



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

Present:

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

External Present:

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

Apologies:

J Hogg (Chief Constable) (TVP)

Agenda Item

1. Welcome, Introductions and Apologies

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



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

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

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

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

3. Finance update

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

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

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

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

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

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



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

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

Joanne Lynn (JL) left the meeting.

4. Key Performance Indicator (KPI) scrutiny

a. Resourcing particularly a focus on Neighbourhood Policing

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

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

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

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

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



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

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

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

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

(LW) left the meeting.

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

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

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

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

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



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

b. Improve Incident Response Times

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

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

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

(MD) left the meeting.

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

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

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



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

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

5. A Police Force fit for the future

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

6. Operational Highlights

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

7. Inspections / Audits Assurance

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

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

8. AOB

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



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

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

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

The meeting concluded at 12:05hrs.

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