



Thames Valley Police

Strategic Plan 2025-26





Introduction

This Strategic Plan sets out our force priorities for the year ahead, both operationally and organisationally. When I became your Chief Constable in April 2023, we simplified our plan to focus on four priorities.

These core areas will remain at the heart of everything we do so we can continue building on our successes, and deliver our mission of protecting our communities across Berkshire, Buckinghamshire and Oxfordshire.

We will do this by;

- **Serving Victims** and always placing them at the centre of our service, working tirelessly to improve our service so that we get the best outcomes we can for all victims.
- **Fighting Crime** in our communities focusing on preventing, disrupting, and pursuing those responsible. We have set a clear focus on repeat offenders, knife crime, neighbourhood crime and crimes against women and girls.

- **Building Trust** by treating everyone with fairness and respect, through greater visibility, increased transparency and meaningful engagement with all of our communities.
- **Valuing Our People.** Our people are what makes us Thames Valley Police. We will work hard to attract, develop, retain and support our people so we can deliver the best service for our communities, while reflecting the high standards and professionalism of which we will all be proud.

Our force delivers a good police service, however we must continue working to become better every day, so that we can achieve our vision of being an excellent police force trusted by all our communities.

Jason Hogg, Chief Constable





Our Pillars

The pillars of our Strategic Plan are at the heart of everything we do.

We will value and support our people in order to improve our service to the public every day.

Placing victims at the centre of our work, fighting to reduce crime and bringing those responsible to justice, all whilst building trust in the communities of the Thames Valley.



**Serving
Victims**



**Fighting
Crime**



**Building
Trust**



**Valuing
Our
People**



Serving Victims

1. Increase victim satisfaction and ensure victims' needs are met

- Utilise the victim satisfaction survey to improve our service to victims
- Provide quality & timely updates to victims

2. Improve call answering times

- Ensure 90% of 999 calls are answered within 10 seconds
- Achieve an average 101 call answering time of 4 minutes across 2025/26
- Reduce negative abandonment rate for 101 calls
- Monitor service to online reporting

3. Improve incident response times

- Increase the proportion of Grade 1 incidents attended in under 20 minutes to 70%
- Increase the proportion of Grade 2 incidents attended in under 60 minutes to 60%
- Ensure Grade 3 and 3M incidents are managed within appropriate timescales
- AIU to triage and make first contact attempt with the victim within 24 hours in 75% of cases

4. Improve TVP's management and support of vulnerable individuals

- Consistently capture the voice of the child
- Actively manage children at risk of exploitation in order to reduce harm
- Safeguard victims of fraud through Operation Signature & the Banking Protocol

5. Improve investigation quality and timeliness

- Improve proportion of investigations graded as 'Good' or above to 75%
- Ensure investigation plans & supervisory reviews are used consistently to drive better quality investigations
- Reduce the number of investigations exceeding prosecution time limits
- Reduce forensics timescales within investigations



Fighting Crime

6. Bring more offenders to justice

- Achieve an overall charge rate of 10%
- Achieve an overall out of court resolution rate of over 7%
- Increase positive outcomes achieved in Neighbourhood Crime

7. Improve outcomes for domestic abuse and violence against women and girls offences

- Increase positive outcomes for VAWG offences supported by victim centred, suspect focused, context led investigations
- Increase positive outcomes for Domestic Abuse offences
- Increase victim engagement and reduce the application of outcome Code 16

8. Pursue and actively manage outstanding suspects and repeat offenders

- Use an offender focused approach to reduce the overall number of outstanding suspects
- Increase positive outcomes through active pursuit of repeat offenders
- Actively manage identified individuals to prevent sexual offending

9. Maintain low levels of knife enabled crime

- Maintain 2023 - 2025 reductions in knife enabled crimes

10. Target and disrupt serious organised crime

- Undertake meaningful disruptions through effective response to regional and national taskings



Building Trust

11. Increase public trust and confidence in Thames Valley Police

- Utilise the public trust and confidence survey to inform improvements in our service
- Maximise opportunities to communicate meaningfully with the public of Thames Valley

12. Prioritise local engagement through excellent neighbourhood policing

- Maintain clear neighbourhood priorities and increase visibility through intelligence-led patrols
- Increase engagement with seldom heard from communities through named, contactable officers for every neighbourhood

13. Prevent crime and anti-social behaviour in our communities in line with the Neighbourhood Guarantee

- Tackle persistent anti-social behaviour
- Improve consistency of anti-social behaviour risk assessment compliance
- Work to prevent retail crime & deliver more positive outcomes
- Reduce rural crime

14. Ensure transparent use of powers

- Maintain high Stop & Search outcome rates & embed supervisory oversight
- Increase the completion of use of force forms to an average of 1.2 forms per arrest

15. Increase internal trust and confidence

- Embed TVP's Leadership Standards across the Force
- Improve transparency and timeliness of professional standards investigations



Valuing Our People

16. Prioritise the welfare and continuous professional development of TVP officers and staff

- Identify and take action to address the key factors impacting on welfare
- Develop a continuous training structure to ensure investigative skills are maintained
- Establish 1-1s as a core part of all officer and staff careers
- Continue to create a clear career pathways for police staff

17. Continue to build a workforce that protects and represents Thames Valley communities

- Maintain a robust recruitment pipeline
- Build a diverse workforce representative of the communities of the Thames Valley

18. Improve retention of officers and staff across TVP

- Reduce officer attrition through resignation by 10% to improve officer retention in line with other forces
- Continue to recruit in order to reduce the vacancy factor for staff

19. Effectively manage sickness levels and ensure consistent provision of appropriate work-based support

- Ensure consistent management of sickness through supportive recovery plans
- Reduce sickness incidents
- Reduce queues for work-based support options

20. Support operational readiness through improved use of organisational data

- Improve availability and comprehension of organisational data
- Provide accurate and meaningful resourcing data to better inform operational decision making
- Actively monitor and manage neighbourhood officer abstractions



Serving Victims	Fighting Crime	Building Trust	Valuing Our People
Increase victim satisfaction and ensure victims' needs are met	Bring more offenders to justice	Increase public trust and confidence in Thames Valley Police	Prioritise the welfare and continuous professional development of TVP officers and staff
Improve call answering times	Improve outcomes for domestic abuse and violence against women and girls offences	Prioritise local engagement through excellent neighbourhood policing	Continue the build a workforce that protects and represents Thames Valley communities
Improve incident response times	Pursue and actively manage outstanding suspects and repeat offenders	Prevent crime and anti-social behaviour in our communities in line with the neighbourhood guarantee	Improve retention of officers and staff across TVP
Improve TVP's management and support of vulnerable individuals	Maintain low levels of knife enabled crime	Ensure transparent use of powers	Effectively manage sickness levels and ensure consistent provision of appropriate work-based support
Improve investigation quality and timeliness	Target and disrupt serious organised crime	Increase internal trust and confidence	Support operational readiness through improved use of organisational data

