



Protecting Our Communities



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Date: 15 September 2025

Dear Member

### JOINT INDEPENDENT AUDIT COMMITTEE

You are requested to attend the Joint Independent Audit Committee meeting on Friday 19 September 2025 at 13:00-17:00hrs in the CCMT Meeting Room, HQ South and/or MS Teams for those unable to attend in person.

[Microsoft Teams meeting](#)

**Join on your computer, mobile app or room device**

### [Join the meeting now](#)

Meeting ID: 373 256 231 525

Passcode: c22A82

Yours sincerely

Gillian Ormston  
Chief Executive Officer

Ben Snuggs  
Deputy Chief Constable

To: Members of the Joint Independent Audit Committee

Agenda Item	Timings	Page No.
<b>PRELIMINARIES</b>		
1. Apologies (Dr Stephen Page - Chair)	13:00-13:05	-
2. Minutes & Actions Part I of the JIAC Meeting on 13/06/2025 (Dr. Stephen Page – Chair)	13:05-13:10	1-8
<b>REGULAR UPDATES</b>		
3. Progress on Delivery of 2025/26 Internal Audit Plan (Neil Shovell)	13:10-13:20	9-20



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<b>Agenda Item</b>	<b>Timings</b>	<b>Page No.</b>
4. Progress on Delivery of Agreed Actions in Internal Audit Report (Amy Shearn)	13:20-13:30	21-32
5. TVP Risk & Business Continuity update (Ali Nicholls)	13:30-13:45	33-74
6. OPCC Risk Register (Gillian Ormston)	13:45-13:55	75-84
<b>FINAL ACCOUNTS &amp; FINANCIAL POSITION</b>		
7. EY Audit Report Result (Andrew Brittain & Alison Kennett)	13:55-14:05	85-96
8. Comprehensive spending review implications (Linda Waters & Martin Thornley)	14:05-14:15	97-98
<b>UPDATES &amp; REQUESTED BRIEFINGS</b>		
9. Fire Safety (Claire Widdison & Ali Nicholls)	14:15-14:25	99-100
10. Update JIAC Terms of Reference (Jim Katouzian)	14:25-14:30	101-102
<b>BREAK 10 MINS</b>		
<b>14:30-14:40</b>		
11. Forensic Building Project in Bicester - Project update - Use of the new building (CC Jason Hogg/Kay Hannam)	14:40-15:00	103-112



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## SUBSTANTIVE ITEMS

**Timings**      **Page No.**

12. PCC Annual Report <i>(Gillian Ormston)</i>	15:00-15:10	113-148
13. OPCC Scrutiny of Performance <i>(Gillian Ormston)</i>	15:10-15:20	149-154
14. Savings and Efficiency Governance <i>(Linda Waters &amp; ACC Murray)</i>	15:20-15:30	155-162
15. Talent Management <i>(Paul Bailey)</i>	15:30-15:40	163-167
16. Key emerging themes of the 10 Year TVP Strategy <i>(CC Jason Hogg) – verbal update</i>	15:40-15:55	-
17. Any Other Business <i>(Chair, Dr Stephen Page)</i>	15:55-16:05	-

**Date of next meeting: Friday 12 December 2025 at 13:00– 17:00hrs in the CCMT Meeting Room, HQ South and/or MS Teams**



## MINUTES OF JOINT INDEPENDENT AUDIT COMMITTEE MEETING

HELD ON FRIDAY 13 JUNE 2025 COMMENCING AT

13:00HRS AND CONCLUDING AT 16:00 HRS - PART I

### Committee Members Present:

S Page (Chair), L Raffellini, M Strange, K Taylor, C Westcott

### Present:

B Snuggs (Deputy Chief Constable, TVP)  
 K Shaw (Staff Officer to DCC Snuggs, TVP)  
 G Ormston (Chief Executive, OPCC)  
 M Thornley (Chief Finance Officer, OPCC)  
 R Martinig (Head of Finance, OPCC)  
 J Lynn (Head of Accounts, TVP)  
 M Lattanzio (Chief Digital and Information Officer, TVP)  
 N Cornelius (Director of People, TVP)  
 A Nicholls (Head of Governance, TVP)  
 A Brittain (Associate Partner, EY)  
 A Kennett (Manager, EY)  
 N Shovell (Chief Internal Auditor, TVP & OPCC)  
 A Shearn (Principal Auditor, TVP & OPCC)  
 S Warwick (Senior Information Governance, TVP)  
 T Williams (Head of CTC)  
 J Jack (Energy and Sustainability Manager, TVP)  
 I McCall (Head of Technology Services, TVP)  
 A Riberio Coutinho (Health and Safety Lead, TVP)  
 J Katouzian (Governance Manager, OPCC)

### Observers:

### Apologies:

C Widdison (Head of Strategic Governance, TVP)  
 L Waters (Director of Corporate Finance, TVP)  
 S South (Head of ICT Business Services, TVP)

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## PRELIMINARIES

### 1. Apologies and Introductions

### 2. Minutes & Actions of the JIAC Meeting held on 21 March 2025 (Part I)

The Chair, Stephen Page (SP) went through the minutes and actions of the JIAC meeting held on 21 March 2025.

The following actions are complete and can be removed from the Action Log:  
JIAC 007 (2024) – JIAC 010 – JIAC 012 – JIAC 013 – JIAC 015 – JIAC 016

## REGULAR UPDATES

### 3. Annual Report Internal Audit

The Committee reviewed the paper submitted by Neil Shovell (NS).

NS advised that in terms of the outstanding audit actions, the numbers are going in the right direction and that all the actions prior to 2021/2022 have been completed.

No Actions

### 4. Progress on Delivery of 2025/26 Internal Audit Plan

NS provided the Committee with a verbal update on the progress of the internal audit plan. This was welcomed and the committee believe the right questions are being asked in the right areas, with good responses and cooperation from TVP and the OPCC. This was echoed by DCC Ben Snuggs (BS).

No Actions

### 5. Progress on Delivery of Agreed Actions in Internal Audit Report

The Committee reviewed the paper submitted by Amy Shearn (AS).

AS advised since the report was compiled, the number of actions outstanding has reduced from 59 to 56.

The Committee raised the question about how realistic new completion dates are considering some of them are within a week or so of the committee date. AS advised she can compile some statistics of the outstanding actions and the expected completion dates, but the committee were happy to keep this in view for the coming meetings.

### 6. TVP Risk & Business Continuity Update

The Committee reviewed the paper submitted by Alison Nicholls (AN).

SP asked why data loss and data integrity are no longer listed as risks? Mike Lattanzio (ML) replied that after a lot of conversations internally, TVP wanted a greater emphasis on the cyber element as this is a higher risk to the organisation. Data quality is a risk, but does not score highly enough to sit on the Corporate Risk Register, but still remains on the portfolio register.

SP – how do you tackle an issue such as human error in data input, the kind of which may lead to an incorrect arrest? ML – quite a lot of mitigation is in place, we currently use technology to Auto Correct at the front end, to ensure such errors are corrected and minimised.

#### No Actions

### 7. OPCC Risk Register

Gillian Ormston (GO) – we are developing our risk strategy at present, now that we have our Director of Strategy and Head of Strategy in place. We are fully reviewing our approach to both strategic and operational risk management.

Luca Raffellini (LR) noted that the majority of risks are outside of the control of the OPCC. GO – the PCC is corresponding regularly with Ministers regarding this and we are working very closely with the Chief Constable's team on managing risk within the force.

Kay Taylor (KT) requested that an additional column is added to the OPCC Risk register, to include dates when a risk is added to the Risk Register.

**Action: Include a date column of when a risk is added into the OPCC Risk Register - GO (JIAC 019)**

Chris Westcott (CW) raised the point that at what stage does a risk become an issue? i.e. the risk is accepted and the issue needs to be managed as they are in motion - when should this be reflected in the OPCC Risk Register? GO accepted this is vital to the understanding of risks vs issues and that the JIAC main meeting is invaluable in bringing this to light. The OPCC Risk Register will be reviewed to identify risks vs. issues.

**Action: Review the OPCC Risk Register specifically to identify Risk vs Issues - GO (JIAC 020)**

## FINAL UPDATES

### 8. Draft Statement of Accounts for the Annual Governance Statement

Martin Thornley (MT) provided the committee with an overview of the Draft Statement of Accounts – note that the Chief Constable's Statement of Accounts is on the website.

SP noted on the draft report that there is £39.56 million listed as Technology and Business Change, if this were split between business change (non-technological) and technology to maintain business as usual, what would the split in cost look like? Joanne Lynn (JL) will send the committee the details behind these figures.

**Action: Provide a breakdown of the £39.56 million allocated for Technology and Business change JL (JIAC 021)**

## 9. EY Audit Plan update

Andrew Brittan (AB) and Alison Kennett (AK) gave a verbal report to the committee, with the current status of the Audit. This is proceeding well at the moment, there are no major issues or problems, hopefully it will run according to time as EY are sending out requests for data on a 2-week rotation, to allow time for Officers to reply and send back their results.

No actions.

## UPDATES & REQUESTED BRIEFINGS

### 10. DEI Report

DCC Ben Snuggs (BS) gave the committee an overview of TVP's response. The DEI review was an independently commissioned report, by the OPCC, into the Employment Tribunal (ET) which TVP was ruled to have acted in a discriminatory matter. 51 recommendations from the report, the outcome was significant for TVP and we took the ET, the outcome and the judgement very seriously.

The actions and recommendations in the DEI review cover areas such as Governance and oversight, Legal Advice, Training, Staff Support Networks, Policy Development and how we handle Employment Tribunals. Some very positive endorsements were contained in the report. The report evidenced a strong public commitment to DEI, but that TVP was not going out on a tangent or deviating in terms of policies. Recommendations are being managed by the Trust and Confidence Board managed by ACC Denis Murray (DM).

No Actions

### 11. 10 Year TVP Strategy

Alison Nicholls (AN) presented the 10 year Sky Line Strategy, a high level and broad strategy. The 5 year Foundational Strategy is where the heavy lifting is and the main actions and activities are centred. The work around this involved numerous staff workshops, meetings and consultations with senior staff and Officers.

GO requested that the presentation be shared with the OPCC and PCC for information.

Action: Share the presentation on the 10 year strategy with the OPCC – AN (JIAC 022)

### 12. Estates Strategy

BS gave the committee an overview of the Estates Strategy. TVP have an ambiguous estates programme at the moment, new builds as well as maintaining the existing estate. An Estate Portfolio Board has been established, as well as the Strategy Estates Group and existing Portfolio Management Structure.

A further, more in depth update on the progress of the Estates Strategy will be provided to the JIAC Committee at the meeting in December 2025.

No Actions

### 13. ICO Audit Progress report

Sharon Warwick (SW) provided an overview of the audit report. The key points; there are 3 main areas of focus 1) how well we prevent, recognise and report data breaches; 2) the joint information management process when breaches arise; 3) what we have learnt from the data breaches.

TVP achieved a status of *reasonable assurance* – 9 out of 13 forces that were audited achieved this grade.

No Actions

**BREAK 10 MINS**

### ANNUAL REPORTS (period ending 31.03)

#### 14. Treasury Management Report

MT gave an overview of the report. Notably, we have re-tendered for the external Treasury Management Advisors, this allows us the opportunity to review risks vs. rewards.

KT – are investment opportunities reviewed in light of some local authorities declaring bankruptcy? MT – even if the Local Authority were to enter a section 114 notice, they are still obliged to pay their debts, it is more likely to affect the timeliness of the repayments. I am reluctant to be overcautious and not to lend to them, especially as it is often in the interests of their taxpayers and our taxpayers and these are Government backed schemes.

MS – the net borrowing position in the report looks like it has improved, but the surplus has also reduced? A sentence to explain would be helpful.

Action: Provide additional explanation in the report re: net borrowing position – MT (JIAC 023)

#### 15. CTC (Chiltern Transport Company) Annual Report

Tom Williams (TW) and DM provide the committee with an overview of the report.

SP – how does the budget compare with the insurance claims, do claims result in exhausting the budget? DM – our budget is not exhausted by the claims, but some claims can cause us to reach the floor limit.

Claims which are not covered, e.g. incidents caused by human error (at fault causing personal injury) are not covered. Officers have the option to take out an additional cover.

DM - we have a solid process for appointing insurance companies, which is regularly reviewed. Though it is worth noting that there are not many companies in the insurance market than can provide insurance to Police forces.

No Actions

#### 16. People Services Annual Report

Nicole Cornelius (NC) presented a report to the committee on People Management. Some points of discussion. Notably, instances of sickness appear to be increasing. NC advised that this is down to two factors 1) the general increase trend in sickness absence nationally and in TVP 2) improvements and consistency in reporting and recording sickness absence.

If we identify a large increase in a certain area of the Force, we investigate the causes in that area. We provide a great deal of resources in supporting Managers in managing sickness and supportive recovery programmes.

SP – there needs to be an objective to drive down sickness, as continued increasing sickness absence is unsustainable for day to day business. NC – I am looking to drive this down in an achievable way, rather than using an arbitrary figure. Year on year decreases is what we are aiming at.

CW – the paper refers to difficulties in appointing Special Constables, is there a strategy to try and turn this around? NC – yes there will be a strategy to specifically tackle this.

**Action: Present JIAC with a report re: Special and volunteer resources and recruitment strategy for December 2025 meeting - NC (JIAC 024)**

The committee observed 11% of Officers and Staff have a declared disability. NC – this references a declaration, it does not mean special adaptations are required in all cases, but they are required in some. When this would affect productivity is difficult to assess, as we have a robust adjustment process and some disabilities may be temporary. We have seen an increase in Neurodiversity conditions.

**Action: Provide JIAC with statistical information on the numbers of employees with RAMP adjustments - NC (JIAC 025)**

## **17. Health and Safety Annual Report**

The committee raised the issue that assaults on Police staff have increased 350%. Ana Riberio Coutinho (ARC) - we are tracking this, it is a small increase on the previous year, also taking into account the increase in the size of the workforce. BS – although assaults on Police Officers may be more common, Police Staff include frontline staff such as PCSOs and Detention Officers – they are subject to assault.

**No Actions**

## **18. Equality, Diversity and Inclusion Annual Report**

DM – EDI policy and process comes under the Legitimacy Trust and Confidence Board, there are elements the board covers that include EDI policy. The committee noted that DM has been appointed the National Policing Lead for Trust and Confidence.

**No Actions**

## **19. Environmental Strategy Annual Report**

Jennifer Jack (JJ) presented the Environmental Strategy Report. MS – in terms of energy consumption, year on year how does it compare to the occupied estate? If we are occupying less estate, how does this impact energy usage? JJ – the usage of Gas will reduce, however electricity will increase as we move away from Gas usage and increase the number of Electric Vehicles.

No Actions

## AGENDA ITEM

### 20. Fire Safety written update

AN presented the report to the committee. AN – it has been a real challenge but a challenge that we are taking firm action via the Gold Group. SP – noted that there is good progress and this area is being properly addressed.

No Actions

### 21. Forward Planning items for future meetings

MT and JK drafted a table of items for future the agenda of future meetings.

Items to be added:

September 2025 meeting.

- 1) Talent Management Strategy TVP. 2) Impact of the Government Strategic Spending Review TVP/OPCC. 3) Governance and oversight on savings and efficiencies TVP.
- 4) PCC Annual Report

December 2025 meeting.

- 1) Estates Strategy TVP. 2) Volunteers including Special Constables TVP.
- 3) AI strategy update TVP.

Action! Update future meeting agendas as required - JK (JIAC 026)

### 22. Any other business

No items

Part 1 of the meeting concluded at 15:50 hrs.

**Date of next meeting: Friday 19 September 2025 at 1300-17:00hrs to be held in the CCMT Conference Room, HQ South/MS Teams**

Joint Independent Audit Committee  
Action Log (2025)



ID	Date of Entry	Summary of agreed action	Person responsible for action	Status	Deadline	Date complete - Update on Action
JIAC 007	31.03.25	Baselining and re-prioritisation of actions - reference internal audit report and delivery of agreed	DCC Ben Snuggs	In progress	19.09.25	TBC
JIAC 017	31.03.25	Update re: Fire Safety for the next JIAC meeting	Ali Nicholls	In progress	19.09.25	TBC
JIAC 019	16.06.25	Include column to show dates that a risk is added to the OPCC Risk Register	Gillian Ormston	In progress	19.09.25	TBC
JIAC 020	16.06.25	Review the OPCC Risk Register specifically to identify Risk vs Issues	Gillian Ormston	In progress	19.09.25	TBC
JIAC 021	16.06.25	Provide a breakdown the £39.56 million allocated for Technology and Business change	Joanne Lynn	Complete	19.09.25	Info passed to JIAC 05.08.25
JIAC 022	16.06.25	Share the presentation on the 10 year strategy with the OPCC	Ali Nicholls	In progress	19.09.25	TBC
JIAC 023	16.06.25	Provide additional explanation in the report ere: net borrowing position	Martin Thornley	In progress	19.09.25	TBC
JIAC 024	16.06.25	Present JIAC with a report re: Specials and volunteer resources and recruitment strategy for Decemb	Nicky Cornelius	In progress	12.12.25	TBC
JIAC 025	16.06.25	Provide JIAC with statistical information on the numbers of employees with RAMP adjustments	Nicky Cornelius	In progress	19.09.25	TBC
JIAC 026	16.06.25	Action: Update meeting agendas as required	Jim Katouzian	Complete	19.09.25	04.07.25



## JOINT INDEPENDENT AUDIT COMMITTEE



**Title:** 2025/26 Joint Internal Audit Plan Delivery

**Recommendation:** The Committee is requested to note the report.

**Officer's Approval:**

PCC Chief Finance Officer (OPCC)

Date: 01 September 2025

Director of Finance (TVP)

Date: 09 September 2025

### 1. Introduction and Background

- 1.1 The report provides details on the progress made in delivering the 2025/26 Joint Internal Audit Plan for TVP and the OPCC and any findings arising from the audits that have been completed.

### 2. Audit Resources

- 2.1 There have been no changes to the Joint Internal Audit Team's resource plan for 2025/26, with the plan being delivered by the Chief Internal Auditor, Principal Auditor and TIAA Ltd (ICT audit provider). For continuity, the same team of TIAA Ltd Auditors are being used for 2025/26.

### 3. 2025/26 Audit Plan Status and Changes

- 3.1 The progress made in delivering the 2025/26 Joint Internal Audit Plan is detailed in Appendix A. This includes the status of each review, the high level scope (where agreed) and the assurance outcome (where reported). Since the June meeting, the following audits have been completed:

#### Substantial / Reasonable Assurance

- Police Constable Entry Programme Training Delivery (Substantial Assurance): PCEP is a two year programme to train student officers from entry to operational deployment. The audit focused on course delivery and content, which received a reasonable assurance rating, as well as course outcomes and student support along with governance and assurance, both receiving substantial assurance ratings.
- Domestic Abuse Investigation Units (Reasonable Assurance): The five Local Command Unit DAIUs work in partnership to manage and investigate high risk domestic abuse cases, but can also be involved in honour based abuse, domestic rape and serious sexual assault and stalking investigations. The audit tested the DAIUs scope, responsibilities and resources as well as the oversight,

governance and partnership arrangements. Both areas received reasonable assurance ratings. Their process, demand and performance management arrangements were also tested, receiving a limited assurance outcome.

#### Limited / Minimal Assurance

- None.
- 3.2 Copies of the Final Audit Report (Executive Summary) for all completed audits have been circulated to the JIAC members, in advance of the meeting.
- 4. 2025/26 Performance Indicators**
- 4.1 Local performance indicators are used by the team to ensure audits are completed promptly and to an acceptable standard. See Appendix B for the team's current Performance Dashboard 2025/26.
- 5. International Standards for the Professional Practice of Internal Auditing**
- 5.1 During 2024, the Global Institute of Internal Auditors (IIA) issued a revised International Standards for the Professional Practice of Internal Auditing (IPPF) document. The updated IPPF includes Global Internal Audit Standards (GIAS), Topical Requirements and Global Guidance. The IPPF addresses current internal audit practices while enabling practitioners and stakeholders globally to be flexible and responsive to the ongoing needs for high-quality internal auditing in diverse environments and organisations of different purposes, sizes and structures. From April 2025, the Joint Internal Audit Team (JIAT) are governed by the updated IPPF, replacing the previous Public Sector Internal Audit Standards (PSIAS). The Chartered Institute of Public Finance and Accountancy (CIPFA) have also produced a Global Internal Audit Standards in the UK Public Sector Application Note. This document provides a framework for the practice of internal audit in the UK public sector when taken together with the GIAS.
- 5.2 A report was presented to the JIAC in March 2025 detailing the changes to the IPPF and the actions that would be taken to review and provide organisational assurance on the team's conformance. The GIAS details 15 Principles, containing a total of 52 Standards. The team have completed an internal self-assessment against the IPPF (including the GIAS).

Standard	Conformance		
	Full	Partial	None
<b>Principle 1 Demonstrate Integrity</b>			
Standard 1.1 Honesty and Professional Courage	✓		
Standard 1.2 Organization's Ethical Expectations	✓		
Standard 1.3 Legal and Ethical Behaviour	✓		
<b>Principle 2 Maintain Objectivity</b>			
Standard 2.1 Individual Objectivity	✓		
Standard 2.2 Safeguarding Objectivity	✓		
Standard 2.3 Disclosing Impairments to Objectivity	✓		
<b>Principle 3 Demonstrate Competency</b>			
Standard 3.1 Competency	✓		
Standard 3.2 Continuing Professional Development	✓		
<b>Principle 4 Exercise Due Professional Care</b>			
Standard 4.1 Conformance with the Global Internal Audit Standards	✓		
Standard 4.2 Due Professional Care	✓		
Standard 4.3 Professional Scepticism	✓		
<b>Principle 5 Maintain Confidentiality</b>			
Standard 5.1 Use of Information	✓		

Standard	Conformance		
	Full	Partial	None
<b>Principle 1 Demonstrate Integrity</b>			
Standard 5.2 Protection of Information	✓		
<b>Domain III: Governing the Internal Audit Function</b>			
<b>Principle 6 Authorized by the Board</b>			
Standard 6.1 Internal Audit Mandate	✓		
Standard 6.2 Internal Audit Charter	✓		
Standard 6.3 Board and Senior Management Support	✓		
<b>Principle 7 Positioned Independently</b>			
Standard 7.1 Organizational Independence	✓		
Standard 7.2 Chief Audit Executive Qualifications	✓		
<b>Principle 8 Overseen by the Board</b>			
Standard 8.1 Board Interaction	✓		
Standard 8.2 Resources	✓		
Standard 8.3 Quality	✓		
Standard 8.4 External Quality Assessment	✓		
<b>Domain IV: Managing the Internal Audit Function</b>			
<b>Principle 9 Plan Strategically</b>			
Standard 9.1 Understanding Governance, Risk Management, and Control Processes	✓		
Standard 9.2 Internal Audit Strategy	✓		
Standard 9.3 Methodologies	✓		
Standard 9.4 Internal Audit Plan	✓		
Standard 9.5 Coordination and Reliance	✓		
<b>Principle 10 Manage Resources</b>			
Standard 10.1 Financial Resource Management	✓		
Standard 10.2 Human Resources Management	✓		
Standard 10.3 Technological Resources		✓	
<b>Principle 11 Communicate Effectively</b>			
Standard 11.1 Building Relationships and Communicating with Stakeholders	✓		
Standard 11.2 Effective Communication	✓		
Standard 11.3 Communicating Results		✓	
Standard 11.4 Errors and Omissions	✓		
Standard 11.5 Communicating the Acceptance of Risks	✓		
<b>Principle 12 Enhance Quality</b>			
Standard 12.1 Internal Quality Assessment	✓		
Standard 12.2 Performance Measurement	✓		
Standard 12.3 Oversee and Improve Engagement Performance	✓		
<b>Domain V: Performing Internal Audit Services</b>			
<b>Principle 13 Plan Engagements Effectively</b>			
Standard 13.1 Engagement Communication	✓		
Standard 13.2 Engagement Risk Assessment	✓		
Standard 13.3 Engagement Objectives and Scope	✓		
Standard 13.4 Evaluation Criteria	✓		
Standard 13.5 Engagement Resources	✓		
Standard 13.6 Work Program	✓		
<b>Principle 14 Conduct Engagement Work</b>			
Standard 14.1 Gathering Information for Analyses and Evaluation	✓		
Standard 14.2 Analyses and Potential Engagement Findings	✓		
Standard 14.3 Evaluation of Findings		✓	
Standard 14.4 Recommendations and Action Plans	✓		
Standard 14.5 Engagement Conclusions	✓		
Standard 14.6 Engagement Documentation	✓		
<b>Principle 15 Communicate Engagement Results and Monitor Action Plans</b>			
Standard 15.1 Final Engagement Communication	✓		
Standard 15.2 Confirming the Implementation of	✓		

Standard	Conformance		
	Full	Partial	None
<b>Principle 1 Demonstrate Integrity</b>			
Recommendations or Action Plans			
<b>TOTAL</b>	49	3	

5.3 Three standards have been viewed as partial conformance currently. The detail for each is:

Standard	Requirement	Self-Assessment
10.3	The chief audit executive must strive to ensure that the internal audit function has technology to support the internal audit process. The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency.	The team is a paperless function and has access to the necessary internal technology to deliver the service. As a small team, we use the Office365 suite to deliver the service and not a separate audit management tool. The use of data analytics and AI are currently being investigated.
11.3	Themes: The findings and conclusions of multiple engagements, when viewed holistically, may reveal patterns or trends, such as root causes. When the chief audit executive identifies themes related to the organization's governance, risk management, and control processes, the themes must be communicated timely, along with insights, advice, and/or conclusions, to the board and senior management.	The Chief Internal Auditor's Annual Report and Conclusion includes a section on audit themes. This is for both organisations to consider, as although not necessarily reflective of a fundamental issue, may provide insight into areas that may require further consideration or areas for improvement. Further development of insight work will be investigated with a relevant methodology being applied.
14.3	Internal auditors must evaluate each potential engagement finding to determine its significance. When evaluating potential engagement findings, internal auditors must collaborate with management to identify the root causes when possible, determine the potential effects, and evaluate the significance of the issue.	The Observations and Risk Exposure document details the observations, risks, potential root causes and any management action. During the Exit Meeting, these are discussed and agreed with the customer.  Some work is done on root cause analysis, but this will be investigated further and a relevant methodology applied.

5.4 There were also two other areas where the team do not technically conform with the Standard, but due to the agreed structure and approach in delivering the joint internal audit service, these have been classed as full conformance:

Standard	Requirement	Self-Assessment
10.1	The chief audit executive must develop a budget that enables the successful implementation of the internal audit strategy and achievement of the plan. The budget includes the resources necessary for the function's operation, including training and acquisition of technology and tools. The chief audit executive must manage the day-to-day activities of the internal audit function effectively and efficiently, in alignment with the budget.	The Chief Internal Auditor has no budget responsibilities, but there are separate processes in place to ensure the team has access to the necessary level of resources to deliver the service (i.e. human, training and technology).
13.6	The chief audit executive must review	As the team consists of two qualified

Standard	Requirement	Self-Assessment
	and approve the engagement work program before it is implemented and promptly when any subsequent changes are made.	and experienced auditors, the Testing Programmes are not signed off before the audit commences. Any issues in the Testing Programme deviating from the Audit Brief will be highlighted as part of the file review and addressed retrospectively and for future audits.

- 5.5 As part of the self-assessment process, the team also reviewed the Global Internal Audit Standards in the UK Public Sector (CIPFA Application Note) document. This details the “interpretations and requirements which need to be applied to the GIAS requirements, in order that these form a suitable basis for internal audit practice in the UK public sector”. The document identifies nine specific areas for consideration, of which the team all conform with.
- 5.6 Standard 8.3 (Quality) of the GIAS requires the team to maintain a Quality Assurance and Improvement Programme, which includes the outcome of any internal assessment. See Appendix C for the programme, action and status.
- 5.7 In terms of ongoing assurance, the team will complete the following:
- Conduct annual self-assessments, with the outcome, as well as the Quality Assurance and Improvement Programme, being reported to the JIAC.
  - The team was externally assessed by CIPFA during May 2022 against the previous PSIAs. The opinion of the external assessor was that the team “FULLY CONFORM to the requirements of the Public Sector Internal Audit Standards and the CIPFA Local Government Application Note”. The team’s next external assessment will take place during 2027/28, as per the five year assessment cycle.

## 6. Fraud

- 6.1 The data matches for the 2024/25 NFI have been received. Force teams are currently reviewing the matches, with no initial concerns being noted.
- 6.2 The Joint Internal Audit Team have liaised with the Professional Standards Department (PSD) and Corporate Finance and there have not been any instances of fraud that have needed to be notified to the team since the previous JIAC meeting in June. As noted previously, these matters are discussed at the quarterly Fraud Group, which is attended by PSD, Corporate Finance, Internal Audit and the OPCC.

## APPENDIX A

2025/26 Joint Internal Audit Plan

Org.	Force CCMT / OPCC SMT Lead	Audit Review	Status	Scope	Assurance	Overall Assurance	Days
TVP	DCC	Corporate Communications Approach	To Start	TBC	TBC	TBC	11
		Organisational Leadership Management	Testing	Strategic Policing Requirement	TBC	TBC	11
				Statutory Responsibilities	TBC		
				Key Governance Processes	TBC		
		Fire Safety Arrangements	To Start	TBC	TBC	TBC	10
	Estates Maintenance	Testing	Reactive, Preventative and Planned Maintenance Arrangements	TBC	TBC	TBC	11
			Risk Management and Governance	TBC			
	Legitimacy and Public Value	Enabling Services Programme Implementation	Scoping	TBC	TBC	TBC	12
		Trust and Confidence	Scoping	TBC	TBC	TBC	11
	Crime and Criminal Justice	Evidence Management Unit	Testing	EMU Accommodation	TBC	TBC	11
		Repeat Offender Management	Scoping	Property Retention Arrangements	TBC		
	Local Policing	Anti-Social Behaviour	Exit Meeting	Risk Assessment Process	TBC	TBC	11
				Case Review Process	TBC		
		Domestic Abuse Investigation Unit	Complete	Scope, Responsibilities and Resources	Reasonable	Reasonable	11
				Processes, Demand and Performance Management	Limited		
				Oversight, Governance and Partnership Arrangements	Reasonable		
	Local Community Engagement	To Start	TBC	TBC	TBC	11	
	Vehicle Crime	Testing	Roles, Responsibilities and Guidance	TBC	TBC	TBC	11
			Governance and Oversight	TBC			
	Operations	Armouries Management	Scoping	TBC	TBC	TBC	11
Regional Counter Terrorism and Organised Crime	TVP Financial Investigations	Scoping	TBC	TBC	TBC	11	

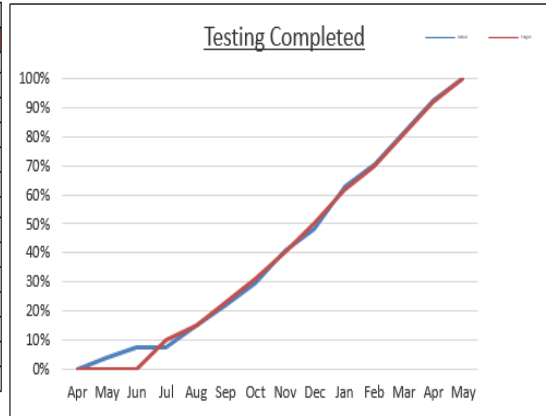
Org.	Force CCMT / OPCC SMT Lead	Audit Review	Status	Scope	Assurance	Overall Assurance	Days
	Finance	Key Financial Controls	To Start	TBC	TBC	TBC	13
		Change of Circumstances (Flexi-Working / Acting Up)	Exit Meeting	Flexi-Working (Changes to Hours and Shifts)	TBC	TBC	11
				Acting Process	TBC		
	Procurement and Discreet Cards	Testing	Approval / Issuing of Cards	TBC	TBC	10	
			Review of Transactions	TBC			
	Digital and Information	Freedom of Information	To Start	TBC	TBC	TBC	10
		Cyber Security (Operating Model)	Scoping	TBC	TBC	TBC	10
		End User Device Management	Testing	Property Retention Arrangements	TBC	TBC	10
				Procurement of Assets	TBC		
				Asset Lifecycle Management	TBC		
Monitoring and Reporting	TBC						
Joiners, Leavers and Movers Process	Scoping	TBC	TBC	TBC	10		
People	<b>Police Constable Entry Programme Training Delivery</b>	<b>Complete</b>	<b>Course Delivery and Content</b>	<b>Reasonable</b>	<b>Substantial</b>	<b>11</b>	
			<b>Course Outcomes and Student Support</b>	<b>Substantial</b>			
<b>Governance and Assurance</b>			<b>Substantial</b>				
	Recuperative and Adjusted Duties	To Start	TBC	TBC	TBC	11	
OPCC	OPCC	OPCC Performance Management Framework	To Start	TBC	TBC	TBC	10
		Victims Hub / Model	To Start	TBC	TBC	TBC	11
N/A	General	Limited / Minimal Assurance Follow Up	To Start	Follow up of Actions from 2024/25 Limited Assurance Audit Reports	N/A	N/A	10
		Sources of Assurance	Testing	Additional Sources of Assurance	N/A	N/A	4
<b>TOTAL</b>							<b>285</b>

<b>Substantial</b>	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
<b>Reasonable</b>	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
<b>Limited</b>	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
<b>Minimal</b>	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

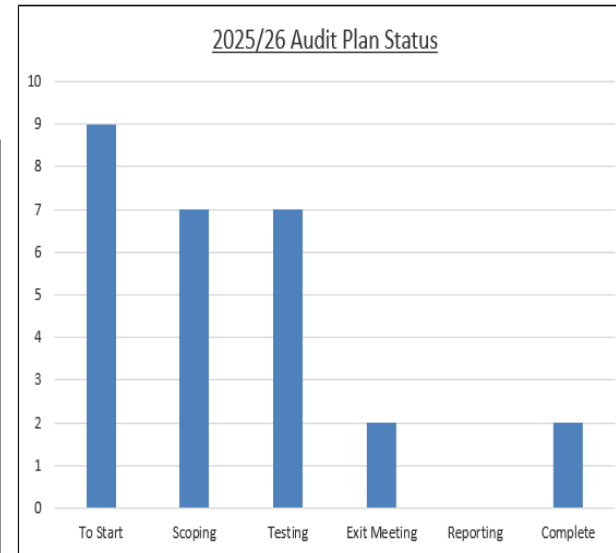
APPENDIX B

Joint Internal Audit Service: Performance Dashboard 2025/26

Ref.	1	Audits	Testing Completed		
PI	Testing Completed	27	Actual No.	Actual %	Target %
Target	By July: 10%	Apr	0	0%	0%
	By November: 40%	May	1	4%	0%
	By February: 70%	Jun	2	7%	0%
	By May: 100%	Jul	2	7%	10%
		Aug	4	15%	15%
Comments	In completing testing, the plan is currently on track to be delivered by April 2026.				
	Of the four audits where testing is complete, two were within target (i.e. 4 x the day allocation). The two that were outside target were over by an average of 8 days.				
		Sep	6	22%	23%
		Oct	8	30%	31%
		Nov	11	41%	40%
		Dec	13	48%	50%
		Jan	17	63%	62%
		Feb	19	70%	70%
		Mar	22	81%	81%
		Apr	25	93%	92%
	May	27	100%	100%	

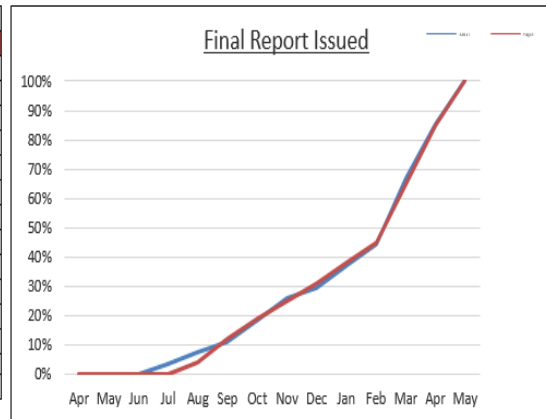


Ref.	3	Audit Status	No.	%	
PI	Joint Internal Audit Plan Delivered	To Start	9	33%	
Target	Each audit review completed, excluding any agreed changes (i.e. removed audits): 100%	Scoping	7	26%	
		Testing	7	26%	
		Exit Meeting	2	7%	
		Reporting	0	0%	
		Complete	2	7%	
Comments	TOTAL			27	100%
The current status of each audits is noted above, with the plan on track to be delivered by April 2026.					



Ref.	4
PI	Annual Internal Audit Quality Questionnaire Outcome
Target	Responses who agree or tended to agree with the statements (excluding "unable to comment" answers): 95%
	The Annual Internal Audit Quality Questionnaire will be issued in May 2026 with the results included in the Annual Report.
Comments	

Ref.	2	Audits	Final Report Issued		
PI	Final Report Issued	27	Actual No.	Actual %	Target %
Target	By July: 0%	Apr	0	0%	0%
	By November: 25%	May	0	0%	0%
	By February: 45%	Jun	0	0%	0%
	By May: 100%	Jul	1	4%	0%
		Aug	2	7%	4%
Comments	In issuing reports, the plan is currently on target to have all reports issued by April 2026.				
	Of the two audits where the final report has been issued, these were within target (i.e. 40 days from exit meeting).				
		Sep	3	11%	12%
		Oct	5	19%	19%
		Nov	7	26%	25%
		Dec	8	30%	31%
		Jan	10	37%	38%
		Feb	12	44%	45%
		Mar	18	67%	65%
		Apr	23	85%	85%
	May	27	100%	100%	



Ref.	5
PI	Conform with the Global Internal Audit Standards
Target	Complete an annual self-assessment and ensure conformance with the standards, with any non-conformance being endorsed by the necessary governance forum: 100%
	An annual self-assessment is conducted in February each year with the outcome being reported as part of the Audit Strategy and Joint Internal Audit Plan.
Comments	

## APPENDIX C

### Quality Assurance and Improvement Programme

#### Conformance Key

Conform Fully
Conform Partially
Non Conformance
N/A

#### Status Key

Complete
Ongoing
To Start

- Global Internal Audit Standards

Standard	Summary	Conformance	Action	Owner	Date	Status
Standard 1.1 Honesty and Professional Courage	Internal auditors must perform their work with honesty and professional courage.	Conform Fully	The JIAT will review its ethical approach, training and induction to ensure full conformance to the GIAS.	NS	30.6.25	Complete
Standard 2.1 Individual Objectivity	Internal auditors must maintain professional objectivity when performing all aspects of internal audit services. Professional objectivity requires internal auditors to apply an impartial and unbiased mindset and make judgments based on balanced assessments of all relevant circumstances.	Conform Fully	The JIAT will conduct a team session to further review the processes and procedures to ensure full conformance to the GIAS.	NS	30.6.25	Complete
Standard 6.2 Internal Audit Charter	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: <ul style="list-style-type: none"> <li>• Purpose of Internal Auditing. Commitment to adhering to the Global Internal Audit Standards.</li> <li>• Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1</li> </ul>	Conform Fully	The JIAT will review and update their Audit Charter ensuring the content conforms with the GIAS and the new Internal Audit Mandate requirements.	NS	31.3.25	Complete

Standard	Summary	Conformance	Action	Owner	Date	Status
	Internal Audit Mandate.). <ul style="list-style-type: none"> <li>Organizational position and reporting relationships. (See also Standard 7.1 Organizational Independence.).</li> </ul>					
Standard 9.1 Understanding Governance, Risk Management, and Control Processes	To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes.	Conform Fully	The JIAT will review its Internal Audit Strategy and Joint Internal Audit Plan to ensure the content conforms with the GIAS and the new Internal Audit Mandate requirements.	NS	28.2.25	Complete
Standard 10.1 Financial Resource Management	The chief audit executive must manage the internal audit function's financial resources.	Conform Fully	The Chief Internal Auditor has no budget responsibilities, but there are separate processes in place to ensure the team has access to the necessary level of resources to deliver the service (i.e. human, training and technology).	NS	N/A	Complete
Standard 10.3 Technological Resources	The chief audit executive must strive to ensure that the internal audit function has technology to support the internal audit process. The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency.	Conform Partially	The team is a paperless function and has access to the necessary internal technology to deliver the service. As a small team, we use the Office365 suite to deliver the service and not a separate audit management tool. The use of data analytics and AI are currently being investigated.	NS	31.1.26	Ongoing
Standard 11.3 Communicating Results	Themes: The findings and conclusions of multiple engagements, when viewed holistically, may reveal patterns or trends, such as root causes. When the chief audit executive identifies themes related to the organization's governance, risk management, and control processes, the themes must be communicated timely, along with insights, advice, and/or conclusions, to the board and senior management.	Conform Partially	The Chief Internal Auditor's Annual Report and Conclusion includes a section on audit themes. This is for both organisations to consider, as although not necessarily reflective of a fundamental issue, may provide insight into areas that may require further consideration or areas for improvement. Further development of insight work will be investigated with a relevant methodology being applied.	NS	31.1.26	Ongoing
Standard 13.6 Work Program	The chief audit executive must review and approve the engagement work program before it is implemented and promptly when any subsequent changes are made.	Conform Fully	As the team consists of two qualified and experienced auditors, the Testing Programmes are not signed off before the audit commences. Any issues in the Testing Programme deviating from the Audit Brief will be highlighted as part of the file review and addressed retrospectively and for future audits.	NS	N/A	Complete

Standard	Summary	Conformance	Action	Owner	Date	Status
Standard 14.3 Evaluation of Findings	<p>Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to:</p> <ul style="list-style-type: none"> <li>Resolve the differences between the established criteria and the existing condition.</li> <li>Mitigate identified risks to an acceptable level.</li> <li>Address the root cause of the finding.</li> <li>Enhance or improve the activity under review.</li> </ul>	Conform Partially	<p>The Observations and Risk Exposure document details the observations, risks, potential root causes and any management action. During the Exit Meeting, these are discussed and agreed with the customer.</p> <p>Some work is done on root cause analysis, but this will be investigated further and a relevant methodology applied.</p>	NS	31.1.26	Ongoing

- Global Internal Audit Standards in the UK Public Sector (CIPFA Application Note)

Standard	Summary	Conformance	Action	Owner	Date	Status
N/A	None	N/A	None	N/A	N/A	N/A

- CIPFA Statement on the Role of the Head of Internal Audit (2019)

Standard	Standard	Conformance	Action	Owner	Date	Status
N/A	None	N/A	None	N/A	N/A	N/A

- Effectiveness of Internal Audit - Year End Questionnaire

Ref	Issue	Conformance	Action	Owner	Date	Status
N/A	No issues raised as part of the year end questionnaires from May 2025.	N/A	N/A	N/A	N/A	N/A

- External GIAS Assessment

Ref	Standard	Conformance	Action	Owner	Date	Status
N/A	All suggestions addressed from the May 2022 external assessment	N/A	N/A	N/A	N/A	N/A

**Disclaimer:** Any matters arising as a result of the audits are only those which have been identified during the course of the work undertaken and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that could be made. It is emphasised that the responsibility for the maintenance of a sound system of management control rests with management and that the work performed by the Joint Internal Audit Team on the internal control system should not be relied upon to identify all system weaknesses that may exist. However, audit procedures are designed so that any material weaknesses in management control have a reasonable chance of discovery. Effective implementation of management actions is important for the maintenance of a reliable management control system.





## JOINT INDEPENDENT AUDIT COMMITTEE



<b>Title:</b> Progress on delivery of agreed actions in Internal Audit reports	
<b>Recommendation:</b> The Committee is requested to note the report.	
<b>Officer's Approval:</b>	
PCC Chief Finance Officer (OPCC)	Date: 01/09/25
Director of Finance (TVP)	Date: 09/09/25

### 1 Introduction and background

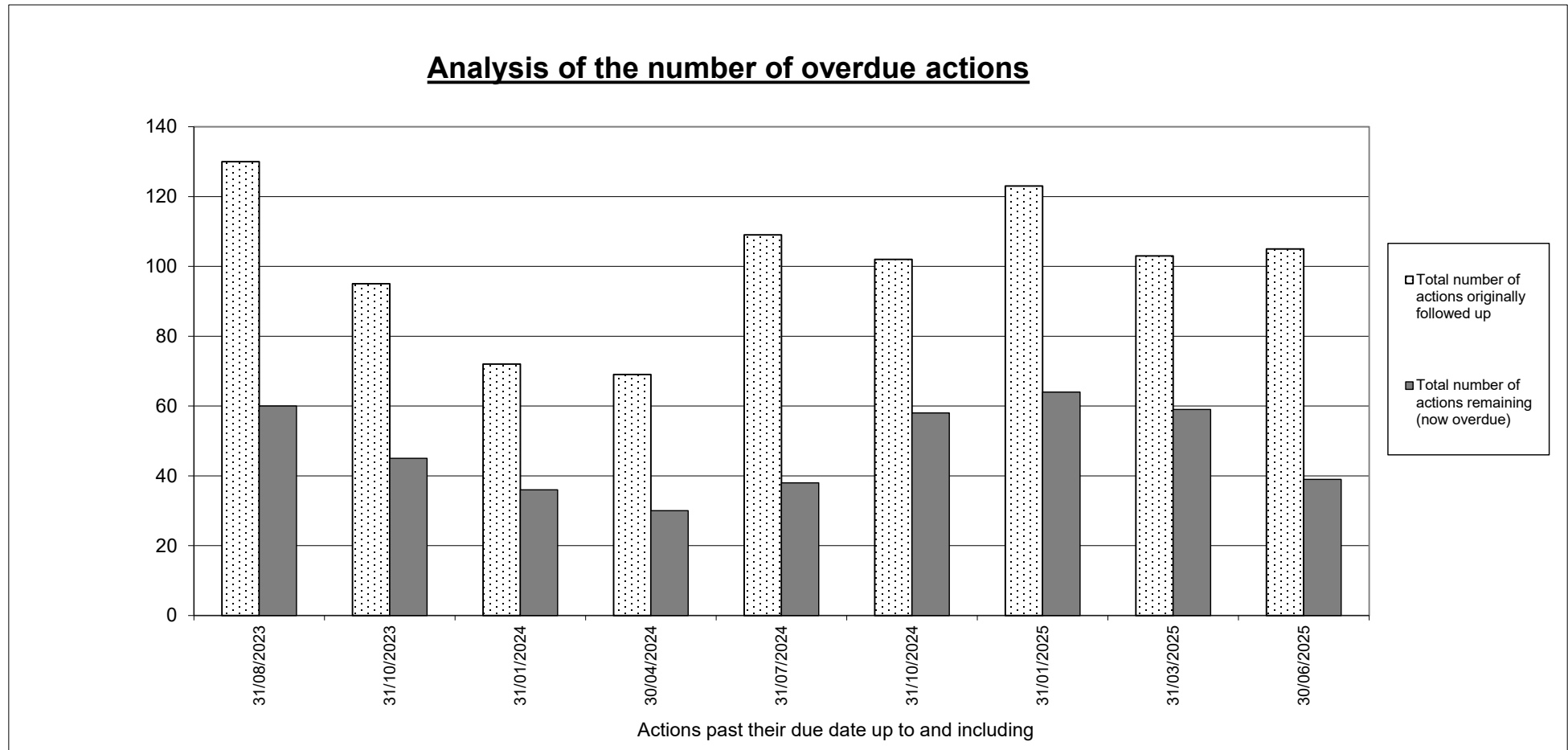
- 1.1 The report provides details of the progress made by managers in delivering the agreed actions in internal audit reports.

### 2 Issues for consideration

- 2.1 Appendix 1 sets out an analysis of the position with regard to the number of overdue actions as at 30<sup>th</sup> June 2025 in relation to audits conducted during the years 2021/22 to 2025/26. It shows that in total there were 39 overdue actions at 30<sup>th</sup> June, arising from 18 separate audits. The overdue actions are split by priority.
- 2.2 Appendix 2 shows the change in the number of overdue actions since the previous report to this Committee in June 2025. The total number of outstanding overdue actions reported has fallen from 59 to 39.
- 2.3 Appendix 3, as per previously agreed parameters, sets out the information provided by managers in respect of all priority one actions that are overdue and any priority two actions which are overdue by nine months or more. It includes all agreed actions that should have been completed by 30<sup>th</sup> June 2025. The information is based on responses from managers received up to and including 1<sup>st</sup> September 2025. If required, a verbal update will be provided to the Committee on any further information received since this report was written.

**ANALYSIS OF OVERDUE ACTIONS AS AT 30<sup>TH</sup> JUNE 2025**

Audit Subject/Location	Overall rating	CCMT/COG Lead	Total actions	Not yet due	Overdue	Overdue as % of original actions	Priority 1	Priority 2
<b>2021/22</b>								
Business Continuity Arrangements	Reasonable	DCC Ben Snuggs	15	-	1	7%	-	1
<b>TOTAL</b>					<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>2022/23</b>								
Contact Management Platform Performance	Reasonable	ACO Mike Lattanzio	7	-	1	14%	1	-
ICT Enterprise / M365 Security Management	Reasonable	ACO Mike Lattanzio	6	-	1	17%	-	1
<b>TOTAL</b>					<b>2</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>2023/24</b>								
Counter Fraud Controls	Reasonable	Various	18	-	4	22%	2	2
Criminal Justice Outcomes (Out of Court Disposals)	Reasonable	T/ACC Oly Wright	10	2	2	20%	2	-
Digital Project Implementation	Reasonable	ACO Mike Lattanzio	7	-	1	14%	1	-
Stalking	Reasonable	T/ACC Oly Wright	18	3	1	6%	-	1
Trust and Confidence	Reasonable	ACC Dennis Murray	9	-	4	44%	1	3
Working Smart - Security and Data Protection Compliance	Reasonable	DCC Ben Snuggs ACO Mike Lattanzio	16	-	1	6%	-	1
<b>TOTAL</b>					<b>13</b>	<b>-</b>	<b>6</b>	<b>7</b>
<b>2024/25</b>								
Accounts Receivable	Limited	ACO Linda Waters	27	-	2	7%	1	1
Assessment and Investigation Unit	Reasonable	ACC Christian Bunt	11	-	1	9%	-	1
Complaints Process	Reasonable	DCC Ben Snuggs Gillian Ormston (OPCC)	10	2	1	10%	-	1
Contract Management (Benefits Realisation and Supplier Performance Management)	Reasonable	DCC Ben Snuggs ACO Mike Lattanzio ACO Linda Waters	11	-	1	9%	1	-
Custody 2030 Programme Delivery	Limited	DCC Ben Snuggs T/ACC Oly Wright	20	1	4	20%	2	2
Environmental Sustainability Strategy	Limited	DCC Ben Snuggs	16	8	4	25%	1	3
Mobile Phone Procurement	Reasonable	ACO Mike Lattanzio	6	2	1	17%	1	-
Rape and Sexual Offences	Reasonable	T/ACC Oly Wright	8	2	1	13%	1	-
Thames Valley Together	Limited	ACO Mike Lattanzio ACC Christian Bunt	33	-	8	24%	2	6
<b>TOTAL</b>					<b>23</b>	<b>-</b>	<b>9</b>	<b>14</b>
<b>OVERALL TOTAL</b>					<b>39</b>	<b>-</b>	<b>16</b>	<b>23</b>



## UPDATE ON PROGRESS IN DELIVERING OVERDUE AGREED ACTIONS

(Covers only Priority 1 actions and Priority 2 actions that are more than nine months overdue)

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<b>Accounts Receivable</b>					
<b><u>Management information and reporting</u></b>					
<p>Historically there has been some KPIs/management information produced but this has not been completed for some time.</p> <p>It was confirmed during the audit that this is now being looked at both in terms of reinstating the previous KPI information and also considering what other monitoring information is required by management to effectively oversee the operation of the accounts receivable processes.</p> <p><b>Risk:</b> Lack of management information leads to ineffective oversight of the levels of debt and where significant individual debts are building up.</p>	<p>The aged debtor report is produced on a monthly basis.</p> <p>On top of this, the intention is to introduce automated dashboard data for the AR process. This would provide an overview to management on how the process is working and key issues which require attention.</p>	31/12/24	1	<p>This is one of a selection of dashboards being developed by Finance SMT. Work has been delayed but is underway pending some SSAMI revisions.</p>	31/12/25
<b>Contact Management Platform Performance</b>					
<b><u>CMP – MOPI Compliance</u></b>					
<p>During the review, one aspect that was highlighted related to CMP's compliance with the Management of Police Information (MOPI) requirements. Although work has been ongoing for the last 18 months and progress is being made, CMP does not currently fully comply with MOPI in relation to the deletion of data the Forces are not lawfully allowed to retain or has been asked to delete.</p> <p>The Integrated Systems Support Structure have identified a solution and the options are currently the subject of an Annual Planning Process / Medium Term Financial Plan bid, which has been highlighted as a mandatory requirement. If approved, work will commence in April 2023 and should be completed by the end of 2023.</p> <p><b>Risk:</b> The Forces do not fully comply with legal MOPI requirements, leading to potential sanctions or reputational damage.</p>	<p>An APP / MTFP bid has been submitted to assist with CMP complying with MOPI requirements. If successful, the approved solutions will be applied to the platform.</p> <p>If the APP / MTFP bid is unsuccessful, the risk exposure to both Forces will be approved and owned by the necessary senior leader governance forum.</p>	30/12/23	1	<p>Given the lapse of time and subsequent changes to CMP, the requirements specifications have been reviewed and updated, ready to be delivered as part of phase 2 of the MoPI RRD project. Funds are allocated and ICT resource has been earmarked, with a view to starting the project in Q3 of 2025-26. In the meantime, a manual process is in place to fulfil any 'right to erasure' requests made by members of the public to help mitigate the risk.</p>	31/12/26
<b>Contract Management (Benefits Realisation and Supplier Performance Management)</b>					
<b><u>Enabling Services Project</u></b>					
<p>The Force are currently working on an Enabling Services Project. Deloitte has completed the first phase of this work and issued a "Discovery Report for the Finance, People and Tasking and Resilience Directorates (Thames Valley Police Enabling Services Programme)" in June 2024. The report included a sub-opportunity to "improve the effectiveness of contract management across the Force". The detailed observations and findings are:</p> <ul style="list-style-type: none"> <li>- Contract Management responsibility is mainly devolved to individual business areas - procurement stakeholders reported a lack of accountability for this key responsibility, which is impacting the value</li> </ul>	<p>Following receipt of the Enabling Services Project report from Deloitte, a workshop is planned for the end of September 2024 to go through the various models and future options for the Force's approach to contract / supplier management. The draft options are currently split between Gold, Silver and Bronze solutions.</p>	31/03/25	1	<p>Funding has been agreed for a temporary resource to implement the Contract Management model across the Force.</p> <p>Recruitment commenced, recruitment failed and now being started again.</p>	30/09/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>that is derived from third party contracts (c. £100m annual spend under contract).</p> <ul style="list-style-type: none"> <li>- With this devolved responsibility, contract management expertise needs to be strengthened across the Force to underpin robust contract management and avoid continued provision to the force of non-optimal goods and services, with little to no recourse for suppliers.</li> <li>- Poor planning and contract management can lead to wastage of resources. Instances of contract performance not being managed and suppliers having to be replaced results in a drain of TVP resources, both in terms of people effort and expenditure.</li> <li>- The future operating model for the provision of commercial skills and expertise should be considered (i.e., should this be consolidated into a central 'Centre of Expertise', continuation of the current devolved approach, but with greater commercial business partnering support, or other?).</li> </ul> <p>The findings above have also been observed as part of the audit and are being considered as part of the Enabling Services Project.</p> <p><b>Risk:</b> Issues identified as part of the Enabling Services Project report are not addressed, leading to areas for improvement not being realised.</p>	<p>There is also a draft proposal for a pilot of contract management options, using a sample of current contracts to see how the options will work.</p> <p>The outcome of any future changes will focus on using the Force's resources in an effective way to manage contracts, based on an agreed tier structure, focussing on risk (impact and likelihood) of the contract failing and the related link to Force operations and outcomes.</p>				
<b>Counter Fraud Controls</b>					
<p><b><u>Review of Mileage and Expense Claims – Corporate Finance</u></b></p> <p>The audit reviewed the structure of management oversight and review of mileage and expense claims. Testing found the following:</p> <ul style="list-style-type: none"> <li>- The Travel and Vehicle Use Policy (January 2017) states: "4.14 Audit Checks: 4.14.1 Finance Department will undertake random dip checks on a regular basis to ensure fuel and other travel receipts are being retained and mileage claims are in accordance with the policy. Unapproved mileage claims which substantially exceed the maximum daily level will be investigated with the individual concerned and appropriate action taken as required."</li> <li>- The Expenses and Other Ad Hoc Payments Policy (August 2018) states: "4.14 Audit Checks: Finance will undertake audit checks on a monthly basis to ensure the expenses claims comply with the policy and will require explanations and physical copies of the receipts. The audits will also look at the number and frequency of claims to understand the drivers. All anomalies/ non-compliance will be investigated with the individual concerned, referred to senior management as appropriate and will be reported to the Professional Standards department or People services department. If an expense claim is found not to comply with this policy it will be recovered from the recipient."</li> <li>- The Mileage and Expense Claim Knowzone page states: "Expense claim forms are official requests for payment submitted by an individual to the organisation. It is important that they are completed in accordance with Police Regulations, Conditions of Service, the Travel</li> </ul>	<p>A discussion will take place at Corporate Finance Senior Management Team (SMT) with regard to the review, management reporting and oversight of mileage and expense claims.</p> <p>Where enhancements are agreed, these will be introduced as business as usual.</p>	31/12/24	1	<p>A Project Group has been set up with an agreed Terms of Reference to review the current Mileage and Expenses guidance. Once this has been updated, the necessary management information will be agreed.</p> <p>We have guidance from HMRC about what checks they expect to be completed, and there is a piece of work underway to determine what and how we will do this.</p>	30/09/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>Policy, the Expenses and Ad-Hoc Payment Policy, the Driver Policy and accordance with the Code of Ethics. Failure to follow the correct process could result in payments being delayed or refused and could lead to disciplinary action against the claimant. Regular checks and audits are carried out on expense claim forms."</p> <p>Testing found that no dip checks are currently completed by Corporate Finance on mileage or expense claims. It was commented that the team previously ran monthly audit reports and selected samples, but capacity and other priorities mean these checks no longer take place.</p> <p><b>Risk:</b> Claims are not subject to regular dip checking or review, leading to process issues not being identified and resolved.</p>					
<p><b><u>Fuel Card Reporting and Investigation</u></b></p> <p>The CTC receive automated e-mails from the All Star system regarding any unusual amounts or payments. These are forward to LPAs / departments for action.</p> <p>The CTC's Fuel Card Procedure document details the following in relation to "Management Information":</p> <p><b><u>5.1 Management Information</u></b></p> <ul style="list-style-type: none"> <li>- The CTC will receive computer data compatible with Tranman (the fleet management software) to maintain the individual fleet vehicle fuel consumption records.</li> <li>- The CTC will provide monthly fuel reports for all Departments with fleet and hire vehicles. The fuel reports will include any fuel issues notified to Transport other than transactions and adjustments for fleet vehicles no longer in service. Other ad hoc reports may also be provided as required.</li> <li>- The CTC will provide Finance Dept with a quarterly report of fuel card purchases which will include details of spending on inappropriate fuel types. Finance will contact the relevant Depts for further investigation and follow up as required.</li> </ul> <p><b><u>5.2 Financial Monitoring</u></b></p> <ul style="list-style-type: none"> <li>- Fuel usage at a Force level will be monitored monthly by the Finance dept.</li> <li>- Fuel usage by LPA/Dept will be monitored by the Finance dept on a quarterly basis and any substantial movements investigated further.</li> <li>- With regards to fleet vehicles (only), the Finance department will review the quarterly report provided by the card supplier to highlight any Super Unleaded and Premium Diesel purchases and notify relevant departments accordingly for further investigation." <p>Discussions during the audit found that the system of management reporting</p> </li></ul>	<p>A discussion will take place at Corporate Finance Senior Management Team (SMT) with regard to the review, management reporting and oversight of fuel card usage.</p> <p>Where enhancements are agreed, these will be introduced as business as usual.</p>	31/12/24	1	<p>The following actions have been implemented aimed at introducing a business as usual risk-based monitoring approach:</p> <p>The CTC quarterly report on fuel card purchases, which includes details of spending on inappropriate fuel types, is to be shared with Fleet Support Manager in addition to Finance. This will enable proactive monitoring of transaction types and usage patterns, particularly focusing on the use of preferred fuel sites (Discount Diesel/Supermarket) versus premium brands.</p> <p>Future reports will include a breakdown of overall spend by fuel site, allowing us to track the percentage of preferred site usage month-on-month. This will support the identification of genuine savings, especially as operational demand - and therefore fuel spend - is expected to rise over the summer.</p> <p>Fraud reports will also be included in the pack based on specific parameters, particularly focusing on patterns of inappropriate fuel purchases and deviations from preferred site usage. This dual approach - reactive fraud alerts and proactive data analysis - will help ensure that risks are identified and addressed in a timely and consistent manner.</p>	31/10/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>and data investigation, as described above, no longer takes place on a regular basis.</p> <ul style="list-style-type: none"> <li>- CTC: No real oversight of risks and issues as this is the responsibility of each Force within the consortium. Fraud reports are forwarded to each Force, based on specific parameters. Any issues that are fed back are acted upon.</li> <li>- LPAs / departments: Management of fuel cards, but no real checking of individual transactions, unless highlighted in the fraud reports.</li> <li>- Corporate Finance / Accountancy: Processing of invoice payments and monitoring of overall budget spend, but no review of specific transactions.</li> <li>- PSD: Occasional review if a specific issue is reported for investigation.</li> </ul> <p>This aspect is potentially something that could be reintroduced, on a risk basis, following the work of the STOG Task &amp; Finish Group.</p> <p><b>Risk:</b> A lack of management oversight and review of transactions, leading to specific risks or issues not being addressed.</p>					
<b>Criminal Justice Outcomes (Out of Court Disposals)</b>					
<p><b><u>Force Wide Governance Arrangements</u></b></p> <p>The audit tested the Force wide governance arrangements that will be applied to monitor OOCB risks and issues. At the end of the review, it was commented that these arrangements are yet to be agreed.</p> <p>The review also tested the performance and oversight processes. It was commented that these aspects are due to be worked on from February 2024 and will include the collation of an OOCB Performance Framework focussing on compliance, breaches, reoffending and national standards of readiness. Additionally, the data collated by the OOCB Centralised Team will also be utilised to provide an overall picture on demand, risks and issues.</p> <p>The aim is for the new governance and performance framework to go live in quarter one or two of 2024/25.</p> <p><b>Risk:</b> Lack of an effective governance or performance framework, leading to OOCB risks and issues not being overseen or addressed.</p>	<p>The Force wide governance arrangements to monitor OOCB risks and issues will be agreed and implemented.</p> <p>Additionally, the necessary performance framework and measurements for overseeing OOCB aspects will be agreed and implemented.</p>	30/09/24	1	<p>The OOCB Case Workers (x6) have now been in post for nine months. The OOCB Case Worker handbook is still a work in progress but will support any potential vacancies that may occur in the team once complete. We can performance measure against this handbook once complete, but at the moment we are mitigating this by reviewing Cautions whose outcomes have been declined (officer and Case Worker issued Cautions).</p> <p>With regards to the Central Team (Administration), we now have a permanent Team Leader recruited. From the 2.47FTE vacancies left within the administration cohort itself, we have recruited into 2 posts and the individuals are currently in Vetting. We are trying to resolve the 0.47FTE vacancy and is under discussion in our Custody Resilience meetings. When the 2 individuals have commenced proper employment, we can test the OOCB Administrator Handbook that has been prepared on brand-new entrants.</p> <p>As the team is still not at full capacity it has been difficult to completely finalise a measurable performance framework, but will be eased when the vacancies are filled.</p>	31/12/25
<b><u>OOCB Partnership Scrutiny Panel</u></b>	Once the outcome of the	31/12/24	1	The OPCC review was completed in May 2025.	31/10/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>The audit tested the arrangements for the OOCR Partnership Scrutiny Panel. At the end of the audit, it was commented that the meetings are not currently taking place and the panel is on hold, pending the outcome of Office of the Police and Crime Commissioner's (OPCC) governance review. An additional comment was made that once the panel is operational again, there is the potential for the panel to not be chaired by the Force as this could be seen as a conflict of interest.</p> <p>Once the outcome of the OPCC's review is communicated, the future of the OOCR Partnership Scrutiny Panel will be agreed.</p> <p><b>Risk:</b> Lack of an effective scrutiny panel process, leading to ineffective oversight and assurance on the Force's arrangements.</p>	<p>OPCC's governance review is known, the future arrangements for the OOCR Partnership Scrutiny Panel will be agreed. The option for the panel to not be chaired by the Force will also be considered.</p>			<p>The Terms of Reference for the OOCR Adult Scrutiny Panel have been completed. A meeting is being held in July to finalise who should be on the Panel and recruiting an independent Chair, with a view to holding the first Scrutiny Panel in September/October.</p>	
<b>Custody 2030 Programme Delivery</b>					
<b>Programme Resources</b>					
<p>It is acknowledged that the Custody 2030 Programme is a Force wide change programme and not just an Estates programme. The audit confirmed that the programme resources have been agreed and are now in place.</p> <p>However, it was commented that the current Programme Manager is only on secondment from the Force's Change Delivery Unit until April 2025. There is a Programme Officer in post to support the work, who is a permanent member of the Capital Schemes team.</p> <p>Further requirements for resources to support programme / project delivery will form part of the Business Case refresh process.</p> <p><b>Risk:</b> The programme may lack an appropriately resourced structure, potentially leading to impacts on programme delivery.</p>	<p>A job description for an Estates Change Programme Manager will be appointed to, once it has gone through the job evaluation process.</p>	30/06/25	1	<p>Remain open until the Estates Change Programme Manager role has been advertised. The advert will be published once the necessary paperwork is finalised.</p>	30/09/25
	<p>To mitigate the risk of carrying a vacancy, a request for an extension to the current seconded Business Change Programme Manager may be required.</p>	30/06/25	1	<p>Remain open as there may be a need to temporarily extend temp post holder beyond December in the event of delays related to the advertisement, vetting process, or lack of interest in the Estates Programme Change Manager role.</p>	30/09/25
<b>Digital Project Implementation</b>					
<b>Digital Operating Model, Resources and Capacity</b>					
<p>The Force's current Operating Model and structure for digital initiatives and projects was adopted in 2022. The model was set up and aligned to the Digital Strategy, but as more projects and initiatives have been approved or are being worked on, the current model would benefit from a review. This review is currently taking place, with an outcome to propose changes to the approach.</p> <p>Additionally, ICT have a resource planning process in place, but this is not fully aligned between Joint ICT, the Joint Information Management Unit, the Integrated System Support (ISS) Team and ICT's Change Delivery Unit. Also, ISS Resources is currently noted as a risk within the Integrated Systems Working Group Risk Log.</p> <p>Once the review of the Operating Model is complete, it was commented that there will be a need to go through all of the projects and initiatives and</p>	<p>The overall Operating Model for digital services and programmes is currently being reviewed.</p> <p>The outcome will be to ensure an effective operational digital structure and resources with the necessary governance and oversight, aligned to current requirements for both Forces.</p>	30/09/24	1	<p>Ongoing human resources aspects have been resolved and the operating model conversation completed to progress vacancies which will enable the support of new digital capabilities including BWV, DEMS, Agentic AI and Salesforce.</p> <p>The broader Digital Operating Model will be reviewed following sign off of the Digital Strategy, which is currently in development and scheduled to be socialised at the end of August 2025 with associated MTF5 bid.</p> <p>Analysis is underway to understand cross functional requirements between ICT, JIMU and Digital in planning.</p>	30/09/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>ensure they are resourced and prioritised.</p> <p><b>Risk:</b> Lack of an effective Digital Operating Model, leading to initiatives not being resourced or delivered.</p>					
<b>Environmental Sustainability Strategy</b>					
<b>Environmental Management Governance Board</b>					
<p>In terms of governance structure, the ESS refers to a Transformation Board Wellbeing, Health, Safety and Environment (WHS&amp;E). It was confirmed however this requires some updating as this board has now been separated into three meetings of which the Environmental Management Governance Board (EMGB) is one.</p> <p>The EMGB, which reports to the Chief Constable's Management Team (CCMT) and the Joint Independent Audit Committee (JIAC), has previously been chaired by the Head of Governance and Service Improvement but has not met since early 2024. It was not possible during the audit to obtain details of previous meetings, including papers and minutes/action lists, to confirm the effectiveness of the board. However, the focus and future ownership of the meeting is to be reviewed, as part of a review of the overall meeting structure. The terms of reference (ToR), which require some refreshing, will also be updated as part of this.</p> <p>Within the governance structure diagram there is also mention of a Sustainability Strategic Steering Group but it is unclear if this is part of the EMGB or a separate group.</p> <p>Additionally, whilst the Strategic Estates Group (SEG) received the Sustainability Strategy Annual Report and the meetings are attended by the E&amp;SM, there is no mention of environmental sustainability within the group's ToR and the E&amp;SM is not listed as an attendee. It was noted that the ToR provided during the audit were dated 2019 and would therefore likely benefit from a refresh.</p> <p><b>Risk:</b> Lack of a fully transparent oversight process for the ESS, objectives and aims, leading to the potential that the objectives and aims are not achieved and a lack of senior management assurance on ESS outcomes.</p>	<p>A wider discussion on the Force's strategic approach and overall ESS governance structure will take place, including the role of the Sustainability Strategic Steering Group, SEG and the groups detailed under observation 9.</p>	30/06/25	1	<p>An approach for governance of this area has been confirmed. This will see sustainability embedded into existing governance for some areas, for example property decarbonisation will be delivered through the Strategic Estates Group, and environmental management will be added to the Health and Safety Board. A separate board will meet twice a year to review overall strategy delivery.</p> <p>The terms of reference and membership need to be drawn up and finalised.</p>	31/10/25
<b>ICT Enterprise / M365 Security Management</b>					
<b>Legacy Operating Systems Use</b>					
<p>Legacy operating systems are still present within the Force's IT estate. This presents a risk that some Force endpoints and servers may be vulnerable to known exploits in the software which cannot be patched due to a lack of vendor support for the legacy software. The audit noted that plans are in place for legacy assets removal.</p> <p><b>Risk:</b> Legacy software poses a risk as it is no longer supported by the vendor and so will not be patched when security exploits are found.</p>	<p>There are plans in place to remove any legacy operating systems within the next 12 months. Some of these machines are linked to legacy systems, which are being lifecycle managed, meaning when the application is upgraded, the need for these machines will disappear.</p>	30/04/24	2	<p>There are currently 46 legacy machines left on our estate. 6 of these will be replaced by October 2025 and the rest will be removed by April 2026, with the bulk being removed by October 2025. Tracked and reported in the Tech Services Monthly meeting and SMT KPI pack.</p>	30/04/26

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
	There are high-level trackers documents that are managing this process.				
<b>Mobile Phone Procurement</b>					
<p><b>Silver Group Closure Report</b></p> <p>Towards the end of the audit, a copy of the current Silver Group Closure Report was obtained. The report has been circulated to the Deputy Chief Constables for both Forces (TVP and HLOWC), as well as the Chief Finance Officers and the Police and Crime Commissioner for TVP. In reviewing the report, the high level Silver Group risks and lessons learnt are considered addressed.</p> <p>During the audit, it was commented that a further Closure Report would be collated once Phase 2 of the mobile phone rollout has been completed, which is planned for early 2025. The report will provide assurance to the necessary governance forum on the effectiveness of the processes, any risk mitigation and lessons learnt.</p> <p><b>Risk:</b> Confirmation that any previous issues have been addressed and future phases have been effective may not take place, potentially leading to a lack of assurance for senior Force leaders.</p>	Phase 2 Closure Report will be collated and issued.	30/04/25	1	The report is being collated and is planned to be resolved and issued by the end of September 2025.	30/09/25
<b>Rape and Sexual Offences</b>					
<p><b>NOM Product Position Statement</b></p> <p>The NOM includes 75 products that are to be implemented by each Force. The audit discussed TVP's approach to adopting each of the products, which is being managed by the NOM Project.</p> <p>The audit found that once work has been completed to evaluate each product, a policy statement will be collated for approval by the T/Assistant Chief Constable (Crime and Criminal Justice) confirming TVP's approach to implementing each aspect. This will be the Force's position if they are inspected by the Soteria Joint Unit or HMICFRS.</p> <p><b>Risk:</b> The Force may lack a formal position statement on each product, potentially leading to a risk of challenge or non-action on all of the NOM products.</p>	A police statement will be collated for approval once the products are fully available and can be properly assessed.	30/06/25	1	This is now in progress. RASO Hub and updated Operational Guidance needed to be completed first. This will be done by the end of July and will allow for documentation of the decision making around use or lack of use of the products to be completed by end of September 2025.	30/09/25
<b>Stalking</b>					
<p><b>Recommendation 25</b></p> <p>Follow up testing: Consideration of a SPO is not explicitly covered in either the DOM5 or the STA1, although it should be picked up through the Stalking DS review.</p> <p><b>Risk:</b> Lack of action to review and address recommendations, leading to potential process improvements not being realised.</p>	<p>This is not something that can be changed at present, although the DOM5 is under review and likely to change.</p> <p>However, this will be addressed via current discussions regarding including a link within the Crime Management</p>	30/06/24	2	<p>Consideration of SPOs is included in the plans for the introduction of DARA. DARA has been significantly delayed due to issues with Minerva making the necessary changes to NICHE. Resolution found. Plan is to roll out training for DARA in mid-September with launch of DARA in October/November 2025.</p> <p>Stalking DSs continue to review cases for suitability for SPO.</p>	30/11/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
	Framework to details of what orders are available / should be considered.				
<b>Thames Valley Together</b>					
<b>Communications Approach</b>					
<p>As part of the audit, the TVT's communications approach was reviewed. A few observations were made with regard to this area:</p> <ul style="list-style-type: none"> <li>- TVP lack a CCMT senior leader to drive buy in and support for the work completed by TVT, which is mirrored across the partner organisations within Thames Valley.</li> <li>- TVT has no formal Communications Strategy.</li> <li>- TVT do not have a Communications Officer / resource. They have previously had access to the Violence Prevention Partnership's (VPP) communication resource. However, this was an informal arrangement that is no longer in place.</li> <li>- Consideration is being given to collating a regular TVT Newsletter. A draft template is being collated for future use.</li> </ul> <p>As there may be a general lack of understanding as to what TVT is, awareness and communications within the Thames Valley area could be improved to assist in greater engagement from partners.</p> <p><b>Risk:</b> A lack of senior leadership ownership and support, as well as ineffective TVT communications, leading to a lack of partner awareness or buy in of the work completed by TVT and its added value.</p>	Ownership of the Communications Plan will be agreed, whether this will be developed by TVP Communications Team or the existing VPP Communications resource.	31/10/24	1	Collation of a Communications Strategy is awaiting confirmation of the Together MTFS bid, detailing the future direction of travel for Together. Once this is understood, a Communications Strategy can be created and tailored.	31/01/26
		Work with the identified resource to create a formal Communications Strategy for TVT, to include partnership and external engagement and communications.	31/12/24		
<b>Trust and Confidence</b>					
<b>Performance Framework</b>					
<p>The Trust and Confidence Strategic Board maintain oversight of progress with the five Pillars, as well as the related VAWG / Race Action Plan work. A high level overview of Trust and Confidence is also reported to Force Performance Group and the PCC's PAM.</p> <p>Due to the lack of an overall strategy, the performance framework and governance that will manage and monitor improvements to the Force's Trust and Confidence approach via the five Pillars was yet to be agreed.</p> <p>It was commented that the performance framework will need to address governance and accountability aspects, which will likely feed into the Trust and Confidence Strategic Board and Force Performance Group.</p> <p><b>Risk:</b> Related trust and confidence performance aspects are not defined or monitored, leading to timely changes or improvements not being made.</p>	Linked to actions 1.1, 6.1 and 7.1 a structured project management approach will be applied to the Trust and Confidence work going forward supported by improved governance and assurance.	31/10/24	1	The T and C Strategy has now been signed off and in place. The Strategic Governance Unit have started to develop proposals for the T and C Framework for consideration. The sentiment survey is mid procurement with a preferred supplier identified. Due diligence checks are now underway to deliver the new survey for the 1 <sup>st</sup> October 2025.	31/03/26
		A formal performance framework will also be considered / developed, supported by the Force's current performance structure (i.e. Force Performance Group, Service Improvement Toolkits, etc.).			
<b>Working Smart – Security and Data Protection Compliance</b>					
<b>Working Smart Guidance and Intranet page</b>					
There is a WS intranet page/portal in place although this does not contain	Both the WS Policy and the WS Procedures and Guidance document will be updated and	30/09/24	2	The suggested updates to the WS Policy would also need to be reflected across other policies and guidance as well (such as the Limited	31/12/25

Observation and Risk	Agreed action	Original completion date	Priority	Current position	Revised completion date
<p>any WS focussed security and data protection information as standalone information.</p> <p>However, the plan is to develop the portal, possibly with a presence on the Knowzone front page, to ensure that all relevant guidance and information can be easily located in one place. This will include signposting to key documentation, which could include security and data protection related documentations (for example the Remote &amp; Home Working Procedure).</p> <p>The portal will then be publicised and promoted, as part of the comms plan, as the 'go to' place for any WS related guidance, policies, etc.</p> <p>As part of this work, clear ownership will be set out for all WS documents so that there is clear responsibility for ensuring documents remain current. This should help to avoid the current situation where documents are out of date e.g.:</p> <ul style="list-style-type: none"> <li>- The Working Smart Policy on the intranet is dated April 2022 and requires updating including addressing a number of links which do not work (note - within the WS Workstyles Briefing (May 2022) v2 there is also a version dated June 2022).</li> <li>- The Working Smart Procedures and Guidance, which are sent out to new starters, are out of date.</li> </ul> <p>An Information Assurance (IA) Knowzone page is also being developed by the IA Team, which will include elements of WS, and to which signposting to the WS portal could also be considered.</p> <p><b>Risk:</b> Policies and guidance which are out of date, or which are not easily accessible and publicised, lead to individuals being unaware of requirements and appropriate practices.</p>	<p>made clearly visible on the portal as key documentation.</p> <p>Any relevant content on other Departments' pages can be linked, as advised by content owners.</p>			<p>Attendance Policy).</p> <p>It has been concluded that there are too many policy, guidance and principle documents touching on working from home / working arrangements etc. Work is therefore underway to consolidate these.</p>	



## Introduction

This report is produced by the Strategic Governance Unit (SGU) and aims to inform the CCMT of matters of importance with regard to Risk Management, Health & Safety, and Business Continuity. This report further provides the information necessary for the Joint Independent Audit Committee (JIAC) to fulfil its oversight function effectively. CCMT and JIAC members are welcome to review both the Force and local risk registers, or specific risk entries, by arrangement with the SGU team, who will provide suitable access to the relevant documents.

## Risk Management, Health & Safety, and Business Continuity Introduction

Effective risk management and business continuity management are parts of the foundations of good governance. A sound understanding of risks and their management is essential if Thames Valley Police (TVP) is to achieve its objectives, use resources effectively, and identify and exploit new business opportunities. Such risks include risks to the interruption of business continuity. Consequently, in common with all significant public and private sector bodies, the Force has established frameworks for ensuring that areas of risk and business continuity are identified and managed appropriately across its activities.

TVP's Risk Management approach derives from the principles and guidelines set out in ISO31000:2018 (Risk Management) and the National Decision Model. The key TVP governance documents are; Risk Management Strategy & Framework (July 2025); and Risk Management Policy (July 2025).

As covered in previous reports, we have decided to implement improvements to our risk/issue management approach, risk assessment, and risk recording. Readers will see enhanced tabular information and heat map charts (pages 4 to 6) for the first time in this report.

TVP's Business Continuity Management approach derives from the principles and guidelines set out in ISO22301:2019 (Security and Resilience – Business Continuity Management) and the National Decision Model. The key TVP governance documents are; Business Continuity Management Strategy & Framework (July 2023); and Business Continuity Management Policy (July 2023).

The effective identification and management of health and safety related risks is vital to everyone working for TVP. In addition, there are relevant legal and regulatory obligations that the Force must comply with. The central Health & Safety function serves to help identify and assess risks, advise and support the business in implementing risk mitigations and dealing with issues that may arise from time to time, and performing assurance activities to check for compliance. Oversight of Health & Safety performance, risk management, and the Health & Safety function is exercised through the Health & Safety Governance Board.



The Risk Management, Health & Safety, and Business Continuity central functions within SGU form part of the Deputy Chief Constable's portfolio.

Ongoing scanning by SGU, including Horizon Scanning and reviews of departmental and operational risk registers, enables the identification of strategic risks that are then assessed and scored with relevant business leads. The product of this process, including recommended actions, is presented to the Risk, Improvement & Learning Board (chaired by the Deputy Chief Constable). The role and responsibilities of the former CCMT Force Risk Management Group (FRMG) have been assigned to the RIL Board. This group meets on a monthly basis and makes corporate decisions in relation to Force level risks/issues and recommendations. Strategic risks can be either longer-term, fundamental risks of strategic importance or shorter-term, operational risks that have a very substantial impact or likelihood. In some instances, strategic risks may have crystallised and become issues.

## Risk Assessment Strategic Context

On 13 August 2025, the Government announced that its overall funding for policing in England & Wales for the year 2025/2026 is £19,892 million. This is an increase over 2024/2025 of 6.6% in nominal terms (3.8% in real terms).

On 13 May 2025, the Home Office published a policy paper on the Neighbourhood Policing Guarantee (NPG) and setting out the proposed performance framework (including pillars, measures, ambitions, and deadlines). The early focus of the plan will be to establish named local officers, target town centre crime and build back neighbourhood policing." On 13 August 2025, the NPCC issued a press release stating that Forces have delivered the first phase of the NPG (contact and communication).

In respect of the global economic scene, Donald Trump has continued to put pressure on nations to agree to tariffs and serious challenges and issues are already being faced. The UK was one of the first nations to achieve formal agreement with the US – a 10% tariff on most items entering the US was agreed and became effective on 30 June 2025. So, whilst many nations are victims of the "Trump Tariff War", the UK has emerged relatively unscathed (though not a particular surprise, as the UK-US trade position has been relatively balanced).

The general strategic context is much the same as reported previously in a number of respects – sustained global tensions and conflicts, mass migrations from nations in conflict, and the major economies gradually recovering or failing to recover from their recent difficulties. As with our previous report, the Russia-Ukraine conflict has continued much as before and is very unlikely to end in the defeat of either party – Donald Trump remains keen to encourage a negotiated end to the conflict, but at this time it is still unclear whether, what, and when a result may ensue. The Middle East situation overall has not moved since our last update.



At its meeting on 7 August 2025, the Monetary Policy Committee (MPC) decided to reduce the Bank Rate to 4.00% (a .25% reduction). There is hope for a further rate reduction later in 2025, but the MPC and Bank of England justifiably remain cautious for the UK economic outlook for the short-term (considering both inflation and unemployment rates).

The latest UK inflation rate data, released by the ONS on 20 August 2025, showed that CPI inflation had been 3.8% for the 12 months to July – steadily increasing from the 2.6% level for the year to March as noted in our last CCMT report. Within the 3.8% headline rate, there are some notably high annual increases: 4.9% for food and non-alcoholic drinks overall 4.9%; beef 24.3%; coffee 18.0%; and fruit 8.6%.

The forthcoming Autumn Budget (recently announced to be 26 November 2025) poses major challenges for the Chancellor of the Exchequer. The Chancellor needs to close an annual deficit of c. £40 billion over and above the £10 billion ‘headroom’ the Government has declared as policy.

With protests already happening to both the levels declared of some public sector pay awards and the possibilities expenditure cuts, the Chancellor is expected to announce a range of tax increases affecting a significant proportion of the population. If this is the case, such announcements would be likely to give rise to negative reactions, potential demonstrations and public disorder and not help the UK to achieve the Government’s growth ambitions. One particular additional driver of UK discontent (and potential public disorder) is that of UK immigration and the Government’s attempts to both deal on a timely basis with assessment of asylum seekers already in the UK and work with France to prevent and reduce migrant crossings by the Channel.

## Overview of Strategic Risks and Issues

Since the last CCMT report, we have developed the risk and issue management framework to give explicit consideration to the Force’s appetite for each risk/issue, the tolerable range (i.e. setting a maximum above which the Force does not tolerate, and an optimal position below which the Force is in a desired business-as-usual position), and target risk/issue score to be aimed for. In addition, we have reviewed the guidance for impact scoring (as set out in the Appendix). We have chosen to use the following risk appetite levels, in line with the Government’s Orange Book:

- **Averse** (a zero appetite for taking risks)
- **Minimalist** (risks can be taken in limited or low scale circumstances)
- **Cautious** (tendency to stick to the status quo but with considered risk-taking)
- **Open** (innovation is supported, receptive to taking risks where perceived benefits outweigh costs)
- **Eager** (strong focus on innovation and willingness to accept failures on occasion)



In the information that follows, we show the current view of risk appetite and tolerance levels for the various issues and risks. In respect of tolerance, we have decided that a “Red/Amber/Green” approach will be most useful to assist management oversight. Thus a risk or issue: in the “Red” zone is outside of acceptable tolerance (scored higher than an agreed maximum tolerable score for that particular risk or issue); in the “Green” zone is within optimal tolerance (scored lower than an agreed optimal score for that particular risk or issue); and in the “Amber” zone is within the tolerable range for that particular risk or issue but nevertheless requires careful oversight and management to ensure the matter does not worsen and reach the “Red” zone. We are also giving more emphasis to management deciding target risk and issue scores (with target dates) – the current views are shown in the tables and diagrams below. Appendix 1 sets out our risk/issue scoring basis (Impact and Likelihood) – the scoring approach remains as “4 x 4”, but we have given fresh clarity to the components of impact which are considered in deriving an overall impact score.

The table below shows the latest Force-level Strategic Issue scores, the direction of travel, the tolerable ranges, and targets (where agreed) along with the considered issue appetites. Former issue SI2 (Disclosure) has been closed and Issue SI11 (Forensic demand) has been added since the last report, following approval of the proposal by CCMT. Former issue SI10 (Justice Gateway) has been recategorized as a risk (see SR136 below)

Strategic Issue		Previous Impact Score	Latest Impact Score	Trend	Maximum Tolerable Impact Score	Optimal Impact Score	Target Impact Score	Target Date (if decided)	Issue Owner	Date First Raised (either as a Strategic Risk or Issue)	Issue Appetite	Issue Action
SI5	Court adjournments	3	4	increasing	2	2	2	to be decided	ACC Wright	Nov-23	minimalist	manage
SI1	ESMCP programme	3	3	stable	3	1	2	31-Mar-26	ACC France / ACO Waters	Aug-19	cautious	manage
SI3	Transport	3	3	stable	3	2	2	30-Sep-25	ACC Murray	May-23	minimalist	manage
SI7	Student Officer attrition	3	3	stable	3	2	2	31-Mar-26	ACO Cornelius	Sep-24	cautious	manage
SI11	Forensic demand		3	new	3	2	2	31-Mar-27	ACC Wright	Jun-25	cautious	manage
SI8	Over-recording of crime	3	2	reducing	2	1	1	maintain	DCC Snuggs	Sep-24	minimalist	manage
SI4	Unestablished posts	2	2	stable	2	1	2	maintain	ACC Murray	Sep-23	cautious	manage

The table on the following page shows the latest Strategic Risk scores, the direction of travel, the tolerable ranges, and targets (where agreed) along with the considered risk appetites. Risks SR132 (Cyber security), SR133 (MASH queues), SR134 (EIA compliance), and SR136 (Justice Gateway) have been added to the risk register since our last report following approval of such proposals by CCMT.



Strategic Risk		Previous Risk Score	Latest Risk Score	Trend	Max Tolerable Risk Score	Optimal Risk Score	Target Risk Score	Target Date (if decided)	Risk Owner	Date First Raised (either as a Strategic Risk or Issue)	Risk Appetite	Risk Action
SR111	Custody premises projects	12	12	Stable	9	6			DCC Snuggs	Sep-22	Cautious	Treat
SR113	Police support carrier fleet	12	12	Stable	9	6	9	30-Sep-25	ACC France / ACO Waters	May-23	Cautious	Treat
SR131	GIS - CMS	12	12	New	6	4	9	31-Dec-25	ACO Lattanzio	May-25	Cautious	Treat
SR133	MASH queues		12	New	9	4	9	31-Dec-25	ACC Wright	May-25	Minimalist	Treat
SR130	CSAM referrals	12	9	Reducing	6	4	6	30-Sep-25	ACC Wright	Mar-25	Minimalist	Treat
SR86	Attrition	11	11	Stable	9	4	6	31-Mar-26	ACO Cornelius	Oct-17	Minimalist	Treat
SR119	Business Objects	4	9	increasing	4	1	4	31-Mar-26	DCC Snuggs	Sep-23	Minimalist	Treat
SR123	Psychological Sickness	9	9	Stable	6	4	6	31-Mar-26	ACO Cornelius	May-24	Cautious	Treat
SR127	Intelligence Queues	9	9	Stable	6	4	6	31-Dec-25	ACC Wright	Jul-24	Cautious	Treat
SR118	Forensic Accreditation	8	8	Stable	6	1	2	31-Dec-25	ACC Wright	Sep-23	Minimalist	Treat
SR125	Disability Compliance	8	8	Stable	6	2	6	31-Dec-25	ACO Cornelius	May-24	Cautious	Treat
SR132	Cyber Security		8	New	8	3	6	31-Dec-25	ACO Lattanzio	May-25	Minimalist	Treat
SR69	Inadequate funding	9	6	Stable	9	6	6		ACO Waters	Jan-15	Cautious	Treat
SR136	Justice Gateway	was SI10	6	Reducing	6	2	4	31-Mar-26	ACC Wright	Jul-25	Minimalist	Treat
SR124	GIS - Gazeteer	6	6	Stable	6	4	4	31-Oct-25	ACO Lattanzio	May-24	Cautious	Treat
SR97a	Missing	6	6	Reducing	9	4	6	maintain	ACC Wright	Nov-20	Cautious	Treat
SR116	IPCO	6	6	Stable	4	2	4	31-Mar-26	ACO Lattanzio	Sep-23	Minimalist	Treat
SR134	EIA Compliance		6	New	4	2	4	31-Dec-25	ACC Murray	Mar-25	Minimalist	Treat
SR121	Switching off the PSTN	6	4	Stable	4	1	4	31-Dec-25	ACO Lattanzio	Nov-23	Averse	Treat
SR122	Organisational Policies	4	4	Stable	4	2	4	maintain	DCC Snuggs	Feb-24	Minimalist	Treat
SR97b	Exploitation	4	4	Stable	9	4	4	maintain	ACC Wright	Nov-20	Minimalist	Treat
SR107	Contractor Tax Compliance	4	4	Stable	4	1	2	31-Dec-25	ACO Waters / ACO Cornelius	Feb-22	Minimalist	Treat

In respect of the above risks, the Risk, Improvement & Learning (RIL) Board has approved the re-categorisation of SR69 (Inadequate funding) as a Force-level Chronic Risk. Over the course of the next few months, additional Chronic Risks will be proposed and considered by the RIL Board – both re-categorisation and new items deserving oversight from the Chief Officer team. Appendix 2 provides a table showing the specific impact and likelihood scores for the above risks.



## Risk Heat Map

The charts below provide a graphical representation of the risk scores of the Strategic Risks – the latest scores, the scores as previously reported to CCMT (in May 2025) and target scores. Risks shown in **red** have been added to the register since the last CCMT report.

last period risk scores

		Impact			
		1 Acceptable	2 Manageable	3 High Risk	4 Severe/Critical
Likelihood	4 Probable (80% +)			113 131 136	
	3 Likely (50% to 80%)		116	69 86 123 127	111 130
	2 Possible (10% to 50%)		97b 107 119 122	121 97a 124	118 125 132
	1 Unlikely (0 to 10%)				

latest risk scores

		Impact			
		1 Acceptable	2 Manageable	3 High Risk	4 Severe/Critical
Likelihood	4 Probable (80% +)			113 124 131 133	
	3 Likely (50% to 80%)		116 134	130 86 119 123 127	111
	2 Possible (10% to 50%)		97b 107 122	97a 121 124 69	118 125 132
	1 Unlikely (0 to 10%)			136	

target risk scores

		Impact			
		1 Acceptable	2 Manageable	3 High Risk	4 Severe/Critical
Likelihood	4 Probable (80% +)				
	3 Likely (50% to 80%)		86 123	131 111 113 133	
	2 Possible (10% to 50%)	118	122 121 124 134	116 119 130 97b 136	125 97a 127 124 69
	1 Unlikely (0 to 10%)		107		

- SR 69 Inadequate funding
- SR 86 Attrition
- SR 97a Missing
- SR 97b Exploitation
- SR 107 Contractor tax compliance
- SR 111 Custody premises projects
- SR 113 Adequacy of Police Support Carrier Fleet
- SR 116 IPCO compliance

- SR 118 Forensic accreditation
- SR 119 Business Objects
- SR 121 Switching off of the PSTN
- SR 122 Organisational policies
- SR 123 Psychological sickness
- SR 124 GIS functionality - Gazeteer
- SR 125 Disability compliance
- SR 127 Intelligence queues

- SR 130 CSAM increase in referrals
- SR 131 GIS functionality - CMP
- SR 132 Cyber security**
- SR 133 MASH queues**
- SR 134 EIA compliance**
- SR 136 Justice Gateway (formerly SI 10)**



## Strategic Risk Summary

This report contains updates and statistical information for the period 1 April 2025 – 31 July 2025, the nearest month-end to the quarterly September CCMT meeting for which most of the underlying data is available. Additional, more recent, matters requiring CCMT input have been included where relevant. Supporting documents and information can be made available.

Scoring of a TVP Strategic Risk or Issue is based on the 4x4 matrix (see Appendix 1), and the direction of travel and the risk scores from the last reporting period are included to provide an indication of the magnitude and direction of any change. Risks/issues have been scored with input from the nominated risk/issue owners, or risk/issue leads where this responsibility has been delegated, with input from the SGU risk lead.

As noted earlier, the following risks and issue have been included on the Strategic Risk and Strategic Issues registers, following CCMT approval:

- **SR 132 (Cyber security)** – the risk that there will be significant and prolonged disruption to operational policing, with the potential destruction and compromise of Force data, due to the impact of a critical cyber security event. This embraces and replaces former Data Loss and Data Integrity risks, as explained in the previous report.
- **SR 133 (MASH queues)** – the risk that TVP is unable to manage the queues of MASH demands in an effective and timely manner. This risk was previously on the Force risk register as SR 95 but was closed following sustained improvement at the time.
- **SR 134 (EIA compliance)** – the risk that TVP is not compliant with its obligations under the Public Sector Equality Duty (PSED) which requires all deliverables (including policies and procedures) to have been assessed for equality impact, and that EIAs are regularly reviewed.
- **SR 136 (Justice Gateway)** – the risk that justice will be delayed or potentially denied due to delays in the Justice Gateway due to capacity limitations. This matter was previously included as a Strategic Issue (SI 10), but with sustained improvements in outcomes (albeit not yet at optimal levels), it has been proposed to re-categorise as a Strategic Risk.
- **SI 11 (Forensic demand)** – demand to be dealt with by the Forensic Investigation Unit outstrips internal capacity to a significant extent.

CCMT has agreed to close risk SR 121 (Switching off the PSTN) from the Force-level risk register. Good progress has been made, and the work and risk shall continue to be managed at departmental level.



In addition, for noting at this time, the following matters are under consideration and may be proposed as Strategic Risks/Issues for the next CCMT report: Firearms licensing (capacity to meet more stringent statutory guidance); capacity to manage CJ disposals on a timely basis; and capacity to deal with various challenges in the Criminal Justice system (and embracing court adjournments, which is currently the subject of SI 5).

## Areas to note for risks and issues

The table below provides summary updates, by exception, provided on strategic risks and issues covered in this report. Detailed descriptions for all risks and issues can be provided in a separate associated document. Updates on the five proposed new risks and issues listed above are contained within the risk information in Appendix 2.

Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
SR69 – Inadequate funding	9	6	ACO Waters	Agreed that this risk focuses on medium to long term funding adequacy and shall be categorised as a Force-level Chronic Risk going forward (rather than continue as a Strategic Risk). Should we have a significant in-year funding risk in future, a fresh Strategic Risk could be proposed.
SR86 - Attrition	11	11	ACO Cornelius	Good progress being made on mitigating actions and data shows an improvement against national trends. This risk and its scoring will be reviewed again at the next People Directorate governance meeting.
97a - Missing	6	6	ACC Wright	The Missing action plan when live at the start of July across the Force. In order to assess the extent of compliance with this plan, a period of 3 months monitoring with a view to review this matter at the end of October to assess any amendments that may need to be made. Oversight of this



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				<p>currently sits with Fiona Didcock who is currently the MIST manager. Further updates and progress will be reported on in November.</p> <p>Around June time, TVP had made measurable progress in improving compliance with timeliness standards for missing person risk assessments. However, a sample of missing children cases identified that 85% had been assessed as medium risk. This figure exceeds the national average and indicates the need for further review to ensure that risk levels are being applied proportionately and in line with national expectations.</p> <p>Progress has also been made in the implementation of the Philomena Protocol, with improved engagement from care homes and placement providers. However, full adoption is not yet in place, with a number of providers still to sign the Memorandum of Understanding. Continued engagement is ongoing to achieve consistent application across the sector and to strengthen our safeguarding framework.</p>
97b - Exploitation	4	4	ACC Wright	<p>As of August 2025, the risk score is stable, and the business continues to work through agreed mitigations and recommendations (see below). As of June 2025, all five HRUs had gone live and the findings from the HRU SIR have been shared. MASH will be required to address the following recommendations before this risk is suitable for closure:</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				<p><b>KF5</b> – The designed local policing processes for managing exploited children have not fully embedded in the HRUs, leading to inconsistent approaches and potential missed opportunities.</p> <p><b>R5.1</b> – HRU SMT to work with the Operational Effectiveness Unit to improve utilisation of the relevant exploitation templates.</p> <p><b>R5.2</b> – HRU SMT to communicate to Sergeants and Inspectors the requirement to inform MASH of RMO closures and ensure this is being followed, enabling MASH to review closure decisions and provide support where needed.</p> <p><b>KF6</b> – The challenge of providing nuanced training in managing child exploitation has led to missed opportunities to disrupt and target perpetrators.</p> <p><b>R6.1</b> – A standardised training package will be developed for HRU supervisors and officers, tailored to managing exploited children, in collaboration with MASH.</p> <p><b>R6.2</b> – Supervisory reviews to provide officers with actions tailored to specific individuals, with particular consideration for disrupting and targeting offenders.</p>
SR113 – Police support carrier fleet	12	12	ACC France/ACO Waters	Good progress has been made with an additional vehicle being sourced. The Force is still short, but much closer to target. The expectation is for the situation and risk to be reviewed in September, and the risk score is likely to reduce.



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
SR116 – IPCO compliance	6	6	ACO Lattanzio	<p>The Autograder system upgrade has been completed. The Records Product Management (RPM) module has been loaded and is ready for system testing (up to 4 week’s testing is expected to be required). RPM parameterisation is key and needs to be determined and implemented to enable the business to use the system efficiently. Once the RPM module has been concluded as fit-for-purpose and signed-off, work on case deletion can progress further. On the latest reckoning, cases dated 1986-1995 are targeted for completion by end-2025 and cases dated 1996-2000 are targeted for completion in early 2026. IPCO is being apprised on TVP’s progress on a regular basis. TVP had previously been assessed by IPCO as ‘critical non-compliance’, but this has reduced to ‘priority non-compliance’ in light of TVP’s remediation programme and progress.</p> <p>IPCO continue to request information and documentation from TVP in respect of their continuing inspections.</p>
SR118 – Forensic Accreditation	8	8	ACC Wright	<p>The FIU continue to close accreditation gaps, the DFU have gained accreditation in a further method, and two further CSI hubs have been recommended for accreditation. Monitoring of any court challenges is ongoing and to date there are no new instances to report. The FIU are currently working through the transition to Code Version 2, which goes live on 2<sup>nd</sup> October 2025. Version 2 of the Code does include cell site analysis and SARCs, therefore support is being provided</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				<p>to prepare the teams for this requirement. TVP will not be compliant in either area. However, no force in the country will be fully compliant and the work being completed with the cell site analysts particularly should put the team in a strong position to demonstrate the work is fit for purpose for the CJS despite areas of non-compliance.</p> <p>In order to be able to reduce the likelihood within this risk, we are working towards some level of accreditation in all teams within the FIU and to have a robust quality check/monitoring in place to ensure reports created by officers which cover forensic science activities. Finding the most appropriate communication channels to officers is important; in July the Regulator escalated an issue to TVP's SAI (Senior Accountable Individual) regarding an officer producing a statement in relation to handwriting analysis. This issue is currently being managed by the FIU Quality Team. There was no negative impact on the case in question; however, it does highlight that embedding a greater understanding of the Code across TVP is required along with focus on quality assurance.</p>
SR123 – Psychological sickness	9	9	ACO Cornelius	<p>Management has assessed that the management of psychological sickness has improved significantly through greater visibility and more effective case recording. This matter and risk will be reviewed at the next People Directorate governance meeting to consider if improvements</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				have been sustained and whether the risk score can be reduced.
SR125 – Disability compliance	8	8	ACO Cornelius	Recent performance improvements and progress on mitigating actions suggests that this matter is moving towards a tolerable and target position within the next two months. If and when such a position is reached, the risk could be proposed for closure from the Force-level risk register.
SR127 – Intelligence queues	9	9	ACC Wright	<p>Queues are now decreasing, with August’s figures currently at 534 (which compares with 10,822 in May 2024 and 1,358 in January 2025). The current mitigations include:</p> <ul style="list-style-type: none"> <li>• 2 FTC for 12 months</li> <li>• Overtime - we utilised regional readers to assist on O/T, and the Readers featured as the highest earners.</li> <li>• A rota was introduced to match skills to work (no development took place) and staff WFH to cut out commute time for those that did OT.</li> <li>• Scrutinised each process down to the number of keystrokes a Reader performs, questioned and pushed back on a number of inputs that the Reader historically had responsibility for and looked at ways to automate and reduce manual intervention where appropriate. (Example Pac 50's)</li> </ul>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				<ul style="list-style-type: none"> <li>Embarked on an additional Robotic Project to assist with the transfer of Intelligence from Charter to NICHE without human intervention circa 20% of our workload.</li> <li>Performa submitted to support robotic input of 'all' ROTLs into NICHE to remove traffic to FIH's. This is ongoing.</li> </ul> <p>Senior management agreed a clear minimum standard in relation to processing speed of each priority category of intelligence, and what volumes of each category in the 'queue' is deemed to be acceptable. High and medium cleared down daily Monday – Friday, Standard – 7 days, however a tolerance of 14 days brings the force in line with external partners SLA.</p>
SR130 - CSAM referrals	12	9	ACC Wright	<p>The new structure plan has now been agreed and signed-off and management have had sufficient confidence to reduce the risk score. Recruitment is now underway, applications have been received and are in the next stages of selection, interviews and appointments will follow in the coming months. Capacity within this area will remain a risk until the recruitment plan is completed and candidates are posted into to post. The Forensics – Op Purchasing subgroup continues to meet to monitor the ongoing spend on digital work alongside Digital Demand meetings. Figures remain steady at present. Recruitment into DFU is underway with interviews</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				completed, however appointment into post will be delayed due to vetting procedural requirements.
SR 132 – Cyber security		8	ACO Lattanzio	<p><i>There is a risk that</i> there will be significant and prolonged disruption to operational policing, with the potential destruction and compromise of Force data, due to the impact of a critical cyber security event.</p> <p>It is important to note that a cyber-security attack does not solely relate to the intrusion of IT systems and militant use of sensitive data. Many advanced persistence threat actors target operational policing without the requirement of targeting data specifically, as long as there is persistent and prolonged disruption to Force operations.</p> <p>This risk is common to both TVP and HIOWC; although the scoring bases differ, the elements of the risk and the actions identified are shared.</p> <p>In simple terms, the current view is broadly that a plausible worst-case scenario has Impact level 4 (the highest level) with a Likelihood of 2 (10% to 50% chance of crystallisation within the forthcoming 12 months period). The proposed risk appetite (i.e. optimal risk position) we will work to is 3 x 1 = 3 (i.e. to have sufficient controls to reduce the likelihood of worst-case impact to under 10% within the forthcoming 12 months period).</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
		12		
SR 133 – MASH queues		12	ACC Wright	<p><i>There is a risk that</i> TVP is unable to manage the queues of MASH demands in an effective and timely manner.</p> <p>The MASH risk was added to the Force Strategic Risk Register in 2020 (as SR 95) following an end-to-end Process and Policy Review, which identified ongoing failures to meet statutory obligations and an inability to manage annual increases in demand. The 2023 HMICFRS PEEL inspection further highlighted delays in information sharing due to significant backlogs in standard risk incidents and high overtime costs. Risk SR 95 was later approved to be closed following improvements realised. However, the position has since worsened, hence bringing the matter back to CCMT and JIAC attention again.</p> <p>The MASH figures have reached a critical point. We are currently unable to meet acceptable timescales for safeguarding children and adults at risk, which is hugely concerning. The combined impact of growing demand, long-term sickness and Bank Holiday minimum manning has significantly affected our capacity. Over the coming weeks, we will focus our efforts on the operational core business and strip out a non-statutory or non-time critical work.</p> <p>At the time of this update, ACC Wright was aware of the immediate challenge and was considering a request for 5</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				extra staff from LCU. It is understood that ACC Bunt has agreed to at least 3 staff being released ASAP.
SR 134 – EIA compliance		6	ACC Murray	<p>There is a risk that TVP is not compliant with its obligations under the Public Sector Equality Duty (PSED) which requires all deliverables (including policies and procedures) to have been assessed for equality impact, and that EIAs are regularly reviewed.</p> <p>The Public Sector Equality Duty (PSED) requires that the force’s deliverables (including policies and procedures) are assessed for equality impact, and that EIAs are regularly reviewed. An inspection into Activism &amp; Impartiality in Policing highlighted how several forces were not compliant in terms of the PSED, giving 2 recommendations which required all chief constables to ensure personnel responsible for completing EIAs are appropriately trained to do so.</p>
SR 136 – Justice Gateway	Was SI 10	6	ACC Wright	<p><i>There is a risk that justice</i> will be delayed or potentially denied due to delays in the Justice Gateway due to capacity limitations.</p> <p>The capacity of the Justice Gateway is limited and finely balanced in terms of the ability to establish and maintain reasonable turnaround times for case reviews. An increase in backlog/workload, due to such external factors as the force priority around charging and uplift in officers will result in a delay in justice for victims of crime and a poor service to</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
		3		<p>front line officers in getting timely charging and file quality decisions. There is a particular risk around STLs as there are clear time pressures to complete these cases.</p> <p>Agreed at the last RIL Board in July 2025 that this would move from an issue (SI 10) and be managed as a risk. A review of the current mitigation has now taken place and placed on the risk template and allocated SR 136. The SLA agreement has been met throughout June and July. However, concerns on whether this can continue still remain in place as 5 extra members of staff are currently still in post, the worry around the five posts remaining or if they were to go could the SLA been maintained remains unknown.</p>
SI 11 – Forensic demand		3	ACC Wright	<p><i>There is an issue in that</i> forensic demand outstrips internal capacity within TVP’s Forensic Investigation Unit, compounded by budget constraints limiting outsourcing options. This may impact service delivery, cause backlogs, and affect investigations.</p> <p>Month on month the demand for the Forensic services across the Force has been increasing, especially with regards to digital forensics. We have also experienced delays with regards to the Forensic building in Bicester, DEVA and CQMS which means that some of our resources will be on the FIP projects longer than anticipated before returning back to BAU and before those benefits can be realised. Our financial position with the overspend from</p>



Risk/Issue	Previous risk/issue score	Current risk/issue score	Risk Owner/Lead	Latest Status Update
				24/25 meant that digital outsourcing had to cease for a period of time, which created a backlog. And although outsourcing has begun again, the contract price increases which we anticipate seeing in digital (Oct 25 and Jan 26) and physical (April 26) will in essence mean we will have to outsource less work to remain with in current and future budgets. The FIU are currently looking at options for tightening up submission criteria in order to counteract the contract price rises expected. In addition, service Improvement are currently conducting a SIR and will report back to Forensics in late October.

## Risk Radar

As noting in the contextual overview to this report, society and TVP face substantial uncertainties over the medium-to-long term. We assess what are referred to as Future Risks – being significant risks TVP is likely to face over the 3-to-5-year horizon. These risks have been reviewed and are provided to the Risk, Improvement & Learning Board for its consideration and oversight. As suggested in previous reports, a plausible worst-case scenario from a risk management perspective for TVP over the next 5 years (say – being the lifetime of the next Government) could be: TVP is charged with a new Uplift net increase target of 500 officers by end-2026; funding from central Government and council precepts is flat/no higher than inflation; there is substantial civil unrest and public disorder; we have to devote 20% or more custody cells for use by HM Prisons due to their capacity limits; more and more convicted persons are given shorter/no custodial sentences and in consequences, repeat offences increase substantially (the vicious circle); we are forced by prioritisation decisions to cut budgets on enabling functions (e.g. ICT, People, Finance, GH&SI) and accept higher risks...and inconsequence things such as robustness in defence against cyber threats may decrease. We will continue to develop our understanding of the new Government's policies and plans to inform our future risk outlook and scenarios.

The current view of future risks has been shared and aligned with the strategy team who are preparing the latest FMS statement for TVP.



## Risk Management Function

The Corporate Governance team continues to participate in the South East & Eastern Region Police Risk Group (SEERPRG) as well as in the National Risk Management Forum (NRMF), where Risk Management professionals share experiences and discuss general areas of common interest.

In July 2025, updated versions of the two relevant governance documents - Risk Management Strategy & Framework and Risk Management Policy – were considered and approved. The next reviews and revisions are due by July 2027.




The Corporate Governance team has continued to work on improvements in TVP's risk management approach and has brought its proposals to the RIL Board for review and approval. Changes in this report (in particular reflecting risk/issue appetite, target risk score, tolerable risk/issue levels) result from changes we have implemented over the past few months. Further work on Chronic Risks is under way, and we intend to present relevant information and analysis in our next CCMT report.



## Health & Safety - Overview of Key Health & Safety Risks and Issues

### Health & Safety Risk Heat Map

This heat map presents the current key health & safety risks, in terms of relative impact and likelihood.

**Key:** No change to risk score  Risk score has increased  Risk score has decreased 

		Impact			
		1 Minimum	2 Moderate	3 Major	4 Critical
Likelihood	4 Probable				
	3 Likely			↑ Fatigue Driving	↔ Fire Safety
	2 Possible			↔ First Aid ↔ Lone Working	↔ Lithium Batteries
	1 Unlikely				



## Overview of Strategic Risks and Issues

The tables below show the direction of travel of each risk/issue score and the current risk/issue management status as considered by risk/issue owners. These are reviewed and agreed by the FRMG during the Risk Improvement Learning (RIL) meetings chaired by DCC Snuggs.

Issue	Impact Score	Trend	Issue Owner	Date raised
High Number of Assault Injuries	3	↔	ACC Bunt	May 2023
High Number of Training Injuries	2	↔	ACO Cornelius	May 2023
Vehicle Maintenance (POWDEERSS Checks)	3	↔	ACC Murray	Jan 2025
Risk Assessments Ownership	2	↓	DCC Snuggs	Feb 2025

Risk	Previous Risk Score (I x L)	Current Risk Score (I x L)	Trend	Risk Owner	Date raised	Current Risk Action
Fire Safety	12	(4 x 3) 12	↑	DCC Snuggs	Dec 2023	TREAT
Lithium Batteries	8	(4 x 2) 8	↔	DCC Snuggs	Dec 2023	TREAT
First Aid & AEDs	6	(3 x 2) 6	↔	DCC Snuggs	Feb 2024	TREAT
Lone Working	6	(3 x 2) 6	↔	DCC Snuggs	Apr 2024	TREAT
Fatigue Whilst Driving	9	(3 x 3) 9	↔	ACC Murray	Oct 2024	TREAT



## Key Health & Safety Issues:

The three key issues are 1) High Number of Assault Injuries, 2) High Number of Training Injuries, and 3) Vehicle Maintenance (POWDEERSS Checks), 4) Risk Assessments Ownership.

### 1) High-Number of Assault Injuries

- This issue was first raised in May 2023 and reviewed in April 2024 and April 2025 as part of the end-of-year Health & Safety performance analysis.
- The category “Assaults” (Violence against Police Officers and Staff) is the current leading cause of injuries for the Force. The number of Assaults has been an upward trend which not only supports the rating of this issue but also indicates a growing risk to Police Officers and Staff from violence at work. The incidence rate of “Assaults” has remained consistent in 2024-2025.
- To support the mitigation of this issue, the Health & Safety team are consistently gathering and analysing assault data to identify key trends and themes in order to develop a better understanding of the issue. The data is presented and discussed at the Health & Safety Governance Board on a quarterly basis. Efforts are being made to link in with the Officer and Staff Safety Group and Local HSE Committee Meetings to enhance communication, implement preventative and mitigating actions, and to share organisational learning to support continual improvement.
- An associated issue has further been raised in relation to the under-reporting of assaults. In 2023-2024, only about 35.5% of the Assaults reported through NICHE were reported through the Health & Safety Incident Reporting system (Peoplesoft). This year (2024-2025) this non-compliance has increased with only about 29.8% of “Assaults” on NICHE being reported through the health & safety incident reporting system. To address this, the Health & Safety team is liaising with the Product Lead for Pronto to find a solution for the assaults discrepancy. Although PeopleSoft and pronto are incompatible, a potential solution to provide real-time visibility of assaults to the Health & Safety team may be a solution.
- This issue not only affects the Force’s ability to identify trends, implement preventative and mitigating action, and learn lessons but also represents a deviation from the 7-point plan (Step 5 states “The assaulted Officer/Staff or Volunteer must complete a Safety Incident Report with their Supervisor”).
- To address this issue, as well as to address previous JIAC Internal audit Findings in relation to the lack of assurance on the compliance with the 7-Point Plan, the Health & Safety team is implementing a new process in 2025-2026 where a gap analysis is conducted on a monthly



basis to identify under-reporting trends. The outcomes of the gap analysis and checks will be discussed at the Officer & Staff Safety Group and at the Health & Safety Governance Board.

## 2) High-Number of Training injuries:

- This issue was first raised in May 2023 and reviewed in April 2024 and April 2025 as part of the end-of-year Health & Safety performance analysis.
- The category “Training” is the current second leading cause of injuries for the Force.
- In November 2024, TVP have rolled out the new Public and Personal Safety Training (PPST) in line with the College of Policing National Curriculum and Approved Professional Practice.
- To date, there has been a total of recorded 91 injuries from a total of 6177 persons trained (1.47%) during PPST. Most injuries occurred when the injured person was in the role of “subject” (53%). the top 3 “actions/manoeuvres” that led to injuries were the “take-down” (29.6%), the “restraint” (17.6%), and the “ground restraint” (13.2%). The 3 most common injury types are “pain in (body part)” (19.8%), “sprain” (14.3%), and “fracture of (body part)” (12.1%). “Hands” (18.7%), “knees” (14.3%), shoulders” (14.3%), and ribs” (13.2%) where the areas of the body with the most injuries.
- All incidents and injuries associated with the new Public and Personal Safety Training (PPST) are being regularly monitored, reviewed, and analysed by the Health & Safety team and Learning & Development team to identify key emerging trends in the types of injuries suffered but also to identify in which specific scenarios and tactics injuries are most common to enable the Force to learn lessons and – where possible- implement control measures to prevent reoccurrence.
- In 2025-2026, we will continue to focus on the data collection and analysis of PPST related incidents. In particular we will:
  - Continue to focus on identifying trends so we can assess if there are any areas that can be improved.
  - Continue to improve the health & safety investigations process and their outcomes.
  - Enhance our organisational learning process and our inter-departmental communication and ensuring that all relevant organisational learning outputs are considered and documented and shared at the health & safety governance board and other local health & safety committees, and as relevant.

## 3) Vehicle Maintenance (POWDEERSS Checks)



- This issue was raised in December 2024 and reviewed in April 2025.
- There is an issue that due to vehicle check procedures (POWDEERSS) not being carried out by staff coupled with TRAKA cabinets not being utilised properly (“hot” key handovers), Force vehicles are not being presented for routine servicing in a timely manner.
- The key immediate cause of this recurring issue is that internal procedures and guidance are not being followed. As a result, regular checks (inc. POWDEERSS checks) not carried out and “hot” key handovers are taking place. There is also a lack of assurance and governance for the equipment inside the vehicles.
- The consequences of Force vehicles not being presented for routine servicing in a timely manner include compromised vehicle safety which can have an impact on service delivery/vehicle availability (in the event of breakdowns) and on public safety (in the event of a PVI).
- The consequences of having equipment not fit for use are very high as illustrated by a recent incident where a member of the public was seen face down in the water floating and when Officers have tried to rescue the person, the throw line was faulty (cut in half). Members of the public with a boat have gotten the female out of water and started CPR. As Officers saw the boat coming towards them, Officers retrieved the first aid kit and AED (defibrillator) from their van to assist but have noticed that the wire for the pads was not the correct one and would not attach and the pads were missing (and no replacement pads available). Although Officers and the Member of the Public are all ok, the failings associated with the equipment (Throw Lines and AEDs) have endangered the safety of the Officers and the Member of the Public in an incident that could have resulted in fatalities as well as an immense impact to the Force’s reputation.
- These maintenance issues represent not only a deviation from Thames Valley police Policies, Procedures and Guidance but also lack of compliance with Health & Safety law. The Provision and Use of Work Equipment Regulations 1998 (PUWER) states that all equipment provided for work must be maintained in an efficient state, in efficient working order, and in good repair (Regulation 5) and must be inspected at suitable intervals when exposed to conditions causing deterioration liable to result in dangerous situations (Regulation 6).
- This issue was brought forward to the Strategic Transport Oversight Group (STOG) chaired by ACC Dennis Murray.
- Peter Jardine is working on solutions to address “Hot Key Handovers” and lack of POWDEERSS Checks.

#### 4) Risk Assessment Ownership

- This issue was raised in February 2025 and reviewed in April 2025.



- Over the past year, as the Health & Safety performance framework evolved to include risk assessments compliance, concerns around risk assessments ownership have emerged. The Health & Safety team was struggling to identify those responsible for the review of risk assessments (risk assessment “owners”) leading to a drop in compliance.
- Risk assessments are critical to enable the Force to systematically identify, evaluate, and manage potential Force Health & Safety hazards and threats. The consequences of the Force failing to conduct and review suitable and sufficient risk assessment include:
  - 1) The Force overlooking and underestimating significant risks leading to potential harm to People, financial losses, and reputation damage; and
  - 2) The Force being open to enforcement action from the HSE. Risk assessments (and their regular review) are a legal requirement under [The Management of Health and Safety at Work Regulations 1999](#) and can lead to HSE notices and prosecutions.
- The main potential causes are:
  - 1) Risk assessments completed by single “authors” and not linked to specific job roles or responsibilities. This leaves a gap when people either move internally (to other departments/roles) or leave the organisation.
  - 2) Lack of awareness from Management and Leadership in Health & Safety Roles & Responsibilities, including the requirement to manage Health & Safety within their areas of control (which includes ensuring risk assessment are undertaken for the roles/tasks/activities within their areas of control).
  - 3) Lack of competence to undertake “suitable and sufficient” risk assessments, including lack of formal and/or informal training on how to conduct “suitable and sufficient” risk assessments.
- Current and future actions to address this issue include:
  - 1) This issue – including those risk assessments identified without “owners” – has been raised at the RIL meeting and “owners” for the risk assessments have been proposed.
  - 2) The Health & Safety team reviewed all risk assessments to identify all risk assessments without “owners”. A new risk assessment register will be published on the KnowZone which will be separated by areas/departments to support the identification of owners.
  - 3) Health & Safety management training has been created by H&S in conjunction with L&D. The training is expected to be trialed in 2025/2026.
  - 4) Health & Safety roles & responsibilities are currently being reviewed. Comms to go out once H&S Roles & Responsibilities are agreed at the H&S Governance Board.



- This issue has now been mostly resolved with risk assessment compliance around 91%. This issue is, however, still being monitored.

## Key Health & Safety Risks:

### 1) Fire Safety

- In August 2024, the fire safety risk has been raised from 8 (4 x 2) to 12 (4 x 3).
- The main reason for this increase was a lack of confidence in the effectiveness of the Force's fire safety arrangements as well as in the Force's ability to comply with all applicable fire safety regulations, including *The Regulatory Reform (Fire Safety) Order 2005 (FSO)*. This lack of confidence has been brought by the investigation of two recent incidents where the fire alarm was activated, and a subsequent evacuation ensued. The investigation of the incidents has highlighted weaknesses in the following areas:
  - 1) **Documented Fire Safety Arrangements:** There is a lack of documented information on the Force's fire safety arrangements which is a breach of Paragraph 11(2) of [The Regulatory Reform \(Fire Safety\) Order 2005](#) and the Section 2(3) of [The Health and Safety at Work etc. Act 1974](#).
  - 2) **Fire Wardens:** The provision of Fire Wardens across the Force has been affected after the implementation of the Working Smart Programme (as a consequence of COVID-19) which has seen a rise in Hybrid Working arrangements across the Force. This has resulted in a lack of Fire Warden cover across the Force, particularly in buildings with predominantly office Staff is present, which significantly impacts the ability to safely evacuate all People in the event of a fire and subsequently increases the risk to People.
  - 3) **Local Emergency Plans:** The local Emergency Plans are not suitable and sufficient and require improvement and collaborative working between Property Services and Health & Safety to ensure all necessary elements (inc. Building and People) are considered. The Emergency Plans should contain all relevant information necessary to support an emergency response and evacuation and are crucial in identifying key roles and in determining the action(s) to follow in the event of a fire. The lack of effective Emergency Plans increases the risk to People and property and may significantly impact the Force's operational capacity and service provision as well as the Force's reputation.
  - 4) **Fire Safety Action Communication:** Communication on what to do in the event of a fire and during a fire alarm activation must be improved. Employers are legally required under Paragraph 19 of [The Regulatory Reform \(Fire Safety\) Order 2005](#) to provide information, instruction and training to employees about fire precautions in the workplace.
- Since November 2024, the following has been implemented to address this risk:



- 1) A Fire Marshal Procedure Trial has started in HQ South (Buildings A, B & D) to address the lack of Fire Wardens coverage in buildings mostly affected by the introduction of Hybrid Working. This has now been completed and will be tested via a drill which will take place soon.
  - 2) A fire safety improvement plan has been created and is being rolled out across the Force. The Improvement Plan's main focus is to review the provision of Fire Wardens across the Force (and, where required, implement a Fire Marshal Procedure to ensure cover) and to review and improve the Emergency Procedures – as well as their communication – across the Force. To date, all “High-Risk” Areas have been engaged (inc. Custody Suites (Crime and Criminal Justice), Imbert Court (Sulhamstead), the Labs (Forensics), the Workshops (CTC), and Firing Ranges (JOU)) and engagement has started on “Medium-Risk” Areas. Currently, the fire safety improvement plan is being actively implemented across over 50% of the force sites, with the majority of “high-risk” sites/buildings complete. We are on track to complete “medium-risk” sites/buildings complete by the end of the year (December 2025), and all “low-risk” sites/buildings complete by March 2026.
  - 3) Health & Safety Compliance Leads and Health & Safety SPOCs have been nominated across the Force to support the fire safety improvement Plan. Training for the Compliance Leads and the SPOCs has been conducted in January, February, and March 2025.
  - 4) A Fire Safety working Group – with representation from Health & Safety/Governance & Service Improvement and from Facilities/Maintenance – has been established in January 2025 to monitor progress on the actions from the fire safety gap assessment and Internal audit, as well as new actions (inc. issues, risks, blockers and threats) arising from the implementation of the fire safety improvement plan.
  - 5) A “Fire Safety Gold Group” – chaired by DCC Ben Snuggs and with representation from Governance & Service Improvement and Property Services) – has been established in November 2024 to drive action and accountability.
- We have found some challenges and blockers which have delayed the fire safety improvement plan, including:
    - 1) Resources: To support the fire safety improvement plan, the force had approved the budget for two agency workers for three months. We have now had approval to extend the contract of one of the agency workers for another three months. This has contributed significantly to the progress we are making. We have now also employed a H&S Assurance & Incident Officer who has picked up the fire portfolio as the H&S contact for the improvement plan. This was handed over very recently as the H&S Lead/Manager resigned



from the force and their replacement is due to start on 24<sup>th</sup> September. This is not expected to delay progress as the responsibilities have been adopted by the H&S team and Deputy Head of Strategic Governance.

- 2) Governance: Based on the fire safety internal audit and gap assessment and the fire safety gold group meetings, it appeared that the key stages of the fire safety improvement plan were mainly 1) creating a force fire safety policy; 2) building the fire marshal stations across the force; 3) reviewing the current emergency plans to include fire safety procedures (what to do in the event of a fire); and 4) training all relevant person(s). However, when we started engaging with local areas, it became obvious that a lot more was missing, including site plans with the locations of all hazardous areas, fire safety equipment, fire alarm panel, etc. Significant progress has been made in this area with the agency workers dedicated to filling these gaps and creating site plans for all buildings which will inform the emergency plans and the emergency response.
- 3) Roles & Responsibilities: There has been a few challenges in relation to the fire safety roles & responsibilities, in particular in relation to the roles of local facilities, incident controllers, and fire wardens/marshals. These are being regularly discussed and resolved at the fire safety working group. We are also liaising with the Oxfordshire, Buckinghamshire, and Berkshire fire & rescue services to better understand their expectations and to ensure that our fire safety arrangements are robust.
- 4) Training: Fire Marshal training is now a mandatory E-Learning package for all TVP employees. Comms have been shared to encourage staff to complete this and L&D and H&S will track the progress over the coming weeks. Fire Safety Incident Controller training is now available for staff. The Fire Safety working Group are confirming who across the force needs this training so that L&D can add to their essential learning.

## 2) Lithium Batteries (eVehicles)

- As electric vehicles (including electric cars, electric scooters, and electric bikes) become more widespread, the increase in the amount of Lithium Batteries used, stored, and charged within Thames Valley Police premises will also exponentially increase. This poses new fire and explosion threats to the Force's buildings.
- New research revealed that in 2023, the UK Fire Services reported a 46% increase in fires linked to Lithium-Ion Batteries. The London Fire Brigade (LFB) have issued a warning on the dangers posed by lithium-ion batteries stating *"It's incredibly concerning that we are continuing to see a rise in incidents involving e-bikes. When these batteries and chargers fail, they do so with ferocity and because the fires develop so rapidly the situation can quickly become incredibly serious."*



- Although the frequency of fires from lithium-ion batteries is low, the consequences of the fire can be significant. A fire involving a lithium-ion battery differs from other fires due to the speed with which it grows in intensity (due to a rapid uncontrolled release of heat energy) which can result in powerful fires and explosions. This risk, together with the lack of consistent Force wide controls, poses an immediate threat to human life and property.
- There is currently an active issue concerning a large quantity of damaged (swollen) Body Worn Video batteries received by ICT. The issue was raised at the Health & Safety Governance Board Meeting on the 26<sup>th</sup> of July 2024. A swollen lithium battery may indicate that the battery is in the early stages of “Thermal Runaway”. The final stages of “Thermal Runaway” include a potential intense fire or explosion. Mitigating actions have been put in place, including the release of safety guidance to all officers and the use of external "Bomb Bins" to place any swollen batteries whilst they await collection to minimise the risk to People and property. ICT is currently developing a database to identify where the damaged units are to ensure they are at the respective central collection sites.
- To address the risk posed by the Lithium Batteries, a Lithium Batteries Steering Group – chaired by the Head of Strategic Governance and with representation from several departments/teams across the Force – has been implemented in February 2025. The group is still in risk discovery phase and aims to provide a Force position (and associated guidance) in relation to the procurement, use, transport, storage, and disposal of Lithium Batteries (and equipment containing Lithium Batteries).
- Property Services and the Health & Safety team are working together to strengthen and improve the current fire safety arrangements (see above) to mitigate the associated Fire and Explosion risk.

### 3) First Aid

- This risk was raised in February 2024 as a result of a First-Aid Incident at HQ South and reviewed in April 2025. The incident led to an internal investigation and Health & Safety internal audit on the Force’s First-Aid arrangements. The investigation and internal audit have highlighted weaknesses in the following areas:
  - **The Provision of First Aiders:** The provision of First-Aiders across the Force has been affected after the implementation of the Working Smart Programme (as a consequence of COVID-19) which has seen a rise in hybrid working arrangements across the Force. This has resulted in a lack of first-aid cover across the Force, particularly in buildings with predominantly office Staff is present, which may lead to the Force failing to provide potentially lifesaving first-aid assistance to people in the event of an emergency.



- **Lack of Information/Communication on First-Aid Arrangements:** There is also a general lack of awareness of first-aid arrangements across the Force, including the locations of the first-aid kits and AEDs and the identities of the Appointed First-Aiders. This is mainly due to a general lack of communication about the first-aid arrangements in place and may lead to the inability to summon immediate help in the event of an emergency.
  - **Lack of Monitoring of First-Aid Provisions:** The Force is failing to effectively manage First-Aid equipment, including first-aid kits and Automated External Defibrillators (AED). Currently, there are 9 AEDs out of date and the Health & Safety team regularly receives feedback that the first-aid kits are not adequately stocked. On the 9<sup>th</sup> September, there will be amendments to [The Medical Certificate of Cause of Death Regulations 2024](#) which will require every death in England and Wales to be reviewed by a Medical Examiner or a Coroner, without exception. Last year, a Coroner's Inquest Report was made public which highlighted the increased scrutiny in relation to AED "Guardians" who are deemed responsible for the AED and in turn accountable for any failing in its governance and maintenance if the AED fails to work when deployed (for example for lack of battery or for missing parts). This increases the urgency with which the Force must act to prevent "unsafe practices" that may lead to fatalities.
  - **Undefined First-Aid Related Roles, Responsibilities, and Accountabilities:** Currently, first-aid Related Roles, Responsibilities, and Accountabilities are not defined and communicated to all relevant people which exacerbates the lack of monitoring of first-aid provisions (as above) and places the Force at a greater risk.
- To address these weaknesses, a proposal has been put forward to the Health & Safety Governance Board to improve the current first-aid arrangements. A staged implementation plan has been drafted and has started, alongside the fire safety improvement plan. The trial will focus on the availability and management of First-Aiders and first-Aid Equipment (inc. AEDs) Progress will be reviewed quarterly at the Health & Safety Governance Board Meetings.

#### 4) Lone Working

- This risk was raised in April 2024 as a result of an incident that raised concerns about lone working arrangements in place and reviewed in April 2025.
- The incident led to a Health & Safety internal audit on the Force's lone working arrangements. The internal audit has highlighted weaknesses in the following areas:



- **Outdated & Insufficient Procedures:** The available documented procedures are outdated (pre-2020 and failing to consider the Force's current Hybrid Working arrangements) and insufficient (lacking specific guidance for Lone Worker incident escalation and emergencies and Lone Worker monitoring and check-ins). This exposes the Force's Lone Workers to an increased risk of violence and aggression (inc. Assaults) and may lead to Lone Workers suffering more severe outcomes in the event of an emergency due to the lack of immediate support and assistance.
  - **Lack of Communication/Engagement:** There is a lack of communication (inc. training and awareness) of the Force's lone working arrangements leading to lone working risks not being adequately identified, assessed, and addressed which may expose Lone Workers to unnecessary (and potentially unknown) levels of risk.
  - **Poor Incident Investigation:** The few lone working incidents reported in the previous years had poor or no investigations which is a deviation from the Force's Health & Safety Manual and it prevents the Force from learning from past incidents and from implementing preventative and/or mitigating actions to prevent reoccurrence.
  - **Overreliance on General Risk Assessments:** There was a lack of evidence of local suitable and sufficient hazard identification and risk assessments for lone working activities and/or lone workers within local teams/departments. Although the lone working general risk assessment offers support and guidance to the Force, it also seemed to promote an over-reliance on the General risk assessment to identify hazards and to assess and control the risks associated with lone working. This could lead to local activities/processes, emerging local risks, local changes to workplace conditions and environment, and specific team or individuals' circumstances (inc. Vulnerable People) not being considered when assessing lone working/lone workers risks.
- To address these weaknesses, a proposed lone working arrangement improvement action plan has been presented at the Health & Safety Governance Board Meeting. Progress on the action plan will be reviewed at the Health & Safety Governance Board Meetings.

## 5) Fatigue Whilst Driving

- This risk was raised at the Health & Safety Board Meeting in July 2024 and reviewed in April 2025.
- Fatigue-related driving incidents (inc. collisions) keep increasing across the Force, which may lead to potential serious injuries and fatalities. There is also the risk that the Force is not complying with their duty of care to "*ensure, so far as is reasonably practicable, the health and safety of all employees while at work*" as per the Health and Safety at Work etc. Act 1974.



- Since 2022, there have been 6 Fatigue-Related Accidents whilst driving and 25 Near Misses. This year alone (2024) there has been 2 Fatigue-Related Accidents and 6 Near Misses.
- The risk is cause and exacerbated by the need to drive for long periods (especially between 2am and 6am and between 2pm and 4pm), long working hours coupled with irregular work patterns and high work demands, and journeys home after long shifts (especially night shifts).
- Current mitigations include the Thames Valley Police driver training, the [Driving Standards & Risk Management Policy](#), the [Driving Standards & Risk Management Procedure](#), and the [Driving General Risk Assessment](#) in place.
- Future mitigations include a review of Driving Arrangements through a Health & Safety Internal audit to identify compliance gaps, areas for attention, and improvement opportunities. Peter Jardine is also exploring potential options to mitigate this risk.



## Business Continuity Introduction

Business continuity is about ensuring that, as an organisation, we are able to continue providing important public services in the event of some major disruption to our organisation. Clearly if the Force is unable to maintain its own services, it will not be in a position to best serve the public. The Civil Contingencies Act 2004 provides the statutory framework which places a responsibility on the police service, as “Category 1 Responders”, to have in place effective Business Continuity Management (BCM) processes. Thames Valley Police (TVP) follows the principles within “ISO22301 Societal Security – Preparedness and Continuity Management Systems” which was published in May 2012. Guidance on organisational resilience was published in November 2014 (BS65000:2014) which defines organisational resilience as the ability to anticipate, prepare for, respond and adapt to events – both sudden shocks and gradual change.

Oversight of the management of Business Continuity (BC) was previously provided by a Strategic Business Continuity Co-ordinating Group which included senior members from Property Services, ICT, Corporate Communications, HQ Operations, Health and Safety, and the Corporate Governance Officers. However, events such as the pandemic, a high turnover of staff and the resulting lack of capacity within departments, meant that this group has not formally operated in its stated guise for some time. Oversight and assurance have since been fulfilled through more siloed means with key stakeholders. Business Continuity Plans are maintained, tested and refreshed in respect of front-line services and support functions. These are refreshed in order to reflect changes in personnel, dispositions, and core business processes. This proactive approach is supplemented by organisational learning from exercises and actual incidents. In addition, Business Impact Analysis (BIAs) have been created for our most critical activities across the force.

This Report is provided to the CCMT for consideration and corporate decision making. It further provides the information necessary for the Joint Independent Audit Committee to fulfil their function effectively. Members are welcome to review the details of specific business continuity incidents or exercises by arrangement with the Strategic Governance team.



## Force Business Continuity Incidents and Exercises

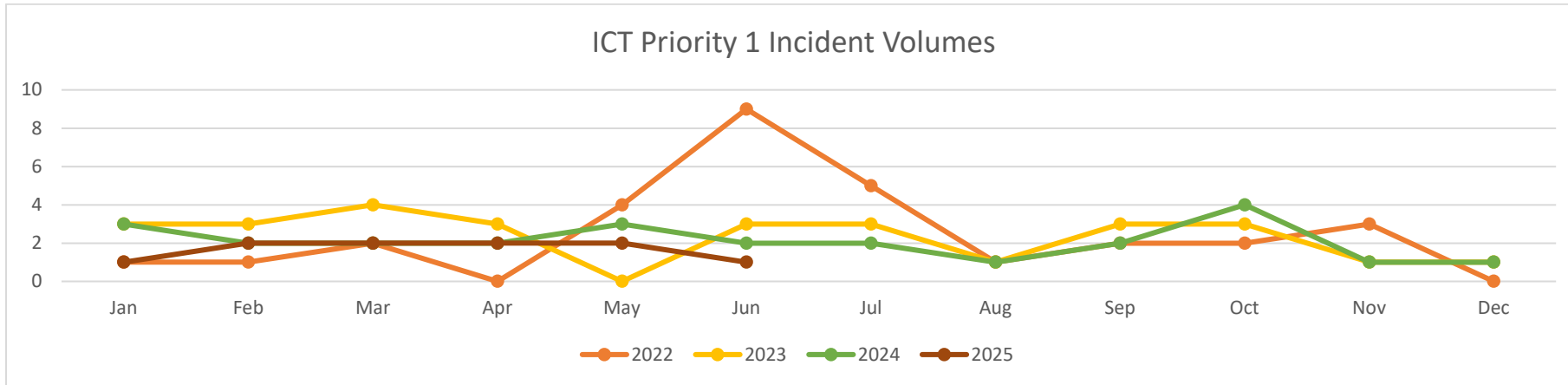
In the reporting period for this report, Strategic Governance have undertaken **one business continuity exercise** to test the plans of **SEROCU (Cyber Crime team) for an ICT outage** caused by a fire within the building housing our servers. The exercise encouraged participants to consider the impact of a force-wide ICT outage and to explore mitigations available. As a regional group, this triggered a number of discussions around the mutual aid that can be provided by the other regions within SEROCU and produced a number of action points for the team to consider and complete. A debrief document is available.

There have been no significant incidents within Q1. The only issue of mention is that in June 2025, an ICT issue caused our 999 call handlers to also receive 101 calls – this is normally restricted via ring-fencing. A fix was put in place whilst investigation into the failure continued with BT. No criticality, or impact on our SLAs, was raised.

## ICT Priority Incidents

For the purposes of ICT incident reporting, a Priority 1 (P1) incident is defined as “an ICT event which impacts the whole force, with a fix time required of less than 4 hours.” Whilst not all ICT events impact the whole Force, they are captured in this report because they involve a system which has been identified as critical by the Force.

ICT P1 Incident Volume Trend: Data for this report is collected **from the period 1<sup>st</sup> April 2025 to 30<sup>th</sup> June 2025**. Between this time period, **ICT recorded 5 x P1 incidents**.



The following Priority 1 incidents were reported during the last period:

Date & Time	P1 Incident Summary	Affected Force	Business Impact & Action Taken	Root Cause & Learning	Time to Restore	Resolved
<b>Force-wide</b>						
06/04/2025	Users across multiple sites unable to access Niche RMS	TVP	Niche - Users across multiple sites in TVP including Milton Keynes, Loddon Valley and Contact Management Centre unable to access Niche RMS. Affecting users working from home and in the office connected either by LAN or Wi-Fi. Niche RMS is the primary crime, criminal justice and intelligence record management system.	A back up log file had breached the server processing capacity causing services to suspend. Automated script now in place to avoid repeat.	3 hrs	Yes

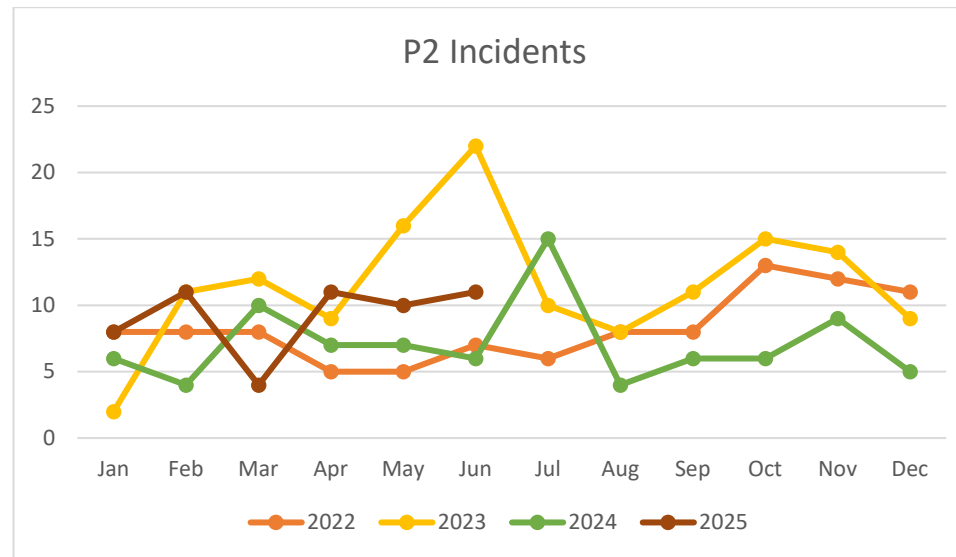


Date & Time	P1 Incident Summary	Affected Force	Business Impact & Action Taken	Root Cause & Learning	Time to Restore	Resolved
6/5/25	National issue affecting PNC & PND	Both	<p>PNC/PND - Home Office @ Hendon have confirmed there is a national issue affecting connectivity to both PNC &amp; PND.</p> <p>This will affect many users of both systems across forces including Contact Management.</p>	National outage affecting multiple forces. Awaiting RCA from Home Office Hendon	5 hrs 8 mins	Yes
22/6/25	Desktop device users unable to take 999 & 101 calls	Both	<p>ASA - ASA has been deployed to all Desktop devices in Thames Valley and Hampshire.</p> <p>This has disconnected all users who are working on desktop devices.</p> <p>Control rooms are impacted, and 50% on duty are unable to take 999 and 101 calls.</p>	CMU desktop devices were incorrectly included in group for ASA update to be applied. ASA is only required for mobile device secure connections.	33 mins	Yes
<b>Contact Management</b>						
3/4/25	ICCS terminals unable to transmit	TVP	ICCS - Milton Keynes and Abingdon Control Room have reported that all their ICCS terminals are not able to transmit affecting communications with responders	Third party captured log files for analysis. Services were restarted on local devices	1 hr 14 mins	Yes
26/5/25	Issues logging into to CMP and phone system	Both	Avaya/CMP log in - Contact Management reported that new users starting shift were unable to login to CMP & the Avaya Phone system. For those users already signed in, calls were being presented despite being in 'Not Ready' state	Planned database upgrade change over ran causing a reduction in system performance and available log ins	13 mins	Yes



**ICT P2 Incident Volume Trend:** During the period 1 April 2025 – 30<sup>th</sup> June 2025, **ICT recorded 32 P2 incidents.**

P2 incidents are reported to allow assessment of any underlying trend or issue that might, if not addressed, lead to a business continuity incident. For the purposes of ICT incident reporting, a P2 incident is defined as “an ICT event which impacts on a single department or site, with a fix time required of less than 8 hours.”



Overall Priority 2 incidents increased vs previous period – however, Q4 is generally a quieter period and so this increase is not of significant value. All incidents were resolved within service levels.



## Business Continuity activities

Strategic Governance Unit (SGU) continues to strive to improve our force's preparedness in the case of a significant incident or disruption occurring. We have identified areas of improvement / development in our Business Continuity Management System (BCMS) and are working with teams across the organisation with an aim to better identify the impact of such disruptions on our critical activities.

Primarily, this is by the creation of Business Impact Analysis (BIA) documents – building on our Business Continuity Plans (BCPs), the BIAs will better identify our critical activities, tech / systems required, roles, dependencies and equipment. This information can also feed into the work being carried out by other departments, such as ICT (re critical systems), and succession planning (re critical roles).

We aim to complete BIAs for our critical activities during Q2 and Q3, before continuing into Q4 for activities less critical.

We continue to engage internally with stakeholders, with regional and national BC counterparts, our colleagues in Hampshire and those within the LRF to share learning and to improve the Business Continuity strategy within TVP.

### 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 report to be submitted to the Joint Independent Audit Committee.

Chief Constable:

Date:

Director of Finance:

Date:



## Appendix 1 – Risk and Issue Scoring Matrix

likelihood banding	Score	guidance
Probable	4	80% or higher chance this will happen / Is already an issue
Likely	3	50-80% chance this will happen
Possible	2	10 – 50% chance this will happen
Unlikely	1	Less than 10% chance this will happen

Impact Band and Scoring		Financial	Safety & Security	Infrastructure & Estate	Legitimacy, Trust & Confidence	Operational, Service Delivery & People	Justice	Technology & Data	Change, Programmes & Projects
Acceptable	1	Limited (<£1m) - Routine financial fluctuations within expected parameters.	Minor safety/security issues with no operational impact.	Minor infrastructure issues with no operational impact.	Strong public trust, minor reputation fluctuations.	Minor disruptions with no lasting impact on service delivery or personnel.	Minor procedural inefficiencies with no legal or ethical impact.	Minor tech issues with no operational impact.	Projects progressing as planned with minimal risk exposure.
Manageable	2	Moderate (£1m to £2m) - Budget constraints requiring adjustments but no immediate threat.	Risks requiring mitigation but not immediate escalation.	Risks requiring mitigation but not immediate escalation.	Moderate trust concerns requiring proactive management.	Risks requiring mitigation but not immediate intervention.	Risks requiring mitigation but not immediate intervention.	Risks requiring mitigation but not immediate escalation.	Risks requiring adjustments but not immediate intervention.
High	3	Major (£2m to £5m) - Financial instability or resource shortages.	Events that could cause serious harm or security threats.	Issues posing operational distribution or security concerns.	Significant reputational challenges affecting institutional credibility.	Significant disruptions affecting efficiency, morale, or service delivery.	Risks posing procedural failures or ethical concerns.	Significant tech failures or security breaches.	Significant obstacles affecting project viability or strategic outcomes.
Severe or Critical	4	Critical (£5m+) - Immediate financial crisis or failure to meet essential obligations.	Threats with catastrophic consequences (loss of life, major breaches).	Major infrastructure crises threatening safety or operations.	Major legitimacy crisis undermining force integrity.	Major crisis impacting operational stability and public service effectiveness.	Major legal or ethical crises throughout judicial integrity.	Major system failures or data breaches compromising operations.	Major failures jeopardising programme success or strategic alignment.



## Appendix 2 – Latest and Previous Scoring Analysis of the Strategic Risks

Strategic Risk		Previous Risk Score			Latest Risk Score			Trend
		Impact	Likelihood	Score	Impact	Likelihood	Score	
SR111	Custody premises projects	4	3	12	4	3	12	Stable
SR113	Police support carrier fleet	3	4	12	3	4	12	Stable
SR131	GIS - CMS	3	4	12	3	4	12	New
SR133	MASH queues				3	4	12	New
SR130	CSAM referrals	4	3	12	3	3	9	Reducing
SR86	Attrition	3.5	3	11	3.5	3	11	Stable
SR119	Business Objects	2	2	4	3	3	9	increasing
SR123	Psychological Sickness	3	3	9	3	3	9	Stable
SR127	Intelligence Queues	3	3	9	3	3	9	Stable
SR118	Forensic Accreditation	4	2	8	4	2	8	Stable
SR125	Disability Compliance	4	2	8	4	2	8	Stable
SR132	Cyber Security				4	2	8	New
SR69	Inadequate funding	3	3	9	3	2	6	Stable
SR136	Justice Gateway	3.5		was SI10	3	2	6	Reducing
SR124	GIS - Gazeteer	3	2	6	3	2	6	Stable
SR97a	Missing	3	2	6	3	2	6	Reducing
SR116	IPCO	3	2	6	3	2	6	Stable
SR134	EIA Compliance				2	3	6	New
SR121	Switching off the PSTN	3	2	6	3	2	4	Stable
SR122	Organisational Policies	2	2	4	2	2	4	Stable
SR97b	Exploitation	2	2	4	2	2	4	Stable
SR107	Contractor Tax Compliance	2	2	4	2	2	4	Stable



## OPCC Strategic Risk Register - Summary

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev
1	Collaboration	Interforce collaborations become ineffective in delivering PCC outcomes	4	2	8	→ 8
2	PCC Unavailable	Absence of PCC meaning critical decisions cannot be taken	4	1	4	→ 4
3	Commissioning services & monitoring performance	Not effectively spending public funds	2	1	2	↑ 2
4	Riot Compensation	The PCC has to pay compensation and there is no guarantee of HO support	4	1	4	→ 4
5	Devolution - Mayoral	Devolution proposals across England could reshape policing governance in Thames Valley, impacting the PCC's role and oversight.	4	2	8	→ 8
6	Police Reform	The Crime and Policing Bill 2025 introduces ASB, offender management, and police accountability reforms, with uncertain impact on PCC oversight.	3	3	9	→ 9
7	Victim & Perpetrator Programmes	MOJ funding for victim and perpetrator programmes does not continue beyond 2025/2026 leaving a gap in service provision.	3	2	6	→ 6

Risk Heat Map		Impact			
		1 Minimum	2 Moderate	3 Major	4 Critical
Likelihood	4 Probable				
	3 Likely			← 6 →	
	2 Possible		← 3 →	← 7 →	← 5 → ← 1 →
	1 Unlikely				← 2 → ← 4 →

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
1	Collaboration	Interforce collaborations become ineffective in delivering PCC outcomes	4	2	8	→ 8	Sharing	GO

**Background**

A number of collaborations with other forces are used to deliver operational services efficiently

**Potential Consequences**

If collaborations were to become ineffective, then friction could be inserted into decision-making with loss of value from the collaboration and risk to service delivery. Loss of service within collaboration could have a significant and critical impact on a number of Force operational areas thus making it impossible to deliver the PCC strategic plan e.g. Roads policing, IT, Firearms,

**Mitigations in place**

Mitigation	Owner
Quarterly Regional PCC/CC Meetings & Scrutiny Review - Provides oversight and accountability	MB/ GO/ VW
Section 22 Agreements & Major Projects Protocol - Ensures legal and governance frameworks.	GO/ VW
Governance & Assurance Review completed - Recommendations published, with oversight in place	GO/ VW
JOU & IT oversight validated - June 2024 review confirmed stability, with planned IT/governance refinements	GO
Ongoing Collaboration Review - Continuous assessment of risk, governance, and efficiency	MB/ GO

**Actions underway**

Date Added	Action Description	Action Update	Target Date	Owner
May-23	Section 22 Agreements Review - Ensuring statutory responsibilities remain current	Ongoing review of agreements, ensuring they align with legal and operational needs.	Oct-25	GO/ VW

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
2	PCC Unavailable	Absence of PCC meaning critical decisions cannot be taken	4	1	4	→ 4	Reduction (Mitigation)	GO
<b>Background</b>								
There is no Deputy PCC to provide seamless cover in the event of, for example, illness to the PCC.								
<b>Potential Consequences</b>								
Decisions and approvals not taken resulting in financial loss, and operational difficulties Significant reputational damage to the OPCC and TVP								
<b>Mitigations in place</b>								
Process which would be followed to appoint deputy (if required) has been presented to Police & Crime Panel							Owner	
							MB	
Contingency protocol published on the website for PCP to appoint an acting PCC to enable day to day functioning							GO/MT/VW	
Schemes of delegation are in place and are reviewed regularly through the Governance Advisory Group							GO/MT/VW	
<b>Actions underway</b>								
Date Added	Action Description		Action Update			Target Date	Owner	

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
3	Commissioning services & monitoring performance	Not effectively spending public funds	2	1	2	↓ 4	Reduction (Mitigation)	HW

### Background

The OPCC has been very successful in winning new grants from funders, and increasing use of the Crime Prevention Fund. This puts more pressure on staff and processes for ensuring timely spend of grants, effective use of funds and compliant reporting. A recent internal audit into the community safety fund provided limited and reasonable assurances in relation to commissioning and monitoring.

### Potential Consequences

Reputational damage with key funders and stakeholders  
 Loss of future funding during 2023-2025  
 Commissioned services fail to deliver due to lack of robust monitoring  
 Benefits from commissioned services not delivered

### Mitigations in place

Mitigation	Owner
SMG review of grant opportunities for alignment with PCC strategic priorities and capacity to deliver effectively	MB/GO
Quarterly budget monitoring in place for 2023/24 & grant monitoring approach improved from 2024/25	MT/RM
Community Safety Fund internal audit complete and actions being managed through internal audit process	GO/MT/PG
Office Restructure and review of commissioning processes has been completed	MT/CW
New software (SUMS) in place to monitor Victims Grants	HW

### Actions underway

Date Added	Action Description	Action Update	Target Date	Owner
Aug-25	Assessment of benefits of restructure	Review of benefits of restructure in planning phase with proposed reporting of review to take place in October 26 to give the benefits a year to bed in	Oct-26	PG/HW
Aug-25	Review of process	New processes are being embedded within the Strategy Team and Delivery teams to ensure that strategic decisions are being made in relation to all areas of funding	Mar-26	MT/PG/HW

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
4	Riot Compensation	The PCC has to pay compensation and there is no guarantee of HO support	4	1	4	→ 4	Acceptance (Retention)	MT
<b>Background</b>								
Under the Riot Compensation Act 2016 the PCC has to pay compensation and there is no guarantee of Home Office support								
<b>Potential Consequences</b>								
Cost of compensation (up to £1m per successful claimant) may need to be funded from General Reserve, reducing financial resilience in the future.								
<b>Mitigations in place</b>								
Accept Risk								MT
Reserves allow mitigation of short term impacts								MT
APCC guidance available to support process, and advice from OPCCs with experience from riots in summer 2024								MT
<b>Actions underway</b>								
Date Added	Action Description		Action Update		Target Date	Owner		

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
5	Devolution - Mayoral and Local Authority	Devolution proposals across England could reshape policing governance in Thames Valley, impacting the PCC's role and oversight.	4	2	8	→ 8	Reduction (Mitigation)	MB / GO
<b>Background</b>								
The Government's English Devolution White Paper encourages greater regional control, with some areas seeing policing powers merged under mayoral-led governance. While Thames Valley has no confirmed deal, Oxfordshire, Berkshire, and Buckinghamshire councils are engaging in discussions, raising uncertainty over future police governance.								
<b>Potential Consequences</b>								
Changes to policing oversight and PCC accountability. Funding realignments impacting crime prevention and partnerships. Governance fragmentation, affecting strategic policing priorities. Delays in implementing Policing Reform due to oversight uncertainty. Localised devolution models may lead to fragmented or inconsistent partnership arrangements across the Thames Valley. Confusion over statutory responsibilities could weaken joint delivery with CSPs and safeguarding partnerships. Reduced OPCC influence in shaping strategic priorities at LA level. Risk to coherent delivery of the Police and Crime Plan due to misaligned governance or funding streams.								
<b>Mitigations in place</b>								
Active engagement with local authorities and national bodies.							Owner	
Scenario modelling to assess governance and accountability options.								
Regular monitoring of devolution developments impacting policing.								
<b>Actions underway</b>								
Date Added	Action Description	Action Update	Target Date	Owner				
Feb-25	Continued discussions with the Home Office and APCC on the role of PCCs in devolution plans.		Mar-26	GO				
Feb-25	Discussions with Thames Valley Police and stakeholders on future governance risks.	MB is now actively discussing proposals with Council Leaders to identify potential direction of travel	Mar-26	GO/ MB				
Aug-25	Meetings with LA Chief Executives	Meetings have commenced with LA Chief Executives and an invite to the public sector reform workstream of the TV devolution programme is expected from Susan Halliwell at Bracknell Forest - once received this will mitigate this risk significantly  GO is also briefing the Deputy Chief Constable on the outputs of meetings with LA CEOs to enable TVP to plan for potential impacts to policing strategy	Dec-25	GO				
Aug-25	Planning for Devolution Changes	Current intelligence is that the potential changes to a Mayoral Authority will not take place until May-28. GO is already briefing COG on potential impacts and also holding discussions in the national APACE Exec meeting to understand the potential risks and impacts for planning purposes	May-28	GO				

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
6	Police Reform	The Crime and Policing Bill 2025 introduces ASB, offender management, and police accountability reforms, with uncertain impact on PCC oversight.	3	3	9	→ 9	Reduction (Mitigation)	GO
<b>Background</b>								
The Bill expands police powers for ASB, enhances offender supervision, and introduces new reporting obligations for PCCs. Its impact depends on funding allocations and governance stability, particularly if devolution changes oversight structures in Thames Valley.								
<b>Potential Consequences</b>								
Additional operational and resource demands on Thames Valley Police. Delays or conflicts in implementation if devolution changes policing governance. Public and political pressure to demonstrate compliance with new requirements.								
<b>Mitigations in place</b>								
							<b>Owner</b>	
Aligning the Police and Crime Plan with the Bill's priorities.								
Engagement with the APCC/Home Office to track legislative developments								
Strategic planning to address governance-related uncertainties								
<b>Actions underway</b>								
Date Added	Action Description		Action Update			Target Date	Owner	
Feb-25	Reviewing internal plans/policies to prepare for new legal requirements.					Mar-26	GO	
Feb-25	Assessing resource impacts and training needs for new powers.					Mar-26	GO	
Feb-25	Monitoring devolution developments to ensure continued compliance with policing reforms (links to Ref.10)		See action updates on risk 5.			Mar-26	GO	
Aug-26	Links into National Developments		GO is attending national meetings into Police Reform.  The latest one is planned to discuss the SPR on 14/8 at 16:00			Mar-26	GO	

Ref	Title	Description	Impact	Likelihood	Score (I x L)	Trend/Prev	Risk Appetite	Strategic Owner
7	Victim & Perpetrator Programmes	MOJ funding for victim and perpetrator programmes does not continue beyond 2025/2026 leaving a gap in service provision	3	2	6	→ 6	Reduction (Mitigation)	HW
<b>Background</b>								
Currently there are a number of funding streams from both the Ministry of Justice (MoJ) and Home Office that have only been confirmed until the end of March 2026 and/or settlement amounts have only been provided until then. This includes both victims funding, in particular specialist domestic abuse and sexual violence funding, and funding for domestic abuse and stalking perpetrator programmes								
<b>Potential Consequences</b>								
If the funding is reduced or does not continue this would result in significant reduction in services available to victims and DA perpetrators in the Thames Valley. As well as impacting the wellbeing of victims this could also have a knock on impact to criminal justice agencies, including the police, where currently specialist services help support victims through the criminal justice system.								
<b>Mitigations in place</b>								
Engagement with both MoJ and Home Office to ensure impact of funding uncertainty is understood and to highlight benefits of support provision								HW/JN
Continuous review of current service provision to ensure that any future funding is utilised where it will have the most impact								JN
Engagement with the APCC and other PCCs to track development								HW/JN
<b>Actions underway</b>								
Date Added	Action Description	Action Update	Target Date	Owner				
Sep-25	Meet with the Home Office to seek clarity on the funding of DA perpetrator funding from April 2026	The Home Office have confirmed funding for the DRIVE Programme for 26/27. At this stage they are not able to confirm if COBI will receive funding	Sep-25	HW/JN				
	Continue liaison with Home Office re funding for COBI programme		Nov-25	HW/JN				

## Appendix 1 - Scoring Guidance

likelihood score	simple description	guidance				
4	Probable	80% to 100% chance this will happen or the matter has already become an issue				
3	Likely	50% to 80% chance this will happen				
2	Possible	10% to 50% chance this will happen				
1	Unlikely	less than 10% chance this will happen				

impact score	public impact	reputation	economic	legal	organisational resilience	disruption (based on the Force's ability to manage the risk with current resources)
4	Damage to critical systems, including loss of 999 service.	Failure to meet a number of local and national performance indicators - possibility of intervention or special measures. Picked up in the national media.	Financial impact over £10m	Potential corporate manslaughter charge. HSE brings charges or serves a Prohibition Notice. Home Office intervention. Loss/disclosure of information marked TOI/SECRET and/or resulting in sustained reputational damage to the Force. Impact on national security or a serious breach of personal or human rights.	Significant impact on staffing levels which impacts on Force ability to deliver critical public facing services. Loss of technology which impacts on critical public facing services (long-term P1 system failure).	No existing processes in place to manage the risk. Significant levels of immediate investment in resources are required to mitigate the risk.
3	Major impact (1 to 3 days) on non-critical public facing services. Significant/long-term (more than 3 days) impact on central services, which affect public services	Failure to meet a series of critical targets which impacts on a number of performance indicators. Adverse external audit report prompting immediate action. Highlighted in the local media.	Financial impact from £5m to £10m	Temporary HSE intervention or an improvement Notice issued due to a major incident. Force or PCC prosecution with significant financial cost. Intervention by the PCC. Loss or disclosure of information marked SECRET and/or resulting in serious reputational damage to the Force, threat to life, or threat to operational activity.	Significant impact on staffing levels which impacts on Force ability to deliver internal functions and services. Prevention of access to intelligence placing prosecutions, placing front line officers and staff at risk. ICT issue which impacts across the whole Force.	Existing processes have a limited impact on mitigating the issue, and significant new processes are required to manage similar risks in the future. Long-term planned investment in resources required to manage future risks.
2	Moderate impact (less than 1 day) on non-critical public facing services. Impact on central services across more than one area.	Failure to meet a series of operational targets or a critical target. Adverse internal audit report prompting timed improvement/action plan.	Financial impact from £1m to £5m	HSE involved in investigating a significant incident. Civil litigation receiving adverse publicity and financial cost to the Force or PCC. Loss or disclosure of information marked OFFICIAL-SENSITIVE.	Loss of non-critical internal ICT services across the Force.	Existing processes can mitigate the immediate elements of the issue, but some work is required to change processes for the future. Risk can be managed within existing Force resources and additional spending can be approved within existing budgets.
1	Minor impact on local or departmental services.	Failure to meet individual operational targets. Minor contravention of internal policies.	Financial impact up to £1m	Local incident - local review. No legal or regulatory breaches. Small scale loss or disclosure of information marked OFFICIAL.	Short-term loss of non-critical ICT locally. Short-term impact on local and departmental staffing levels.	Risk can be managed using existing processes. Risk can be managed within existing departmental resources.

## Appendix 2 - Risk Appetite Guidance

### Key Considerations When Applying Risk Appetite:

- \* **Impact-Likelihood Score is a starting point** – but consider the **wider context** of the risk.
- \* **Existing controls & mitigations** - should be reviewed before setting the category.
- \* **Risk Appetite may change over time** – review regularly and adjust if circumstances shift.
- \* **Decisions should be justifiable** – document reasoning in the risk register for consistency.

### Risk Appetite Categories & How to Apply Them (*drop down options appear for each risk*)

<p><b>1. Avoidance – Eliminate the risk completely</b></p> <p>Used when the risk is too high to tolerate, and the best course of action is to <b>stop or not engage</b> in the activity that creates it.</p> <p><b>When to use:</b> If the impact is critical (4-5) and likelihood is high (4-5), making the risk unacceptable.</p>
<p><b>2. Reduction (Mitigation) – Reduce the likelihood or impact</b></p> <p>Used when the risk can be <b>actively managed</b> by implementing <b>controls or preventative measures</b>.</p> <p><b>When to use:</b> If the risk score is moderate-high (6-14) but can be managed with proper actions.</p>
<p><b>3. Transfer – Shift the responsibility elsewhere</b></p> <p>Used when the risk can be <b>transferred</b> to a <b>third party</b> (e.g., insurance, outsourcing, external contracts).</p> <p><b>When to use:</b> If the risk can't be eliminated or reduced but can be covered by another entity.</p>
<p><b>4. Acceptance (Retention) – Acknowledge the risk and monitor it</b></p> <p>Used when the risk is <b>within tolerance levels</b>, and no further mitigation is necessary.</p> <p><b>When to use:</b> If the score is low (<math>\leq 5</math>) or further mitigation is too costly/unnecessary.</p>
<p><b>5. Sharing – Distribute the risk across multiple parties</b></p> <p>Used when the risk is best managed collaboratively through partnerships, or <b>shared agreements</b>.</p> <p><b>When to use:</b> If a risk <b>affects multiple stakeholders</b> and can be <b>shared between organisations</b>.</p>

# The Police and Crime Commissioner and Chief Constable for Thames Valley Police

Progress report  
Year ended 31 March 2025

9 September 2025



The better the question. The better the answer. The better the world works.



Shape the future  
with confidence



The Office of Police and Crime Commissioner and Chief Constable  
Thames Valley Police  
Kidlington, OX5 2NX

9 September 2025

Dear Matthew and Jason

2024/25 Progress report

We attach our progress report, summarising the status of our audit for the forthcoming meeting of the Joint Independent Audit Committee (JIAC). We will update the JIAC of Thames Valley Police (the PCC and CC) at its meeting scheduled for 19 September 2025 on further progress to that date and explain the remaining steps to the issue of our final opinion.

The audit is designed to express an opinion on the 2024/25 financial statements and address current statutory and regulatory requirements. This report contains an update on the progress made, matters to bring to your attention at this time and an outline of the process for completing this year's audit. Each year sees further enhancements to the level of audit challenge, the exercise of professional judgement and the quality of evidence required to achieve the robust professional scepticism that society expects. We thank the management team for supporting this process.

The JIAC, as the Police and Crime Commissioner (PCC) and Chief Constable's (CC's) body charged with governance, has an essential role in ensuring that it has assurance over both the quality of the draft financial statements prepared by management and the PCC and CC's wider arrangements to support the delivery of a timely and efficient audit. We consider and report on the adequacy of the PCC and CC's external financial reporting arrangements and the effectiveness of the JIAC in fulfilling its role in those arrangements as part of our assessment of Value for Money arrangements; and consider the use of other statutory reporting powers to draw attention to weaknesses in those arrangements where we consider it necessary to do so. We draw JIAC members' and officers' attention to the Public Sector Audit Appointment Limited's Statement of Responsibilities (paragraphs 26-28) which clearly sets out what is expected of audited bodies in preparing their financial statements.

This report is intended solely for the information and use of the JIAC and management, and is not intended to be and should not be used by anyone other than these specified parties.

We welcome the opportunity to discuss the contents of this report with you at the JIAC meeting on 19 September 2025.

Yours faithfully

Andrew Brittain

Partner, For and on behalf of Ernst & Young LLP

Enc



# Progress Report

# Progress Report – Context for the audit <sup>88</sup>

## Scope update

In our Audit Planning Report presented at the 31 March 2025 JIAC meeting, we provided you with an overview of our audit scope and approach for the audit of the financial statements. We carried out our audit in accordance with this plan, with the following exception:

Changes in materiality: We updated our planning materiality assessment using the published draft financial statements, please see table below. We have also reconsidered our risk assessment throughout the audit and concluded that these levels remain appropriate.

	Planning materiality based on 2023/24 SoA (£m)			Year end materiality based on 2024/25 draft SoA (£m)		
	Group	PCC	CC	Group	PCC	CC
Planning Materiality	13.3	9.0	12.9	13.9	9.4	13.3
Performance Materiality	10.0	6.8	9.6	10.4	7.0	10.0
Audit Differences	0.67	0.45	0.64	0.70	0.47	0.67

## Areas of audit focus

In our Audit Planning Report we identified a number of key areas of focus for our audit of the financial report of the PCC and CC. We still consider these area to be our areas of focus.

Risk	Status of our work
Misstatement due to fraud or error	Our testing of journal entries is ongoing and subject to internal review. We have not identified any issues or misstatements to date.
Inappropriate capitalisation of revenue expenditure	We are part way through our additions testing, but we have not identified any misstatements or instances of inappropriate capitalisation of revenue expenditure to date.
Inappropriate revenue recognition of other Income - recharges and collaboration	We still need supporting evidence for several items.
Pension net liability valuation	We are waiting for reports from our EY Pensions specialists and KPMG, the auditor on the Buckinghamshire Pension Fund.
Valuation of land and buildings	Our work in this area is still ongoing. We are waiting for information from both officers and the valuer at the time of writing.
Implementation of IFRS 16	Our testing is completed in this area, with no issues. However, we are still concluding on the correct disclosures needed for the financial statements given the first year of implementation of the new standard.

## Value for Money

Our value for money (VFM) procedures are still on-going, We have not identified any significant weaknesses to date.

## Audit differences

- Corrected misclassification £3,028k: PPE gains and losses were included in other income in error. This was split between PCC of £1,981k and CC of £1,047k.
- Disclosure misstatements in Note 45 in relation to Creditors. The other payables figure was stated as £71,655k in error, whereas it should have been £19,391k. This will be corrected in the final version of the accounts and does not affect any other figures in the accounts.
- Disclosure misstatements in Note 17 in relation to Financial Instruments. The financial assets measured at amortised cost included prepayments in error, and so were overstated by £1,058k. This will be corrected in the final version of the accounts.
- We have also identified a small number of other narrative disclosure misstatements which management has agreed to correct in the final version of the financial statements.

## Control observations

During the audit we have identified a number of observations and improvement recommendations in relation to management's financial processes and controls:

- Fixed Asset Register (FAR) - This fails to accurately recognise certain asset movements, particularly in the reclassification from Assets under Construction (AuC) to the Property, Plant, and Equipment (PP&E) and the recognition of assets under IFRS 16. Instead of properly reflecting these movements, the system erroneously disposes of the original assets and creates new assets. Due to the inaccuracies in movement recognition, manual adjustments are often required to produce the necessary disclosure notes. This process is not only inefficient but also makes it challenging to trace and verify the manual adjustments made within the FAR, increasing the risk of errors.
- Fixed Asset Register - The FAR does not categorize surplus assets separately, despite them being recognized as a distinct category in the financial statement. This omission complicates the reconciliation process, making it difficult to align the FAR with the financial statements and potentially leading to discrepancies. This hinders the effectiveness of the FAR, resulting in inefficiencies and challenges in maintaining accurate financial records.
- FAR and PPE note in financial statements - There is the misalignment between the PPE categories per FAR and the financial statements. This inconsistency creates discrepancies and differences when reconciling the FAR with the PPE note in the financial statements. The lack of alignment can lead to confusion and errors in financial reporting.
- Journals - On reviewing journal postings, there were a very high number of blank descriptions in the data, both on 'transaction notes' and 'transaction ref'. There is currently no control on this to ensure it is completed. The 'blank journals' makes it harder to understand what the journals are for and easier for errors to occur, since incorrect errors cannot be easily identified when officers review them.

## Factors impacting the execution of the audit

Management, and the JIAC, as the PCC and CC's body charged with governance, have an essential role in supporting the delivery of an efficient and effective audit. Our ability to complete the audit is dependent on the timely formulation of appropriately supported accounting judgements, provision of accurate and relevant supporting evidence, access to the finance team and management's responsiveness to issues identified during the audit. The table over-page sets out our views on the effectiveness of the PCC and CC's arrangements to support external financial across a range of relevant measures.

As set out in further detail in that table over-page we experienced:

- Significant delays in the provision of evidence to support the property, plant and equipment figures in the financial statements.
- Working papers were not always provided in line with the agreed Client Assistance Schedule.
- The quality of the working papers were generally of a good standard, although there were delays in producing a usable debtors listing. In addition, across a number of areas we had to return the evidence given since it was not the third party evidence that we had requested.

We have considered this will impact further in:

- Our progress and work done against the property, plant and equipment work and the delay in the debtors testing.
- Our assessment of the final audit fee.

# Progress Report (cont'd)

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## Factors impacting the execution of the audit (cont'd)

Area	Status			Explanation	Further detail
	R	A	G		
Timeliness of the draft financial statements	Effective			The financial statements were published by the 30 <sup>th</sup> June 2025 deadline set out in the Accounts and Audit Regulations.	N/A
Quality and completeness of the draft financial statements	Effective			There a few of non-material internal inconsistencies, typographical and arithmetic errors in the draft financial statements that should have been detected through internal quality review prior to publication.	N/A
Delivery of working papers in accordance with agreed client assistance schedule	Requires improvement			Working papers were not always provided to the agreed timetable. There is no specific area to share here, but the finance team are aware of the working papers that were delivered late.	N/A
Quality of working papers and supporting evidence	Requires improvement			Working papers and supporting evidence were generally of a good standard. Although there were delays in producing a usable debtors listing and providing suitable audit evidence to support the balances.	We expect to raise a scale fee variation in respect of this.
Timeliness and quality of evidence supporting key accounting estimates	Requires improvement			Delays were experienced in the provision of supporting evidence for PPE. Although the quality of evidence and explanations provided were of a good quality, the delay in providing evidence resulted in a delay to the audit process being completed.	To date we have not been able to complete all our planned procedures against the risk in this area.
Access to finance team and personnel to support the audit in accordance with agreed project plan	Effective			Generally there were no issues with access to the finance team and key personnel.	N/A
Volume and value of identified misstatements	Effective			To date, no material misstatements were detected as a result of our work which have been corrected by management.	N/A
Volume of misstatements in disclosure	Effective			A relatively small number of misstatements in disclosure were detected in our work to date.	N/A

## Other Reporting issues

We have reviewed the information presented in the Annual Governance Statement for consistency with our knowledge of the PCC and CC. We have no matters to report as a result of this work at this time.

We are awaiting the detailed instructions from the National Audit Office (NAO) for the Whole of Government Accounts. The PCC and CC are below the £2bn HM Treasury threshold but we may need to undertake additional procedures if requested. This would be undertaken once we have completed our work on your financial statements.

## Independence

No independence issues have been identified.

# Appendix A – Status of audit testing <sup>93</sup>

## Status of audit

Our audit work in respect of the PCC and CC opinion is progressing. An update of progress on the opinion audit is as follows:

Item	Complete or Actions to resolve	Responsibility
Cash and cash equivalents	Completed	N/A
Debtors	<ul style="list-style-type: none"> <li>- Existence testing – delays due to issues obtaining the true population for manual debtors</li> <li>- Cut-off – completed</li> <li>- Council tax &amp; NDR debtors - completed</li> </ul>	EY & Management
Investments	Completed	N/A
Property, plant & equipment (PPE)	<ul style="list-style-type: none"> <li>- Valuations – waiting for additional information from officers &amp; valuer</li> <li>- Existence testing – a few items outstanding</li> <li>- Additions testing – several items outstanding</li> <li>- Disposals testing – outstanding</li> </ul>	EY & Management
Right of use assets	<ul style="list-style-type: none"> <li>- Testing completed, but we are reviewing the disclosure compliance with the 24/25 CIPFA code</li> </ul>	EY & Management
Creditors	<ul style="list-style-type: none"> <li>- Existence testing - outstanding</li> <li>- Cut-off – completed</li> <li>- Search for unrecorded liabilities – completed</li> </ul>	EY & Management
Pension liabilities	<ul style="list-style-type: none"> <li>- We are waiting for reports from EY pension consultancy and KPMG, the auditor on the Buckinghamshire Pension Fund</li> </ul>	EY
Borrowings	<ul style="list-style-type: none"> <li>- Completed</li> </ul>	N/A
Reserves	<ul style="list-style-type: none"> <li>- Not yet started</li> </ul>	EY
Other income	<ul style="list-style-type: none"> <li>- A few items outstanding</li> </ul>	EY & Management
Recharges & collaboration	<ul style="list-style-type: none"> <li>- A number of items outstanding</li> </ul>	EY & Management

# Appendix A – Status of audit testing (cont'd)

Item	Complete or Actions to resolve	Responsibility
Specific grant income	Completed	N/A
Taxation & non-specific grant income	- 1 item outstanding	EY & Management
Employee costs	- Starters & leavers testing - completed - Employee expenses – several items outstanding	EY & Management
Finance & investment income	- A few items outstanding	EY & Management
Cost of services	- A number of items outstanding	EY & Management
Exit packages	Completed	N/A
Expenditure Funding Analysis	Completed	N/A
Financial instruments	Completed	N/A
Officers Remuneration	- 1 item outstanding	EY & Management
Disclosures - outstanding	- Not yet started	EY & Management
Police pension fund	Completed	N/A
Whole of government accounts	- Not yet started	EY

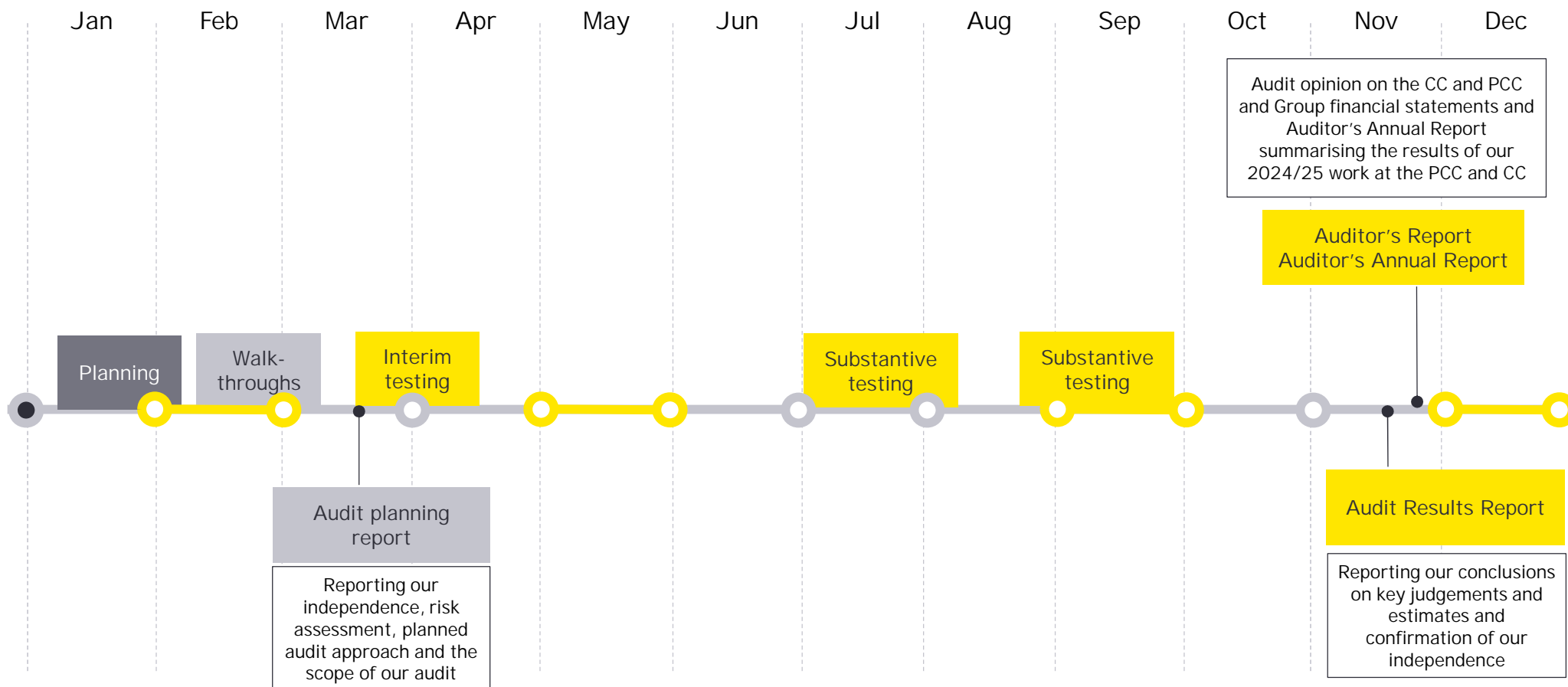
The above items are in addition to the regular closedown procedures that are needed including obtaining financial version of the accounts, letters of representation and completion of manager and partner quality review process over the ongoing work.

# Progress Report (cont'd)

## Timeline

Below is the timetable that we provided as part of our audit planning report on 12 March 2025. It shows the key stages of the audit and the deliverables we have agreed to provide to you through the 2024/25 audit cycle. Given the issues encountered so far, the pace of delivery of supporting evidence is critical to meet this timetable.

From time to time matters may arise that require immediate communication with the JIAC and we will discuss them with the JIAC Chair as appropriate.



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## JIAC 19 September 2025

### FINANCE UPDATE

On 11 June the Government published its Spending Review 2025 for the next 3 years and on 1 August the police pay award was announced. The purpose of this paper is to provide you with a summary of the headlines on each, as far as we understand them.

### Comprehensive Spending Review

In June, the Government announced a **1.7% real-terms funding increase** in Police funding for the period 2026/27 to 2028/29. While the full police funding settlement details are still pending, the following key points have been shared:

- No funding allocated for Capital or New Technologies
- No funding for New Burdens
- Restatement of the manifesto commitment of 13,000 additional officers over the next three years

There has been no specific guidance on Neighbourhood Policing expectations or associated grants. However, we anticipate the Government will seek to deliver on its Manifesto commitment but we do not know what the expectation of TVP will be ie how many additional officers will we be expected to increase by each year.

The CSR includes “Core Police Funding” which includes council tax and counter terrorism funding in one total figure hence nationally the NPCC and APCC have agreed funding assumptions on which to base annual expectations of grant for planning purposes. This includes assuming that the increase in council tax precept remains at the 2024/25 level of £14. They also assume all current top slices (except CT) remain at their current values – any change to the level of funding which goes to these other priorities will change the level of funding to forces.

These assumptions indicate the funding profile is front-loaded, with a 6% cash increase in 2026/27, suggesting that efficiency savings will be required from 2027/28 onwards to fund additional NHP officers and inflationary rises. This echo’s the HO commitment to deliver 5% savings and efficiencies over the CSR period.

## Pay Award

In August, the Home Office announced a **4.2% pay award** for Police Officers. Thames Valley Police has decided to extend this same increase to Police Staff. Our current budget had provisioned for a 2% pay award, along with an additional reserve allocation equivalent to approximately 2.8%. To support the pay award beyond this budgeted amount, the Home Office has announced an additional £120 million in funding for all Forces. The exact distribution of this funding has not yet been confirmed. Based on our estimates, we anticipate a funding shortfall of between £0.2 million and £0.6 million for the 2025/26 financial year.

The longer-term impact of the pay award will depend on the details of the final settlement, which are still to be clarified. The additional cost over and above our current MTFP projections is £8 million in future years. We strongly suspect that this increase will need to be absorbed within existing CSR allocations

## To Conclude

While the early announcement of the CSR and the real-terms uplift are welcome, the lack of detail prevents a full assessment of the impact on our Medium-Term Financial Plan which already requires £12m of savings through 2026/27 to 2028/29. The information we do have is being factored into our MTFP and we are looking at various scenarios given the high degree of uncertainty around the numbers.

Linda Waters (Director of Finance)  
Joanne Lynn (Head of Accounts)



## Joint Information Audit Committee

### Fire Safety Briefing note – September 2025

Strategic Development Department

In June, an update was provided to JIAC with regards to progress against the Force fire safety improvement plan. Commitment was given to deliver the improvements to give compliance on

1. all high risk sites/buildings by the end of August 2025
2. all remaining sites/buildings by the end of December 2025, providing the remaining resources we have, remain in place

Local emergency procedures and site plans are now in place for all high risk sites / buildings. Drills are now being scheduled in to test and review these. A plan is under development to schedule the remaining sites across the force.

In more detail:

- We have a dedicated Project Support Officer working on the emergency plans and site plans in conjunction with H&S and the senior responsible person for each site / building
- The highest priority actions were determined based on risk, including articulating the competent roles related to fire safety and what CPD is needed to ensure compliance. Our Head of Facilities has completed his NEBOSH qualification and Facilities staff have completed fire risk assessment training. Fire training for Senior Leaders has been agreed and currently in the implementation phase.
- Training will be given to the 2 HSE Competent person's to ensure that they are sufficiently competent to audit our diverse estate in relation to fire
- We have developed an incident controller video to educate colleagues about roles and responsibilities which was rolled out at the end of June. Mandatory Fire Marshall training was rolled out to the organisation in August and completion rates are being monitored to provide assurance to the Gold group
- On fire safety arrangements, work has focussed on our assessed high risk sites where we have sleeping accommodation (Sulhamstead, and custody suites), where we have animals, (Sulhamstead), Firearms, Labs and

evidence units. The Fire and Rescue Service continues to support us at all our sites to provide an independent view.

- Sulhamstead remains the most challenging site to map owing to its particularly complex environment, multiple buildings and range/ type of accommodation. Significant progress has been made here. Some maintenance remediation work is required in one area, for which the budget has been identified.
- Some performance data and assurance is now provided to the HSE Governance Board, which Claire Widdison chairs (reporting to the DCC Risk, Improvement and Learning Board), to enable us to track key fire safety diagnostics. This is iterative and continues to improve over time

Risks to delivery

- One risk to us delivering within this timescale is resources. A replacement Health and Safety Manager has been recruited and will be starting on 24<sup>th</sup> September and time will be required to be inducted into the organisation. We are continuing to mobilise support from across the organisation to mitigate this risk wherever possible

In the meantime, the DCC continues to track progress through the Fire Safety Gold Group and reporting to CCMT and the Strategic Estates Board (SEG) on related items and to JIAC.

**Ali Nicholls**

Head of Strategic Governance



# Joint Independent Audit Committee Handbook for Panel Members 2024-2025





## Terms of Reference

### Purpose of the Panel

The purpose of the Committee is to provide independent assurance to the PCC and the Chief Constable regarding the adequacy of the risk management framework and the associated control environment within Thames Valley Police and the Office of the PCC. It will consider the internal and external audit reports of both the PCC and Chief Constable and advise both parties according to good governance principles. It has oversight of general governance matters and provides comment on any new or amended PCC policies and strategies with regard to financial risk and probity.

We are committed to openness and transparency. The Committee conducts as much of its business as possible in a public session. The agenda, reports and minutes of all public sessions will be published on the PCC and Force websites. To protect confidentiality, some business is discussed in a private session from which the public and press are excluded. For example, if publication of a report would disclose personal data, or put at risk law enforcement, commercial interests or health and safety, then it would be discussed in private. Private reports and discussions would be expected to include information which would be exempt from publication under the Freedom of Information Act 2000

### Methods of Working

The Committee will:

- Advise the PCC and Chief Constable on good governance principles.
- Adopt appropriate risk management arrangements.
- Provide robust and constructive challenge.
- Take account of relevant corporate social responsibility factors when challenging and advising the PCC and Chief Constable (such as value for money, diversity, equality and health and safety).
- Be regularly briefed by the Chief Constable and PCC on the full range of activities falling within its specific responsibilities and attend other relevant internal meetings.
- Have direct access to the oversight of professional standards and ethical matters by regularly attending the Professional & Ethical Standards Panel as an observer.
- Attend any training and conference events that will ensure the Committee are kept up to date with the policing landscape and audit requirements.
- Provide an Annual Assurance report to the PCC and Chief Constable.

## **Joint Information Audit Committee**

### **Forensic Services New Building Project – August 2025**

#### **Forensic Investigation Unit**

#### **Executive Summary**

The Forensic Centre represents a critical investment for Thames Valley Police, addressing the urgent operational risks posed by deteriorating facilities and supporting the delivery of the force's 10-year strategy. The project is well governed, with strong oversight through the FIU New Build Project Board and clear escalation pathways. Progress has been steady, though all contingency has now been allocated and unresolved claims create a risk of overspend.

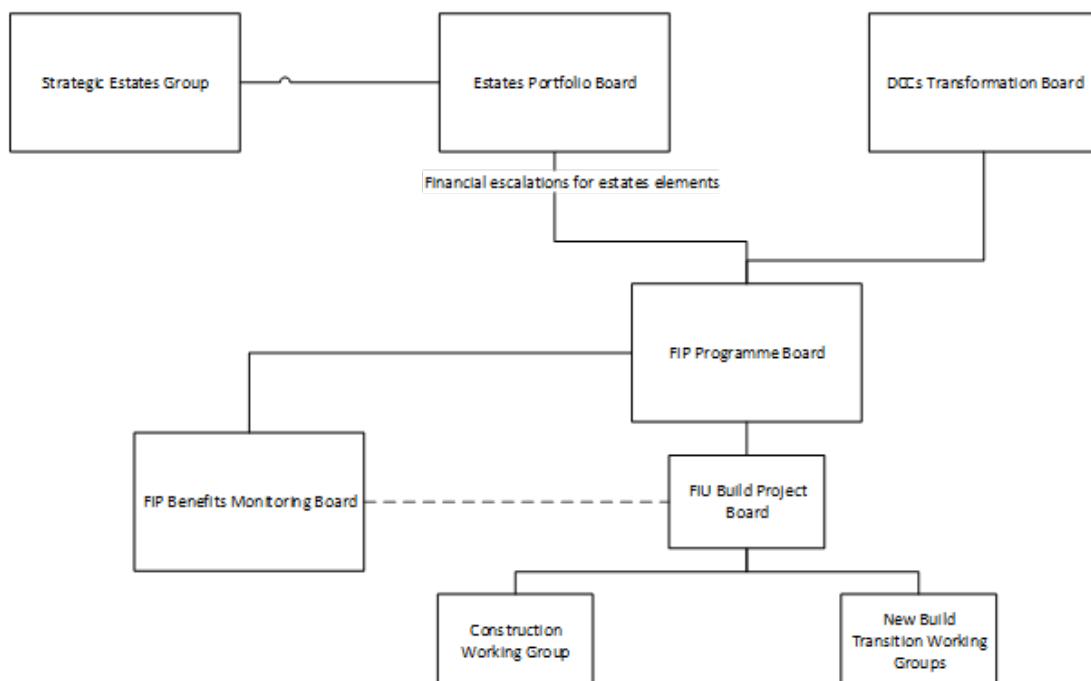
Operationally, the new facility will deliver substantial benefits in turnaround times, regulatory compliance, staff wellbeing, and efficiency. However, success depends on careful management of the transition phase, resolution of electricity supply issues, and continued assurance over costs. Key milestones include practical completion in April 2026, scheduled occupation from June 2026, electricity provision decisions in October 2025, and a benefits realisation review in 2027.

#### **1. Project Update**

The delivery of the new Forensic Centre represents one of TVP's most significant recent capital investments and, as such, carries both opportunity and risk across strategic, operational and reputational dimensions. The current forensic facilities are in an advanced state of deterioration, with recent flooding incidents (August 2025) causing disruption to both the Imaging Unit and Drugs Laboratory.

Without timely completion of the new facility, the force faces a real risk of non-compliance with the Forensic Science Regulator's statutory Code, particularly around environmental conditions and evidence integrity. In strategic terms, delay or failure to deliver a modern, compliant facility would undermine both the Forensic Improvement Programme (FIP) and the force's 10-year strategy, which are predicated on delivering faster turnaround times, reduced outsourcing, and improved evidential outcomes. Failure to deliver these outcomes could damage public trust and confidence in the force, while a cost overrun or an underperforming facility could damage public trust in TVP's use of public funds.

To mitigate these risks, the project has been structured into two interlinked projects, the New Build Construction Project and the Transition Project both of which are overseen by FIP governance boards a dedicated New Build Project Board and the FIP Programme Board. These Boards bring together representatives from Finance, Property Services, ICT, the People Directorate, and the Forensic Investigation Unit (FIU), alongside the contractor Wilmott Dixon and external quantity surveyors Pick-Everard. The Boards operate with clear terms of reference, including defined change control thresholds and a transparent escalation process to the SRO's FIP Programme Board, the DCC's Transformation Board and the DCC's Estates Portfolio Board. Regular highlight reports from project managers ensure that risks, expenditure, and progress are scrutinised. This governance model ensures not only close oversight of this project but also the sharing of lessons learned across the wider portfolio of estates projects, including a dedicated focus on both the construction and occupation elements of capital projects, creating stronger linkages with internal enablers such as Joint ICT and taking a more focused approach the identifying key interdependencies within and outside of the force.



FIU New Build Governance

Financially, the scheme is just under halfway through its delivery. At 59% of time elapsed, 48% of the project's financial value has been delivered, with £20.2m paid to date. However, all remaining contingency funds have now been fully allocated to known risk items, and while this suggests we are projecting towards

a potential overspend, work to mitigate this risk is continuing through negotiations with Wilmott Dixon (WD) over the finalised claim amounts and the identification of less expensive alternatives for building requirements. For example, late claims from a contractor for additional fees, submitted 12 months after they became due, have been robustly challenged, and the Project Board has sought evidence from WD to support undefined Mechanical and Electrical Plant subcontractor claims.

Additionally, alternative approaches are being investigated for providing the necessary electricity supply to the building which may create both a capital saving for the force in comparison to the anticipated electricity supply costs and a longer term saving on electricity costs for the force. This active budget review reflects key lessons and highlights the importance of setting clear conditions whilst remaining flexible enough to secure solutions during the lifespan of the project which provide best value. Independent assurance is provided through Pick Everards's role as external Quantity Surveyor, Project Manager, and Contract Administrator. This is complemented by dual reporting into both the FIP Programme Board and the Estates Portfolio Board. These arrangements offer a robust independent check for the boards and are embedded into the feedback mechanisms on risk and mitigation. They also provide an opportunity to capture learning from this project in the wider context of other initiatives within TVP, via the Estates Portfolio Board.

From an accounting perspective, the project remains compliant with standards. All costs are appropriately managed, and retention funding has been safeguarded, with provision made for staged payments in June 2026 and June 2027. The precise liability for any contingency overspends will only be fully understood at final account stage, but the early warning of potential overspend has been raised transparently. At this point, additional funding can be formally requested if required, but the full extent of any shortfall will not be confirmed until all final monies are known post-completion.



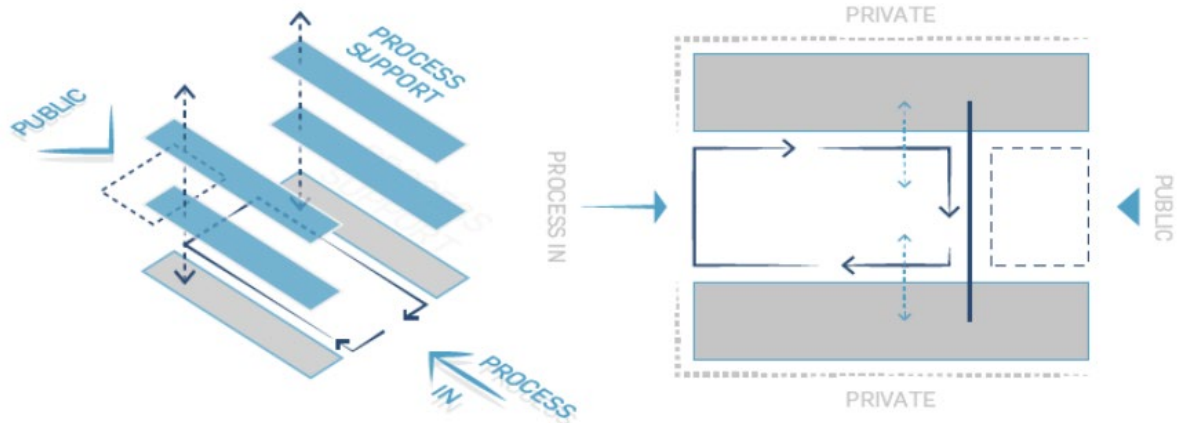
Build progress to date (July 25)

## 2. Use of the New Building

The new Forensic Centre is not only a capital project but also a strategic enabler for TVP's long-term policing and investigative goals. The existing facilities at HQ South and Langford Locks are no longer fit for purpose, with the HQ site suffering from chronic deterioration. These failures threaten the integrity of exhibits and equipment, while conditions at Langford Locks have left the Digital Forensic Unit in cramped and unsuitable accommodation, unable to expand in line with demand. The risks posed by continuing in these environments are severe: both operational inefficiency and reputational damage, as well as the real prospect of non-compliance with the Forensic Science Regulator's statutory Code.

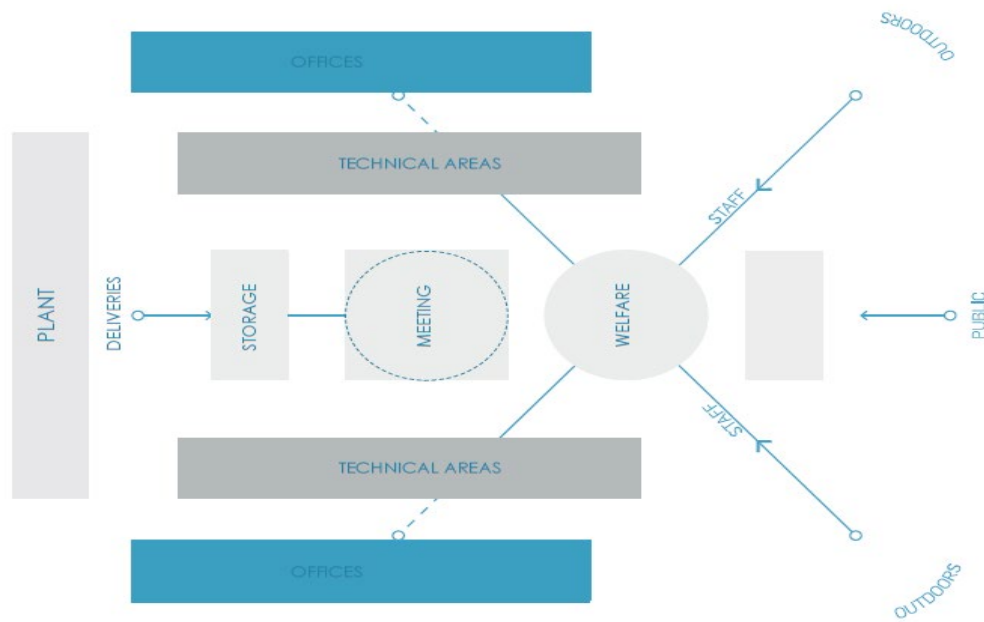


The design of the new Centre has therefore placed regulatory compliance and operational flexibility at its core. The facility will provide the environmental conditions, secure storage, and auditable access and information security requirements to meet statutory standards, ensuring that forensic outputs are both legally robust and scientifically sound. The building has also been deliberately structured to enable flexibility for the future: non-loadbearing internal walls and adaptable ceiling voids allow for reconfiguration of space as investigative demands evolve, while modular power and data infrastructure ensures that new technologies can be integrated without major structural work. These design choices mitigate the risk of obsolescence and align directly with the force's strategy, which emphasises innovation, flexibility and investigative quality.



Conceptual design for building - Process flow

The move to a single, purpose-built space will also have immediate operational benefits. By co-locating forensic teams and enabling space to grow resources, turnaround times for exhibits will reduce, bottlenecks in laboratory examination will ease, and outsourcing to external providers will decrease. This in turn should reduce costs and increase timeliness in criminal justice outcomes, improving both victim satisfaction and public trust. Importantly, the new facility has been designed with staff wellbeing in mind. The Digital Forensic Unit, currently working in confined, oppressive conditions, will gain access to natural light, wellbeing rooms, and dedicated welfare areas which supports all FIU colleagues who are regularly exposed to traumatic content. The inclusion of welfare facilities such as a gym and communal rest areas is intended to help sustain resilience in what is highly demanding work. These measures go beyond statutory compliance to address the operational challenges alongside risks to our people (recruitment, retention and capacity burdens), that have grown acute in the existing facilities.



Conceptual design for building - Interactions

Furthermore, the Home Office has been clear in its ambition for Forensic Services to be included within the wider programme of national policing reform. A white paper is expected in Autumn 2025 outlining how the establishment of the new National Centre for Policing will support the delivery of this. Thames Valley Police is now exceptionally well placed to be significant influencers and contributors to the development of forensic science within this framework. The creation of our new facility provides not only the infrastructure but also the environment to support innovation, drive cultural change, and deliver against the national ambition for a modernised, integrated approach to forensic services.

From a governance perspective, the challenge will be ensuring that the promised benefits are realised in practice once the building is operational. While the construction phase is closely monitored, equal attention is being given to the Transition Project, which covers the relocation of staff and equipment, accreditation of the new laboratories, and integration of new processes. Independent assurance over these transition activities is essential, particularly given the risk that disruption could compromise ongoing compliance with forensic accreditation standards as well as service delivery. Internal audits will be conducted during the transition period (2026 into 2027), both to test readiness and to provide assurance to the Forensic Science Regulator that continuity of evidential quality has been maintained.

The new facility is expected to deliver long-term operational savings, particularly through improved sustainability and energy efficiency. However, some of these

savings are difficult to quantify due to ongoing uncertainties surrounding electricity supply at the Bicester site. TVP is already engaging with Scottish and Southern Electric Networks - SSEN to resolve the allocation of power supply between this location and neighbouring properties, and a formal decision paper is expected to go to EPB in October 2026. Options such as battery storage and Energy as a Service (EaaS) models are being explored, though these remain novel and untested in the policing estate context.

In summary, the new Forensic Centre is both a response to immediate operational pressures and a strategic investment in the force's investigative capability for the next decade. It is designed to deliver tangible improvements in turnaround times, compliance, staff wellbeing, and cost efficiency, but the realisation of these benefits will depend on the effectiveness of transition governance and the successful resolution of external dependencies, most notably power supply. The benefits realisation plan will be tested 12 months after complete occupation (expected 2027) to confirm that these outcomes have been delivered.

### **3. Lessons learned to date**

The Forensic Centre project is supported by a strong data trail, both in terms of financial monitoring and governance reporting. Progress is tracked through highlight reports submitted by project managers, risk registers, and independent scrutiny from the external quantity surveyor and external programme assurance. The latest data confirms that 59% of time has elapsed against 48% of financial value delivered, with £20.2m paid to date. This provides a clear picture of progress but also signals the financial pressures now emerging, with project contingency fully allocated and unresolved claims under negotiation. Importantly, the data is not only used to monitor the current project but is also being shared across the Estates portfolio board, ensuring that lessons learned inform other capital schemes.

Trends emerging from the data highlight both systemic and contextual risks. Rising costs linked to compliance with the Building Safety Act and the availability of Building Safety certified products reflect wider pressures across the construction industry. Electricity provision has emerged as another recurring theme, not only affecting this project but exposing broader vulnerabilities across the TVP estate. The lessons learned here particularly the need to secure power supply early in project planning, are already being applied to other builds, reducing the likelihood of recurrence.

A further lesson has been drawn around the importance of early and ongoing engagement with end-user teams. While value engineering has saved money, it has also led to additional design costs, and evolving user needs over the project's long lifespan have added complexity and a risk of mission creep so strong governance and scope has been essential. Ensuring that user requirements are captured clearly and revisited at appropriate stages will be critical for future projects.

A key lesson from this project to date is the importance of bringing people along throughout the change journey. While the transition to a new facility can be challenging, particularly when it involves relocation, it also presents a significant opportunity for teams to shape how they work in a purpose-built, state-of-the-art environment. Clear, consistent, and transparent communication has proven vital in maintaining engagement and trust, without straying into formal consultation. Early and ongoing dialogue with staff, supported by external communications, has also helped foster wider community understanding and support. This approach is essential to ensuring continuity of service, a smooth transition, and a positive, motivated workforce. The full impact of this engagement will become clearer over the coming year as the move progresses.

This project has highlighted the importance of early and sustained engagement with enabling services, particularly ICT and the People Directorate, as key contributors to successful long-term capital delivery. Their involvement is essential not only for securing the right expertise throughout the project lifecycle, but also for ensuring that all associated costs are accurately forecasted and accounted for to avoid budgetary uncertainty and to support realistic, sustainable planning. The newly formed Estates Portfolio Board has strengthened alignment with capturing lessons learnt across existing projects to feed into the DCC's Strategic Estates Group, where initial business cases are ratified.

Taken together, these lessons taken so far, point to the value of strong governance, accurate data, and early engagement with key stakeholders to ensure reliable pre-tender estimates when seeking project funding. Robust financial monitoring and independent oversight to offer visibility of progress and emerging pressures.

#### **4. Timescales and Next Steps**

Looking ahead, several key milestones will shape the project and its governance trajectory. The delivery of the Transition Project, covering staff relocation,

equipment transfer, and accreditation continuity will follow immediately after completion and represents a critical assurance priority for 2026/27. This project has now been stood up and a full project plan will be completed in the coming months to support this phase. Internal audit involvement at this stage will occur to ensure that no gap emerges in forensic compliance during the move.

A further milestone falls in October 2025, when a decision paper will be presented to EPB and SEG regarding the long-term electricity solution at the Bicester site. This decision will determine both the resilience and the cost base of the new facility, with options ranging from short-term reallocations of supply to investment in battery storage or Energy as a Service models. The outcome of this decision will present potential financial and operational implications which will be worked through via the risk and mitigation process within our governance.

Practical completion of the building is expected April 2026, with initial occupancy scheduled from June 2026 once the building has been signed off and certified. Staff retention payments to cover additional travel cost burden are to be staged between June 2026 and June 2027.

Once the building has been occupied and operational for a year, a benefits review will be undertaken in line with the benefits realisation governance in place, with a focus on the new facility planned for 2027. This will test whether the promised outcomes of reduced outsourcing, faster turnaround of exhibits, improved staff wellbeing, and greater compliance resilience, have in fact been delivered. This review will provide the force with evidence as to whether the strategic case for investment has been met and whether further action is required to embed benefits across the force.

In the meantime, governance arrangements remain robust, with regular reporting to the Forensic Improvement Programme Board, the DCC's Transformation Board and the Estates Portfolio Board, ensuring alignment with other major capital projects. However, the Committee should remain sighted on the key risks still outstanding; financial pressures, electricity provision, and transition assurance, as these will determine whether the project ultimately delivers its full potential.

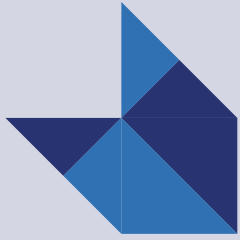
Kay Hannam

Director of Forensic Services



**POLICE  
& CRIME**  
COMMISSIONER  
THAMES VALLEY





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# Introduction

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

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

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

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

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

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



**Matthew Barber**  
Police and Crime Commissioner  
Thames Valley





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

## Strategic Police Requirement

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

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

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

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

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

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

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



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

## Grant Funded Services

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

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

### Key Grant Highlights:

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

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

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

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

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

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



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

## Grant Funded Services

### ► Safer Streets 5

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

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

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

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

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



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

## Grant Funded Services

### ► The Choices Programme

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

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

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

Independent evaluation found that:

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Communities

### Protecting Communities

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

#### ► Crime Prevention

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Communities

### ► Neighbourhood Policing

**Measure:** Increased PCs and PCSOs in neighbourhood roles

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

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

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

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Communities

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

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

### ► Road Safety

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

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

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Communities

together with clear purpose and shared commitment.

### ► Tackling Anti-Social Behaviour (ASB)

**Measure:** Reduce anti-social behaviour in communities  
**Outcome:** Recorded ASB incidents increased slightly:  
 7,188 to 7,521 (+0.5%)

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

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

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

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

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

### ► Building Confidence

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

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



# Progress in Year 1: 2024-2025

## Protecting Communities

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting People

### Protecting People

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

#### ► Rape and Sexual Offences

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

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

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

and supporting victims.

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

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

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



# Progress in Year 1: 2024-2025

## Protecting People

### ▶ Domestic Abuse

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

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

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

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting People

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

### ▶ Night-Time Economy

**Measure: Reduced offending and increased prevention activity**

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

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

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

### ▶ Serious Violence

**Measure: Continued low levels of serious violence and homicide**

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

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



# Progress in Year 1: 2024-2025

## Protecting People

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

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

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

This work complements the priorities set out in my

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

### ► Abuse and Exploitation

**Measure: Increased safeguarding of those being exploited**

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

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

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



# Progress in Year 1: 2024-2025

## Protecting People

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

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

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

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

further strengthening our ability to protect the most vulnerable.





# Progress in Year 1: 2024-2025

## Protecting Property

### Protecting Property

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

#### ► Residential Burglary

**Measure:** Continued low levels of burglary and increased charges

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

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

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

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

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

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

#### ► Retail Crime

**Measure:** Increase in recorded offences, resulting in



# Progress in Year 1: 2024-2025

## Protecting Property

### higher arrest and charge rates

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

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

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

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

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

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Property

### ▶ Vehicle Crime

**Measure:** Reductions in the levels of vehicle crime

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

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

### ▶ Rural Crime

**Measure:** Reductions in the levels of rural crime

**Outcome:** Year-on-year reduction of 17%

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

theft, trespass, and organised crime targeting rural communities.

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

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

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

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



# Progress in Year 1: 2024-2025

## Protecting Property

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

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

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

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

### ► Cybercrime and Fraud

**Measure: Increased community education and prevention activity**

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

### ► Fraud

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



# Progress in Year 1: 2024-2025

## Protecting Property

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

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

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

### ► Cybercrime

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

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

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

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



# Progress in Year 1: 2024-2025

## Enablers

### Enablers

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

#### ▶ Support for Victims

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

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



# Progress in Year 1: 2024-2025

## Enablers

### ▶ CCTV Partnership

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

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

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

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

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

### ▶ Improving Public Contact

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

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



# Progress in Year 1: 2024-2025

## Enablers

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

### ▶ Better use of data

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

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

relationship between communities and the police.

### ▶ Early intervention in schools

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

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

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



# Progress in Year 1: 2024-2025

## Enablers

partners across the Thames Valley policing area.

### ▶ Improving criminal justice

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

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

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

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

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





# Governance, Accountability & Efficiency

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

## ► Diversity, Equality and Inclusion.

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

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

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

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

## ► Complaints Review

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

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



# Governance, Accountability & Efficiency

performance data more effectively.

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

## ► Internal Audit

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

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

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

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



# Governance, Accountability & Efficiency

## ► Restructure

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

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





# Looking ahead to 2025-26

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

## ▶ Additional Neighbourhood Officers

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

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

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

## ▶ Strengthening Forensic Capabilities

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

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



# Looking ahead to 2025-26

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

## ► Support for those impacted by road traffic accidents

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

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

## ► Move to automated referral of all victims

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

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

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

## ► Crime and Policing Bill

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

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



# Looking ahead to 2025-26

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

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

## ► **Devolution and Governance Reform**

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

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

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

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

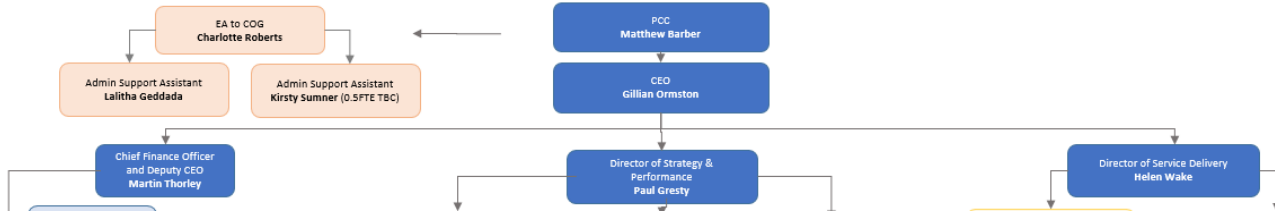


**POLICE**



**Introduction**

The OPCC have recently undergone a restructure to ensure that there is appropriate leadership within the organisation to enable delivery of our key mission and vision. The Chief Officer Group members are identified below outlining the high level structure of the organisation being Strategy & Performance, Service Delivery and Finance, Audit & Governance. This provides a simple structure that covers all aspects of the OPCCs work with risk management sitting under the Strategy & Performance Director and Governance sitting independently under the Chief Finance Officers remit.



To support the embedding of the new organisational structure the Chief Executive (CEO) has set out a 13 month vision. The CEO is in process of consulting with OPCC employees to ensure her 13 month vision achievable and identifies the essential components to support achievement of the overall vision.

**13 month vision for the OPCC**

An excellent OPCC improving policing, supporting victims and creating safer communities



The aim of the 13 month vision is to give a clear direction of travel in seeking to deliver an excellent OPCC to support the PCC in his mission to improve policing, support victims and create safer communities. A roadmap to support employees to next steps has been created.

At each stage, Chief Officers will set out a proposed delivery plan to their teams so that they have clear aims and objectives to achieve. The month 1-3 draft delivery plan is set out below as an example of the type of delivery plan that will support achievement of the overall vision

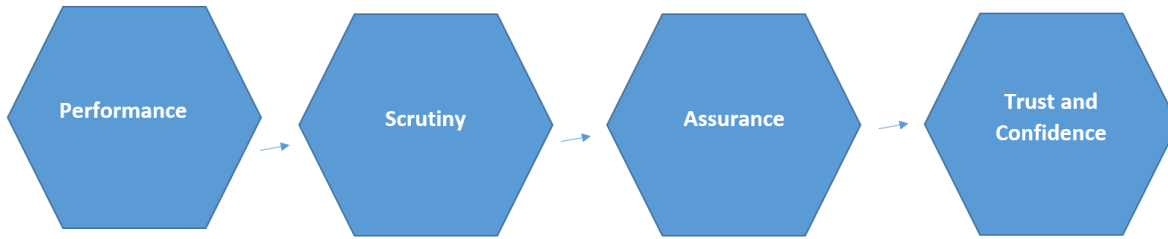
**Road map to achieving our vision**



Months 1-3 (June – Aug 2025) Setting Direction Golden thread into the Police and Crime Plan					
13 month vision outcome	Aim	Objective	Action	Deadline	COG
Culture of trust Excellence in delivery Performance minded	Absolute clarity on mission	All employees understand our 'why' for the organisation	Communication through staff meetings and other mechanisms	Monthly	All
Strategic Focus Community Focus Deeply Innovative	Understanding the route	All employees have clear PDR objectives linked to the Police and Crime Plan	PDR Objective setting meetings	May 2025	All
Visible leadership Common aims	12 month communication plan	Regular varied communications to employees sharing progress	A clear communication plan is in place	May 2025	Paul
Compassionate accountability Culture of trust	Values based behaviours	All employees have clarity on expected behaviours	Revisit values and behaviours work completed last year	July 2025	All
Performance minded Visible leadership Governance	How things are done around here	All employees understand how to navigate day to day issues effectively	• Process redesign where appropriate • Clarity on communication lines and decision making	July 2025	All
Performance minded Compassionate accountability Deeply innovative	Performance expectations (towards excellence)	All teams have a clear understanding of what success looks like both for their teams and the organisation	Internal performance metrics and reporting processes developed	July 2025	Paul
Highly skilled and competent workforce Compassionate accountability	Assessing skills and capabilities	All employees skills, strengths and development needs can be clearly articulated	• Update of the organisational skills matrix • Development conversations take place with each employee	May 2025	All

This draft delivery plan is subject to change based on feedback received from employees. The objectives and actions aim to encapsulate to activity requires to continue to embed the cultural changes already delivered, process improvements, performance monitoring and ensuring our people have everything they need to be able to support achievement of the vision.

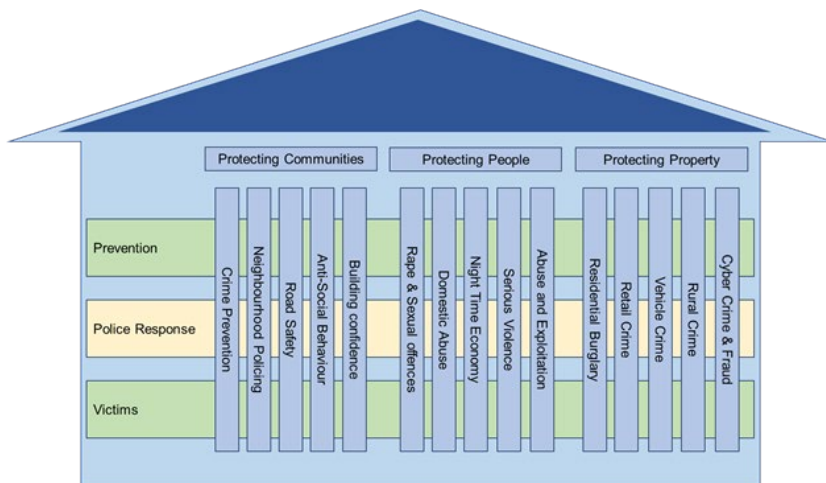
**Performance Overview**



As part of the restructure the OPCC created a dedicated Strategy and Performance director to manage Strategic Planning, Risk Management, Performance, Scrutiny and Trust & Confidence.

The Performance team consists of a Head of Performance, Senior Strategic Analyst, Strategic Analyst and a Trust and Confidence Officer.

In line with the Chief Executives 13 month vision, the team have been defining their role within the OPCC ensuring that they have oversight and input into all performance, scrutiny and assurance workstreams, resulting in public confidence being improved.

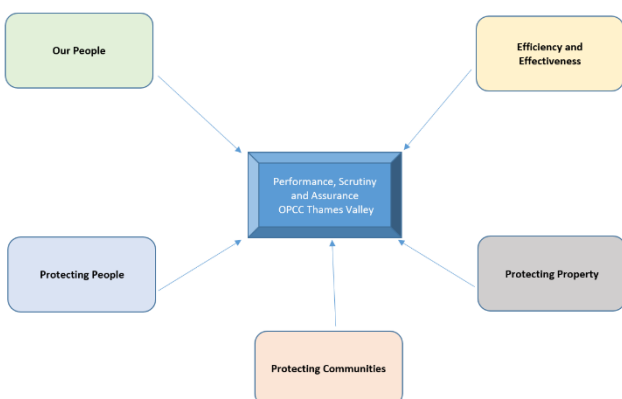


A key priority for the team has been to establish an internal performance framework to monitor team and departmental performance. This will be in line with our [Strategic Police and Crime Plan](#) and ensure that we are compliant with all our Statutory Duties.

The framework is due to go live in July 2025 and will initially be piloted, until a full review is completed in September 2025.

It is envisaged that a dashboard will be completed monthly to be discussed at the Senior Leadership Team (SLT) meeting, along with a strategic highlight report. Our performance will be discussed and scrutinised at each meeting and appropriate actions set for continuous improvement. These actions will be monitored monthly and evaluated to ensure efficiency and value for money.

To ensure engagement and commitment from all staff, the database will be shared with the whole department so that we are being transparent as to how we are performing and where there are risks / opportunities in our performance. We will also be using the framework to reward and recognise success within the teams. The database will be supported by key messages to all staff that are agreed at the SLT, to help the teams with their understanding.



There will be five pillars that underpin the framework.

These are Our People, Efficiency and Effectiveness, Protecting People, Protecting Communities and Protecting Property. Under each pillar will sit a set of measure.

Approx 50 key performance indicators have been identified to-date, in consultation with teams within the OPCC, but these will be reviewed again as part of

the evaluation in September. These can be found at Annex A.

The framework will not only monitor numerical performance but also provide a quality and cultural check to ensure that our high level operating standards are met. This supports the 13 month vision and being able to report on progress.

Longer term we will be looking at having a Power-bi dashboard which will make presenting the data much more user friendly and easier to understand visually. We will also be exploring automation to reduce the amount of data inputting required by the teams and to streamline the process.

### **Scrutiny Overview**

#### **Trust and confidence support officer role**

The Trust and Confidence Support Officer continues to embed the scrutiny structures implemented as part of the Scrutiny Review undertaken during FY 23-24/ 24-25. They provide joint support to the OPCC and TVP scrutiny groups, supporting the co-ordination of meetings, recruitment and assist in developing plans for scheduled engagement. They also collaborate with the TVP trust and confidence leads and scrutiny group chairpersons. Our main priority now is ensuring that key messages are getting communicated back to the communities after each board. The Trust and Confidence officer is currently working with both the OPCC and TVP Communication teams to issue a Comms and Engagement plan which will be shared with all scrutiny boards in the next two months

#### **Independent Custody Visitors (ICV)**

The Trust and Confidence Support Officer provides leadership and support to the ICV volunteers, managing seven custody co-ordinators, who in turn manage 70 volunteers. They oversee the work of the co-ordinators, arranging training when required. They report on their findings monthly to the CEO and ensure that the volunteers are carrying out their duties in accordance with the Independent Custody Visiting association Codes of Practice (this is an OPCC statutory requirement). Areas for improvement and lessons learnt are cascaded across the volunteers and reported on monthly.

#### **Attendance as IOPC / Professional Standards Department (PSD) overview meetings**

The OPCC has good working relationships with PSD and the Head of Performance and Head of Governance attend the monthly PSD overview meetings, where performance is discussed and scrutinised. The OPCC seeks assurance that complaints, misconduct and breaches are dealt with timely and effectively. Work is underway to review the current performance monitoring to ensure that we have sufficient information to appropriately scrutinise and support the department moving forward.

#### **Scrutiny of Force Performance**

A quarterly Performance Accountability meeting is held, where the public are able to attend. This public forum is where the PCC is able to hold the Chief Constable to account for the force's performance. The OPCC are able to scrutinise and assure themselves that performance matters are being addressed appropriately by the force. The minutes of these meetings are made public on our website. A review is currently underway to consider if this process can be streamlined to focus on key priorities as set out in the Police and Crime plan and to ensure that we are complying with our statutory requirements.

#### **Risk Management Overview**

Following the recent OPCC restructure, overall responsibility for risk management sits with the newly created post Head of Strategic Planning (Joint), supported by a Strategy and Risk Manager. The post-holder has recently attended a Management of Risk training course and will be leading a risk management 'health check' to assess the maturity and effectiveness of our current risk management process. In the first instance, this will focus on the four key principles most relevant to the OPCC: 1) Aligning with objectives; 2) Providing clear guidance; 3) Informing decision making; and 4) Engaging stakeholders.

In the interim, the existing risk management process will continue. This includes a quarterly review of the Strategic Risk Register by JIAC and the OPCC SLT, with operational risk monitored on a monthly basis through contract management meetings led by the OPCC Service Delivery Team.

In addition to this, the Strategy and Risk Manager completes a weekly horizon scanning process which currently includes a review of updates shared by the Association of Police and Crime Commissioners, with a tracker to capture any key actions assigned to SLT members. This enables the department to proactively identify any emerging risks and opportunities.

#### Governance team – statutory requirements

In addition to the oversight of the complaints, misconduct and breaches, the Governance Team within the department have the responsibility for monitoring all our statutory requirements and report on this to the Chief Operating Group. Our statutory requirements are regularly assessed and to assure ourselves of our compliance, we are currently in the process of re-reviewing all our requirements following the restructure and change in personnel.

All statutory requirements form part of our internal governance framework and can be evidenced if required.

#### Annex A

1. Forecasted Headcount by March 2026
2. Staff Turnover
3. Sick Absence (Days)
4. PDRs completed mid-year
5. PDRs completed end of year
6. Internal Team Tabloid (opens)
7. Staff satisfaction survey
8. OPCC Financial Forecast
9. Partnership funding applications
10. Engagement with national media
11. Radio and TV coverage
12. PCC Newsletter sign ups
13. Victim First Newsletter sign ups
14. PCC website – new visitors
15. Victims First website – visitors
16. Caseworker enquiries (public)
17. Communicate to Local Authority Areas the Partnership Fund spend
18. CSP Engagement and Attendance
19. OPCC Reviews received
20. Internal data breaches reported
21. Complaints against the PCC
22. HMICFRS response reports
23. Internal Performance Dashboard and highlight report
24. Internal Audit testing completed within the timescales set out in the internal audit plan (both OPCC and TVP)
25. Internal Audit final report's submitted within the timescales set out in the internal audit plan (both OPCC and TVP)
26. Joint Internal Audit plan delivered
27. Annual Internal Audit Quality Questionnaire outcome.
28. Facilitation and engagement with external partners
29. Induction process
30. Minute Taking
31. All official project documentation completed on all live people projects
32. Live protecting communities projects meeting the timeline agreed in the project initiation document (PID)
33. Protecting people projects completed and meeting the desired outcomes as set out in the PID
34. Forecasted spend on all protecting people projects
35. Actual spend on all protecting people projects (excluding contingency fund)

36. ICVS attendance
37. ICVS volunteer turnover
38. All official project documentation completed on all live communities projects
39. Live protecting communities projects meeting the timeline agreed in the project initiation document (PID)
40. Live protecting communities projects meeting the timeline agreed in the project initiation document (PID)
41. Forecasted spend on all protecting communities projects
42. Actual spend on all protecting communities projects (excluding contingency fund)
43. Scrutiny group meetings organised
44. Scrutiny group membership turnover
45. All official project documentation completed on all live people projects
46. Live protecting property projects meeting the timeline agreed in the project initiation document (PID)
47. Protecting property projects completed and meeting the desired outcomes as set out in the PID
48. Forecasted spend on all protecting property projects
49. Actual spend on all protecting property projects (excluding contingency fund)



JIAC 19 September 2025

## Savings & Efficiency Governance

### Definitions

For the purposes of this document we will use definitions from [The Government Efficiency Framework - GOV.UK](#) to focus on the following:

- **Efficiency savings** - being able to spend less to achieve the same or greater outputs
- **Non-efficiency savings** - reducing costs to achieve less internal or external service

### Context

As a public sector body, TVP have an ongoing responsibility to identify and deliver *efficiency savings* as a key component of delivering value for tax-payer's money. Efficiency savings are a key priority for TVP, OPCC, Home Office and NPCC.

In order to continue to balance our budget, invest in critical areas and minimise the future cost of borrowing we also have a requirement to deliver *non-efficiency savings* in some areas when required

TVP have delivered *efficiency* and *non-efficiency savings* every year since 2010 as reported in our published accounts. Particularly notable was the delivery of the Force Review which contributed £16.2m savings across multiple departments, along-side a major transformation to Local Policing and enabling investment in key areas. The current years savings target which is on track to be delivered is £15.4m.

Over the next three years, we have a financial target to deliver the following annual savings at a force level:

	26/27	27/28	28/29
<b>Revenue budget reduction to be made at the START of each year</b>	<b>£4.2m</b>	<b>£3.9m</b>	<b>£3.6m</b>

This target will be reviewed as part of the budget process.

## Approach

The force savings target is agreed and updated annually as part of the budget setting process.

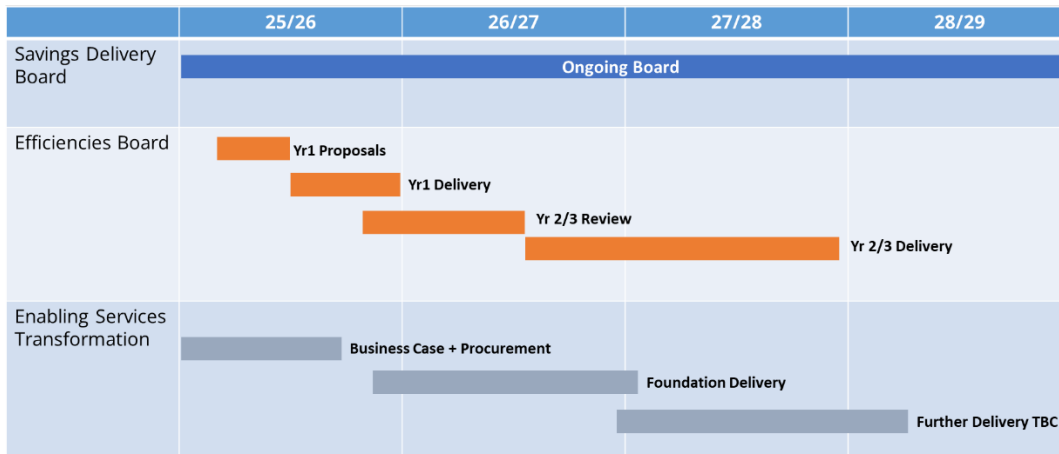
We will deliver our force savings target over the next three years through three main initiatives:

<b>Savings Delivery Board</b>	Monitoring, identification and delivery of our existing productivity plan and further savings in non-pay budgets, expenses and allowances
<b>Enabling Services Transformation</b>	Delivery of transformation and budget reductions savings across the People Directorate, Finance, and Tasking & Resilience departments
<b>Efficiencies Programme</b>	Identification and delivery of options for addressing the remaining shortfall across other departments which will be largely police staff post reductions

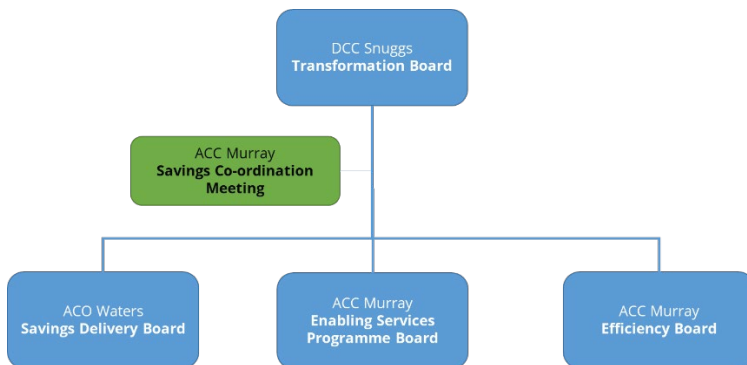
Each initiative will be accountable for delivery of a portion of the overall force savings target as shown below:

	25/26	26/27	27/28	28/29
<b>Budget reduction to be made at the START of each year</b>	<b>£15.4m</b>	<b>£4.2m</b>	<b>£3.9m</b>	<b>£3.6m</b>
Savings Delivery Board	£15.4m	£1m	£1m	£1m
Enabling Services Transformation	0	£0.5m	£0.5m	£0.5m
Efficiency Programme	0	£2.7m	£2.4m	£2.1m

High level timeline:



Each initiative has a Chief Officer Senior Responsible Owner (SRO) who is accountable for the co-ordination, delivery and realisation of savings that will contribute to the overall total.



A summary of each board and initiative is outlined below.

**Savings Delivery Board**

Type of Board	Ongoing Strategic Governance Board
Chair	CFO Linda Waters
Frequency	Monthly
Accountable for	Monitoring progress and holding Savings Delivery Leads accountable for the timely delivery of: <ul style="list-style-type: none"> <li>• Savings already identified in the MTFP productivity plan</li> <li>• New savings opportunities identified to reduce non-pay budgets, expenses and allowances</li> </ul>
Accountable to	DCC at TVP Force Transformation Board
In Scope	<ul style="list-style-type: none"> <li>• All centrally controlled non-pay budgets</li> <li>• Corporate decisions about allowances and expenses</li> <li>• Savings from declared invest-to-save proposals</li> <li>• Identifying where previously reduced budgets may be at risk of overspend</li> <li>• Oversight of cost recovery work</li> <li>• Oversight of consultancy spend</li> <li>• Joint TVP/HIOWC initiatives to reduce TVP budgets</li> </ul>
Out of scope	<ul style="list-style-type: none"> <li>• CTPSE, SEROCU and CTC budgets</li> <li>• Joint initiatives delivering reductions to HIOWC budgets only</li> <li>• Non-cashable benefits of approved initiatives, projects and programmes</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>• Action/Decision log</li> <li>• Risks/Issues log</li> <li>• Current year summary position - plan vs estimate</li> <li>• Current year productivity plan status</li> <li>• Current year savings forecast</li> <li>• In year additional savings tracker</li> <li>• Future years additional savings tracker</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• Updated Action/Decision log</li> <li>• Updated Risks/Issues log</li> <li>• Status report for Transformation Board - every other month</li> </ul>
Assurance	<ul style="list-style-type: none"> <li>• Financial monitoring and assurance in place currently</li> </ul>

### Enabling Services Transformation Programme

Type of Board	Formal Programme Board
Chair	ACC Dennis Murray
Frequency	Monthly (while programme is in-flight)
Accountable for	The delivery of internal service improvements and cashable savings through operating model transformation (people, process and technology) across People Directorate, Finance and Tasking & Resilience.
Accountable to	DCC at TVP Force Transformation Board
In Scope	<ul style="list-style-type: none"> <li>• Initial discovery work and findings from a review of TVP's enabling services departments: <ul style="list-style-type: none"> <li>○ People Directorate</li> <li>○ Finance and Procurement</li> <li>○ Tasking and Resilience</li> <li>○ Property Services</li> </ul> </li> <li>• Development of the programme business case for transformation across: <ul style="list-style-type: none"> <li>○ People Directorate</li> <li>○ Finance and Procurement</li> <li>○ Tasking and Resilience</li> </ul> </li> <li>• Delivery of the programme business case including cashable savings from headcount reduction across in-scope departments and non-cashable benefits</li> <li>• Changes to people, process, systems and data required to deliver the above</li> </ul>
Out of scope	<ul style="list-style-type: none"> <li>• Delivery of improvements across Property Services</li> <li>• Provision of enabling services to CTPSE, SEROCU</li> <li>• Provision of enabling services to other forces at this time</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>• Standard Programme and project artefacts including: <ul style="list-style-type: none"> <li>○ Business Case</li> <li>○ Programme Definition Document / Blueprint</li> <li>○ Programme Status update</li> <li>○ Programme Plan</li> <li>○ Communication / engagement plan</li> <li>○ Benefits Realisation Tracker</li> <li>○ Programme Budget</li> <li>○ RAID log</li> </ul> </li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• Updated Action/Decision log</li> <li>• Updated Risks/Issues</li> <li>• Programme Status report for Transformation Board (monthly)</li> </ul>
Assurance	<ul style="list-style-type: none"> <li>• Internal and external assurance arrangements for delivery are being confirmed as part of business case development</li> </ul>

**Efficiency Programme**

Type of Board	Formal Programme Board
Chair	ACC Dennis Murray
Frequency	Monthly (from October 2025)
Accountable for	Delivery of pay and non-pay budget reductions across the remaining departments (those not in scope for the Enabling Services Transformation Programme) while managing the impact on public service delivery in the short and long term.
Accountable to	TVP Chief Officer Group (until October 2025) TVP Force Transformation Board (from October 2025)
In Scope	<ul style="list-style-type: none"> <li>• Identification and delivery of year 1 savings across 7 shortlisted departments</li> <li>• Identification and delivery of year 2/3 savings across the organisation</li> </ul>
Out of scope	<ul style="list-style-type: none"> <li>• CTPSE, SEROCU budget reductions</li> <li>• Savings reductions already being delivered and tracked by Savings Delivery Board or Enabling Services Transformation Programme</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>• Standard Programme and project artefacts including: <ul style="list-style-type: none"> <li>○ Business Case</li> <li>○ Programme Definition Document / Blueprint</li> <li>○ Programme Status update</li> <li>○ Programme Plan</li> <li>○ Benefits Realisation Tracker</li> <li>○ Programme Budget</li> <li>○ Risks/Issues</li> <li>○ Assumptions/Dependencies</li> </ul> </li> <li>• Additional decision making documents including savings proposals which will include the relevant impact assessments</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• Updated Action/Decision log</li> <li>• Updated Risks/Issues</li> <li>• Programme Status report for Transformation Board (monthly)</li> </ul>
Assurance	<ul style="list-style-type: none"> <li>• Internal audit as requested. TVP Transformation Board can also commission external audit for any major programme as part of its terms of reference.</li> </ul>

### Savings Co-ordination Meeting

Type of Board	Ongoing formal management meeting
Chair	ACC Dennis Murray
Frequency	Monthly
Accountable for	Pro-actively managing dependencies between the three savings initiatives, tracking progress towards our overall force savings target and managing the cumulative impact of changes on our organisation, our people and our public service.
Accountable to	TVP Force Transformation Board
In Scope	<ul style="list-style-type: none"> <li>• Reviewing savings targets for each initiative</li> <li>• Financial tracking of savings, timescale and confidence of delivery</li> <li>• Management of planning and resourcing dependencies between initiatives</li> <li>• Overarching communications and engagement strategy across all initiatives</li> <li>• Oversight and management of the cumulative impact of changes</li> </ul>
Out of scope	<ul style="list-style-type: none"> <li>• Managing dependencies with other programmes and initiatives (these are managed via Transformation Board and the DCCs Collaboration Board)</li> </ul>
Inputs	<ul style="list-style-type: none"> <li>• Financial tracker</li> <li>• Status updates from each initiative</li> <li>• Over-arching high level timeline</li> <li>• Over-arching communications and engagement milestones</li> <li>• Cumulative impact on headcount reduction tracker</li> <li>• Dependencies and constraints</li> <li>• Over-arching risk and issue register</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• Updated decisions and actions log</li> <li>• Updated risk register</li> <li>• Updates by exception for Transformation Board</li> </ul>
Assurance	<ul style="list-style-type: none"> <li>• Via internal audit as requested</li> </ul>

### Savings Principles

As a guide to our approach to making choices about delivering efficiency and non-efficiency savings across TVP over the next three years – a set of Savings Principles have been developed and adopted by the Chief Officer Group and TVP CCMT. These are summarised below.

*Aim - To make choices that will maximise the public value that TVP is able to deliver now and in the future*

- 1. Prioritisation** – consider impact on our public service, workforce, budget, partners and the risk of delay
- 2. Accountability** - clearly identified senior leader accountable for each initiative
- 3. Collective Responsibility** – force-wide responsibility looking at all areas of spend
- 4. Department Responsibilities** – proactive help and support of every department

- 5. Governance** – clear, documented decisions with rationale and agreement on how to communicate
- 6. Engagement of senior leaders** – always for department specific proposals, force-wide proposals go to COG or CCMT
- 7. Engagement with people impacted** - always consider impact, clear and open about decision making, listen to feedback, follow our policies
- 8. Engagement with staff associations** – open to challenge, feedback before key decisions are made
- 9. Collaborations** – where impacted, consult before a final decision
- 10. Challenge** - open to challenge, new ideas and alternative suggestions for delivering savings.
- 11. Realism** - realistic with each other and with our people on the impact that proposals may have on internal service levels and performance
- 12. Learning** - from previous savings initiatives, from other organisations and from the feedback we receive
- 13. Innovation** - support effective use of digital and innovation where possible; subject to affordability and resourcing
- 14. Alignment** - savings co-ordination meeting including cumulative impact of changes

Alongside these savings principles is a list of “Savings Planning Assumptions” which have been agreed with the TVP Chief Officer Group and will be updated at key points during the year as the overall financial picture develops.



## Thames Valley Police

### Talent Management Strategic Goals

#### Introduction

This report outlines TVP's strategic approach to talent management, aligned with the National Talent Development Strategy (NTDS) and underpinned by our five-year People Strategy.

Talent management is a critical enabler of organisational effectiveness and public confidence in policing, and at TVP we recognise that our people are our greatest asset.

The report provides a narrative summary of our current position, existing key initiatives, and future plans in our People Strategy mapped across to the six core NTDS requirements:

- Leadership sponsorship
- Data-driven workforce planning
- Inclusive development
- Performance and career management
- Leadership pipelines
- Talent mobility

The report highlights how we are embedding a culture of continuous improvement, inclusivity, and high performance to ensure we attract, develop, and retain the talent needed to meet both current and future policing challenges.

#### Chief Officer Sponsorship for Talent Development

The Director of People is designated as the Senior Responsible Chief Officer (SRO) for NTDS implementation. Governance is embedded through the Leadership Academy Strategy Group and previously through Strategic Workforce Planning Board (however the new People Strategy is reviewing the way forward with these meetings) to ensure strategic oversight and accountability. We continue to invest in the sustainability and evaluation of our Leadership Academy to ensure long-term impact.

Our People Strategy includes the following deliverables:

- Implement the five-year People Strategy with clear deliverables and governance.
- Enable delivery of relevant elements of the Trust & Confidence Strategy to support organisational reputation.
- Embed leadership standards into recruitment and promotion processes.
- Establish and communicate a transparent performance framework.
- Develop and sustain the Leadership Academy and associated strategy group.

### **Promote an evidence-based approach to workforce data and implement talent analytics**

We already use various data systems, including PeopleSoft, SSAMI (incl. PDR system), and Talent 360 to inform workforce planning and development. These systems enable us to track leadership capability, diversity, and performance outcomes. We collaborate with academic partners (e.g. Open University Centre for Policing Research and Learning, Police Education Consortium), and the College of Policing to enable an evidenced approach and support independent evaluation.

Next steps: Our People Strategy includes the following deliverables:

- Design and implement robust people reporting / data frameworks and governance.
- Undertake ongoing Training Needs Analysis to inform development priorities.
- Enhance data collection systems for tracking organisational performance.
- Leverage AI for predictive analytics and decision-making.
- Collaborate with academic partners for independent evaluation and evidence-based practice.

### **Utilise positive action for maximum impact in talent development**

TVP is committed to ensuring equitable access to development opportunities. We have conducted a diversity audit across all grades and ranks to ensure we tailor positive action programmes to address under-representation. Our programmes such as the Women's Development Programme and Positive Action Learning Sets are evaluated for impact and adjusted based on outcomes. Our coaching and mentoring framework prioritises support for under-represented groups, and we continue to expand these programmes to enhance progression and representation.

Next steps: Our People Strategy includes the following deliverables:

- Conduct diversity audits across all grades and ranks.
- Continue to deliver targeted development programmes (e.g. Women's Development, Positive Action Learning Sets).
- Expand coaching and mentoring for under-represented groups.
- Promote equality of opportunity in recruitment and promotion.
- Track progression and development access by protected characteristics.

### **Identify and develop talent and potential, embed effective PDR career development processes, and ensure support for line managers**

We have embedded a strong performance development culture, with 99% PDR completion and mandated 1:1s across the force. Our Leadership Academy offers a wide range of development tools, including coaching, psychometrics, and 360 feedback aligned with the College of Policing standards. These efforts are supported by continued enhancements to our structured CPD offer and a focus on career mobility for both officers and staff. Our People Strategy will build further on the PDR process, enhancing our capability to measure performance.

Next steps: Our People Strategy includes the following deliverables:

- Develop and embed a quality PDR/individual performance framework.
- Mandate regular 1:1s and ensure high PDR completion rates.
- Implement a 'lite' 360 feedback tool for line managers to inform targeted development
- Provide a comprehensive CPD offer and structured career development plans.
- Enhance digital learning platforms and internal knowledge-sharing systems.
- Introduce personalised learning pathways for employees.

### **Embed the Police Leadership Programme (PLP), associated talent programmes and pipelines and use succession planning for critical roles**

TVP is already licensed to deliver the Police Leadership Programme (PLP) for first and midline leaders which we have now mandated for all leaders in TVP. We are working with the College of Policing to deliver the Police Leadership Programme Stage 4 in collaboration with regional forces to enable more people to access the development whilst minimising costs. We have developed leadership pathways for all ranks and grades supporting the pipeline for critical roles. Leadership capability is being strengthened through ongoing development interventions aimed to ensure capable leaders and an inclusive culture e.g.

Healthy Team Culture Training, Race Equity Training with all initiatives being aligned to our Leadership Academy Strategy.

Succession planning is already in place for certain critical roles e.g. custody sergeants. We have a rolling plan to ensure the right number of individuals are trained, when the relevant courses are scheduled, and when rotations need to happen to maintain continuity and readiness in these key positions. A similar model is now being extended to neighbourhood roles, with the aim of reducing the need to advertise these posts repeatedly throughout the year. Instead, the focus is shifting towards building talent pools that can be drawn from as vacancies arise. We have a similar approach for detective roles through the Crime Academy and there are currently no vacancies for detective constables, particularly in Oxfordshire, where a talent pool has already been established. The Crime Academy also supports the development of more senior investigative capabilities, such as training for Senior Investigating Officers (SIOs), ensuring a pipeline of skilled individuals ready to step into these roles when needed. Our People Strategy will build further on succession planning in TVP.

Next steps: Our People Strategy includes the following deliverables:

- Deliver the Police Leadership Programme (PLP) and leadership academy initiatives.
- Develop leadership pathways and succession planning frameworks.
- Expand leadership coaching and mentoring initiatives.
- Introduce leadership development pathways for future leaders.
- Strengthen leadership accountability through training and performance monitoring.

### **Enhance talent mobility, flexibility, and utilise re-joiners pathways and secondments**

Our Police Staff Talent Mobility Programme and re-joiner pathways support internal progression and retention. Our People Strategy aims to increase secondment opportunities and reduce barriers to participation.

Next steps: Our People Strategy includes the following deliverables:

- Embed and develop career mobility initiatives.
- Expand secondment opportunities and reduce barriers to participation.
- Promote re-joiner pathways and internal mobility programmes.
- Track career mobility and progression following secondments.
- Develop a culture that views secondments as investment opportunities.

**Conclusion**

TVP's approach to talent management is holistic, data-driven, and inclusive. Through the integration of the NTDS framework and our People Strategy, we are building a resilient, high-performing workforce equipped to meet current and future challenges. Our future focus will be on embedding and optimising these initiatives, ensuring sustainability, and benchmarking our progress against national standards.