
Cost Of Services	594,167	622,159	4.71%
Funded By			
Council Tax	-281,636	-300,837	6.82%
Government Police Grants	-312,532	-321,322	2.81%
Total Funding	-594,167	-622,159	4.71%

5.6 It should be noted that the key changes from year to year are the increase in pay inflation and costs for Employees, an increase in premises and utility costs (£2.6m) and a decrease in funding from reserves to support future capital borrowing and investment.

MTFP Assumptions

5.7 In compiling the MTFP, the following assumptions have been used as the basis of the plan for the next 4 years:

Table 4 – Statistical Assumptions

Area	2026/27	2027/28	2028/29	2029/30
General Inflation	2.50%	2.00%	2.00%	2.00%
Pay Inflation	3.00%	2.50%	2.50%	2.00%
Specific Inflation	Led by Specific Sector Rates and Factors			
Staff / PCSO Vacancy Factor	2.62%	2.62%	2.62%	2.62%
Council Tax Precept	£15.00	£14.00	£14.00	£14.00
Council Tax Billing Base	1.51%	1.51%	1.51%	1.51%
Main Government Grants	Actuals	1.00%	1.00%	1.00%

5.8 The MTFP also relies on the use of reserves to support the funding of one-off short-term growth and investment items. The total identified revenue spend for the next two years is £5.6m and £0.8m respectively, this is further explained later in the report.

5.9 Given the Police do not receive any capital grant all financial pressures have to be absorbed by the revenue budget, hence the MTFP continues to reflect the increasing demand for investment in technology and the estates strategy. The provision within the MTFP for the direct funding of capital for the annual replacement of vehicles and End User devices has been maintained to provide an annual fund of £12.3m, this increases to £15.3m during the MTFP period to reflect the increasing cost of EV vehicles.

5.10 In addition to the capital provision above, provision has been made for a specific Estates reserve to fund intermediate Estates schemes and ultimately to fund longer term borrowing and interest payments given the significant financial requirements that have been identified. This is a responsible approach to maintain and secure future financial sustainability and is covered in the separate Medium Term Capital Plan papers.

5.11 Provision has also been made for Strategic Efficiency and Improvement reserves to support our non-Estate future infrastructure. This will fund future initiatives like the Digital Strategy and Business Enablers which will improve performance and deliver long term savings. The creation of a reserve will help smooth the financial impacts of these initiatives.

2026/27 Budget Detail

5.12 Table 5 below shows a summary of the main changes applied to build the 2026/27 Revenue Budget. The following paragraphs will provide further explanation of the changes made:

Table 5 - Summary of Revenue Budget Changes 2026/27

Increases in Grant Funding	£'000	Funding to/From Reserves	£'000
General Grant	£5,979	I&P Reserve	-£7,289
	£5,979	Estates Reserve	-£2,320
Productivity Savings			-£9,609
Efficiencies Board	-£714		
Savings Delivery Board	-£216		
Enabling Services	£500		
Invest to Save	-£250		
	£680		
Committed Funding			
Pay Inflation	£14,876		
Non Pay Inflation	£442		
	£15,318		
Removal Of Prior Year One Off Funding	-£912	Reserve Funded EBM Replacement	£277
Increase for CM Pay Review	£1,100	Reserve Funded Property Costs	£196
Increase in Police Maternity Pay	£1,219	Reserve Funded ICT Talent Costs	£897
Increase in Legal Costs	£411	Reserve Funded - Sulhamstead Repairs	£1,696
Increase in Employee Insurance Fund	£500	Remove Provision for Future Growth	-£2,000
Funding for Loan Interest Increases	£243	NICHE DCF	£225
Recognition of Interest Receipts	-£1,000	CM Mapping / ESRI	£868
ZBB Review	£320	Protective Monitoring	£178
H&S Growth	£100	Agentic AI	£105
TASER Refresh	£186	CM Futures	£644
Staff Pension Actuarial review	-£1,335	Vigilant +	£225
	£832	Other Smaller Growth Items	£179
			£3,489
		Overall Budget Shortfall / (Surplus)	£0

Grant Funding

5.13 In last year's MTFP we had estimated an increase in grant of £2.8m. Further to the CSR in early 2025 we were advised that this could be significantly higher and were working on a £17.6m increase in line with the CSR. Following the recent funding announcement the actual increase is £8.8m, which is £6m over last year forecasts, but £8.8m less than we were led to believe in the CSR. To date no detail has been published on the full makeup of the grant allocations and so at this stage we are still working on a few assumptions of what is or isn't covered by the above increase.

5.14 We are assuming that the funding settlement does include the 2025/26 NHP Grant funding (£6m) but does not include any further funding for future increases. More details are expected in late January as part of the Government's White Paper.

Productivity Savings

5.15 The current 4-year productivity plan is shown below in Table 6:

Table 6 - Summary of Force Productivity Plan

	2026/27	2027/28	2028/29	2029/30	Total
<i>Efficiency Board Savings</i>					
Provisional Savings	£2,700	£2,400	£2,100	£0	£7,200
Contingency	£145	£0	£0	£0	£145
Unidentified Savings	£0	£0	£0	£0	£0
	£2,845	£2,400	£2,100	£0	£7,345
<i>Enabling Services</i>					
Provisional Savings	£0	£500	£250	£0	£750
Unidentified Savings	£0	£0	£250	£500	£750
	£0	£500	£500	£500	£1,500
<i>Savings Delivery Board</i>					
Motor Insurance Premium	£505	£0	£0	£0	£505
Transport Savings (EU, Hire, Fuel, Fleet)	£544	£0	£0	£0	£544
Bonus Payments	£367	£0	£0	£0	£367
Your Reward	£200	£0	£0	£0	£200
Other Contingency	£200	£0	£0	£0	£200
Unidentified Savings	£0	£1,000	£1,000	£1,500	£3,500
	£1,816	£1,000	£1,000	£1,500	£5,316
<i>Other Savings</i>					
Invest to Save - CM Mapping	£79	£0	£0	£0	£79
Invest to Save - Agentic AI	£42	£42	£0	£0	£84
Invest to Save - Protective Monitoring	£129	£16	£17	£18	£180
Invest to Save - CM Futures	£0	£302	£0	£0	£302
	£250	£359	£17	£18	£644
Savings Identified	£4,911	£2,958	£2,367	£18	£10,253
Unidentified Savings	£0	£1,302	£1,250	£2,000	£4,552
Total Savings	£4,911	£4,259	£3,617	£2,018	£14,805

5.16 The Efficiency Board savings make up the majority of savings for the next 4 years, which will be derived from targeted savings across the force looking at how resources are used and primarily removing vacancies which can be released with minimal impact on service delivery. Each area of the force will present options for savings which will be scrutinised and agreed by Chief Officers before being delivered.

5.17 The Enabling Services programme, focussing on the delivery model for People Services, Finance, Procurement, Learning & Development and Duties Management, is in the development stage.

5.18 The Savings Delivery Board will continue to scrutinise force wide expenditure with a view to review policies, where applicable, and reduce expenditure through greater controls and scrutiny.

5.19 The drive for savings has been supported by the PCC who set aside £1m in the 2025/26 budget to financially support Invest to Save initiatives. To date, circa £0.64m has been approved for investment across a wide scope of schemes from investment in robotic automation, to increases in staff to increase our proceeds from crime, which should deliver £1.14m of savings over the period of the MTFP. The savings delivered from these initiatives are included within table 6.

5.20 To date £0.12m has been invested in five initiatives across a wide scope of schemes from investment in robotic automation, to increases in staff to increase our proceeds from crime, which should deliver £1.1m of savings over the period of the MTFP. The savings delivered from these initiatives are included within table 6.

5.21 As we continue to invest in modern and updated IT solutions, these should lead to further reductions in the old cost base, giving further Invest to Save savings as we move forward through the MTFP period and beyond.

Committed Funding

5.22 The largest committed cost is the pay inflation at £27m, which covers Officers, Staff and PCSOs plus all the associated on-costs, for the full year effect of the 4.20% pay award in 2025 and the budgeted award of 3.0% in 2026.

5.23 Pay inflation also takes into account the significant increase in officer increments that are now coming through as a result of the uplift in officer numbers from PUP. Officer increments for PC's range between 4-17% of salary depending on length of service.

5.24 Non-pay inflation adds a further £4m based on market estimates and specific indices for specialist items. The total inflation bill adds £30m to the overall cost of the force, which equates to an increase on the base revenue requirement of 5.0%.

5.25 Other main committed costs include:

- The removal of prior year one off funded items; -£1m.
- Increase in pay following a department wide grade review in Contact Management; £1m
- An increase in Maternity Pay for Police Officers; £1.2m

- An increase in Legal Costs for litigation and cases; £0.4m
- An increase to the Employees Liability Insurance Fund; £0.5m
- Recognition of additional interest receipts; -£1m
- Police Staff pension scheme actuarial review has decreased employer contributions; -£1.3m

National Contributions

5.26 There are a number of budgets where we are obliged to make contributions to National initiatives and contracts which are managed and negotiated outside of TVP, hence we have very little or no influence on the values of the contributions we have to make.

5.27 These contributions are sizeable in value, circa £7m, and often put additional pressures on our local budgets and the requirement to make additional savings in order to meet the contributions and uplifts which are passed down to us.

Funding To/From Reserves

5.28 Reserves continue to play a vital role in maintaining the financial stability of the force, in line with our agreed use of reserves, with a number of one-off growth items being funded from the reserves for 2026/27.

5.29 In addition, the late adjustment we had to make in the 2025/26 budget for council tax receipts means that we must reverse the reserve funded element at £0.8m.

5.30 As the capital programme is developed and the estates strategy starts up, there will be a requirement for further borrowing and associated interest charges. In order to provide for this we have a contribution into the Estates Reserve, increasing on an annual basis, to cover these future costs and debt repayments.

Council Tax

5.31 The council tax precept has been set at the maximum increase permitted to the PCC at £15 (5.3%) for a Band D Household, which supports the presented MTFP to a balanced position for 2026/27.

5.32 The increase in the estimated number of households paying Council Tax has been set at 1.51%, this will be confirmed once all the individual councils

have their final estimate figures.

New Proposed Growth

5.33 As part of the increase in Council Tax Precept, a number of new growth items have been included in the base budget which will support the strategic and operational priorities of the organisation as well as bringing benefits to the public, as outlined in an open letter from the Chief Constable to the Police and Crime Commissioner, attached at Appendix 4. Where the investment requires one off funding the I&P reserve is utilised.

5.34 The growth items are shown in the below Table:

Table 7 - Summary of New Revenue Growth

EBM Replacement	£277	Replace ageing equipment for Electronic Breathalyser Machines and connect to network
Property Costs	£196	Increase in identified property works and maintenance for 2026/27
ICT Network move from BT	£897	Transition costs for dual running whilst we migrate networks from BT to Telent
Sulhamstead Repairs	£1,696	Investment to repair and maintain the Sulhamstead training facility estate.
Remove Provision for Future Growth	-£2,000	Remove the prior provision allowed for growth in 2026/27
NICHE DCF	£225	Upgrade to the NICHE Crime database
CM Mapping / ESRI	£868	Upgrade and rationalise the electronic mapping systems used through the force and in Control Rooms
Protective Monitoring	£178	Upgrade of our monitoring systems to be compliant with HMICFR guidelines and protect against corruption
Agentic AI	£105	Investment in AI technology to gain the most from our existing systems
CM Futures	£644	Development and improvement of our Contact Management platforms to enable greater efficiency.
Vigilant +	£225	Funding to cover the cessation of previous Home Office Funding - this has yet to be confirmed
Family Matters	£50	Funding to cover previously funded victims support from the OPCC
OCR/SOH	£40	Funding to upgrade and streamline links to National Databases
ESMCP	£89	Initial costs to support the development of the new ESMCP network and digital radios
Total New Revenue Growth Items	£3,490	

Use of Reserves

5.35 The use of reserves continues to be a feature of the MTFP and Table 8 below shows the current and predicted balance on the various specific useable reserves:

Table 8 - Summary of General & Useable Reserves

Reserve	Predicted Closing Balances By Year			
	2025/26	2026/27	2027/28	2028/29
General Reserve	£15,787,100	£16,341,403	£15,776,014	£16,064,363
% of NRE	2.70%	2.71%	2.54%	2.52%
I&P	£12,685,238	£2,859,727	£2,104,727	£2,104,727
CCTV	£615,234	£615,234	£615,234	£615,234
Estates & Custody	£17,079,993	£4,495,931	-£1,459,869	£2,724,788
Strategic Efficiency and Improvement	£0	£5,000,000	£5,000,000	£5,000,000
PCC Efficiency Reserve	£881,732	£534,623	£362,688	£362,688
PCC Enabling Infrastructure	£3,000,000	£3,000,000	£3,000,000	£3,000,000
	£34,262,198	£16,505,516	£9,622,781	£13,807,438
Totals	£50,049,298	£32,846,919	£25,398,795	£29,871,801

5.36 The I&P Reserve is the main reserve used to fund one-off initiatives and investments, and as such we have one-off revenue expenditure of £5.7m in 2026/27, of which £0.8m was approved as part of the previous budget process.

5.37 A high-level summary of the I&P Reserve is shown below with the full analysis of spend shown in Appendix 5 & 5A.

Table 9 - Summary of I&P Reserve

	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000
Opening Balance	12,685	2,860	2,105	2,105
Funding for NHP Future Costs	830	0	0	0
Existing Projects Spend Brought Forward	-814	0	0	0
Earmarked New Revenue Spend	-4,842	-755	0	0
Transfer to Strategic Efficiencies Reserve	-5,000			
Closing Balance	2,860	2,105	2,105	2,105

5.38 As can be seen from the above summary, the reserve has shrunk significantly and utilisation must be prioritised to ensure we are investing to save in the future, so that the force and its structures are in a position to respond to future demands both flexibly and efficiently, driving savings from processes and demand as they arise.

5.39 To prioritise future Strategic Efficiency initiatives we have transferred £5m to our new Strategic Efficiency and Improvement Reserve. The creation of this reserve does not influence the question and decisions around value for money and strategic alignment but indicates our intention to prioritise investing in those innovative initiatives which will deliver future step change improvements in our processes and performance.

5.40 The CCTV reserve has a small amount left in it and has been specifically earmarked to support the development of CCTV within the Thames Valley and will be drawn on as and when necessary to support agreed initiatives.

5.41 The Estates Reserve is used to fund major property investments and new builds under the Estates strategy. Part of this fund is building a revenue contribution flow which will ultimately be used for funding the repayments against future capital borrowing and in doing so ensuring that our future Estates strategy is affordable.

5.42 A summary of the Estates Reserve is shown in the table below:

Table 10 - Summary of Estates Reserve

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Opening Balance	17,080	4,496	-1,460	2,725
Revenue Contribution for Long Term Borrowing	5,080	12,157	15,157	17,157
Estimated Borrowing and Interest Costs	-1,830	-3,248	-3,590	-6,104
Capital Investment Spending:				
Custody Lodden Valley	-2,743	-7,076	-110	0
Windsor	-2,775	-2,075	0	0
EV Charging	0	0	-700	-700
MK Contact Centre	-7,470	-2,136	-129	0
HQ South	-2,846	-3,578	-5,268	-2,743
HQ North	0	0	-1,175	-646
Closing Balance	4,496	-1,460	2,725	9,689

5.43 Whilst the specific reserve may go negative in 2027/28 based on the current projections, the overall cash levels for all the usable reserve still remains positive, and it is likely that some of the projected spend will slip in the next two years.

Recommendation:

We recommend that the transactions and movements through the above reserves, as laid out above and in Appendix 5, to support future service delivery and infrastructure are approved by the PCC as part of the overall MTFP delivery.

6 Establishment Changes

- 6.1 The Police establishment was uplifted in 2025/26 for an additional 68FTE officers as part of the NHP Uplift initiative. It was expected that additional posts will be required in 2026/27 and beyond as part of the governments election mandate to increase police officer, PCSO and Specials by 20,000. However, at this stage we do not have any details as to what the requirements are likely to be or how the posts will be funded and so at this time we cannot plan to increase our numbers.
- 6.2 We are currently estimating to be circa 80 Officers over establishment at the end of 2025/26, we have not reflected these in our forecast establishments as we do not know what the NHP requirements will be from Government. Should funding and growth be a requirement of the NHP Fund, then we will be in a strong position with our over establishment to meet the demand and will adjust our establishments as appropriate. Likewise, if there is no additional funding or requirement, we will be able to react in early 2026/27 to reduce our actual numbers back to the target establishment levels set out below.
- 6.3 The forecast establishment levels are therefore static at this stage for the period of the MTFP:

	Head Count				Budgeted FTE			
	2025/26	2026/27	2027/28	2028/29	2025/26	2026/27	2027/28	2028/29
Agreed Baseline (PUP)	4,978	4,978	4,978	4,978	4,563	4,563	4,563	4,563
NHP Grant Estimates	68	68	68	68	68	68	68	68
Revised HO Targets	5,046	5,046	5,046	5,046	4,631	4,631	4,631	4,631
Agreed Additionality	31	31	31	31	31	31	31	31
Force Targets	5,077	5,151	5,225	5,299	4,662	4,736	4,810	4,884

6.4 The current Police Staff and PCSO establishments (FTE) are shown below, together with the applied vacancy factors that have been factored into the financial budgets for 2026/27.

	Police Staff FTE	PCSOs FTE
Opening Establishment	3,120	263
Efficiency Savings	-55.33	
2026/27 Revised Establishment	3,065	263

	Police Staff FTE	PCSOs FTE
Current Gross Vacancies	147	9
Temps in Permanent Positions	-52	0
Vacancy Posts Taken as Efficiencies	-17	
Net Vacancies	78	9
Combined Vacancy Factor Rate	2.62%	
Vacancy Factor FTE	87	
Vacancy Factor £	-£4,750,000	

7 OPCC Budgets

7.1 The budget directly controlled within the OPCC is planned to increase by £0.2m (net of direct external funding). This includes £0.05m due to additional costs for police officer misconduct hearing panels following legislative changes and increased volumes; £0.09m for payroll increases due to annual pay rises and £0.03 for external audit costs

8 Budget Risk & Uncertainties

8.1 As with all planning and assumptions, there are a number of risks and issues which have yet to, or cannot be, quantified. These are highlighted and explained below in the National and Local subsections:

National

8.2 We have only received a one-year funding settlement so grant figures beyond 2026/27 are only estimates. The MTFP is based on a 1% cash uplift

in grant for future years; this equates to circa £3.5m per year. As the 2026/27 settle was vastly different to that expected from the CSR, we have taken a cautious approach to future years funding to reflect the uncertainty that is surrounding funding and hence the option of only 1% per annum.

- 8.3 The Home Office is undertaking an efficiency review of forces commercial activities (CECP) the outcomes of this review and the implications for future funding settlements are unknown.
- 8.4 There is still a drive through Government to uplift Officer numbers, with specific grant funding being attached to those uplifts, should this continue into future years then a holistic approach to savings opportunities could lead to reverse civilianisation's.
- 8.5 Given the current economic conditions Pay Inflation could be significantly higher than the 3.0% budget provision. A 1% increase would add an additional circa £5.4m (fyi) to the overall pay budget and create a deficit from year 1. Following the CSR the government has made it clear that there will not be any additional funding for pay awards in excess of budgeted / affordable levels (as we have received in previous years) so any increase above the 3% we have budgeted for would have to be funded from reserves in the short term with additional savings/cuts in the longer term.
- 8.6 A review of the National Funding Formula is still required and was in progress, but no indicative timeline is available. The impact on TVP could be positive or negative but we would expect some transitional arrangements to mitigate significant grant changes.
- 8.7 The current low value of the £GB could lead to increased costs, especially around USD priced goods or services such as software licences.
- 8.8 The Impact of Government decisions on the demand for policing is not factored within our growth estimates. For example, the Sentencing Act will increase the local policing requirement, an initial very high-level estimate puts this at a cost of £400m for the service.

Local

- 8.9 Dependent on the NHP Grant requirements, recruitment of specific staff groups could be challenging, especially if the requirement is to increase PCSOs. Officer recruitment is currently based on maintenance of establishments, however retention of Officers is always challenging, especially if neighbouring forces are also looking to grow in Officer numbers.

- 8.10 With the high level of recruitment over the last few years, the average length of experience had reduced but is now stabilising with retention having improved and recruitment levels slowing down. Currently the average length of service for Neighbourhood Police Constables is 8 years 10 months.
- 8.11 Depending on future years settlements additional savings programmes will need to be initiated to ensure the financial stability of the force over the coming years, whilst striking a balance between service delivery and cost of delivery.
- 8.12 Unquantified demand, whether new operational demand or investment requirements, for example to utilise a national technology initiative, may impact on the estimates presented today.

9 Report Conclusions and Recommendations

- 9.1 The MTFP is based on a set of realistic assumptions and provides our best judgement of the financial position as it currently stands. The proposals within the MTFP ensure that resources are targeted towards priority business areas that support the delivery of key strategic objectives or are necessary for the effective management of policing risk.
- 9.2 Given the current economic conditions information is changing very rapidly, for example interest rate forecasts, and there are a number of significant uncertainties and risks over information which is currently unavailable and outside of the control of the force. The most significant relates to the level of 2026 pay awards which will not be known until the middle of the year and the fact, that we have only received a one-year settlement.
- 9.3 We still face considerable capacity and financial challenges so improving future productivity and efficiency is going to be key. For example, investing in our Digital Strategy and our Enabling services will be vital to improving our services to the public as well as reducing our underlying costs. Our continued focus on the productivity strategy, based on the foundations of the Force Review, will require additional savings programmes, not only meet the HO requirements, but to ensure we continue to focus the maximum level of resources on our priorities.
- 9.4 The recommendation today is therefore to support the future strategic objectives of the PCC and TVP by increasing Band D council tax by the full £15 for 2026/27, together with the utilisation of the force reserves as stated.

10 Legal comments

10.1 The MTFP is an integral part of the overall budget package which the PCC must consider each year. These reports are presented to the PCC, in compliance with the requirements of the Prudential Code and will demonstrate that capital investment plans are affordable, sustainable and prudent.

11 Equality comments

11.1 No specific implications arising from this report.

List of Appendices:

Appendix 1 – Summary of 2025/26 Budget

Appendix 2 – Comparison of Council Tax Band D Values

Appendix 3 – 4 Year MTFP

Appendix 4 – Letter from CC to PCC re Public Benefits

Appendix 5 – Detailed View Of I&P Reserve Transactions

Appendix 5A – Summary of Reserve Funded Growth

Appendix 6 – Summary of General and Useable Reserves

Revenue Budget Summary 2026/27

	2025/26 Budget	Inflation	Savings	Virements	Growth	2026/27 Budget
PCC Controlled Expenditure						
Commissioned Services	£3,636,000	£271,692	0	0	-271,692	£3,636,000
Democratic Representation	£200,177	£7,702	0	0	621	£208,500
OPCC	£2,101,793	£98,316	0	0	-4,609	£2,195,500
Other Costs	£380,400	£9,510	0	0	95,090	£485,000
	£6,318,370	£387,220	0	0	-180,590	£6,525,000
TVP Operational Budget - Direction and Control of Chief Constable:						
Employees	£531,878,195	£25,862,039	-2,266,699	0	6,875,076	£562,348,611
Premises	£20,445,727	£762,589	0	0	1,875,090	£23,083,406
Transport	£12,343,060	£432,052	0	0	-1,066,806	£11,708,306
Supplies & Services	£85,663,845	£1,774,502	-2,627,446	0	-5,616,717	£79,194,184
Third Party Payments	£27,993,636	£873,134	0	0	581,837	£29,448,607
Force Income	-£48,278,543	-£133,170	-17,196	0	-953,481	-£49,382,390
Specific Grant	-£44,376,066	£0	0	0	-6,093,042	-£50,469,108
	£585,669,854	£29,571,146	-4,911,341	0	-4,398,043	£605,931,616
Net Capital Financing Costs:						
Capital Financing	£16,690,268	£0	0	0	-687,911	£16,002,357
Interest on Balances	-£5,000,000	£0	0	0	-1,000,000	-£6,000,000
	£11,690,268	£0	0	0	-1,687,911	£10,002,357
Appropriations to/from Balances:						
Appropriations	-£9,511,028	£0	0	0	9,210,999	-£300,029
	-£9,511,028	£0	0	0	9,210,999	-£300,029
Cost of Services	£594,167,464	£29,958,366	-4,911,341	0	2,944,455	£622,158,944
Funded By:						
Council Tax - Surplus on Collection	-£2,750,000	£0	0	0	0	-£2,750,000
Council Tax Precept Income	-£278,885,729	£0	0	0	-19,201,480	-£298,087,209
Formula Grant	-£93,918,062	£0	0	0	-6,875,012	-£100,793,074
Legacy Council Tax Grants	-£15,278,329	£0	0	0	0	-£15,278,329
Police Current Grant	-£203,335,344	£0	0	0	-1,914,988	-£205,250,332
	-£594,167,464	£0	0	0	-27,991,480	-£622,158,944
Total Funding	-£594,167,464	£0	0	0	-27,991,480	-£622,158,944

Appendix 2 - England Police Precept (Band D) and Income by Source

	Precept		Precept Income (£m)	Total Income (£m)	Precept/Total 2025/26
	2024/25	2025/26			
Avon & Somerset	£279.20	£293.20	177.6	439.7	40%
Bedfordshire	£265.09	£279.09	66.2	168.3	39%
Cambridgeshire	£285.48	£299.43	93.0	209.9	44%
Cheshire	£262.94	£276.94	111.9	282.9	40%
City of London			-	92.9	0%
Cleveland	£303.73	£317.73	52.7	189.3	28%
Cumbria	£310.05	£324.00	61.5	158.0	39%
Derbyshire	£279.60	£293.60	100.5	261.5	38%
Devon & Cornwall	£274.50	£288.20	192.2	464.1	41%
Dorset	£293.58	£307.58	96.1	194.8	49%
Durham	£268.24	£282.24	52.1	178.3	29%
Essex	£246.42	£260.37	176.9	434.1	41%
Gloucestershire	£308.08	£322.08	79.6	169.3	47%
Greater Manchester	£256.30	£270.30	222.2	871.2	26%
Hampshire	£261.46	£275.46	200.7	493.6	41%
Hertfordshire	£251.00	£265.00	124.4	299.7	42%
Humberside	£281.18	£295.17	86.9	270.5	32%
Kent	£256.15	£270.15	183.7	459.8	40%
Lancashire	£263.40	£277.40	130.9	417.4	31%
Leicestershire	£286.23	£300.23	105.1	272.9	39%
Lincolnshire	£304.20	£318.15	78.9	174.5	45%
Merseyside	£264.97	£278.97	111.3	482.7	23%
Metropolitan Police	£305.13	£319.13	1,028.4	3,807.1	27%
Norfolk	£315.90	£329.85	106.9	239.2	45%
North Yorkshire	£306.86	£320.86	104.0	218.4	48%
Northamptonshire	£306.04	£320.04	84.4	194.3	43%
Northumbria	£181.84	£195.84	82.9	422.2	20%
Nottinghamshire	£282.15	£296.10	101.0	301.6	33%
South Yorkshire	£251.04	£265.04	100.1	378.7	26%
Staffordshire	£273.57	£287.57	106.3	280.9	38%
Suffolk	£275.58	£289.53	79.8	184.3	43%
Surrey	£323.57	£337.57	177.8	328.3	54%
Sussex	£252.91	£266.91	177.3	423.0	42%
Thames Valley	£269.28	£283.28	278.9	627.4	44%
Warwickshire	£289.71	£303.71	68.9	149.0	46%
West Mercia	£277.50	£291.50	138.0	318.9	43%
West Midlands	£215.55	£229.50	175.4	846.9	21%
West Yorkshire	£249.28	£263.28	182.6	659.6	28%
Wiltshire	£269.27	£283.27	77.6	171.6	45%
Average (weighted)	£277.07	£291.05			34%

Income: Home Office Government Grant Data

	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>
Annual Opening Budget	£594,167,464	£622,158,944	£646,552,909	£669,264,686
Inflation				
General Inflation	£1,613,263	£1,224,853	£1,247,868	£1,276,364
Police Pay Inflation	£16,290,087	£10,348,322	£12,082,818	£8,092,983
Police Staff Inflation	£9,525,921	£5,432,954	£5,118,083	£4,474,847
Specific Inflation	£2,529,095	£2,922,545	£3,013,207	£2,616,460
Total Inflation	£29,958,366	£19,928,674	£21,461,976	£16,460,654
Productivity Plan Savings				
Efficiencies Board	-£2,845,330	-£2,400,000	-£2,100,000	£0
Enabling Services	£0	-£500,000	-£500,000	-£500,000
Other Savings	-£250,082	-£359,302	-£16,764	-£17,750
Savings Delivery Board	-£1,815,929	-£1,000,000	-£1,000,000	-£1,500,000
Total Productivity Savings	-£4,911,341	-£4,259,302	-£3,616,764	-£2,017,750
Prior Years Growth				
Reduction/Removal of Prior Growth				
186 ICT - System Upgrades and Development Programme 2023/24	-£46,250	£0	£0	£0
209 McCloud Remedy Costs - Phases 3&4	-£256,021	£0	£0	£0
Operational Delivery				
162 Data Quality Development	£8,406	£0	£0	£0
165 Forensics Improvement Programme	-£70,301	£0	£0	£0
314 NHP Grant - Year 1 Continued	-£6,093,042	£0	£0	£0
315 NHP - Increase of 68 Officers Year 1	£5,262,596	£0	£0	£0
Technology Investment				
256 Data & Systems Roadmap Implementation	-£60,933	-£163,825	£0	£0
Prior Years Growth	-£1,255,545	-£163,825	£0	£0
Committed & Statutory Growth				
Pay & Allowance Adjustments				
178 PCSO Vacancy Levels	£0	£0	£0	£0
317 Increase for CM Pay Review	£1,100,000	£0	£0	£0
318 Provision for Increase in Police Maternity Pay Spend	£1,218,675	£0	£0	£0
327 Police Staff Pension Actuarial Review	-£1,335,063	-£1,335,465	-£1,336,399	£0
Service Delivery & Compliance				
180 Review of Interest Receipts	-£1,000,000	£1,000,000	£0	£0

184	Review and Alignment of Budgets Following Detailed Spend Analysis and Forecasts	£920,391	£200,000	£0	£0
319	Increase in Legal Costs Associated with Volume of Cases	£411,050	£0	£0	£0
321	Growth for Increase in Employee Insurance Fund Contributions	£500,000	£0	£0	£0
323	Increase in MRP And Loan Interest Funded through Estates Reserve Adjustment	£243,168	£0	£0	£0
325	Funding for Health and Safety Equipment	£100,000	£0	£0	£0
326	TASER Refresh Programme - Rephasing of Spend	£186,309	£200,617	£200,617	-£694,872
Committed & Statutory Growth		£2,344,530	£65,152	-£1,135,782	-£694,872

New Proposed Revenue Growth

Improving Victim Services

340	Funding for Vigilant + and Family Matters	£275,000	£0	£0	£0
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Infrastructure & Investing for Future Delivery

260	Provision for Future Essential Growth	£0	£2,000,000	£2,000,000	£2,000,000
328	OCR / SOH	£39,563	-£39,563	£0	£0
329	NICHE DCF	£225,000	-£225,000	£0	£0
330	CM Mapping / ESRI	£867,593	-£725,099	£0	£0
331	Agentic AI	£104,719	-£77,338	£0	£0
332	Protective Monitoring	£178,145	-£49,917	£2,347	£1,972
333	ESMCP	£89,240	-£50,962	£0	£0
334	CM Futures	£643,738	-£308,458	£0	£0
342	Increase in DRF for move to EV Vehicles	£0	£0	£1,000,000	£2,000,000

New Proposed Revenue Growth		£2,422,998	£523,663	£3,002,347	£4,001,972
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Growth Funded From Reserves

Growth Funded From I&P Reserve

220	Contact Management Retention Bonus Scheme	-£300,000	£0	£0	£0
261	Growth Items Funded from Reserves	-£674,201	-£553,966	£0	£0
276	Funding for Two Additional SOLO Staff Members	-£46,100	£0	£0	£0
283	Operation Olympus - National Investigation regarding the Post Office	£0	-£260,000	£0	£0
288	Funding for Implementation of Temperature Sensors for Evidence Freezers	-£50,000	£0	£0	£0
292	Windows 11 Upgrade	-£1,099,860	£0	£0	£0
293	MOPI RRD	-£450,835	£0	£0	£0
295	One Year Funding for a Strategic Analyst	-£30,000	£0	£0	£0
296	WPN Outsourced Support	-£47,500	£0	£0	£0
297	Pronto Printers	-£53,000	£0	£0	£0
320	One off Property Costs to be Funded From Reserves	£196,231	-£196,231	£0	£0
324	Funding for One Year Costs in Relation to ICT Moving From BT to Telent	£897,258	-£897,258	£0	£0
338	Repairs and Maintenance Growth - Sulhamstead	£1,695,500	-£940,500	-£755,000	£0

Growth Funded From General Reserves

74	Police Officer Reserve Funding for Bank Holidays	£471,747	-£952,930	£726,586	£0
75	Police Staff Reserve Funding for Bank Holidays	£82,556	-£166,763	£127,152	£0
Appropriations From Reserves					
84	Appropriations to/from the I&P Reserve	-£37,493	£2,847,955	£755,000	£0
85	Appropriations to/from General Balances	-£554,303	£1,119,693	-£853,738	£0
<i>Growth Funded From Reserves</i>		£0	£0	£0	£0

Other Reserve Movements

I&P Reserve Funded

271	Contribution to Inflation Contingency in I&P Reserve	-£2,200,000	£0	£0	£0
313	Appropriation for Final Council Tax Shortfall	£775,243	£0	£0	£0
316	NHP Grant Appropriation to I&P Reserve	£830,446	-£830,446	£0	£0
339	Reserve Funding for Growth Projects in 2026/27	-£2,053,002	£2,053,002	£0	£0

Estates Strategy Funded

274	Estates Borrowing and Interest Provision	£4,156,832	£5,000,000	£3,000,000	£2,000,000
341	Reduction in Financing Provision due to Capital Programme Delays	-£2,077,047	£2,077,047	£0	£0

<i>Other Reserve Movements</i>	-£567,528	£8,299,603	£3,000,000	£2,000,000
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Annual Net Budget Requirement	£622,158,944	£646,552,909	£669,264,686	£689,014,690
Annual Cash Budget Increase	£27,991,480	£24,393,965	£22,711,777	£19,750,004
Annual Percentage Budget Increase	4.71%	3.92%	3.51%	2.95%

Funding Changes

Annual Opening Funding	-£594,167,464	-£622,158,944	-£644,435,276	-£667,244,211
Police Grants				
69 Police Grant Funding Changes	-£1,914,988	-£1,934,138	-£1,953,480	£0
70 Formula Grant Funding Changes	-£6,875,012	-£1,638,862	-£1,655,250	-£3,644,817
Total Police Grants	-£8,790,000	-£3,573,000	-£3,608,730	-£3,644,817
Council Tax				
71 Council Tax Precept Changes	-£14,990,305	-£14,202,215	-£14,416,668	-£14,634,360
73 Council Tax Base Changes	-£4,211,175	-£4,501,117	-£4,783,537	-£5,073,460
Total Council Tax	-£19,201,480	-£18,703,332	-£19,200,205	-£19,707,820
Total Change in Funding	-£27,991,480	-£22,276,332	-£22,808,935	-£23,352,637
Total Annual Funding	-£622,158,944	-£644,435,276	-£667,244,211	-£690,596,848

Annual Shortfall / (Surplus)	£0	£2,117,633	-£97,158	-£3,602,633
Cumulative Shortfall / (Surplus)	£0	£2,117,633	£2,020,475	-£1,582,158



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Thames Valley Police Public Benefits Realisation

Change has remained a constant for Thames Valley Police, with the last year continuing the momentum established in the preceding 12 months. The Local Command Units (LCU) are now live and we continue to embed the changes across the force, including the uplift of PCs in Neighbourhood Teams, the introduction and staffing of Harm Reduction Units (HRU), alignment of Domestic Abuse Investigation Units (DAIU) to the LCU model and alignment of the Criminal Investigation Department (CID) and Priority Crime Team (PCT) shift patterns. While implementing these changes and delivering in key areas across the force, we have had to effectively prioritise limited funding to critical areas to meet operational and organisational priorities and to ensure protecting our communities remains at the heart of our strategic decision making.

There has also been significant focus on several areas for improvement, as identified in previous HMICFRS thematic and PEEL inspections, as we welcome HMICFRS inspectors into the force in the run up to our next PEEL inspection in March. Investment in the below areas will continue to help us mitigate some of the critical risks so that protecting our communities continues to be at the heart of everything that we do.

The below areas of investment support the PCC's Crime Fighting Plan 2024-2029, prioritising protecting communities, protecting people and protecting property.

1. Protecting Communities

1.1 Through a combination of investment and reassignment of resources, significant improvements have been made by our Local Policing teams to strengthen our GRIP/Hotspot (Op Rasure) initiative.

- The Geographic Information System (GIS) Lead and Violence Reduction Development Officer (VRDO) roles are now part of the establishment, previously only existing through Home Office funding. This has enabled neighbourhood officers to focus efforts accurately where there is most likely impact on reducing crime, by mapping out hotspot areas using crime data analysis. Thames Valley Police are recognised as one of the best performing forces in hotspot policing delivery by the Home Office, exceeding Home Office targets this year.
- An Op Rasure/Op Purchase Sergeant post has also been introduced through restructuring the team as a direct result of this investment. The Community Policing post plays a vital part in strengthening and supporting several key areas of focus for Thames Valley Police and the PCC's Crime Fighting Plan, including:
 - Overseeing the knife surrender campaigns, Op Sceptre and Op Deter, with a further reduction in knife crime of 9% this year.
 - Supporting force wide delivery of other serious violence initiatives.
 - Coordinating delivery of Op Purchase and periods of action across TVP.



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The changes have enabled delivery to continue without impacting overall performance and the Home Office is currently looking at Op Deter as a potential model to roll out nationally.

- Youth Early Intervention & Prevention Sergeant and PC roles are enabling work previously funded within the Violence Prevention Partnership, primarily focussing on the delivery of Op Paramount (identification and support for children with a parent in prison). Op Paramount has been identified as good practice by the Home Office who are keen to fund a national roll out. These roles:
 - Hold wider responsibility within Community Policing for early youth intervention and prevention work.
 - Play a key part in reviewing how we use our schools' officers in TVP, reviewing the Safer Schools Partnership offer, ensuring we are working to national best practice and in support of the OPCC Education Strategy.
 - Have supported early intervention work such as Tall Ships.

The investment has enabled key areas of work to continue by permanently funded resource and several of the areas of work have been identified as good practice with potential for national rollout.

1.2 Investment was secured for a BB4 police staff (Inspector equivalent) Strategic Intelligence Analyst post to ensure the force has the capability of providing an evidence-based picture of the key threats and risks that the force may face in the future. The Strategic Analyst post has been invaluable to Crime and Intelligence in a number of areas:

- Delivering the Force Strategic Assessment (FSA), Control Strategy and Intelligence Requirement.
- The Control Strategy and plan will drive tactical and strategic tasking, set force priorities for the year, provide an accurate intelligence picture of threat, harm and risk to inform strategic objectives and enable benchmarking against regional and national trends.
- The analyst has produced profiles such as the Serious Organised Acquisitive Crime Profile which supports the FSA development and has strategically assessed thematic risk by applying MoRiLE (Managing of Risk in Law enforcement) scoring to crimes.

The overarching picture of threat harm and risk is now clearer for Thames Valley Police which is essential for operational planning, given our limited resources, to ensure our efforts are directed effectively and efficiently to maximise outcomes and bring offenders to justice.

2. Protecting People

2.1 Investment was secured to supplement a Home Office grant for a Detective Inspector and two Detective Sergeants, to compliment an established Domestic



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Abuse (DA) team. This small but effective team have driven significant improvements in the following areas:

- A number of efficiency savings have been identified and implemented in the approach to the Domestic Violence Disclosure Scheme (DVDS), known as Clare's Law, including:
 - Moving the administration of DVDS applications to the HRU,
 - Utilising Teams for remote appointments in place of travelling to meet face-to-face,
 - The introduction of Robotic Process Automation (RPA) to produce research reports for NICHE information.
- Despite a year-on-year increase in demand, with DVDS applications up by 59%, there has been a 263% increase in the number of disclosures made within 28 days of the application, increasing our compliance:
 - From 31% to 71% for Right to Ask and,
 - From 32% to 53% for Right to Know.
- Development of a DA Blueprint to support local DA investigation which has contributed to a year-to-date increase of 5% in DA positive outcomes.
- Work with the Digital Forensics Unit (DFU) to widen the use of mobile phone kiosks in DA cases, including an uplift in the Domestic Abuse Investigation Unit (DAIU) and HRU officers trained.
- Development and successful implementation of a Conditional Cautioning scheme for standard risk DA perpetrators to address offending behaviour.
- Delivery of Statutory Case Review training to senior leaders in collaboration with the Service Improvement Investigation Review Team (SIIRT).
- Increased the number of Stalking Protection Orders (SPO) issued by 64 since September 2022, providing early, proactive safeguarding for victims and communities.
- Specialist tactical advice surgeries delivered to the Officer in Case (OIC) for stalking investigations.

The additional investment in our Domestic Abuse team has been vital in enabling Thames Valley Police to meet rising demand, improve victim safeguarding, and deliver faster, more effective outcomes. The improvements made not only strengthen our operational capability but also build public trust and confidence, ensuring that protecting vulnerable people remains at the heart of our policing priorities.

2.2 Partial funding was also agreed for an investment to improve our drone capability. This has allowed both Thames Valley Police and Hampshire & the Isle of Wight Constabulary to retain the current model with some minor adjustments that ensure staff welfare, a focus on health and safety and a refocus of secondary skill sets.



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Refreshing the model has reduced the secondary skill pilot numbers, however the team have seen several advantages to this, including:

- Increase in flight safety by removing some secondary pilots
- Improved capability of remaining pilots
- Any excess drones from departments with a reduced number can be redistributed which has improved servicing timescales.

The enhancement of our drone capability has delivered far-reaching benefits. By improving flight safety, redistributing excess drones, and increasing pilot proficiency, this investment has strengthened our ability to respond more effectively and to more incidents. Drones now play a critical role in supporting a number of operations and provide real-time situational awareness to officers on the ground.

3 Protecting Property

3.1 As highlighted in section 1, an additional Sergeant post has been secured as part of the GRIP/Hotspot investment bid. This post plays a pivotal role in supporting the PCC's Crime Retail Strategy and TVP's Retail Crime Delivery Plan 2025-28, coordinating delivery and periods of activity across the force. The strategy will improve TVP's ability to target organised retail crime and accurately target high harm areas. This will also support the development of a standardised toolkit for officers and partners to bolster retail crime prevention capabilities. As reported in November's Force Performance Group meeting, we are already seeing the benefits of this investment, with the year-to-date retail crime positive outcome rate at 27%, up 351 from the same period last year.

4 ICT Infrastructure Improvements

4.1 Regular investment in ICT products and services remains a priority when considering the maintenance of current systems, upgrading requirements for those at the end of life and areas we are seeking to improve. In particular, the critical activity required to stabilise systems or applications to reduce delays to the public, to maintain services and to reduce the risk of cyber or ransomware attacks. A number of ICT projects have been implemented this year:

Windows 11 update has now been rolled out across the force as Microsoft no longer provide regular security updates or technical support for Windows 10 devices. The migration has mitigated significant risk to the force's operational security and efficiency. The project delivered 'over the air' upgrades to the estate where possible, with remaining end of lifecycle devices being replaced with new, Windows 11 compatible devices. This investment has delivered tangible cost-avoidance benefits and ensures security risks to the estate are minimized.



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End User Device Services

The investment has significantly enhanced Thames Valley Police's operational efficiency and technological resilience. By stabilising the workforce, modernising device infrastructure and introducing innovative lifecycle management strategies, the force has improved reliability, reduced costs, and ensured alignment with future priorities. These changes deliver tangible benefits for both frontline and back-office operations, supporting a cost-effective and high-performing environment. Key benefits include:

- Workforce Stabilisation and Cost Reduction
 - Converted six temporary staff to permanent roles, reducing recruitment and onboarding costs.
 - Progressed seven of fifteen roles, including a Transform Lead, to streamline service delivery.
- Technology Enablement
 - Improved device reliability and performance, reducing faults and enhancing user experience.
 - Collaboration across teams ensures device refresh aligns with force priorities.
- Revenue generation through a partnership with a new disposal supplier to increase revenue from decommissioned equipment.
- Lifecycle Management Innovations
 - Ongoing refresh programme for the next three years.
 - Development of a revised five-year refresh forecast incorporating cloud-based devices for lower cost and greater flexibility and AI-driven self-healing capabilities to extend hardware lifespan and reduce failures.

5 Key Enablers

5.1 After funding was secured, it was agreed that a restructure of the Occupational Health (OH) and Welfare Services Unit would take place to ensure that it meets the needs of the organisation, adds value and has the necessary service provision in place to support the growing demands the department has seen in recent years. The restructure led to additional Welfare, Advisor and Admin roles being introduced; the re-evaluation of clinical roles and a refresh of other roles in the unit to ensure that they reflect the responsibilities and expertise required.

With the new structure being implemented, the team are working towards a number of key priorities, including:

- Improving standards and compliance with the aim of achieving Oscar Kilo Occupational Health foundation standards by March 2026.



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- Strengthening governance and quality assurance by introducing clinical and administrative line manager audits and peer reviews.
- Encouraging workforce development, ensuring regular and effective CPD for clinical teams through senior clinician oversight and expanded psychological screening to strengthen wellbeing support.
- Improving process and technology with the launch of the Cority (OH system) with manager referral module and individual access that will reduce admin tasks.
- Enhancing Performance data and monitor through Force Performance Group.

Thanks to the additional funding, 66% of this work is complete with the aim for 100% completion by end of March 2026. This will significantly improve the force's ability to ensure our people are fit, well and ready to serve and protect our communities.

5.2 Further investment in Thames Valley Police's Foundation Training resources confirmed funding for nine police staff (sergeant equivalent) trainer posts (previously funded through uplift). The posts support compliance in quality standards and national directed curriculums, set by the college of policing, and provide the bedrock in ensuring professional policing skills are delivered at the highest standards. This has driven improvements in many areas, including and in addition to the benefit predicted last year:

- Increased the professional skills and knowledge of our officers and staff, to better support the protection of our communities.
- Quality delivery of Learning and Development (L&D) in Thames Valley Police, recognised through Ofsted reporting, Shrievalty recognition and Apprenticeship deliveries in the UK.
- Effectiveness in recognising and building upon the force Diversity and Inclusion work, delivering tangible confidence to the public of our drive within policing to recognise diversity.

6 Other

6.1 Investment in the Professional Standards Department (PSD) has allowed for a small increase in resources for the team. A Counter Corruption Unit (CCU) Detective and a BB4 police staff Conduct Proceedings Manager. The increase in resources has led to:

- The wait time for misconduct meetings reducing by nearly 50% compared to the same period last year, enabling the force to complete more meetings so far this financial year than in the whole of 2024/25.
- The backlog of misconduct hearings and meetings reducing significantly due to a more evenly distributed workload.



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- An improvement in staff morale, with the confidence that this will improve even further once the new team members are operating effectively.

The investment also allowed the department to revise the spend to increase the two current PSD Support Managers to full time posts. This has also helped significantly with workloads and backlogs across the department. As the structural changes take effect, clear and measurable benefits are anticipated in the months ahead. The outlook is positive and will further strengthen the force's ability to maintain a workforce that meets the highest standards of professional and ethical conduct.

7 Future Funding and Investment

7.1 This year Thames Valley Police face a challenging savings plan and minimal growth. Having carried out rigorous demand prioritisation exercises, we are seeking investment in the areas below:

Fire Safety Improvement and First Aid

- Training costs for CCMT and Senior leaders in relation to their responsibilities for fire safety.
- Maintenance remediation costs and additional security guard cover at Sulhamstead.
- Additional training for the H&S Manager and H&S Assurance and Incident Officer to ensure sufficient competence to support the diverse estate in relation to fire safety.

AIU next steps project to specialise in remote video response (RVR) investigation

- GoodSam (RVR) licenses will be secured to fully standardise and significantly improve response and investigation processes.
- Optimal estate usage which will reduce physical office space by enabling effective remote working and investigation, delivering cost savings and operational flexibility.
- Enhanced supervisory capacity as resources are freed to focus on performance and leadership oversight.
- Improved working environment to create practical, welfare-orientated spaces to support wellbeing and productivity.
- Delivery of a new investigation system that provides better continuity to victims while improving statement taking, evidence capture and secondary research, resulting in better outcomes.
- Integration of Crime Data Accuracy Team to improve crime management and Niche compliance for the Force.
- The expectation is that these changes will significantly improve force performance in a number of areas (including response times, victim satisfaction and outcome performance).



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Agentic AI

- This investment will allow the Tier 1 Digital Support Desk to automate the 6000 simple ICT requests received annually to deliver a substantial annual saving and also provide a better, 24/7 service to officers and staff across the organisation.
- There is also the potential to expand further by other products such as CMP, PRONTO, ESRI, BWV and DEMS as well as our main ICT service desk.

Family Matters

- The program will protect officer wellbeing by removing the emotional burden of supporting distressed families after arrests.
- It will enable support for 100+ families annually and will ensure continuity of service beyond March 2025.
- Specialist family support will be provided, that is currently unavailable through any other statutory service which will reduce trauma and long-term harm to children.
- The program has gained national recognition and funding will maintain Thames Valley Police's pioneering approach to safeguarding and staff resilience in high-trauma roles.

CM Futures – Phase 1 (Discovery)

- The programme will deliver a better routing experience for the public, increasing their ability to self-serve and will achieve higher first-time resolution rates while reducing wait times for 101 and online services.
- It will improve the user experience for call handlers by automating high-volume, low-complexity calls, allowing them to focus on more meaningful interactions.
- Contact handlers will be able to concentrate on listening to callers rather than data entry, which will enhance professional curiosity, questioning, and listening skills.
- The quality of information obtained will improve, leading to better outcomes for both the public and the organisation.
- Reduced handling time for 999, 101, and online submissions is expected to release up to 43,760 operational hours, equivalent to 32.7 full-time employees, creating significant efficiency gains.
- The discovery phase will ensure services remain supported, improve system stability, and explore potential new capabilities to future-proof operations.

Vigilant+

Thames Valley Police remain committed to ensuring the continuity of Vigilant+ and are currently awaiting confirmation of Home Officer funding, which will confirm how we are able to secure its future.

ICT Infrastructure Improvements and Critical Equipment Refresh



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As highlighted above, regular investment in ICT products and services remain a priority. This year's planned ICT digital tools and infrastructure improvements to support areas of the force strategic plan and the PCC's Crime Fighting Plan are:

- Contact Management ESRI Mapping
- Legacy LAN Wifi
- Niche DCF Upgrade
- OCR iHub (Single Online Home) Upgrade
- Protective Monitoring (VPro) Upgrade
- ICT Network move from BT
- ESMCP

Improvement & Performance Reserve

Type	Improvement & Performance Reserve	Budget Book Ref	2026/27	2027/28	2028/29	2028/29
			Requirement	Requirement	Requirement	Requirement
	Opening Balance		£12,685,238	£2,859,727	£2,104,727	£2,104,727
Funding Into Reserve:						
Rev	Transfer to Strategic Efficiency Improvement		-£5,000,000	£0	£0	£0
Rev	NHP Grant - Surplus Year 2	316	£830,446	£0	£0	£0
			-£4,169,554	£0	£0	£0
Spending From Reserve:						
Rev	EBM Strategy / Replacement	261	-£553,966	£0	£0	£0
Rev	Funding for Op Olympus	283	-£260,000	£0	£0	£0
Rev	ICT Talent One off Costs	324	-£897,258	£0	£0	£0
Rev	Property One Off Costs	320	-£196,231	£0	£0	£0
Rev	OCR/SOH	328	-£39,563	£0	£0	£0
Rev	NICHE DCF	329	-£225,000	£0	£0	£0
Rev	CM Mapping / ESRI	330	-£772,597	£0	£0	£0
Rev	Agentic AI	331	-£104,719	£0	£0	£0
Rev	Protective Monitoring	332	-£178,145	£0	£0	£0
Rev	ESMSP	333	-£89,240	£0	£0	£0
Rev	CM Futures	334	-£643,738	£0	£0	£0
Rev	Sulhamstead Works		-£1,695,500	-£755,000	£0	£0
			-£5,655,957	-£755,000	£0	£0
	Sum of Revenue Contributions		-£9,825,511	-£755,000	£0	£0
Proj	Project Spend Brought Forward	In Year	£0	£0	£0	£0
Proj	Project - Change of ICT Recharge	In Year		£0		
Proj	Property Projects	In Year	£0	£0	£0	£0
	Sum of Capital and Project Contributions		£0	£0	£0	£0
	Closing Balance		£2,859,727	£2,104,727	£2,104,727	£2,104,727

Appendix 5A - Summary of Reserve Funded Growth Items 2026/27

Initiative	Budget Book Ref	Cost	Description
EBM Strategy / Replacement	261	£553,966	2 year programme to replace and network the Electronic Breathalyser Machines
Funding for Op Olympus	283	£260,000	Funding to support the National Post Office Enquiry
Prior Year Approved Funding		£813,966	

Property Costs	320	£196,231	Increase in identified property works and maintenance for 2026/27
ICT Network move from BT	324	£897,258	Transition costs for dual running whilst we migrate networks from BT to Telent
OCR/SOH	328	£39,563	Funding to upgrade and streamline links to National Databases
NICHE DCF	329	£225,000	Upgrade to the NICHE Crime database
CM Mapping / ESRI	330	£772,597	Upgrade and rationalise the electronic mapping systems used through the force and in Control Rooms
Agentic AI	331	£104,719	Investment in AI technology to gain the most from our existing systems
Protective Monitoring	332	£178,145	Upgrade of our monitoring systems to be compliant with HMICFR guidelines and protect against corruption
ESMCP	333	£89,240	Initial costs to support the development of the new ESMCP network and digital radios
CM Futures	334	£643,738	Development and improvement of our Contact Management platforms to enable greater efficiency.
Sulhamstead Repairs	338	£1,695,500	Investment to repair and maintain the Sulhamstead training facility estate.

New Prioritised Funding **£4,841,991**

Total I&P Reserve Funding **£5,655,957**

Appendix 6

Summary Of General and Useable Reserves

Reserve	Predicted Closing Balances By Year			
	2025/26	2026/27	2027/28	2028/29
General Reserve	£15,787,100	£16,341,403	£15,776,014	£16,064,363
% of NRE	2.70%	2.71%	2.54%	2.52%
I&P	£12,685,238	£2,859,727	£2,104,727	£2,104,727
CCTV	£615,234	£615,234	£615,234	£615,234
Estates & Custody	£17,079,993	£4,495,931	-£1,459,869	£2,724,788
Strategic Efficiency and Improvement	£0	£5,000,000	£5,000,000	£5,000,000
PCC Efficiency Reserve	£881,732	£534,623	£362,688	£362,688
PCC Enabling Infrastructure	£3,000,000	£3,000,000	£3,000,000	£3,000,000
	£34,262,198	£16,505,516	£9,622,781	£13,807,438
Totals	£50,049,298	£32,846,919	£25,398,795	£29,871,801

Other Reserves

Reserve	Predicted Closing Balances By Year			
	2025/26	2026/27	2027/28	2028/29
Conditional Funding	£4,210,139	£4,210,139	£4,210,139	£4,210,139
Transport Reserve	£1,940,168	£1,940,168	£1,940,168	£1,940,168
Insurance Reserve	£7,176,400	£7,176,400	£7,176,400	£7,176,400
SEROCU*	£7,593,934	£7,593,934	£7,593,934	£7,593,934
Crime Prevention Reserve	£2,702,377	£2,702,377	£2,702,377	£2,702,377
Totals	£23,623,018	£23,623,018	£23,623,018	£23,623,018

* SEROCU - 67% Held on Behalf of Other Forces

Capital Reserves

Reserve	Predicted Closing Balances By Year			
	2025/26	2026/27	2027/28	2028/29
Capital	£8,173,000	£10,838,000	£10,675,000	£11,350,000
Total of All Funds Held	£81,845,316			
	£67,307,937			
	£59,696,813			
	£64,844,819			



Report for Decision to the Performance and Accountability Public Meeting on 22nd January 2026

Title: Four-Year Medium-Term Capital Plan 2025/26 to 2029/30

1 Purpose

- 1.1 Present to the PCC the updated Medium Term Capital Plan (MTCP) for 2025/26 through to 2029/30
- 1.2 This report forms part of the medium-term financial planning which includes the medium-term revenue forecasts and the movement of reserves.

2 Executive Summary

- 2.1 The aim of the MTCP is to support service delivery of the PCC's Police and Criminal Justice Plan and the Force Strategic Plan. The Plan provides the Force infrastructure and major assets through capital investment, enabling the Force to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile. The MTCP is presented as a 4-year forecast in line with the MTFP (Revenue Forecast).
- 2.2 The MTCP presented today shows the full financial costs to deliver the schemes we have identified as our intended direction of travel. Recommended for approval today the MTCP comprises schemes costing **£92.821m in 2025/26** and **£39.384m in 2026/27**, with the **final 3 years** of the plan totalling **£139.921m**. All schemes have several stages within the approval process before final sign off to progress, to ensure VFM and overall affordability.
- 2.3 Long term planning is critical to make sure that we have the financial

resources available to deliver on our long-term plans and aspirations. All financial requirements identified within the capital plan are provided for within our Revenue forecast. A number of the schemes identified within the MTCP timeframe have indicative costs in later years, currently estimated at **£233.628m** years 6 to 11.

- 2.4 The Strategic Estates Group (SEG), in conjunction with and supported by the Estates Portfolio Board (EPB), continue to assess the opportunities and risks facing the organisation across the entire Estates portfolio to future proof our infrastructure for the future demands and financial restrictions. Work continues to review options and assess realistic financial projections for the key linked schemes underpinning our Estates Strategy - the Custody Futures Programme and the Oxfordshire Estates Strategy. These Strategic schemes are agreed as the direction of travel the organisation needs to follow. As we progress, each scheme is considered in detail to ensure value for money and affordability. In recognition of approved in principle, the schemes falling within the next 4 years have been incorporated within the MTCP, however the delivery timeframes extend beyond the MTCP timeframe.
- 2.5 The Custody Futures Programme, a TVP strategic programme to rationalise and renew the TVP Custody estate. Oxfordshire and Milton Keynes (refurbishment) are outside the MTCP timeframe and have scheme costs of £56.8m (see Table 2a).
- 2.6 The key drivers for the Oxfordshire Estates Strategy are the deteriorating conditions of the aging estate, changing operational/legislative requirements, the expiring PFI agreement (Abingdon Police Station) and the post Covid working smart strategy. Scheme costs of £21.956m (see Table 2a) for activities starting after the current MTCP are anticipated currently.

Future Years (current to 5 years 2029/30)

- 2.7 All schemes have been reviewed and refreshed for inflation. The current market conditions are creating significant pressures on the programmes, especially within the construction industry.
- 2.8 The MTCP includes approved schemes in progress, i.e. work has been contracted and there is relative certainty on estimates and, approved plans not yet contracted where estimates could be more volatile to change until contracts are formalised.
- 2.9 EPB have continued to work with the force to establish operational

requirements and property opportunities across the organisation and the Strategic direction of travel. Hence the schemes where funding has been approved in principle have been included within the programme. However, the schemes will not have approval to progress until a full business case is collated and approval is provided through the appropriate boards (EPB for Property, JCG for JICT and JOU and CoG for everything else). Governance has been strengthened by establishing a group of local boards to provide greater support/scrutiny to individual projects, reporting up to EPB for final approvals.

- 2.10 The ICT programmes include updated Refresh budgets (computer replacement cycle, body worn videos and phones) plus retaining funds for the eventual ESMCP radio replacement.
- 2.11 An external review has been received by Chiltern Transport Consortium governance group to identify options to transform our Fleet to Alternative Powered Vehicles (APV's). Estate infrastructure readiness has meant re-phasing anticipated ICE to APV fleet transition costs towards the latter half of the MTCP.
- 2.12 The proposed overall financing of the programme is a combination of direct revenue financing, utilisation of reserves, borrowing for significant property projects which create a long-term asset and the use of Capital receipts. Please note that by the end of the programme we anticipate limited further availability of capital receipts from our finite asset plus substantial ongoing borrowing costs which are being provided for in the Estates Reserve within the MTFP plans. The use of borrowing and revenue contributions is our only option as we do not receive Capital Grant.
- 2.13 The available closing balance in 2029/30 after the activity within the MTCP timeframe is funding of £9.661m plus the Estates Reserve of £9.689m. The later years activity funding sources have also been considered and with a combination of DRF/ Estate Reserve Contribution/ Borrowing and utilisation of finite assets are presented as a balanced programme.

Recommendation:**The PCC is asked to:**

- **Approve the overall 4-year Medium Term Capital plan (2026/27 to 2029/30) at £272.126m for planning purposes and note the associated expenditure of £233.628m (2030/31 to 2035/36) (set out in Table 2).**
- **Approve the slippage of £26.759m from 2025/26 to 2026/27.**
- **Note the capital programme for 2025/26, in the sum of £92.821m as (set out in Table 1).**
- **Approve the annual budget of £38.886m for 2026/27 for planning purposes (as set out in Table 2)**
- **Approve the proposed financing of the capital expenditure as set out in Table 3.**
-

Police and Crime Commissioner

I hereby approve the recommendation above.

3 The Medium-Term Capital Plan 2025/26 – 2029/30

- 3.1 The MTCP builds on the existing capital plan 2025/26 budget of £92.821m (original plan £52.646m). The revised total, including 2025/26, to 2029/30 is £272.126m.
- 3.2 The Force's current and future construction programmes are experiencing significant inflationary pressures. The overall property portfolio reflects substantial increases in Forensic New Build/Atlantic House/Loddon Valley budgets, as well as the cost of delays to future projects such as the new build Maidenhead Custody site. In addition to these bespoke programmes, a 3.0% inflation rise in the construction industry and 4.5% in future years (compounded) and 5.9% vehicle purchase is anticipated for 2026/27 and in future years. Technology has been inflated at 3.68% for specific schemes such as Device refresh 2025/26 and 3% in future years.
- 3.3 The MTCP presented today includes all schemes which have been agreed as our strategic direction of travel, i.e. the Property programme includes Custody Futures and the Oxfordshire Estates Strategy. The

sign off and approval to progress individual schemes is subject to CCMT and the OPCC approval after completion of each stage gate, which includes the creation of a business case, identifying value for money and affordability plus the ratification by appropriate boards e.g. EPB.

3.4 The funding of these capital schemes will be based on the following principles:

- Annual DRF funds will be set aside to fund the replacement and refresh cycles e.g. EUD's and vehicles.
- The Estates reserve will be used to fund significant property schemes which are outside our criteria for borrowing.
- Borrowing will only be undertaken for Property schemes which provide a long-term asset, and it is assumed it will be over 25 years with interest at 5.50%.

In relation to borrowing the assumption is that the proceeds from sales of property will be used to offset capital spend and the repayment of loans.

3.5 The key risks within MTCP include:

- The ambitious Estates strategy and the inherent complexities with schemes of this size.
- Construction and inflationary risks in the Property Market are extensive and hence the programmes could be understated e.g. Custody Programmes.
- Finite asset sales cannot continue to support these programmes into the future. The long-term programme includes £43.7m utilisation of the finite asset sales. However, the hardening in the market could reduce the total receivable plus the timing could influence the borrowing requirements.
- The transition to alternative powered vehicles and the associated infrastructure. This has been reviewed by consultants, and the replacement cycle is based on their recommendations however this will need an annual review to reflect the rapid changes in technology and national infrastructure and there is a risk of achievability and affordability.
- ICT and technology requirements and opportunities over and above EUD replacements have not yet been included. The ICT Digital Strategy for the next 4 years includes potential opportunities/schemes currently unfunded that amount to £21m (using very broad-brush estimate of costs at this

stage). However, some of these schemes may deliver financial savings or replace existing budgets. If any of these schemes are approved in the future, they will be funded from revenue contributions or the new Strategic Efficiency and Improvement Reserve.

4 Current Year 2025/26

4.1 The revised annual Capital budget for 25/26 is £92.821m.

Table 1 - Current Year 2025/26

	Approved MTCP (Jan 2025) £000s	Slippage 24/25 £000s	Budget Changes 2025/26 £000s	Rephasing 25/26 £000s	Revised Budget 2025/26 £000s	Post MTCP Revisions £000s
Property	39,299	638	15,103	-22,811	32,228	
Technology & Business Change	5,805	3,163	-240	-1,491	7,237	
Vehicles	5,913	0	0	0	5,913	
Grants	0	0	45,450	0	45,450	
Equipment	1,629	253	-103	-540	1,239	
	52,646	4,053	60,211	-24,842	92,068	0
Future Schemes	766	321	1,584	-1,917	753	
Total	53,411	4,374	61,795	-26,759	92,821	0

In Year Budget Changes

4.2 The Property budget changes include a new £8m cost estimate for the Data Centre conversion, £5m additional costs for Maidenhead, plus the approval of £0.98m for further fire compartmentation works, and £0.8m increase from updated forecasts for HQ South development.

- CTPSE Grant is always awarded post budget approval and is currently £45.7m actual receivable grant. All spend is fully funded and will be based on activity levels.

Re-phasing

4.3 The complexities in the property and ICT schemes have led to the need for additional negotiations prior to signing the contracts and hence the need to re-phase some of these scheme expenditure into future years.

The PCC is asked to approve the slippage of £26.759m (see **Appendix 1**) into future years.

4.4 Further slippage may occur which will be managed as part of the year end close.

Table 2 - MTCP Budget Summary

Programme	Total Project Budget	2025/26 £'000	Future Years				Total 2025/26 to 2029/30 £'000	Later Years	Scheme Total
			2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000			
Property -									
Western Hub -TVP	7,017	-	-	-	-	-	-	-	-
Western Hub - Other Forces	12,160	38	-	-	-	-	38	-	38
Western Hub - Grants/ Reserves	113	113	-	-	-	-	113	-	113
	19,290	151	-	-	-	-	151	-	151
Atlantic House	30,278	2,633	500	-	-	-	3,133	-	3,133
Forensics New Build	41,929	24,220	2,683	-	-	-	26,903	-	26,903
Taplow	869	(0)	856	13	-	-	869	-	869
Windsor Station	4,961	111	2,775	2,075	-	-	4,961	-	4,961
Custody Futures - Loddon Valley	10,971	1,019	2,743	7,076	110	-	10,949	-	10,949
Custody Futures - Design	371	371	-	-	-	-	371	-	371
Custody Futures - Maidenhead	67,942	200	2,202	2,500	3,700	31,540	40,142	27,798	67,940
Custody - Integrated Security Management	1,265	0	-	-	165	200	365	-	365
EV Charging	6,644	4	700	700	700	700	2,803	3,800	6,603
Fire Compartmentation	3,650	1,185	1,000	914	-	-	3,099	-	3,099
Estates Decarbonisation - survey	189	189	-	-	-	-	189	-	189
Data Centre conversion (TBC)	8,492	280	2,070	3,000	3,000	-	8,350	-	8,350
Upper Heyford Building	340	40	300	-	-	-	340	-	340
Taser Training	909	697	126	-	-	-	823	-	823
Carbon Reduction	5,000	-	500	1,500	1,500	1,500	5,000	-	5,000
Milton Keynes Infrastructure works	48	48	-	-	-	-	48	-	48
Aylesbury Demolition	90	48	2	40	-	-	90	-	90
MK Station Heating	-	-	-	-	-	-	-	-	-
Cowley	12,605	134	1,413	1,319	5,460	4,279	12,605	-	12,605
MK Contract Centre - RIBA	235	-	235	-	-	-	235	-	235
MK Contact Management	10,104	385	7,470	2,136	129	-	10,071	-	10,071
HQS - Oxfordshire Estates Strategy	15,240	290	3,121	3,853	5,268	2,748	15,216	24	15,240
HQN - Oxfordshire estates Strategy	14,860	382	-	0	1,175	646	2,153	12,707	14,860
	TOTAL	32,228	28,695	25,126	21,207	41,608	148,865	44,329	193,194

5 Future Years (current to 5 years)

5.1 The planned gross expenditure within the 2025/26 to 2029/30 MTCP totals £272.126m (including £92.821m in 2025/26). The current proposed programme is fully funded including utilisation of proposed borrowing of £83.302m. The updated Capital Plan is summarised in the schedule below.

Technology & Business Change -		2,633	2,366	1,755	967	892	8,612	9,903	18,514	
Computer Replacement		2,334	46	46	46	46	2,518	3,940	6,458	
Body Worn Video Replacement		13	13	1,676	1,047	17	2,766	5,556	8,322	
Mobile Phone Replacement		-	-	12,000	-	-	12,000	8,000	20,000	
ESMCP		100	646	-	-	-	745	-	745	
CMP 101		481	31	-	-	-	522	-	522	
WiFi		413	-	-	-	-	413	-	413	
Digital First		901	-	-	-	-	901	-	901	
Forensics Improvement Program		50	39	-	-	-	89	-	89	
CCTV		-	-	-	-	-	-	-	-	
CMP Replatform		3	-	-	-	-	3	-	3	
Midam		-	116	-	-	-	116	-	116	
Windows 10 Non-Compatible Apps		299	1,013	364	375	386	2,435	2,570	5,005	
ICT Infrastructure		-	-	-	-	-	-	-	-	
Other Projects		TOTAL	7,237	4,268	15,841	2,434	1,340	31,120	29,969	61,089
Other Capital		5,913	4,382	4,591	6,428	9,963	31,226	80,471	111,697	
Vehicles		45,450	-	-	-	-	45,450	-	45,450	
Grant Funded		684	371	-	-	-	1,055	-	1,055	
Safer Roads		210	191	191	197	200	989	1,200	2,189	
ANPR		-	506	-	-	-	506	-	506	
Dash cams		346	523	182	109	-	1,160	-	1,160	
Equipment (inc Vehicle Radios)		TOTAL	52,602	5,923	4,964	6,734	10,163	80,386	81,671	162,057
		GRAND TOTAL	92,068	38,886	45,931	30,375	53,111	260,371	155,969	416,340
Financing Available		82,377	27,963	36,680	27,064	24,094	198,178	158,666	356,843	
Proposed Borrowing		9,883	13,253	14,119	6,228	31,141	74,624	28,208	102,832	
Cumulative Funding Position (Existing Programme)		193	2,524	7,391	10,308	12,431				

Capital Projects - Potential Future Schemes (not approved)

Custody Futures	56,770	407	250	-	-	0	657	56,063	56,720
Oxfordshire Estates Strategy	32,694	346	248	(0)	502	10,002	11,098	21,596	32,694
Future Schemes Total	89,464	753	498	(0)	502	10,002	11,756	77,659	89,415

Grand Total Expenditure 92,821 39,384 45,931 30,877 63,113 272,126 233,628 505,754

5.2 A number of the Custody Futures and Oxfordshire Estates projects start outside the MTCP timeframe. In total, these 2 programmes cost £89.464m, of which £77.659m falls outside the MTCP timeframe.

6 Annual Planning

- 6.1 All new business bids are prioritised as part of the annual planning process against the same matrix, taking account of benefits and cost. The highest priority projects are detailed in the MTFP for funding consideration. It is assumed all new bids will be funded from DRF, those which are capital in nature will be included in the MTCP when approved.
- 6.2 The MTCP has been updated for the inflationary effects on existing schemes and the addition of the final year plus key strategic projects.
- 6.3 The MTCP is designed to help us plan for our future infrastructure works, financially, resources and operationally. We need to ensure we

can afford our ambitions whilst ensuring value for money considerations on all options. To ensure we have visibility of the planning timeframe, the scale and the significant financial outlay, approved in principal schemes and their indicative future spend requirements are now incorporated into the MTCP. The Programme is a combination of linked and standalone schemes where the individual business cases will be presented at relevant portfolio boards, and ratified by SEG and PCC, as appropriate. At this time the business cases for these schemes have not been completed and hence the final budgets and decision/ recommendation to proceed with these schemes have not been made yet.

- 6.4 To ensure affordability, the MTFP includes revenue funding for the capital programme including the cost of borrowing for the expenditure expected within the next 4 – 5 years. By 2029/30, the Revenue budget includes £14.156m for interest and borrowing repayments (see section 8.1).

Property

The Strategic Estates Group ensure that the aging property estate remains fit for purpose, identifies opportunities to streamline assets and develop the estate infrastructure, maintain core sites and actively progress the Asset Management Plan. Governance has been strengthened by the inception of the Estates Portfolio Board, providing an extra layer of oversight for more detailed discussions, to inform SEG of key risks and decisions. The Force's current and future construction programmes are experiencing significant inflationary pressures. The main building projects in progress are now approaching completion, with the next phase of construction/refurbishment sites set to move into contracted stages in 2026/27.

- 6.5 **Western Hub:** All works substantially completed in 2025/26.
- 6.6 **Atlantic House:** Site now operational, with majority of staff moved in and official opening in December 2025. Focus on relocating remaining teams from the old Reading building to enable disposal.
- 6.7 **Forensics new build:** Project impacted by further slippage and increasing build costs, with materials issues and supplier claims a major

factor, and budget increased in response. Progress has been made in relation to the permanent power supply delays. External building works now virtually complete and significant progress being made on internal fit-out. Construction works completion and full occupation anticipated in 2026.

6.8 **Windsor:** Replacement has been further re-phased due to workload prioritisation and rescoping. The detailed survey and design work will occur this year along with enabling works at **Taplow**. This will allow the final budget and timescale to be agreed. Modular design may result in savings against budget.

Custody Futures

6.9 The Custody Futures programme is a TVP strategic programme to rationalise and renew the TVP Custody estate. Criminal Justice reviewed the current Custody provisions and identified requirements to enable TVP to operate and manage an efficient, compliant and fit for purpose Custody estate. The programme has been approved in principle i.e. the business cases for the individual elements need to be compiled and approved by SEG and PCC before commencement.

6.10 The MTCP now includes all elements of the Custody Futures which are anticipated to fall within the timeframe, including the **refurbishment of Loddon Valley** (pre-requisite to enable opportunities in the Berkshire area plus compliance with the current **custody integrated security management systems**). Rollout will be managed across the programme. Estates aspects of the Programme encompass three major work streams, these are: **New Custody Suite Berkshire** (initial funding released to tender design for new build at Maidenhead); **Refurbishment** of the retained sites circa £23m (with only the work at Loddon Valley £10.9m within the MTCP timeframe, now at design stage with funding released) plus a potential **New Custody Suite Oxfordshire** circa £44m. In addition, a **project management and design team** are needed to manage this significant programme.

6.11 **Electronic Vehicle Charging:** this is a key part of the overall CTC Strategic Review and TVP Carbon Reduction programme. The programme will develop EV charging capacity & infrastructure across the majority of TVP sites. It may mean that the power capacity to individual buildings/sites will need to be increased through the installation of new electrical sub-stations as well as replacement of items such as cabling and distribution boards. Any infrastructure

installed will need to be flexible and allow for additional charging to be installed without the need for further major work.

- 6.12 **Fire Compartmentation** works ongoing to ensure TVP estate is compliant with the statutory fire regulations. Significant works undertaken at Sulhamstead Imbert Court with ongoing scheme of scoping and works across remaining sites.
- 6.13 **HQ South and Data centre:** storage is linked to Oxfordshire Estates Strategy, with changes to the long-term physical data centre storage capacity required as we move to more cloud storage. ICT working directly with Property to scope physical and technical requirements, and a joint budget has been produced. These future needs will be captured as part of the ongoing work on OES, see 7.2.
- 6.14 **Upper Heyford:** provides training facilities and there are 2 approved programmes of work now under way for infrastructure improvements in relation to the roofing and heating, plus capacity for a Taser Training facility.

Oxfordshire Estates Strategy (OES)

- 6.15 The OES is a complex inter- dependant mix of multiple estate projects that deliver a more efficient estate aligned to service delivery outcomes over the next 10+ years. The focus is on central Oxfordshire in view of the PFI expiry at Abingdon in 2030, the recognised post- Covid need to consolidate the **two HQ sites**, addressing the **Oxford LCU estate**, to support delivery of element of the Custody Futures programme and the **Contact Management hub**.
- 6.16 MK Contact Management centre has passed stage gate with further approval of £0.57m for RIBA stage 3 works. Budget has been increased for additional ICT works.

ICT/Business Change revenue funded projects

- 6.17 The ICT programmes have been updated to incorporate savings against the Refresh budgets including **computers, body worn video and mobile phones** of £5.5m over the next 5 years. This is planned to be achieved through moving to cloud-based laptops and stretching the useful lifespan of our computers. Our new body worn video cameras have been rolled out throughout this year with an enhanced expected lifespan of 5 years before replacement is required.
- 6.18 **ESMCP Airwaves Replacement** is a national programme which will

require the replacement of all of our radios. Timescales are still to be finalised, but we continue to retain earmarked a £12m ESMCP Budget with implementation expected ahead of the planned shutdown of Airwave by the end of 2029. It is estimated ESMCP devices will last approximately 5 years before they need replacement so there will be a requirement to refresh in future years, and the working assumption is that these will need to be funded by revenue contributions.

- 6.19 **CM 101** continues to invest in new technology to improve Contact Management response and call handling times with completion of the project expected in 2026.
- 6.20 The Force continues to invest in core **ICT infrastructure** with over £1m budgeted for 26/27 including the Network Modernisation project which will see our network connectivity move to a new provider.
- 6.21 In addition, there are a number of small technology projects planned, many of which are already in progress and should complete in 2026, such as the upgrade of Wi-Fi across various TVP sites.

Vehicles

- 6.22 An external review was commissioned by the Chiltern Transport Consortium to identify options to transform our Fleet to Alternative Powered Vehicles (APV). The outcome of this review has been used to inform the forces roadmap to APV's and the financials included in the MTCP have incorporated the report findings and accounting for slippage due to estate readiness to the latter half of the MTCP.
- 6.23 The purchase of alternative powered vehicles is expected over the next 15 years, but the exact phasing is not currently known. The vehicle replacement programme reflects the additional year within the MTCP plus the initial estimates of expenditure requirements and associated costs as we move to an electric fleet, including an estimate on price differentials. The estates infrastructure includes indicative costs; however, risks have emerged around connectivity to power supplies.
- 6.24 **Dashcams** will be installed in all TVP fleet vehicles, procurement is underway with delivery in 2026/27.

Equipment

6.25 This includes funds in relation to **ANPR** and **Safer Road Cameras**.

Other Strategic Considerations

6.26 Estates Decarbonisation within the MTCP now includes £5m for a program of works to substantially reduce the carbon footprint of the TVP estate through use of low and zero carbon technology and other methods to reduce energy usage. The costs are indicative at this time, but include rolling out building management systems to better manage energy consumption and maintenance works.

Table 3 - Resources Required to Finance the Capital Programme

	Revised Budget 2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total 2025/26 to 2029/30 £000s
Surplus Funds Carried Forward	19,320					19,320
Predicted Capital underspend 24/25	-					-
Capital Receipts from Finite Asset sales	2,131	806	10,356	4,939	829	19,061
Direct Revenue Financing	13,200	11,159	11,359	12,359	14,359	62,436
Western Hub	-	-	-	-	-	-
Specific Grant & 3rd Party Contributions	45,699	165	100	2,383	4,817	53,164
Earmarked Reserves	-	-	-	-	-	-
Estates Reserve	2,027	15,834	14,865	7,382	4,089	44,197
Proposed Borrowing	9,883	13,751	14,119	6,228	39,569	83,550
Total	92,261	41,715	50,798	33,291	63,663	281,728
Total Planned Expenditure (see table 2a)	92,821	39,384	45,931	30,877	63,113	272,126
MTCP Balance	-	560	1,770	6,637	9,052	9,602

6.27 ICT and technology requirements and opportunities, over and above EUD replacements, have not yet been identified / quantified and hence are not included. There are schemes in the ICT Digital Strategy unfunded at present as highlighted in section 3.5 above, but details of potential costs and benefits are still at an early stage.

7 Funding of the Medium-Term Capital Plan 2025/26 to 2029/30

7.1 Resources required to fund the capital programme are identified below.

- 7.2 Available funding of £9.6m exists at the end of the 5-year period plus the estates reserve has a further £9.7m.

Asset Sales

- 7.3 The value of asset sales over the MTCP period has been updated to reflect the expected timing of non-residential sales. Overall, £16.132m of the £19.061m asset sales relate to police buildings and houses.
- 7.4 It is worth reiterating that towards the end of the programme these one-off asset sales tail off and cannot support the programme beyond 2028/29.

Direct Revenue Financing

- 7.5 Direct Revenue Financing (DRF) is included at a minimum of £11m per annum to maintain core equipment levels in terms of computer equipment, BWV, Mobile Phones, Vehicles and other equipment. This is a reduction from 25/26 to reflect savings initiatives in this area.
- 7.6 The level of DRF will need to increase in later years beyond the MTCP timeframe to address inflation and the move to Electric Vehicles and the implementation of ESN radio replacement devices which will potentially need replacing every 5 years. We have started planning for this by increasing DRF by £1m in 28/29 and a further £2m in 29/30.

Specific Grant and 3rd Party Contributions

- 7.7 CTPSE is fully grant funded plus anticipating S106 funding.

Earmarked Reserves

- 7.8 The current programme reflects the proposed draw down from the Estates reserve utilising £44.179m (2025/26 - 2029/30). Details in **Appendix 2**.

Proposed Borrowing

7.9 Borrowing is only recommended to fund significant Property developments where there is a long-term benefit to the force. Details of proposed schemes to borrow for are included in **Appendix 3**.

7.10 The MTFP includes growth to the estates reserve (see section 5.36 in the MTFP) to cover the repayment of the borrowing (MRP payments) over 25 years and the annual interest repayments, by 2034/35 this total is £14m. These amounts are intended to cover the planned potential borrowing of up to c£150m.

7.11 However, in the initial years this funding into the Estates Reserve will enable the expenditure on property schemes which are essential however outside our recommended criteria for borrowing.

8 Recommendations

The PCC is asked to note/approve:

- Approve the overall 4-year Medium Term Capital plan (2026/27 to 2029/30) at £272.126m for planning purposes and note the associated expenditure of £233.628m (2030/31 to 2035/36) (set out in Table 2 and 2a).
- Approve the slippage of £26.759m from 2025/26 to 2026/27.
- Note the capital programme for 2025/26, in the sum of £92.821m as (set out in Table 1).
- Approve the annual budget of £39.384m for 2026/27 subject to the normal scheme specific governance arrangements (as set out in Table 2)
- Approve the proposed financing of the capital expenditure as set out in Table 3.

9 Legal comments

The capital programme is an integral part of the overall budget package which the PCC must consider each year. These reports are presented to the PCC, in compliance with the requirements of the Prudential Code and will demonstrate that capital investment plans are affordable, sustainable and prudent.

10 Equality comments

No specific implications arising from this report.

Rephasing 25-26

Programme	Rephasing (25/26) £'000
Atlantic House	-500
Forensics New Build	1000
Taplow	-856
Windsor Station	-1075
Custody Futures - Loddon Valley	472
Custody Futures - Maidenhead	-9337
Custody - Integrated Security Management	263
EV Charging	-300
Fire Compartmentation	-388
Data Centre conversion	-8070
Upper Heyford Building	-300
Taser Training	-126
Aylesbury Demolition	-42
Cowley	-437
MK Contact Management	-538
MK Contract Centre - RIBA	-235
HQS - Oxfordshire Estates Strategy	-2342
TOTAL	-22811

Technology & Business Change -

CMP 101	-645
WIFI	-31
CCTV	-39
ICT Infrastructure	-660
Windows 10 Non-Compatible Apps	-116
TOTAL	-1491

Other Capital

Safer Roads	2
Dashcams	-506
Equipment (including Vehicle Radios)	-36
TOTAL	-540

Future Schemes

Custody Futures - Oxfordshire	-945
HQN - Add new deck car park	-724
Abingdon Police Station	-248
TOTAL	<u>-1917</u>
GRAND TOTAL	<u>-26759</u>

Appendix 2 &3

Appendix 2 - Reserve Utilisation

	25/26	26/27	27/28	28/29	29/30	Total	Future Years
Estates Reserve							
Custody Loddon Valley refurbishment	1,019	2,743	7,076	110	-	10,948	
Windsor	111	2,775	2,075	-	-	4,961	
EV Charging Infrastructure		-		700	700	1,400	3,500
MK Contact Centre	335	7,470	2,136	129	-	10,070	
HQS - COES	230	2,846	3,578	5,268	2,743	14,665	24
HQN - COES	332	-	0	0	1,175	646	2,152
Total MTCP	2,027	15,834	14,865	7,382	4,089	44,197	16,231
Custody 2030 - Refurbishments							11,561
Total Future Schemes	-	-	-	-	-	-	11,561
Total Reserve Utilisation	2,027	15,834	14,865	7,382	4,089	44,197	27,792

Appendix 3 - Borrowing Projections

Borrowing £m	25/26	26/27	27/28	28/29	29/30	Total	Future Years
Forensics New Build							
Forensics New Build	9,883	9,638	10,100	-	-	29,621	
Custody 2030 - Maidenhead	0	2,202	2,700	768	26,862	32,532	28,208
Cowley (New)	-	1,413	1,319	5,460	4,279	12,471	-
Total MTCP	13,253	14,119	6,228	31,141		74,624	28,208
Custody 2030 - Oxfordshire	-	250	-	-	0	250	38,753
Central Oxford Estates Strategy	-	-	-	0	8,428	8,428	
Total Future Schemes	250	-	0	8,428		8,678	38,753
Total Potential Borrowing	13,503	14,119	6,228	39,569		83,302	66,961
Grand Total							150,263



Capital Strategy

2025/26 – 2028/29

January 2026

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THAMES VALLEY POLICE

CAPITAL STRATEGY

1 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Police and Crime Commissioner (PCC) and Thames Valley Police and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term TVP is used to refer to the activities of both the PCC and the Force.

2 Scope

This Capital Strategy includes all capital expenditure and capital investment decisions for TVP. It sets out the long-term context in which decisions are made with reference to the life of the projects/assets.

3 Capital Expenditure - Definition

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to TVP generally for a period of more than one year, e.g. land and buildings, ICT, business change programmes, equipment and vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital programme is TVP's plan of capital works for future years, including details on the funding of the schemes.

4 Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Annual Treasury Management Strategy Statement.

The CIPFA Treasury Management Code recognises that some local authorities are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all police forces in England and Wales, TVP does not have a General Power of Competence, which gives councils the power to do anything an individual can do provided it is not prohibited by other legislation. As such, TVP is prevented from entering into commercial investment activities.

5 Links to other corporate strategies and plans

The PCC produces his Police and Crime Plan every four years. The current version covers the period 2024 – 2029.

The Chief Constable produces a Force Strategic Plan which is updated annually.

To support these overarching documents a number of interrelated strategies and plans are in place, such as the Financial Strategy, Medium Term Financial Plan, Medium Term Capital Plan, Capital Strategy, Asset Management Plan and the Treasury Management and Annual Investment Strategy.

The operation of all these strategies and plans is underpinned by the Code of Corporate Governance which includes Financial Regulations and Contract Procedure Rules.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

6 The Capital Budget Setting Process

6.1 Introduction

At any given time TVP is committed to rolling medium term revenue & capital plans that usually extend for 4 years setting out the anticipated level of expenditure and the associated funding. These plans are drawn up, reassessed and extended annually and, if required, re-prioritised to enable TVP to achieve the aims and objectives established in the PCC's Police and Crime Plan, the Force Strategic Plan and to support national drivers.

The Medium-Term Capital Plan provides the TVP infrastructure and major assets through capital investment, enabling TVP to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile.

Key focuses of the Capital Programme:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites, improving core training facilities and progressing the Asset Management Plan.
- To ensure provision is made for ICT & Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance, development and replacement of other core assets (e.g. vehicles and communication infrastructure) to maximise the advantage of new technology and reflect legislative changes.

The plans acknowledge the constrained financial position of TVP and maximise both the available financial resources and the capacity that TVP has to manage change projects.

Planning also takes into account indicative capital requirements beyond the initial four years to ensure decisions taken in the medium term support long term sustainability.

6.2 Force Collaboration & Wider Sector Engagement.

Although TVP has its own Capital Strategy and Medium-Term Capital Plan the national drivers that encourage local and regional forces to collaborate, such as cost and resource sharing, along with structured collaborations and national plans, can have a significant influence on local decision making.

Therefore, an important element of the TVP Capital Strategy is to acknowledge regional and national partnership working, both with other forces and in the wider context of engagement with Local Authorities & Councils, other Emergency Services and the Crown Prosecution Service, to improve overall service to the public.

6.3 The Capital Budget Setting Process & Timetable Overview.

For any particular budget setting year, the process for TVP starts during the summer of the preceding year with the Governance & Service Improvement Department and other key Stakeholder groups for both TVP and other Collaborative Forces agreeing the timetable and communication strategy to be adopted to secure investment requirements and ideas from the stakeholder groups covering the key criteria, such as:

- Achievement of high level agreed PCC, Force, Regional and/or National outcomes;
- Maintenance of the essential infrastructure of the Force;
- Development of improved Force wide capability
- Adjustments to existing prioritised plans / projects.
- Rationalisation & modernisation of estates
- Carbon management & Health and Safety
- Invest to save schemes.

Bids for consideration will be submitted into Force Change teams for both TVP and collaborative Forces in order that a joined up approach is made to capital investment.

Each bid will only progress if supported by the appropriate chief officer. The bids are then scored via the Forces' Prioritisation Matrix, which provides considers key factors in assessing the importance of the bid. The bids will then be presented to and extensively reviewed by the Chief

Constables Management Team and Joint Force Chief Officer Groups with an initial view of potential affordability.

Typically, a costed draft Medium Term Capital Plan will then be presented to the PCC late autumn, providing views on affordability and potential funding issues and options.

A final version of the Medium-Term Capital Plan will be presented to the PCC in the following January for approval, reflecting the known funding position and any further developmental work on the plan.

The formal PCC approval sets the capital budget for the following year and acknowledges the intention for planning purposes of the remaining years of the Medium-Term Plan.

6.4 Affordability and Financial Planning.

The overall financial position of TVP and hence the scope for future capital expenditure must take into consideration the combination of the revenue budget, capital programme as well as the position on reserves. The revenue and capital budget positions are intertwined as achieving the TVP priorities may require revenue expenditure or investment in capital items, depending on what is needed, and one impacts the other.

The revenue Medium Term Financial Plan will identify the potential financial position for TVP for the next four years and will include forecasts on inflation, committed growth requirements, forecast productivity and efficiency savings, assumptions around grant and council tax funding and any other information introduced during the budget process.

The revenue position influences the capital position in terms of potential affordability of support for Direct Revenue Financing (DRF) or debt charges (for external borrowing) whereas the capital bid process influences the revenue position in terms of both revenue consequences of capital programmes and also the requirement to financially support capital investment, either through DRF or external borrowing.

The extent to which the annual revenue budget, through the 4-year forecast, is expected to be able to support the capital programme is a key factor to overall financial planning and is becoming more so as other sources of funding cease to be available.

6.5 Capital Sustainability.

The financial position is changing. For many years TVP has benefitted from substantial capital reserves, supported by the sale of operational buildings and/or police houses or from revenue reserves assigned to capital investment.

As we move forward through the next 4 years and beyond the picture moves away from funding of the capital programme through use of accumulated reserves and into a position of funding through either DRF or external borrowing for specific projects. This is expected to be during a continued period of revenue pressure and uncertainty.

The TVP Strategy is therefore to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings into the future through more efficient and mobile use of police personnel, enabled by improved Information and Communication Technology systems and other core infrastructure, for example, a connected vehicle fleet and building assets.

The TVP investment strategy will also be influenced by and take account of national visions for policing, regional and local priorities.

6.6 The Formal MTCP Approval Process

As indicated, the PCC receives the updated Capital Programme in January each year as part of the overall suite of budget reports.

Once the PCC has approved the capital programme, expenditure can be committed against these approved schemes subject to the stage gate authorisation process and the normal contract procedure rules and the terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations, borrowing or leasing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by the PCC, capital expenditure is then monitored on a regular basis.

The PCC approves overall borrowing levels as part of the Treasury Management Strategy. The taking of loans, if required, then becomes an operational decision for the PCC's Chief Finance Officer who will decide on

the basis of the level of reserves, current and predicted cash flow, and the money market position whether borrowing should be met from internal or external borrowing.

7 Individual Project Management

Capital projects are subject to high levels of scrutiny. The precise scrutiny will vary dependant on the type of project and may be influenced by size or by the makeup of regional involvement. Each project will have a Project Manager and potentially a team to implement the project.

Typically, projects will have a dedicated Project Board which, if part of a larger programme, may sit under a Programme Board. Programme and Project Boards will have a Senior Responsible Officer.

Detailed oversight is further provided through ICT Project Management Office, the Strategic Estates Group and Force Change Boards.

Regional Projects or Programmes may also report into Regional Boards.

8. Project Funding

Once an approved capital project is initiated, proportionate project funds are released to project managers in stages, called Stage Gates, rather than funding being released in full at the start of the project.

Depending on project size the initial limited release of funds will enable a project to be started and relevant project documentation (e.g. a detailed business case) to be completed. Once that has been satisfied further funds will be released in stages at specific project review points or stage gates within existing project management processes, which will be defined and agreed with project managers at the start of the project and linked to observable project progression points.

This enables the Force to link the release of funds to key project milestones or progress points and enable improved visibility of project progress relative to variances.

9 Monitoring of the capital programme

The Director of Finance will submit capital monitoring reports to the PCC on a regular basis throughout the year. These reports will be based on the most recently available financial information. These monitoring reports will show spending to date and compare projected expenditure with the approved capital budget.

Revenue programme costs are monitored alongside capital expenditure in order to measure and monitor the overall cost to TVP of designing and implementing specific capital schemes.

For proposed in-year amendments to the annual capital budget - for new schemes or amendments to existing schemes - the Director of Finance will prepare justification for submission to the PCC for consideration and approval, including details on how the amendment will be funded.

Monitoring reports are presented to the PCC at his liaison meeting with the Chief Constable.

In addition, for those business change programmes where a formal Board has been established, a detailed scheme monitoring report is presented to each Board meeting.

10 Performance Management

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, the Chief Constable is required to check that outcomes have been achieved.

Post scheme evaluation reviews should be completed by TVP for all schemes over £0.5 million and for strategic capital projects to measure the realised benefits against the approved business case.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects.

11 Funding Strategy and Capital Policies

This section sets out TVP policies and priorities in relation to funding capital expenditure and investment.

11.1 Government Grant

With effect from 2022/23 general Home Office capital grant has ceased. Specific capital grants may be received for agreed capital works. This applies to TVP as well as the regional policing units for which TVP is the lead force (e.g. Counter-Terrorism Policing and the Regional Organised Crime Unit).

11.2 Capital Receipts

A capital receipt is an amount of money which is received from the sale of an item on the fixed asset register. They cannot be spent on revenue items.

These capital receipts are used to help finance the capital programme. Unfortunately, the pool of assets available for sale is rapidly declining and the financial support these receipts provide is diminishing rapidly.

11.3 Revenue Funding

Recognising that the pool of assets available for sale is declining direct revenue funding (DRF) is seen as a sustainable funding alternative. An appropriate provision for DRF is included in both the annual revenue budget and the medium-term financial plan. As TVP moves forward this will become the limiting factor for capital investment as it balances annual revenue funding priorities with long-term capital investment strategies.

11.4 Prudential Borrowing

Local Authorities, including the Police, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported financially by the Government so TVP needs to ensure it can fund the repayment costs. The TVP Minimum Revenue Provision (MRP) Policy sets out a prudent approach to the amount set aside for the repayment of debt.

Due to the ongoing debt charges (i.e. MRP and external interest charges) TVP will currently only consider external borrowing for long-term estate projects.

11.5 Reserves and balances

Unspent capital grant and capital receipt monies can be carried forward in the Balance Sheet until they are required to fund the capital programme.

TVP also uses money held in earmarked revenue reserves to help fund capital expenditure. The Estates reserves will be used to ensure funding is available for the Estates Strategy.

HM Treasury guidance on capital projects recognises that there is a potential for project costs to exceed the initial assessment. This is called Optimism Bias and relates to any project type, although it can have a particularly high impact when relating to the development of complex ICT or business change programmes.

All new capital schemes in the MTCP will need to include an appropriate element for Optimism Bias and funding will be sought appropriately, essentially identifying the Bias as part of the project cost used to influence prioritisation decisions.

11.6 Third party capital contributions

On occasion TVP will receive income from a third party (usually a local authority) who have agreed to contribute towards an asset (e.g. ANPR cameras) that TVP will own.

11.7 Leasing

TVP may enter into finance leasing agreements to fund capital expenditure. However, a full option appraisal and comparison of other funding sources must be made and the Director of Finance and the Chief Finance Officer must both be satisfied that leasing provides the best value for money method of funding the scheme before a recommendation is made to the PCC.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

Items funded through leasing will be included in the MTCP.

12 Procurement and Value for Money

Procurement is the purchase of goods and services. TVP has a Procurement Department that ensures that all contracts, including those of a capital nature, are legally compliant and best value for money.

It is essential that all procurement activities comply with prevailing regulations and best practice as set out in the Code of Corporate Governance, which includes Contract and Financial Regulations. Guidance on this can be sought from the Procurement team.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

13 Partnerships and Relationships with other Organisations

Wherever possible and subject to the usual risk assessment process TVP will look to expand the number of capital schemes which are completed on a partnership basis and continually look for areas where joint projects can be implemented. In support of this initiative:

- TVP has a joint ICT Department with Hampshire Constabulary and a number of ICT and business change programmes are being delivered collaboratively.
- Other capital schemes, most notably new technology programmes, are being delivered across the SE region in support of the SE Regional Information Technology (SERIT) strategy.

Although TVP procures capital items on behalf of other consortium partners only TVP related expenditure which will be included in the fixed asset register will be included in the medium-term capital plan and the annual capital budget.

14 Management Framework

The PCC has given legal consent for the Chief Constable to own short life assets, such as ICT, equipment and vehicles.

Although the PCC owns all land and buildings, on a day-to-day basis, the Head of Property manages the estate on his behalf.

The Director of Finance manages the medium-term capital plan and the annual capital budget and provides regular updates to the CCMT who, collectively, maintain oversight of planned expenditure.

The PCCs Chief Finance Officer is responsible for developing and then implementing the Treasury Management Strategy Statement, including the Annual Investment Strategy.

During the budget preparation process the CCMT take a strategic perspective to the use and allocation of TVP capital assets and those within its control in planning capital investment. They receive reports on proposed capital projects and make formal recommendations to the PCC during the development of the capital programme.

Having approved the medium-term capital plan and the annual capital budget in January each year the PCC formally holds the Chief Constable to account for delivery of capital projects during his monthly liaison meetings (private) and quarterly public Performance and Accountability meetings.

15 Risk Management

Risk is the threat that an event or action will adversely affect TVP's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate

risk register sets out the key risks to the successful delivery of TVP's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital programme as a whole, especially when investing in complex and costly business change programmes.

TVP accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the Police and Criminal Justice Plan and will seek to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, TVP will seek to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The Director of Finance and Chief Finance Officer will report jointly on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.

15.1 Funding Capacity Risk

This is the risk that identified project costs are either understated or escalate during the project lifecycle, for example if project scope changes. This risk is mitigated as far as possible by the identified monitoring process and controls. All new capital schemes should include an appropriate allowance for optimism bias.

15.2 Credit Risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot complete the agreed contract. Accordingly, TVP will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

15.3 Liquidity Risk

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.

15.4 Interest Rate Risk

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

There is also a risk that external interest rates will rise, after the budget has been set, meaning that actual debt charges are higher than those included in individual business cases and more widely in the revenue budget. This risk will be managed by the Chief Finance Officer who will liaise with external Treasury Management advisors to determine the best time to take new external loans.

15.5 Exchange Rate Risk

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

15.6 Inflation Risk

This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

15.7 Legal and Regulatory Risk

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, TVP will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

15.8 Fraud, Error and Corruption

This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. TVP has a strong ethical culture which is evidenced through our values, principles and appropriate behaviour. This is supported by the national Code of Ethics and detailed policies such as Anti-Fraud, Bribery and Corruption, and Declaration of Interests.

16 Other Considerations

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.



Report for Information

Title: Decisions Under the Scheme of Governance

Executive Summary:

This report details the decisions that have been taken in accordance with the Scheme of Governance in the period 1st October 2025 to 31st December 2025.

Recommendation:

The PCC is asked to NOTE the decisions taken by Chief Officers during the period 1st October 2025 to 31st December 2025.

Police and Crime Commissioner

I hereby approve the recommendation above.

Signature

Date

PART 1 – NON-CONFIDENTIAL

1 Introduction and background

- 1.1 The Scheme of Corporate Governance sets out the formal delegations made by the Police and Crime Commissioner (PCC) and the Chief Constable to senior officers to facilitate the efficient running of the business, hence avoiding unnecessary delays in decision making. The PCC has given consent for the Chief Constable to enter into contracts and to acquire or dispose of property, other than land, subject to the requirements of Financial Regulations.
- 1.2 The Scheme of Governance includes a requirement for all decisions statutory officers make under the powers given to them by the PCC and Chief Constable to be recorded and be available for inspection.

Issues for consideration

2 Financial Regulations

2.1 Approval of Tenders/Contracts

Financial Regulations delegate decisions for the acceptance of tenders/award of contract for goods and services.

- Up to £200,000: to the appropriate chief officer (Director of Finance)
- From £200,000 up to £1m: the appropriate chief officer from the PCC's office and the Force (PCC's Chief Finance Officer or Chief Executive and the Force Director of Finance)

Appendix A details the decisions taken following a full tender exercise:

- £50,000 to £200,000, authorised by the Director of Finance/Head of Procurement, 1 tender/contract decisions totalling £70,000.
- between £200,000 and £1m, authorised by the Director of Finance and PCC's Chief Finance Officer 6 tender/contract decisions totalling £2,806,427.

2.2 Single Quotation/Proprietary Article or Service

Financial Regulations also provide for exceptional circumstance where it is in the interests of Thames Valley Police (TVP) not to seek competitive tenders. This covers those circumstances where it has been established that:

- there is only one source of supply, or
- the works, goods or services required are of such a special nature that no advantage would accrue by inviting competitive tenders where only one supplier can provide the service or
- the works, goods or services are urgently required and loss, injury or damage could occur through a delay in advertising.

Appendix A details 15 instances totalling £2,577,926 where this delegation has been utilised.

2.3 Disposal of Assets

In accordance with the Asset Management Strategy, the Chief Constable is responsible for disposing of police houses with an estimated sale value of less than £0.2m. Properties with an estimated sale value of more than £0.2m require the approval of the PCC. No houses were identified for sale in the period 1st October 2025 – 31st December 2025.

3 People Service Functions

The Scheme of Governance includes a number of delegations from the Chief Constable to the Director of People to facilitate effective day to day management. During the period, there were 6 compassionate applications granted on behalf of members of police staff and 10 injury on duty claims to extend occupational sick pay.

4 Legal Functions

The scheme of governance authorises the Head of Legal Services to approve the settlement of any claim (including Employment Tribunal claims) brought against the Chief Constable or the PCC, or the making of any ex gratia payment:

- Ex Gratia and Damages payments up to £10,000: Head of Legal Services.
- Damages - £10,000 - £30,000: Head of Legal Services with the PCC's Chief Executive or Chief Finance Officer.
- All other settlements must be approved by the PCC.
- Employment Tribunal settlements for this period.

During the period 1st October – 31st December 2025 the following payments have been made:

- Under Public Liability 35 payments under £10,000 have been made totalling £78,287.
- Under Employers Liability 0 payment has been made for less than £10,000.
- Ex-gratia payments 26 payments have been made, all for less than £10,000, totalling £13,663.
- 2 Employment Tribunal settlements – £28,500 for this period.

5 Financial comments

5.1 All financial commitments as a result of the above delegations were within the current revenue budgets.

6 Legal comments

6.1 The scheme of delegation has been complied with in all cases.

7 Equality comments

7.1 No specific implications arising from this report

8 Background papers

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the website within 1 working day of approval. Any facts and advice that should not be automatically available on request should not be included in Part 1 but instead on a separate Part 2 form. Deferment of publication is only applicable where release before that date would compromise the implementation of the decision being approved.

Is there a Part 2 form? No

Name & Role	Officer
Head of Unit The report lists all actions taken under delegated powers during the period 1 st October to 31 st December 2025.	Director of Finance Director of People
Legal Advice Relevant delegations are set out in the agreed Framework of Corporate Governance as approved by the PCC and Chief Constable on 1 st April 2024	Chief Executive
Financial Advice All awards and payments have been contained within existing budgetary provisions	PCC Chief Finance Officer
Equalities & Diversity No specific implications arising from this report	Chief Executive

STATUTORY CHIEF OFFICERS' APPROVAL

We have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report.

We are satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Chief of Staff OPCC

Date: 22nd January 2026

Chief Finance Officer PCC

Date: 22nd January 2026

Financial Regulation - Delegated Authorities

Financial & Contractual Decisions under the scheme of Governance 1st October - 31st December 2025

Contracts/Approval of tenders	Awarded to	Date	Cost/Value	Duration	
<u>£50,000 to £200,000</u>					
Supply of PAVA spray	Civil Defence Supply limited	05/11/2025	70,000	60 months	
Total Value				<u>70,000</u>	
<u>£200,000 to £1m</u>					
PAT testing	The Elec Group	30/10/2025	299,000	24 months	
Contractor for Logistics centre	Atkins	20/11/2025	306,750	18 months	
First Aid Consumables	Reliance	03/12/2025	703,000	48 Months	
Auto Redaction SW	NEC	09/12/2025	572,000	36 months	
Diesel	Your NRG	09/12/2025	432,394	48 Months	
Petrol	Standard Fuel Oils	09/12/2025	493,283	48 Months	
Total Value				<u>2,806,427</u>	
<u>Single /Proprietary/Concession/CCN £50k and above</u>					
CCN - Extension of MFD contract	Kyocera	13/10/2025	52,000	12 months	Competitive
ACRO FNS ECRIS	European Commission	20/10/2025	150,000	24 months	Direct Award
Direct Award - AVLS Software	Soft Cat	28/10/2025	52,000	12 months	Direct Award
CCN - Cortex w.11 upgrade	NEC	07/11/2025	86,923	12 months	Competitive
Direct Award - s/w support	Systems Stimulation	11/11/2025	73,326	24 months	Direct Award
Concession -Extension of Fire testing for 12 months	Trinity Fire	14/11/2025	106,000	12 months	Direct Award
SSA - CARM	Zetron	18/11/2025	52,000	12 months	Direct Award
CCN - Laptop and Harware refresh	Computer Centre	20/11/2025	560,000	6 months	Competition
SSA - NexusXplore	CCL Forensics	25/11/2025	74,000	12 months	Direct Award
Concession - UPS Bicester	RM Donaldson	28/11/2025	189,000	12 months	Direct Award
Direct Award - Apprentice End Point Assessment	SFJ Awards	06/12/2025	80,000	12 months	Direct Award
Direct Award - Cortex Extension	Zetron	16/12/2025	522,422	36 months	Direct Award
Concession- Extension to existing contractor RIBA 3+4	HCT	19/12/2025	96,700	12 months	Direct Award
Concession - Extension - NetMods Contractor	Illuminet	19/12/2025	175,000	12 months	Direct Award
CCN - Mobile Tariff extension	EE(BT)	19/12/2025	308,555	12 months	Direct Award
Total Value				<u>2,577,926</u>	



Performance & Accountability Meeting

Key Performance Indicator Focus

January 2026

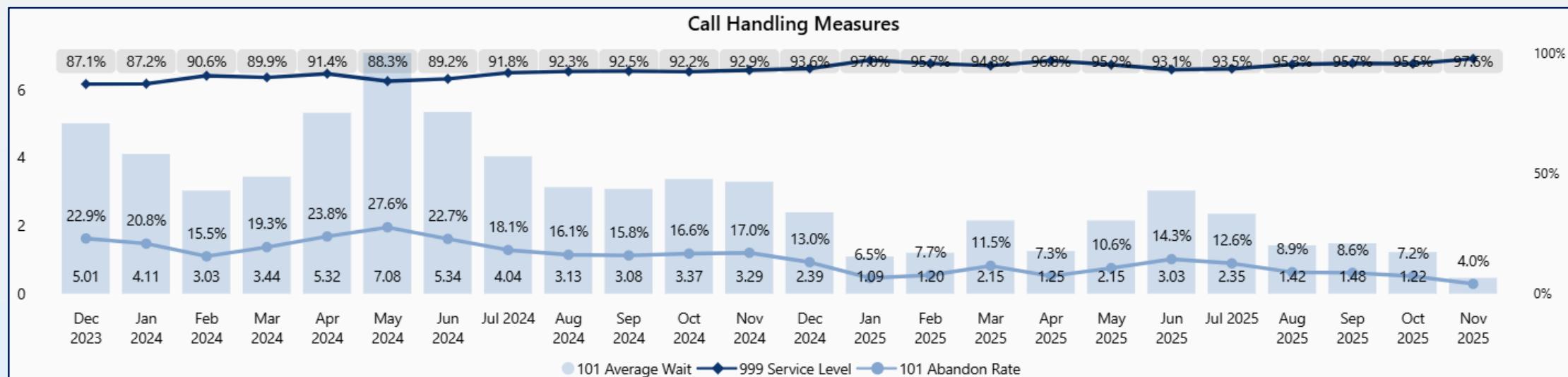
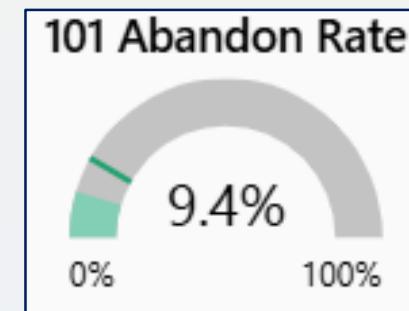
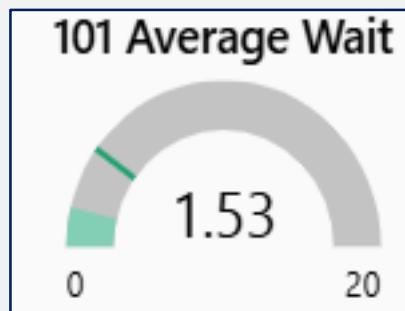
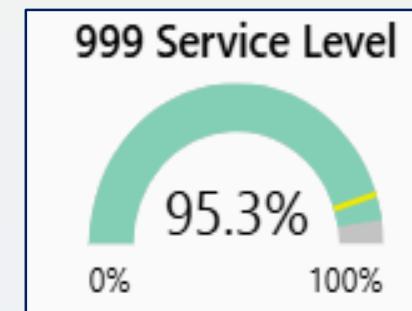


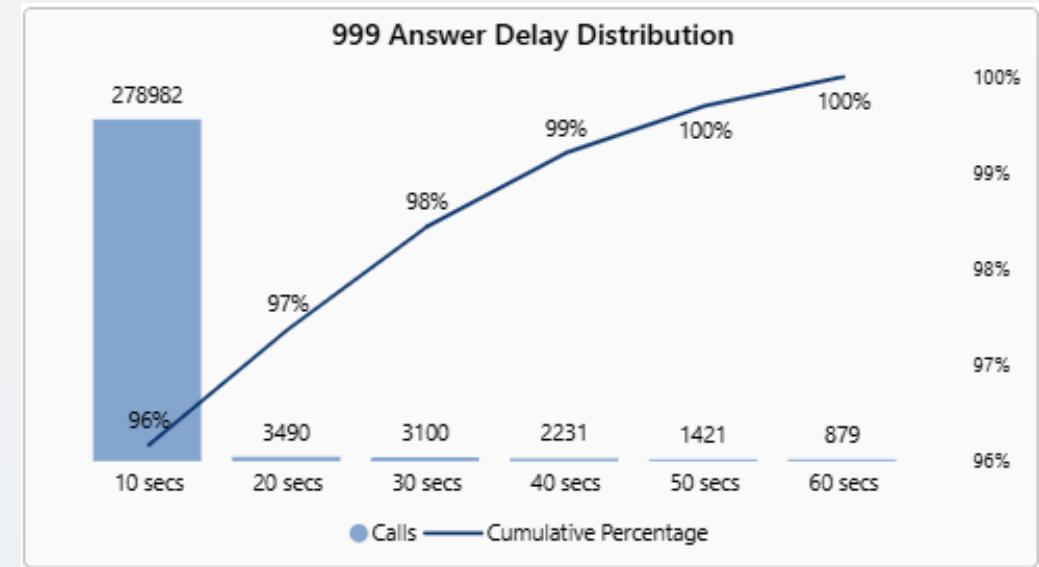
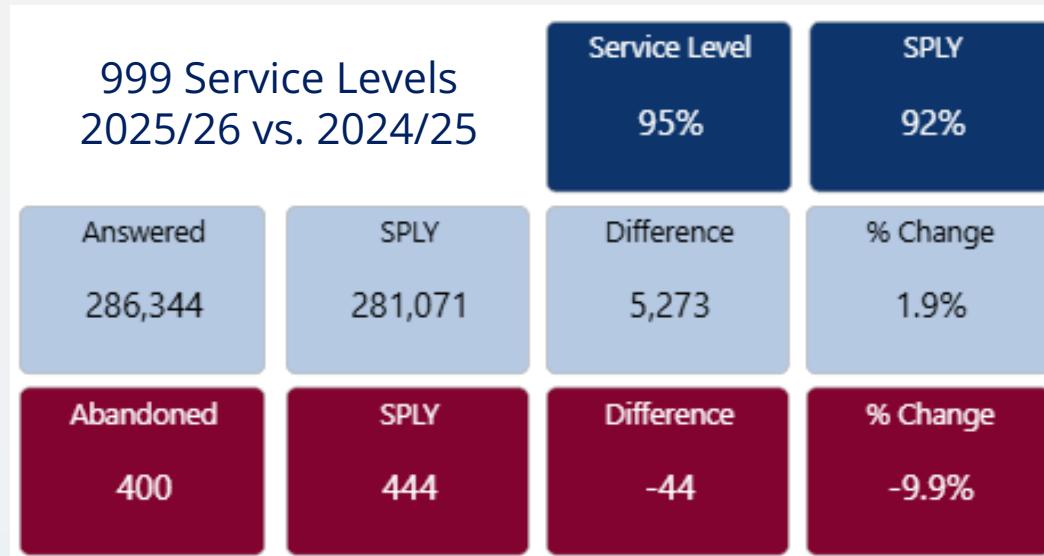
Improve call answering times

Ensure 90% of 999 calls are answered within 10 seconds

Achieve an average 101 call answering time of 4 minutes across 2025/26

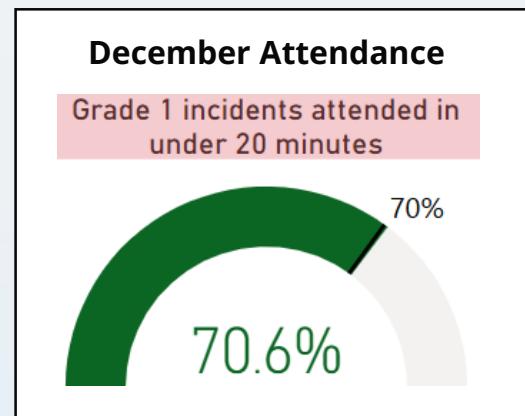
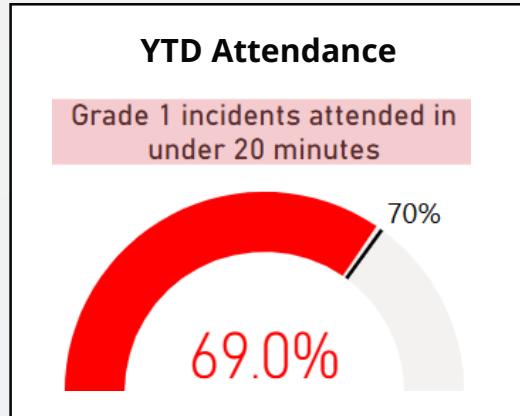
Reduce negative abandonment rate for 101 calls





- Between April and December 2025 TVP answered 286,344 **999** calls, a rise of 5,273 calls compared with the same period last year
- 278,982 (95.3%) 999 calls were answered within 10 seconds, an improvement on 92% compared with the same period last year
- 879 (0.3%) of 999 calls waited 60 seconds to be answered between April and December 2025
- 999 service levels have continued to improve and 98% of calls were answered within 10 seconds in December 2025

Increase the proportion of Grade 1 incidents attended in under 20 minutes to 70%



- Grade 1 demand has increased year on year by 2.2%
- Despite the increase in demand, TVP has improved the proportion of Grade 1 incidents attended within 20 minutes to 69% (compared with 68% during the same period last year)
- This marks an increase of 5,590 Grade 1 incidents attended within 20 minutes
- Performance has been continually improving since September, following a challenging summer period with high levels of abstractions due to operational commitments
- In both November and December TVP has met the target of 70% Grade 1 incidents attended within 20 minutes

Monthly Grade 1 Attendance

Time to On Scene % success

Current 69.0%

70%

60%

Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

● 2022/2023 ● 2023/2024 ● 2024/2025 ● 2025/2026

A line chart showing the percentage of Grade 1 incidents attended within 20 minutes on a monthly basis from April to March for four consecutive financial years. The chart includes a current value callout for December at 69.0%. The data shows a general upward trend in performance over the period.

- Due in part to differences in TVP's processes, attendance performance for DA related Grade 1 incidents has been slower to improve this year
- YTD 61% of DA Grade 1 incidents have been attended within 20 minutes. However, recent performance has improved significantly with TVP attending 67% of DA Grade 1 incidents within 20 minutes in December.

Attendance - National Return

Strategic Year	Month	Residential Burglaries - Home	Volume attended	% Attended
2024/25	Apr	232	217	93.5%
	May	269	240	89.2%
	Jun	281	247	87.9%
	Jul	293	279	95.2%
	Aug	282	273	96.8%
	Sep	267	233	87.3%
	Oct	403	364	90.3%
	Nov	469	435	92.8%
	Dec	336	306	91.1%
	Jan	278	273	98.2%
	Feb	268	257	95.9%
	Mar	287	278	96.9%
	2024/25 Total	3,665	3,402	92.8%
2025/26	Apr	255	230	90.2%
	May	272	245	90.1%
	Jun	258	234	90.7%
	Jul	304	281	92.4%
	Aug	291	274	94.2%
	Sep	320	303	94.7%
	2024/25 (YTD)	1,700	1,567	92.2%

Attendance Timeliness

Grade 1 Residential Burglary - Home attendance

- 78% attended within 20 minutes
- 13 minute median attendance time

Grade 2 Residential Burglary - Home attendance

- 42% attended within 60 minutes
- 70 minute median attendance time

Grade 3M Residential Burglary - Home attendance

- 89% attended within 24 hours
- 300 minute (5 hour) median attendance time

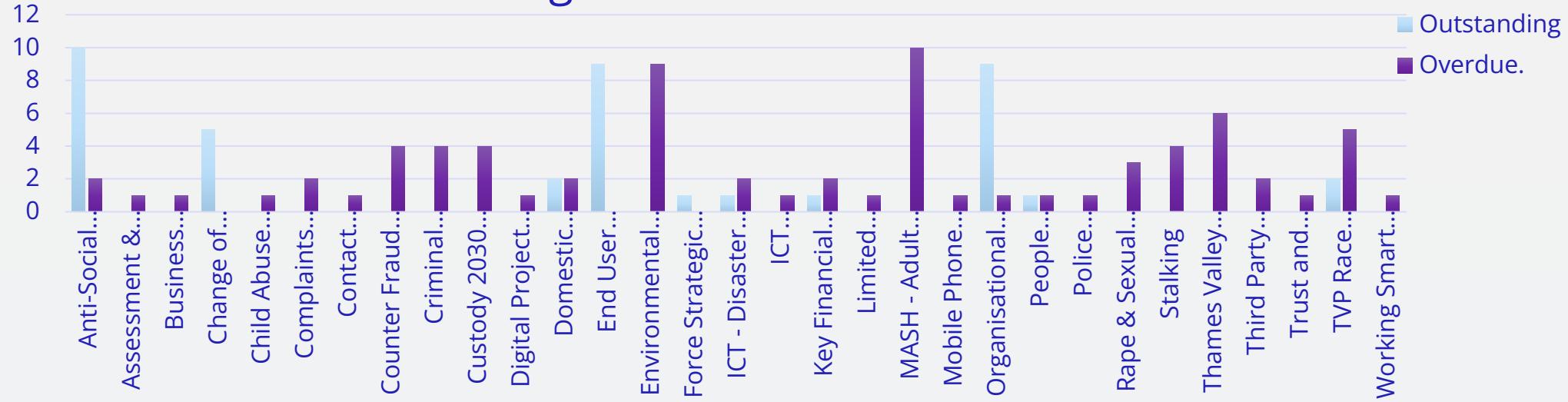


Outstanding audit and HMICFRS AFIs/recommendations

Performance & Accountability
Management Meeting



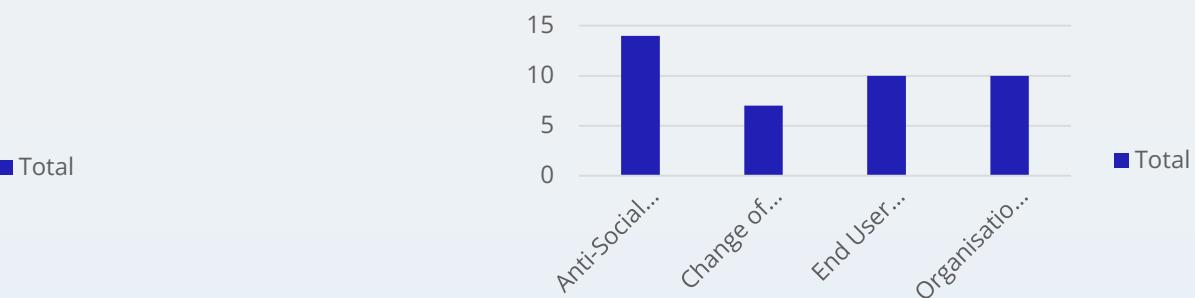
Outstanding & Overdue Audit Actions



Closed audit actions since 1st October 2025



New audit since 1st October 2025

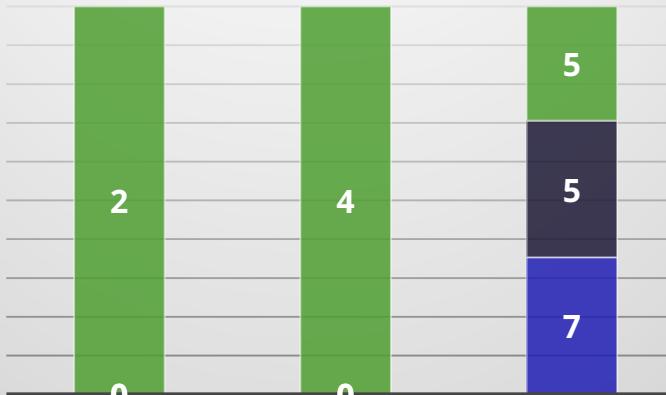


Chief Officer	No. of Actions						
DCC Snuggs	21	ACC Wright	29	ACO Waters	6	ACO Cornelius	13
ACC Bunt	19	ACC Murray	9	ACO Lattanzio	18		

HMICFRS Overview January 2026

Improving

PEEL 23/25 Progress Overview



- Completed and Verified
- Self Certified
- Open

Total number of Recommendations, Areas For Improvement and Causes of Concern

