



Thames Valley Police & Office
of the Police and Crime Commissioner

Governance Review Proposals

Interim Report
February 2024



Foreword



Scrutiny of the police is essential in providing greater accountability to the public and in helping the Force drive improvements in service and standards.

As Police and Crime Commissioner (PCC), the various panels and committees made up of members of the public and subject matter experts assist me in my role of holding the Chief Constable (CC) to account on behalf of the public. They provide an independent voice, constructive challenge and deliver greater transparency and accountability, which are so important in building trust and confidence in the police.

This is why I have undertaken this review, together with the Chief Constable, with the aim of providing both our organisations with a clear vision for scrutiny, governance and advisory arrangements fit for the future, which best meets the needs of our stakeholders and communities.

I thank everyone who has contributed to this review and all those volunteers past, present and future who do so much to support me and my office in delivering strong accountability on behalf of the public.

Matthew Barber
Police & Crime Commissioner

Governance Review Proposals



Purpose of review

Oversight and scrutiny of various groups and committees within Thames Valley Police (TVP) either jointly owned by the PCC and TVP, or just owned by TVP, is well overdue. It is clear that there is a lack of consistency in terms of what volunteers are paid, and a lack of understanding of the various Terms of Reference (ToR) of each group/committee and where they sit within the organisations. The purpose of this review is to provide insight into those groups/committees and to ensure that they are treated equally, building a culture that allows volunteers to conduct their duties in an environment that is transparent without fear or favour.

Determining the outcome

The Police and Crime Commissioner and the Chief Constable both have separate statutory, and arguably moral, responsibilities to fulfil. Therefore, the final decision on the structure and other arrangements will be for them to determine jointly and severally. Nevertheless, in reaching any conclusions they have consulted widely with those currently engaged in these processes as well as taking advice from others with professional knowledge in this sphere.

Work commissioned from Att10tive

An independent review was commissioned jointly by the Office of the Police and Crime Commissioner (OPCC) and Thames Valley Police. Through the process of preparing this report, stakeholders have been consulted collectively and many interviewed individually. This has been a useful process in gathering the views of those who are already involved in scrutinising and advising the PCC and Chief Constable.

The interim report produced by Att10tive identified several strengths, weaknesses and opportunities to strengthen the current scrutiny arrangement. However, it fell short of giving detailed proposals sufficient to enable the PCC and Chief Constable to make decisions for the future scrutiny and advisory framework. The draft interim report delivered by Att10tive was made available to stakeholders for transparency. Work has been done within the OPCC and TVP to bring forward fresh proposals, based on the consultation which has already taken place. Nevertheless, the work undertaken, much of which was facilitated by the OPCC Chief of Staff, remains valuable in terms of collating the views of stakeholders in identifying the strengths and weaknesses of the current structure. This work, along with conversations and thinking that have taken place alongside the development of this review, have all contributed to these proposals.

Scope

Existing groups that operate at a strategic or local level to provide governance, scrutiny or advice are in scope for this review. These groups fall into four broad categories depending on whether they are statutory or not, and on whether the PCC or the CC has ultimate responsibility for them.

They include, but are not limited to:

Responsible Body	Statutory Basis	Body	Acronym
Joint PCC & CC	Statutory	Joint Independent Audit Committee	JIAC
Joint PCC & CC	Non-Statutory	Independent Scrutiny & Oversight Board for the Race Action Plan	ISOB
CC	Non-Statutory	Independent Advisory Group	IAG
CC	Non-Statutory	Disproportionality Scrutiny Groups	DSG

This review looks not only at the structure of these groups but also the membership, recruitment, remuneration and ToR.

The review does not look in detail at the operation of partnership boards but does make comment on how these groups fit into the wider structure and are covered in terms of membership arrangements.

This review does not include other bodies which operate as 'business as usual' committees or joint committees, such as the Local Criminal Justice Board (LCJB).

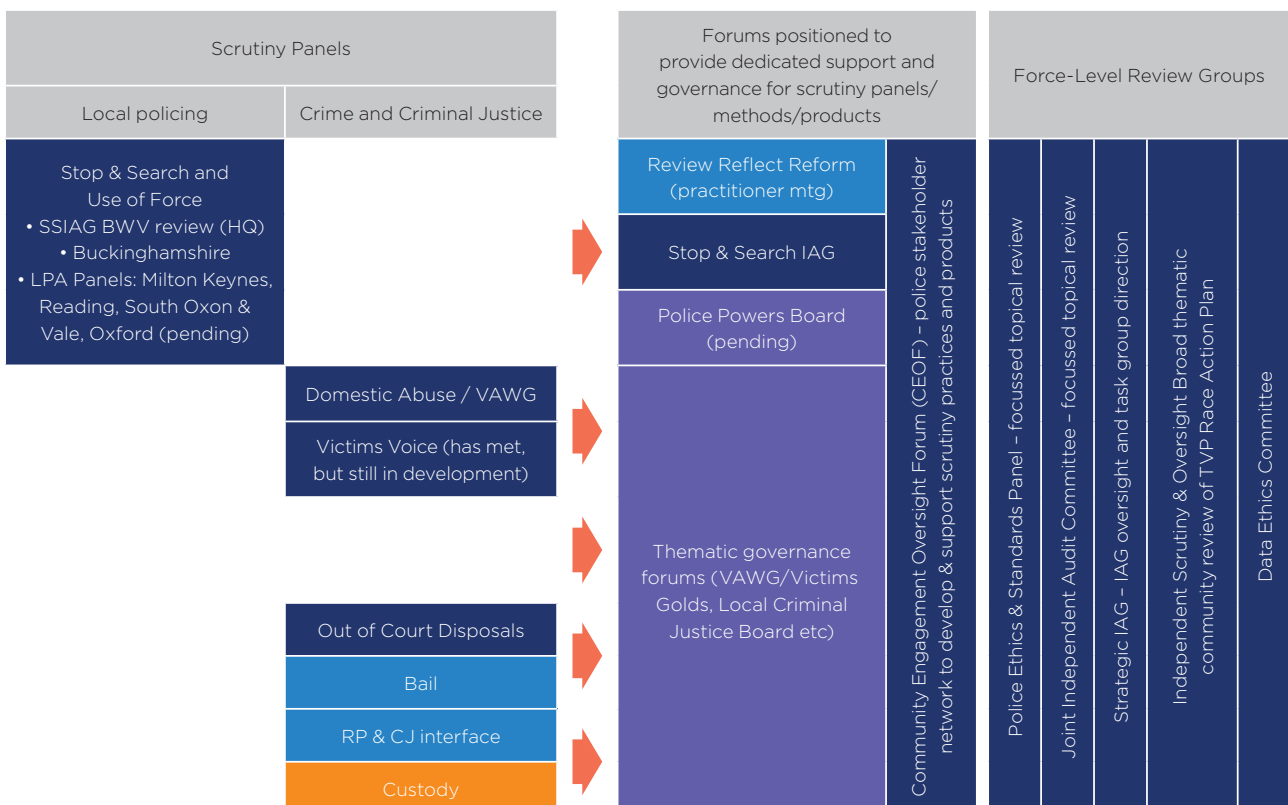
This review does not look in detail at the operation of bodies such as Neighbourhood Action Groups (NAGs) or Business Partnerships although proposals are made about future work with these bodies.

Legislative and best practice context

Both the PCC and the Chief Constable have statutory responsibilities to engage with and consult the public on various matters. In preparing the proposals, particular regard has been given to the Draft Community Scrutiny Framework: National Guidance for Community Scrutiny Panels, published in August 2023.

Current structure

The diagram below represents some of the existing complex structure, but even this does not clearly identify the role of these groups or their interactions.





Desired outcomes

To have a holistic understanding of the entire governance structure consisting of internal and external scrutiny. The focus of this review is on external scrutiny, but it is appreciated that this does overlap with internal scrutiny.

- To understand what groups/committees/panels are conducting scrutiny ToR and what measures are in place to know that they are effective.
- To restructure the governance and scrutiny for the OPCC and Thames Valley Police to ensure it is effective and works to achieve the aims of the Police and Crime Commissioner and the Chief Constable.
- To review the ToR for each panel, to ensure that scrutiny is undertaken in a joined up and cohesive way.
- Ensure panels have the correct proportion of truly independent members who can be judged as such objectively e.g. have they exceeded their tenure?
- Produce a framework of External Governance and Scrutiny best practice promoting consistency for all groups.

Measure of effectiveness

Development of an overall governance structure encompassing all groups / committees / panels across both organisations. This will include how scrutiny is conducted and how it feeds back into the PCC.

To ensure all statutory obligations in relation to scrutiny and governance are met and identify overlaps or gaps in oversight.

To implement any improvements identified as part of this review and to provide any recommendations or learning outcomes to both the Chief Constable and the PCC for a stronger, more cohesive governance framework.

Remit of review

Enquiries made with relevant stakeholders in order to establish all areas of scrutiny, resulting in a clear map of current scrutiny groups.

Stakeholders include (but not limited to) TVP, Association of Policing and Crime Chief Executives (APACE) Independent Office of Police Conduct (IOPC) and Criminal Justice Board. This will include enquiries with each Force Area as to what they have in place.

Develop a questionnaire to assess scrutiny across Thames Valley through a clear set of questions. (This may be done by way of self-assessment).

Hold a workshop to redesign scrutiny for TVP and the OPCC based on statutory requirements and stakeholder feedback but not to fetter local operational discretion of scrutiny but to define its ambit and produce consistency.

Hold 4 community engagement workshops to explore the views of Thames Valley communities relating to governance and scrutiny.

Collaboration with other OPCCs to establish what governance structures they have in place and how they operate. In some instances, this may consist of a peer review.

Understand how feedback is provided and implemented. Bridge the gap between internal and external scrutiny.



Research findings

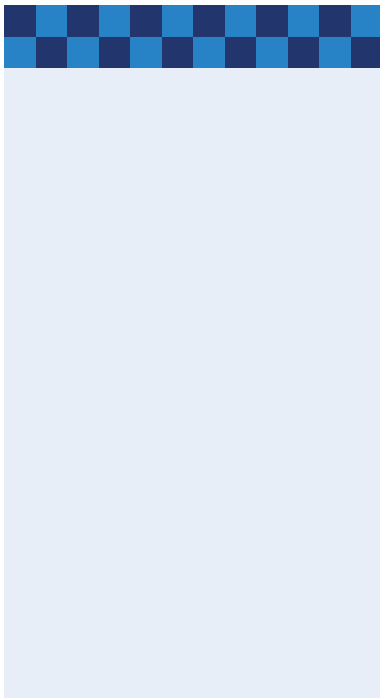
Whilst there are notable strengths in some of the current arrangements, the workshops and individual interviews have found the following areas of weakness that need to be addressed:

1. Greater clarity needed in ToR for individual bodies to avoid overlap or gaps in responsibilities.
2. Clarity in the distinction between the differing roles of governance, scrutiny and advisory groups.
3. There is a desire to widen the membership both numerically and in terms of broader representation.
4. A need to improve communication both internally and externally.
5. A need to provide feedback on proposals made by various groups.
6. Clarity in terms of who is seen as independent.
7. A clear rationale is needed for the remuneration of members.
8. Limitations on tenure to ensure a regular turnover of membership and chairmanship.
9. To consider the correct level of vetting required to remove barriers to entry.

Implementation

The PCC will set up a Task and Finish (T&F) Group to be chaired by the OPCC Head of Governance with a Deputy Chairperson identified from within TVP to progress implementation. The group will provide the PCC and CC with a timeline for implementation of the proposals along with a detailed action plan through the Trust and Confidence Board (TCB). The T&F group will include members from the OPCC and TVP required to implement relevant proposals. Stakeholders from within the relevant governance, scrutiny and advisory groups will be consulted throughout the implementation phase and invited onto the T&F group as appropriate.

Proposals



Governance, scrutiny, advisory definitions

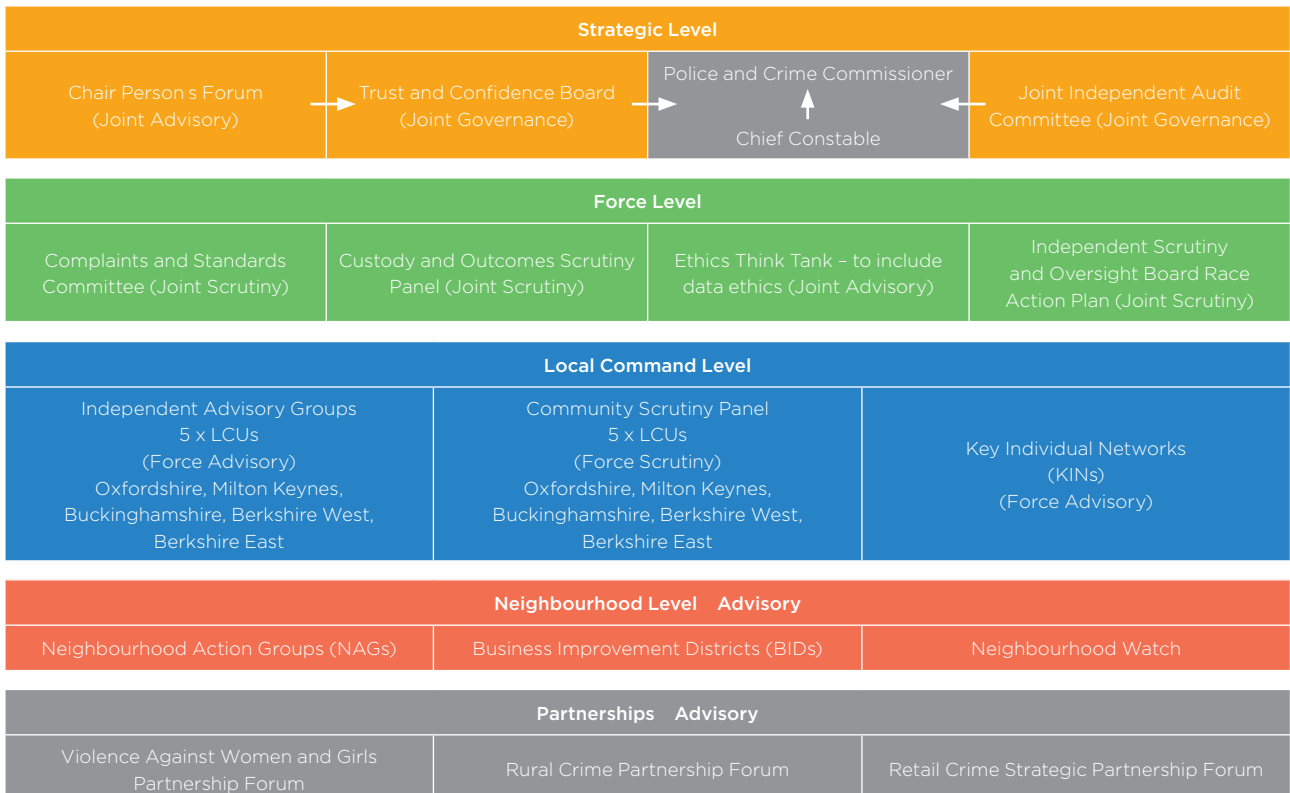
Clarity is needed between the three types of groups covered within this review. These are defined below and each of the proposed groups set out in Annex A are labelled accordingly.

Proposal 1 - Definitions

Governance: These groups are focussed on structure and processes for decision making, accountability, control and behaviour. Therefore, these are almost always statutory bodies in this context. They may make recommendations for others to consider, but they may also be able to dictate actions which must be followed.

Scrutiny: These groups make critical observations and examine evidence to comment on past activity and specific incidents or data with the intention of making changes for the future. They may make recommendations, possibly about specific issues which are not required to be followed but should, as a minimum, be responded to.

Advisory: These groups may consider past, present or future scenarios to provide advice to decision makers. The remit of these groups is generally broader than those of scrutiny groups although they may still be required to receive specific data.





Proposal 2 – Governance structure

The diagram on page 8 details the level at which each body sits. The bodies within the Force Level will report directly into the joint Trust and Confidence Board (TCB).

The current requirements to live and/or work within the TVP area to be eligible for membership of a body will remain in place.

The detail of requirements for each body will be set out in the relevant handbooks and ToR and is not solely covered within this proposal. However a starting point outline of responsibilities and membership of each group is set out at Annex A.

Membership & recruitment

Proposal 3 – Size of governance bodies

The default maximum size for each body will be defined by the Task & Finish Group (T&F), with a proposed quorum of 5, or 1/3 of members, whichever is lesser to be reviewed by the T&F group. This is to ensure groups remain small enough to be manageable but large enough to contain diverse representation. The number of members required in each group will be agreed between the TCB, through the T&F group initially, and the Chairperson for each body. Once this is agreed, changes may still be requested by submission to the TCB for their consideration and approval (only).

Proposal 4 – Limitations of membership of governance bodies

Members may not sit on more than one body in the same tier i.e. Strategic, Force, Local Command Tier. Although they may sit on groups across different tiers. E.g. an individual could not be a member of an Independent Advisory Group and a Community Scrutiny Panel, but they could be on the Rural Crime Partnership Board as well as an Independent Advisory Group.

Exceptions may be requested by submission for specific approval by the TCB and would be subject to there being no conflict of interests. JIAC members may only sit on ONE tier.

The purpose of this is to broaden the membership whilst still harnessing skills in different areas.

Proposal 5 – Recruitment to governance bodies

A pool of candidates should be maintained on a single resourcing database held by the Trust and Confidence Support Officer (TCSO). This will include details of current members of various groups as well as those interested in joining. The database may hold current vetting levels, skill set, areas of interest and any potential conflicts of interest. Not all candidates will be suitable for all roles, for example members of JIAC are required to have necessary professional experience. Nevertheless, a single database of candidates should be maintained and drawn from appropriately. Once someone has joined the database, regular contact must be made to engage with volunteers and ensure their continued interest.

Proposal 6 – Tenure

Tenure will be proposed by the T&F group. It will be a question of 'reappointing' rather than 'reapplying' where the original body remains in place. Where a new body is coming into place then members of current bodies will be eligible to apply to join a new body should they wish to. The proposals will be considered by the TCB and decisions around tenure will be made by the Chair of the Board and the OPCC Chief of Staff.



Chairperson role

Chairpersonship of these groups is a vital role to ensure the business is conducted smoothly and effectively.

Proposal 7 - Election of Chairperson

The Chairperson will be elected annually by the membership of the specific group at the beginning of each financial year. Vetting to NPPV1 is required for most Chairpersons (see below) and so only candidates who have passed vetting, or who are willing to undergo and pass vetting, will be eligible for election.

There will be no permanent Chairperson of the Chairperson's Forum, which will instead be elected at each meeting. This is to ensure equity between all Chairpersons and avoid a "first amongst equals" situation.

Communications and engagement

Improving communications both internal and external is a key objective identified through the research.

Proposal 8 - Internal communications and engagement

An Internal Communications and Engagement Plan will be drafted by TVP and OPCC Communications Teams to be ratified by the TCB. It should identify how information on the structures and mechanisms for governance, advice and scrutiny can be conveyed to police officers and staff. It will also identify these groups as key stakeholders to be appropriately consulted / informed of notable changes or announcements within the Force or OPCC.

Proposal 9 - External communications and engagement

An external Communications and Engagement Plan will be drafted by TVP and OPCC Communications Team to be ratified by the TCB. It should convey a simple message to the public and external partners on how governance, scrutiny and advisory functions are carried out on their behalf.

This will also include a programme of engagement as well as publishing key information about the process in an engaging fashion. Proposals and the responses to them should be clearly published on an agreed timescale.

Recruitment of members of the public to the database should be core to these external communication and engagement plans. Positive messages should be conveyed where appropriate, as well as constructive challenges where justified.

Remuneration

All the members of the various groups (other than those attending ex-officio as police officers or staff) are unpaid volunteers, with the exception of JIAC. JIAC members, given their statutory role, will be remunerated appropriately for their time, whilst recognising the large element of public service that is part of the process. Such payments however do not constitute employment and no employment rights would be accrued.

Proposal 10 - Remuneration

As a general principal, a Chairperson of any oversight body set out in proposal 1 will receive an annual allowance, as set out by the OPCC Chief Finance Officer, and out of pocket expenses such as travel for work undertaken within their role as Chairperson. This remuneration will be agreed and reviewed by the TCB.

Unpaid volunteer members of the bodies set out in proposal 1 above will be paid out of pocket expenses such as travel expenses overseen periodically by the TCB.



Individuals who bring specialist skills required to fulfil statutory obligation, such as JIAC and are required to be vetted accordingly will be paid an annual allowance and out of pocket expenses such as travel for work undertaken within their role. This rate will be in line with other similar roles across public sector groups with statutory responsibilities and will be reviewed by the OPCC Chief Finance Officer on an annual basis with recommendations to be considered and approved by the Trust and Confidence Board.

Proposal 11 - Expenses

A schedule of reasonable expenses that can be claimed will be developed by the T&F group and agreed by the TCB. These should be in line with existing TVP expense levels. Claims should be made through the relevant secretariat and subject to spot checking by the TCB.

Vetting

Vetting can be important in maintaining security but can also be a barrier to members of the public getting involved. Therefore, a risk-based approach should be taken to ensure a broad database of applicants. For clarity the definitions of levels of vetting are set out below.

NPPV Level 1 - is usually only used for those who will have access to a police premises, but no requirement to view data. As such, it's typically reserved for personnel such as utility workers and contractors.

NPPV Level 2 - For personnel who will have unsupervised access to confidential material, either on police premises or remotely. However, it does not permit access to systems. Level 2 is divided into two subcategories - Abbreviated and Full.

Abbreviated is used for personnel who will need to view material designated as Official-Sensitive on a regular basis. Full, on the other hand, also enables holders to occasionally view materials listed as Secret.

NPPV Level 3 - The highest level of NPPV clearance, this permits access to all material covered by Level 2, but also allows for long-term, frequent and uncontrolled access to Secret level material, as well as occasional access to Top Secret materials.

Vetting for each of the groups is detailed in Annex A attached.

Proposal 12 - Member vetting

Members of the bodies set out in proposal 1 above, with the exception of JIAC who require NPPV Level 2, do not, by default, require vetting. Instead, all members will be asked to sign an appropriate confidentiality agreement along with an Memorandum of Understanding (MoU) to uphold the code of conduct (pg 13) and public sector Nolan Principles.

In certain circumstances, in consultation with the Chairperson, this may mean that certain material cannot be shared with all members. This is a limitation that must be accepted.

TVP and the OPCC would retain the right to remove any members (with or without vetting) if security concerns were raised.

If a body member is being invited to attend a specialist board, such as the VAWG board, consideration will be given to NPPV1 vetting before confirming the individuals' attendance on the board.

This proposal will be reviewed by the T&F group to ensure it is workable in practice, once details of the ToR for each body have been agreed.



Proposal 13 – Chairperson Vetting

All Chairpersons will be required to be vetted to NPPV1, with the exception of the Joint Independent Audit Committee (JIAC). This recognises their closer involvement with operational policing and the need to consider information with the police with regards to suitability for consideration by their groups. This will inevitably limit the pool of candidates who can be elected to these roles.

Proposal 14 - Vetting of JIAC

The JIAC Chairperson and body members will continue to be vetted to a minimum of NPPV Level 2, required to fulfil their statutory functions in line with any available national guidance.

Representation

It is clearly desirable to ensure a wide range of representation be that race, religion, sex, sexuality, socio-economic background, age, ability and experience.

Proposal 15 – Demographics of membership

There should be an ambition to maintain an active membership of the totality of the groups that is broadly representative of the population of Thames Valley. Similarly, there should be an ambition to maintain a similar balance within the database of candidates e.g. geographical areas and demographics such as age, ethnicity. This should be monitored by the TCB.

No-one should be appointed or removed from any group solely based on any protected characteristic, or other distinction. All appointments will be on merit. It is important to ensure proportionate representation based on the community being represented within every group, ensuring the totality of the membership is representative.

Notwithstanding the above, it is a requirement of the National Race Action Plan that the membership of the ISOB are members from communities with lived experience of the problems the TVP Race Action Plan seeks to address. This deviation from the normal process is accepted as ISOB is time-limited for a specific purpose.

Provision of information

All groups will be supplied with the information required for them to perform their functions.

Proposal 16 – Information sharing

TVP and the OPCC commit to providing all necessary information to the groups, subject to any legal or security restrictions, in a timely fashion.

Terms of reference

Consistency and clarity are key to the operation of all the scrutiny, governance and advisory groups. Therefore, ToR should be refreshed for each of these group, in line with the remit stated in Annex A.

Proposal 17 – Terms of reference

A pro forma ToR should be developed by the T&F Group and ratified by the TCB to ensure consistent parameters for each body, where appropriate. Each of the bodies should have their ToR refreshed based on this template and based on the remit set out in this review. Any changes to the ToR should either be proposed by the group themselves or determined by the TCB, or if proposed by the TCB itself, the Chairperson of that body must be consulted.



Responding to recommendations

Except for the Governance groups, none of these groups have the power to make decisions, only to make recommendations. Neither TVP nor the OPCC are required to agree those proposals. However, groups are justified in expecting any proposals to be seriously considered and appropriately responded to.

Proposal 18 – Recommendations from bodies

All formal recommendations from bodies (see Annex A) should be recorded in the minutes and centrally logged on a single database along with who the recommendation has been submitted to. Responses to recommendations are expected by the following meeting, if possible, but by the subsequent meeting at the latest. All responses should be similarly logged. Responses may accept recommendations, partially accept the recommendation with reasons, or reject the recommendation with reasons.

Proposal 19 – Monitoring of recommendations from bodies

Compliance with recommendation responses should be monitored by the TCB and failures to comply considered by them. Failure to comply by the TCB should be considered by the PCC and Chief Constable. The expectation is that consideration will be given to publishing recommendations and their outcomes within the Annual Report for each body, and also included within internal and external communication and engagement plans.

Proposal 20 – Annual reporting

Each body will produce an annual report highlighting their activity and recommendations along with outcomes and future focus, as a minimum.

Meetings

The planning for and conduct of meetings is important to allow wide engagement and transparent discussion.

Proposal 21 – Meetings

Wherever possible meetings should take place in person, with the decision on location / virtual / hybrid options being made by the Chairperson in consultation with the secretariat. Members should be consulted on the location and/or whether it will be a virtual meeting. All in person meetings should be also available for attendance via Teams where possible. The timing, location and duration of meetings should all be considered with the aim of making them as open as possible to the widest range of members.

Conduct

All members of these groups are expected to conduct themselves in an appropriate manner whilst taking part in this important work.

Proposal 22 – Code of conduct

Members will be required to sign up to an appropriate Code of Conduct in line with the Nolan Principles, to be developed by the T&F Group and agreed by the TCB.

Failure to sign, or a breach of the Code of Conduct or other such behaviour deemed to risk the reputation of the group, may result in removal from the body and database of candidates.

Proposal 23 – Concerns regarding members of any body

Concerns about the conduct of any member should be raised, in the first instance, with the Chairperson of that group (or the Chairperson of the TCB if the complaint is about the Chairperson).



The Chairperson should investigate any complaints or breaches of the Code of Conduct with the support of the relevant secretariat and will be responsible for determining if a member should remain on the group. The Chief of Staff of the OPCC and the Chair of the TCB should be notified in advance of any investigation taking place. The Chairperson of the TCB will be responsible for reporting to the Professional Standards Department as appropriate.

Training will be provided on this.

The TCB will act as an appeal body for any decisions to remove an individual. Any decision relating to the behaviour of a Chairperson will have a route of appeal to the PCC and/or Chief Constable.

Proposal 24 – Conflict of interest

Members will also be required to complete a register of interests, which will be reviewed by Professional Standards on a regular basis to identify conflicts of interest. These interests are not required to be published. It must be recognised that amongst the risks is the opportunity for an individual to act as a gatekeeper to the police, rather than a facilitator. Some may seek to use their position, particularly as a member of a Key Individuals Network (KIN) to bolster their own reputation or for some other gain. Such risks will be assessed at the time of recruitment and appointment and any concerns may result in removal from a group or the pool of candidates.

As mitigation to this, risk information will be included within the induction training around the code of conduct, which will address this point.

Ensuring consistency

One of the key objectives of this review is to ensure consistency, whilst still promoting innovation. Across Thames Valley different LCUs have developed different forms of community engagement, leading to a lack of consistency across TVP. In some cases, these engagements stray into the world of scrutiny and advisory groups creating confusion about the role of the individuals within a group.

Proposal 25 – Compliance

The TCB will be responsible, on behalf of the PCC and CC, for ensuring compliance with the new Governance Structure. For example, each LCU will maintain an Independent Advisory Group and Community Scrutiny Panel as proposed.

Other existing groups with overlapping responsibilities will be disbanded. If local commanders and body chairpersons identify a gap in scrutiny or advisory groups, they will raise this with the T&C Board for consideration. Local Commanders and body chairpersons will not be permitted to establish their own groups for any purpose other than local neighbourhood engagement.

Proposal 26 – Neighbourhood mapping

Outside of the formal Governance proposals, the Community Policing portfolio should continue to map existing Neighbourhood Action Groups and similar neighbourhood level groups to ensure the best possible engagement.

Administration & support

Suitable administrative support must be provided to ensure all of these groups are able to function effectively.



Proposal 27 – Trust and confidence support officer (TCSO)

The PCC will fund a post to provide support across the various groups, called the Trust and Confidence Support Officer (TCSO).

The Head of Governance for the OPCC will determine the work programme for this member of staff to ensure appropriate support for each group at the Force level. Additional secretariat support may be required from TVP and the OPCC, which can be negotiated with the OPCC Head of Governance with escalation to the TCB, as appropriate.

Proposal 28 – TCSO job description

The TCSO will be funded by the PCC on a 1 year fixed-term contract initially with the Role Description attached at Annex B.

Proposal 29 – Secretarial support

Secretarial support for each of the bodies will be agreed by the TCB upon recommendations from the OPCC Head of Governance. Local Command Units will be expected to provide local secretarial support for the bodies within their tier along with additional support through their Community and Diversity Officers (CADOs).

Proposal 30 – Budget

Aside from the staffing costs of administrative support, a budget will be created to cover costs such as room hire and other reasonable implementation costs (as agreed by the TCB) as well as the remuneration of expenses for members and annual allowance with expenses for Chairpersons. The total sum of this budget and whether it is funded by TVP, the OPCC or both remains to be determined.

Proposal 31 – Training

Each Chairperson will be offered in-house training, both in managing meetings and familiarising themselves with policing processes. All members and chairpersons of bodies will be expected to attend appropriate induction training as developed by the T&F Group.

Conclusion

The proposals herein are submitted to the PCC and Chief Constable for review and review and decision at the Liaison meeting on the 12th January 2024. Following the responses from the PCC and CC, formal communication of next steps and design of the public document outlining the approved proposals will be developed. The Task and Finish Group will be set up with the first meeting to be held post the 12th January 2024.

Annex A

Governance Structure – Strategic Level

Name:	Chairpersons Forum
Category:	Advisory
Making recommendations to:	Trust & Confidence Board
Lead officer:	ACC Murray/OPCC CoS
Remit:	Co-ordinating business between various scrutiny and advisory panels with potential to make recommendations to the Trust & Confidence Board. Not intended to consider operational matters that are the remit of the constituent groups.
Membership size:	TBC by Task and Finish Group
Remuneration:	n/a
Meeting frequency:	Bi-annual
Membership requirements:	Chair of a Force level or LCU level body
Chair's tenure:	Elected for each meeting due to potential for frequently changing membership
Membership tenure:	Limited only by tenure on respective groups
Membership limitations:	Independent members only

Name:	Joint Independent Audit Committee (JIAC)
Category:	Governance (Statutory) and risk
Making recommendations to:	Chief Constable and Police and Crime Commissioner
Lead officer:	OPCC CFO and TVP CFO
Remit:	Statutory Audit functions including formal support to the Chief Constable and PCC in their annual Assurance report
Membership size:	5
Remuneration:	Annual allowance plus expenses
Meeting frequency:	Quarterly
Membership requirements:	NPPV2, meeting minimum professional experience requirements
Chair's tenure:	2 year term, maximum 4 years
Membership tenure:	4 year term, maximum 8 years
Membership limitations:	Independent members only. Not member of other bodies.

Name:	Trust & Confidence Board
Category:	Governance
Making recommendations to:	Chief Constable & Police and Crime Commissioner
Lead officer:	ACC Murray / OPCC CoS
Remit:	Co-ordination of scrutiny functions and oversight of advisory arrangements. Providing Force-level responses to recommendations. Tasking issues for consideration of Advisory or Scrutiny groups.
Membership size:	n/a
Remuneration:	n/a
Meeting frequency:	Monthly
Membership requirements:	Senior TVP Officers, OPCC representatives
Chair's tenure:	Ex Officio
Membership tenure:	Ex Officio
Membership limitations:	

Annex A

Governance Structure – Force Level

Name:	Complains & Standards Committee (CSC)
Category:	Scrutiny
Making recommendations to:	Trust & Confidence Board
Lead officer:	Head of Professional Standards
Remit:	Scrutinising the handling of complaints and upholding professional standards. Scrutiny limited to process and, whilst examining examples, does not extend to adjudicating on individual complaints.
Membership size:	10 (quorum 5)
Remuneration:	Members: expenses only; Chair: annual allowance plus expenses
Meeting frequency:	Quarterly
Membership requirements:	Members: Non-Vetted; Chairperson: NPPV1
Chair's tenure:	2 year term, maximum 4 years
Membership tenure:	4 year term, maximum 8 years
Membership limitations:	Independent members only. Not members of other Force level bodies.

Name:	Custody & Outcomes Scrutiny Panel (COSP)
Category:	Scrutiny
Making recommendations to:	Trust & Confidence Board
Lead officer:	Chief Supt Criminal Justice
Remit:	To scrutinise the use of out of court disposal, custody decisions and other outcomes, including, but not limited to disproportionality.
Membership size:	10
Remuneration:	Members: expenses only; Chair: annual allowance plus expenses.
Meeting frequency:	Quarterly
Membership requirements:	Members: Non-Vetted; Chairperson: NPPV1
Chair's tenure:	2 year term, maximum 4 years
Membership tenure:	4 year term, maximum 8 years
Membership limitations:	Independent members only. Not members of other Force level bodies.

Name:	Ethics Think Tank
Category:	Advisory
Making recommendations to:	Trust & Confidence Board / TVP Operational Leads
Lead officer:	TBC
Remit:	To advise on ethical issues, including data ethics issues regarding operational policing. These may originate from operational situations, be referred by the Trust & Confidence Board or reflect emerging themes.
Membership size:	6
Remuneration:	Members: expenses only; Chair: annual allowance plus expenses.
Meeting frequency:	Quarterly
Membership requirements:	Some of the external members must have expertise in data ethics. TVP/OPCC staff may also be members providing they remain in the minority. Members: Non-Vetted; Chairperson NPPV1
Chair's tenure:	2 year term, maximum 4 years; Non-TVP/OPCC staff
Membership tenure:	4 year term; maximum 8 years
Membership limitations:	Not members of other Force level bodies. Chair to be Independent.

Annex A

Governance Structure – Force Level (...continued)

Name:	Independent Scrutiny & Oversight Board for the Race Action Plan (ISOB)
Category:	Scrutiny
Lead officer:	ACC Murray
	Scrutinise the implementation of the TVP and National Race Action Plan. Lifetime limited to 3 years, ending 2025, after which scrutiny will be business as usual through IAGs and CSPs.
Membership size:	5
Meeting frequency:	Quarterly
Chair's tenure:	For lifetime of ISOB
Membership limitations:	Independent members only. Not members of other Force Level bodies.

Independent Custody Visitors
Scrutiny (Statutory)
Remit: Welfare of detainees

VAWG Partnership Forum
Advisory
Remit: Advise on operational policing of VAWG offences
Members: expenses only; Chair: annual allowance plus expenses

Rural Crime Partnership Forum
Advisory
Reports to Trust & Confidence Board & operational lead
Remit: Advise on operational policing of rural crime
Independent Chair
Members: expenses only; Chair: annual allowance plus expenses

Retail Crime Strategic Partnership Forum s
Advisory
Remit: Advise on operational policing of retail crime
Members: expenses only; Chair: annual allowance plus expenses

Annex A

Governance Structure – Local Command Unit Level

Name:	Independent Advisory Groups x5 LCUs
Category:	Advisory
Making recommendations to:	Trust & Confidence Board / LCU Commanders
Lead officer:	LCU Commanders / CADOs
Remit:	To provide a community voice and advice on operational and community issues within the Local Command Unit.
Membership size:	10
Remuneration:	Members: expenses only; Chair: annual allowance plus expenses
Meeting frequency:	Quarterly
Membership requirements:	Confidentiality agreement; Members: Non-Vetted; Chairperson: NPPV1
Chair's tenure:	2 year term, maximum 4 years
Membership tenure:	3 year term, maximum 6 years
Membership limitations:	Independent members only. Not members of other LCU level bodies.

x5

Name:	Community Scrutiny Panels x5 LCUs
Category:	Scrutiny
Making recommendations to:	Trust & Confidence Board / LCU Commanders
Lead officer:	LCU Commanders / CADOs
Remit:	To scrutinise operational policing within the Local Command Unit with regards to Stop and Search, Use of Force and Use of Powers. Including but not limited to disproportionality.
Membership size:	10
Remuneration:	Members: expenses only; Chair: annual allowance plus expenses
Meeting frequency:	Quarterly
Membership requirements:	Confidentiality agreement; Members: Non-Vetted; Chairperson: NPPV1
Chair's tenure:	2 year term, maximum 4 years
Membership tenure:	3 year term, maximum 6 years
Membership limitations:	Independent members only. Not members of other LCU level bodies.

x5

Annex B

Trust and Confidence Support Officer Job Description

JOB DESCRIPTION

Job Title: Trust and Confidence Support Officer	
Job Family: Business Support	Role Profile Title: BB4 Police Staff
Reports To: Head of Governance and Compliance	Band level: 4I
Staff Responsibilities (direct line management of): ICVS Manager and Governance Officer	

- a. **OVERALL PURPOSE OF THE ROLE:** Defines the role, put simply, why it exists.

The overall purpose of the role is to: manage the delivery of the Trust and Confidence in policing agenda across the Office of the Police and Crime Commissioner (OPCC) and TVP, overseeing scrutiny, implementing T&F Group proposals from the recent Scrutiny Review. Work with the Trust and Confidence Board to monitor progress, deliver outcomes, and engage with stakeholders.

Responsibilities include overseeing Trust and Confidence areas, monitoring survey data, identifying trends, proposing areas for scrutiny, advising the PCC on scrutiny needs, and engaging with community recruitment for scrutiny groups. The role also involves managing recruitment processes for joint OPCC and TVP Scrutiny Group chairpersons and members.

- b. **KEY ACCOUNTABILITY AREAS:** Define the important aspects of the role for which the job holder is responsible for results or outcomes.

The key result areas in the role are as follows:

1. Assess the national strategic direction to ensure that the OPCC and TVP are leading in excellent scrutiny, aligning objectives with the Police and Criminal Justice and Crimefighters plans. Develop an OPCC Trust and Confidence Strategy, supporting the Trust and Confidence Board in coordinating and responding to national requests, and promoting transparency and independence across the Trust and Confidence agenda by sharing and identifying good practices. Stay informed about national and regional Trust and Confidence activities, as well as expectations from HMICFRS (His Majesty's Inspectorate of Constabulary and Fire & Rescue Services), College of Policing, APCC (Association of Police and Crime Commissioners), APACE (Association of Police and Crime Commissioners Chief Executives) and other National bodies. Compile and present progress reports, including key risks, to the Trust and Confidence Board regarding the delivery of projects.
2. Support the implementation of Governance and Scrutiny Review proposals in collaboration with the T&F Group chairperson, with a focus on regularly reviewing the effectiveness of scrutiny groups in conjunction with the Trust and Confidence Board. Ensure consistency of scrutiny and governance by facilitating ongoing collaboration between the OPCC, TVP, and stakeholders.
3. Provide support to joint OPCC and TVP Scrutiny groups. Liaise with Chairpersons and members, as well as representing the PCC at identified meetings. Collaborate with TVP Trust and Confidence Leads and Scrutiny Group Chairpersons to design and coordinate all aspects of the management of joint scrutiny panels across both the OPCC and TVP. Responsibility for all aspects of recruitment planning for chairpersons and members of the OPCC and TVP scrutiny groups, including managing a database of approximately 200 volunteers. Attend relevant meetings, such as Police Service Volunteers, to gain insights into the broader implications of the Trust and Confidence agenda for all volunteers and stakeholders. Develop and monitor forward schedules/plans up to a year in advance in relation to meetings, agendas and monitoring ongoing actions.
4. Influence Trust and Confidence initiatives by shaping responses to survey results, monitoring outcomes, and overseeing progress in collaboration with OPCC departments and TVP work stream leads. Provide constructive challenge in areas lacking progress, escalate issues to the Trust and Confidence Board when necessary and negotiate with enabling departments to secure resources for timely delivery. Balance stakeholder and volunteer expectations with the operational needs and resources of OPCC and TVP.
5. Manage proactive engagement with stakeholders impacted by the Trust and Confidence agenda, collaborating with OPCC and TVP stakeholders as needed. Deliver presentations to the Trust and Confidence Board, as well as potentially to large audiences at various events. Liaise with OPCC and TVP Communications and Engagement Leads to promote the Trust and Confidence agenda, ensuring the implementation of internal and external engagement plans within Scrutiny groups. Ensure effective communication of OPCC and TVP engagement plans across the organisations and into the broader Thames Valley community, supporting the Trust and Confidence Board with community engagement activities such as focus groups, community events, and targeted communications in collaboration with OPCC and TVP Communications and Engagement leads.
6. Oversee the Independent Custody Visitors Scheme (ICVS) Manager, providing day-to-day support for Independent Custody Visitors (ICVs), and assisting in data collation for the annual assurance report presented at SMG. Ensure relevant Trust and Confidence agenda elements within the ICVS scheme, manage internal and external suppliers for Trust and Confidence initiatives, and handle expenses and claims from volunteers, reporting issues to the Head of Governance and Compliance. Monitoring Trust and Confidence budget expenditure, reporting deviations to the PCC, and taking responsibility for training and vetting new volunteers within scrutiny groups, ensuring they have the tools to promote trust and confidence in the Thames Valley, providing assurance to the PCC.
7. Provide lateral support and cover to other members of the team in order to maintain resilience and mentoring for new members of staff, including Apprentices.

c. **DIMENSIONS:** Include matters such as key result areas that make the greatest demands on the role holder, seasonal pressures, items processed, the number of customers and/or level of authority to make financial decisions or commit other resources.

Further Comments:
This role will report into the OPCC Strategic Management Group through the Head of Governance and Compliance and will have matrix management by the chair of the TVP Trust and Confidence Board and may be from time to time requested to present reports to SMG.
The Trust and Confidence Support Officer will be involved in influencing or managing projects within a budget, influencing stakeholders and volunteers ultimately impacting on the electorate.
The Trust and Confidence Support Officer is responsible for line managing the ICVS Manager and must have effective relationships with stakeholders to drive change which influences culture, infiltrating into the community which it serves.
Part of this role is attendance at meetings which may be outside of normal office hours so the ability to be flexible is critical.
The post-holder must be resilient and flexible and promote professional and positive behaviour when representing the PCC/OPCC.

d. **CHARACTERISTICS OF THE ROLE**

Expertise: Concerned with the level of administrative, professional and/or technical expertise (knowledge and skills) needed to perform the role effectively; may be acquired through experience, specialised training, and/or professional or specialist education and training.

The knowledge or skills required in the role are as follows (essential or desirable):	E/D
1. Strong interpersonal, emotional awareness, communication and stakeholder management skills. The ability to build effective relationships and negotiate with multiple stakeholders and volunteers including the involvement of those impacted by change.	E
2. Proven ability to self-manage, prioritise effectively, work to deadlines, handle diverse information, co-ordinate electronic communications, manage a substantial workload and solve problems with no supervision. Able to work confidently and on own initiative.	E
3. Proven ability to influence cross-function teams, define roles and delegate effectively to achieve project deliverables.	E
4. Strong interpersonal skills with an ability to communicate effectively, clearly and concisely at all levels (internally and externally) with tact and diplomacy.	E
5. Experience of taking and producing minutes at high level meetings concerning complex and sensitive subject matter. Able to write clear and concise reports to cater for different audiences.	E
6. Must have capability to travel to different locations across the Force, undertake all assignments in a timely manner, and attend regional and national meetings which may include face to face engagements as and when required. Current driving licence is considered essential.	E
7. IT literate and experience in Microsoft Applications and SharePoint Platform. Proven ability to manipulate data from a variety of sources and databases and willing to learn new technology, databases and systems.	D
8. Recent and relevant experience in business change project management with proven evidence of successfully delivery and embedding change.	D
9. Experience of working in a politically sensitive environment within a public sector.	D
10. Knowledge of government, political, partnership, communities and key stakeholder groups	D

