



**MINUTES OF JOINT INDEPENDENT AUDIT COMMITTEE MEETING
HELD ON FRIDAY 12 DECEMBER 2025 COMMENCING AT
13:00HRS AND CONCLUDING AT 17:00 HRS - PART I**

Committee Members Present:

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

Present:

B Snuggs (Deputy Chief Constable, Thames Valley Police TVP)

G Ormston (Chief Executive, OPCC)

M Thornley (Chief Finance Officer, OPCC)

V Waskett (Head of Governance, OPCC)

L Waters (Head of Finance, TVP)

M Lattanzio (Chief Digital & Information Officer, TVP)

C Widdison (Head of Governance and Change, TVP)

A Nicholls (Head of Strategic Governance, TVP)

N Langton (Deputy Head of Strategic Governance, TVP)

S South (Head of ICT Business Services, TVP)

N Cornelius (Director of People, TVP)

J Lynn (Head of Accounts, TVP)

A Brittain (Associate Partner, EY)

A Kennett (Audit Manager, EY)

N Shovell (Chief Internal Auditor, TVP & OPCC)

A Shearn (Principal Auditor, TVP & OPCC)

J Katouzian (Governance Manager, OPCC)

Observers: None

PRELIMINARIES

1. Apologies and Introductions

No apologies.

2. Minutes & Actions of the JIAC Meeting held on 19.09.25 (Part I)

The Chair, Stephen Page (SP) reviewed the minutes and actions of the JIAC meeting held on 19 September 2025

The following actions are complete and can be removed from the Action Log:

**JIAC 007 – JIAC 017 – JIAC 019 – JIAC 027 – JIAC 028 – JIAC 029 – JIAC 030
JIAC 031 – JIAC 032 – JIAC 033 – JIAC 034**

(SP) welcomed the new Actions Memo that was included in the document bundle, though this can be improved by listing all outstanding Actions in numerical order.

Action: Update Action Memo for next meeting and list all actions in numerical order
JK (JIAC 001)

Action JIAC 033, (SP) queried the data from the OPCC regarding 43% of closed cases with mediators involved (OPCC commissioned service). Can it be clarified as to what this refers to?

Action: Provide data on the number and % of mediation cases resolved, that do not return as repeat cases. Helen Wake, OPCC (JIAC 002)

Action: Clarification on the data behind 43% closed cases with mediators involved.
Helen Wake, OPCC (JIAC 003)

REGULAR UPDATES

3. Progress on Delivery of 2025/26 Internal Audit Plan. (Neil Shovell – NS).

(NS) gave an overview of the Internal Audit Plan. It is generally going well – 2 new audits are in progress, 2 other audits are about to be completed. No issues to raise.

No Actions

4. Progress on the Delivery of Agreed Actions in the Internal Audit Report. (Gillian Ormston – GO & Martin Thornley – MT, for the OPCC) (Ali Nicholls – AN, for TVP).

Melissa Strange (MS) noted that this is a new method of reporting and it would be very helpful in future to note trends when analysing the data: this can be discussed and developed further in off-line meetings.

The Committee noted in the report that some 2022/23 actions are still outstanding for the ICT department. These include Contact Management Platform performance, ICT Enterprise and 365 Security Management. The due date for some outstanding actions are 31.12.26. Mike Lattanzio (ML) will look into the detail and provide an update for the Committee.

Action: Provide updates regarding outstanding ICT actions and due dates – ML (JIAC 004)

5. TVP Risk & Business Continuity update. (Ali Nicholls – AN).

The Committee reviewed and discussed the report submitted. Luca Raffellini (LR) raised concerns that the volume of cases into the MASH (Multi Agency Safeguarding Hub) is high and increasing. Ali Nicholls (AN) clarified this is a backward look: if it were measured today TVP are confident the figures would be lower. This is a result of increased focus, the DCC's risk improvement and learning meetings which has put MASH front and centre in priority, with extra resources allocated.

(SP) asked for clarity on the number of CSAM (Child Sexual Abuse Material) referrals, currently showing in the report as 109 per month. DCC Ben Snuggs (BS) clarified that this equates to 40-50 case referrals and could be categorised as either a piece of information or intelligence, or a victim based referral.

The Committee queried regarding the risks surrounding airwave radio replacements. Linda Waters (LW) advised that the switch off for Airwave Radios is due in December 2029. In the Capital Programme there is £12million set aside for the Airwave Programme. The new airwave system, once up and running, we still run alongside the old system whilst waiting for all police forces to migrate over nationally. (LW) confirmed that procedures are in place, the project is resourced and planned for the change.

Kay Taylor (KT) highlighted business continuity on Page 81. The 19 most business critical activities are due to be signed off in Q4. Please could the Committee be provided with a list of the 19 most critical business activities.

Action: Provide list of 19 most critical business activities – AN (JIAC 005)

6. OPCC Risk Register. (Gillian Ormston – GO).

The Committee noted that the additional risk in the abolition of PCCs has been added to the risk register, to be discussed later as a separate item.

Some clarity was requested regarding the risk register and where certain items are categorised as issues vs risks? (GO) will get this clarified in the Risk Register to differentiate risks vs issues.

Action: Clarify risks vs issues in the OPCC Risk Register – GO (JIAC 006)

7. Fire Safety. (Ali Nicholls – AN & Claire Widdison – CWI)

Fire Safety has been an agenda item throughout this year given its importance and effect upon people and the critical infrastructure. (LR) asked if the issue of Fire Safety is now being addressed fast enough, with safety protocols and training in place for Fire Wardens and Fire Marshalls.

(AN) confirmed that the training is in place for Fire Wardens and Fire Marshalls, everyone has had training to be a Fire Incident Controller and Fire Wardens exist at high risk sites such as Contact Management. (BS) acknowledged that earlier on TVP were a bit slow in dealing with this, but it is well covered now and much progress has been made. (SP) recommended that the Fire Service carries out some form of review, (BS) agreed and advised that this is already being planned.

Action: Update JIAC when the Fire Service has carried out a review of TVP's fire safety - BS (JIAC 007)

SUBSTANTIVE ITEMS

8. Update on the TVP Estates Strategy (DCC Snuggs – BS, verbal update).

(BS) provided the Committee with an update on the progress of the 10 year Estates Strategy. 99 sites have so far been disposed of in the past 10 years, generating net capital receipts of £14 million. Various site are being looked at in terms suitability or current need, such as

Neighbourhood Policing sites, TVP are also looking into collaboration and the use of premises with partners such as the Fire Service.

(SP) thanked BS for the update and noted that this area of work has improved over the past 12 months. JIAC continues to encourage TVP to plan its estates in line with a multi-year business strategy which prepares the Force for how threat and policing will develop in the future.

No Actions

FINAL ACCOUNTS & FINANCIAL POSITION

9. Statement of accounts (Martin Thornley – MT & Linda Waters – LW)

The Committee reviewed the statement of accounts presented, some points of discussion:

- Chris Westcott (CW) made the suggestion that in future reports, rather than only presenting figures e.g. volume of 999 calls, that some narrative and positive examples are included.
- (SP) raised the query, why cannot TVP/OPCC estimate the impact of the accounting standards upon the accounts, as stated in the report? Martin Thornley (MT) clarified that this is in reference to future accounting, rather than the current position.
- (SP) how comfortable is the position regarding liability and insurance claims made against Thames Valley Police? (MT) we are very comfortable and not aware of any hidden or unknown risks in terms of liability. (LW) further expanded that TVP are part of a 10 Force Insurance Consortium and a national Police insurance forum, this means any themes, trends or major issues will be highlighted and brought to our attention.

The Committee agreed that the Chair is delegated authority to approve the accounts before the next meeting, subject to no material changes being identified.

Action: Review statement of accounts for approval – (SP) (JIAC 008)

EY Final Audit report result. (Andrew Brittan – AB & Alison Kennett AK).

Andrew Brittan (AB) – there are 2 reports. 1. Auditors Annual report, this is a public facing document referencing the financial statements and commentary on value for money. This will be finalised once signed off.

The Committee noted the observation in the report on P.343, significant capital slippage being brought forward and the risk of using reserves to cover this.

(MT) our medium term capital plan shows not only are we using reserves for our Estates, but also recognising the borrowing requirement for the future. We recognise the risks and have addressed them in the plan.

(AB) 2. Draft Audit Results Report, which builds upon the progress report shared in the previous meeting. The report is not final as yet as the Pension Assurance, from the Buckinghamshire Pension fund, is still to be received from their auditors. We are not quite finished with the work laid out in our audit plan, which has been discussed in the pre-meeting session.

Following some discussion, the committee will liaise with the Heads of Finance and the Auditors to understand where the delays have occurred, in processing data and responding to queries. This will assist in learning lessons and avoid such delays in the future

No Actions

BREAK 10 MINS

UPDATES & REQUESTED BRIEFINGS

10. Abolition of PCCs, impact upon the OPCC and TVP. (Gillian Ormston – GO and DCC Snuggs – BS. Verbal update).

(GO) provided the committee with the background to the announcement of the abolition of PCCs. This was announced without prior consultation on 14 November 2025. From a process perspective staff were able to be warned shortly before the abolition announcement in Parliament. The future scenario is that we believe an elected Thames Valley Mayor, covering all 3 counties, is unlikely. A more likely outcome is a Police and Crime Board with an appointed Policing Lead.

There are possible multiple scenarios regarding OPCC staff. These range from fully transferring the existing staff to a new authority, to (at the other end of the scale) a new authority using their own staff from their own resources. The OPCC is working closely with our professional organisations and partners to make the transition as smooth as possible, maintaining our work and our business-as-usual activities, as well as our effective relationships with TVP and other stakeholders.

(BS) spoke about the proposed Police Reform and prospective merging of Police Forces. We do not know as yet what the transition will be for PCC's offices, coupled with possible reductions in the number of Police forces and mergers. We will continue to work through our Strategic Governance team to understand these changes once they become clearer.

The Committee thanked GO and BS for their updates on these evolving topics and acknowledged that both organisations are working towards a smooth path for the workforce and minimal disruption to services.

No Actions

11. OPCC approach to Risk Management (Gillian Ormston – GO)

The Committee reviewed the paper submitted. 2 queries arose:

- P420, the RACI Matrix Appendix E, there is no one listed as accountable for operational risks, unlike the other areas - was this intentional?
- The table further down with a more simplified version has a different font, size and colours, which makes it difficult to follow.

Action: Amend the RACI Matrix to include accountable for operational matters – GO (JIAC 009)

Action: Amend the tables so they match in font and style – GO (JIAC 010)

12. Local Resilience Forum highlighted risks (DCC Snuggs – BS, verbal update)

(SP) introduced the topic with an observation that the PCC's annual report does not show any measured outcomes against the Force's work to be ready for major civil contingencies, ie the "Prepare" part of the Force's responsibilities. JIAC has asked how assurance is gained that this area of TVP's work is effective and sufficient.

(BS) provided the committee with an overview of the working of the Local Resilience Forum (LRF): The Forum is a coalition of Thames Valley Police and local partners such as Fire, Ambulance local authorities etc, to manage critical incidents and emergencies which affect the population as a whole.

(CW) noted that the public LRF website lists the 2022 Local Resilience Forum Risk Register, which has incident preparation for disasters not likely to occur in the Thames Valley, e.g. volcanic eruption; and does not reflect the current mix of threat including hostile state activity. Can we see the 2025 Risk Register to compare? (BS) will arrange and forward to the committee.

(SP) queried what assurances there are that suitable mechanisms are in place, where TVP has a role and that they are ready to take action? The Mass Casualty Bureau for example, is it ready to operate at scale? Is there a proven plan to have sufficient specialist capability which cannot be "generated" on demand, i.e. equipment for vehicles needed in hurry to manage a large scale incident requiring the movement of a large population. Agility is definitely not an issue, TVP are very good at that, but is the catalogue of necessary equipment, personnel and systems in place?

(BS) noted that there is a national register of specialist equipment, but there may be further to go in how TVP measures and reports its performance in the area of resilience.

The committee agreed it would be a useful exercise for TVP identify the top 10 risks and for the committee to be able to assess the readiness of TVP to engage and respond to Local Resilience Forum activity. The Committee noted this is a shared activity among other partners and services.

The Chair (SP) recommended that TVP review their current business resilience plans to ensure that Local Resilience Forum risks and major incident/disaster planning is factored in.

(SP) questioned if the PCC is giving sufficient oversight in this matter? (GO) confirmed that the PCC has oversight, the OPCC was recently audited in this area and our Director of Services, Helen Wake attends the Local Resilience Forum. (SP) asked whether at present, there is anything further that the PCC needs to do to ensure TVP are prepared for disasters/major incidents in the future? It is not mentioned in the PCC Annual Report. (GO) will raise with the PCC Chief Officer Group.

Action: Forward to the committee the latest 2025 Risk Register Local Resilience Forum – BS (JIAC 011)

Action: Update the committee on the top 10 threats involving the Local Resilience Forum – BS (JIAC 012)

Action: TVP to review business resilience taking into account disaster preparations – BS (JIAC 013)

Action: TVP to confirm that there is a comprehensive and active process to ensure that capabilities required in a disaster, that cannot be generated on demand, are in place at sufficient scale – BS (JIAC 014)

Action: Review the PCC actions regarding TVP preparedness re: Local Resilience Forum – GO (JIAC 015)

13. Use of AI tools as part of the Digital Strategy (Mike Lattanzio – ML)

(ML) provided the committee with an overview of the report. The key principles are across 4 main work streams:

- Portfolio of change in progress e.g. IT system upgrades.
- Cost savings, an area of continuous focus for reinvestment.
- Business Transformation – the top most critical issues, creating problem books and prioritising addressing them.
- Overall Infrastructure.

(CW) we tried mapping the medium term capital plan, with the numbers detailed on page 454 of the document bundle – we weren't able to reconcile the numbers. (ML) there are some inaccuracies in those numbers, we have just updated the document in the last few days. The final version will be shared with the Committee.

Action: Share final version of Digital Strategy when it has been aligned with the Medium Term Financial Strategy – ML (JIAC 016)

14. Volunteer Strategy including Special Constables (Nicky Cornelius – NC)

Nicky Cornelius (NC) added further information to the report, regarding police volunteers:

TVP have 229 Cadets, with funding from the Home Office and the PCC and Chief Constable's joint Community Fund - with commitments for funding in the future.

There are 50 different roles that Police Volunteers cover, ranging from stables hands, workshops assistants, to data analysts and intelligence analysts. We provide specialist training and vetting.

Return on investment, based upon the College of Policing assessment criteria, TVP recoups about £480,000 per year.

The Chair (SP) wanted it noted for the record our acknowledgment of the incredible contribution to public safety and service made by TVP's volunteers and Specials. TVP is very lucky to have their valuable contribution, given freely and voluntarily without pay.

The Committee encouraged TVP to take a strategic view on how Specials (or other types of organized volunteer) could be deployed in creative ways beyond response teams and community policing as TVP's strategy evolves. For example, could more use of Specials be made in cyber, fraud, AI, or other areas where the right individuals could bring deep expertise? And are they used as surge capacity in areas which would benefit? BS responded that a number of exploratory steps had been taken in this direction although there may be further opportunities.

(MS) noted the lowest scoring matrix in the report, following the survey of Special Constable's, was the answer to the question about feeling valued. Do we know more about why this is on the lower side? Though the number is improving. (NC) Not aware at the moment, we will go away and look into this.

Action: Analysis of Special Constable survey responses regarding being valued – NC (JIAC 017)

Action: Update JIAC on emerging views about strategic deployment of Specials into areas other than Response and Community Policing – BS (JIAC 018)

15. JIAC Annual Assurance Report (Stephen Page, Chair – SP)

(SP) presented the JIAC Annual Assurance Report and invited attendees to make any comments or raise any concerns. No issues raised.

(SP) has discussed with GO a range of ways the Report could be used to support TVP's external messaging, regulatory processes etc. GO will take this forward.

Action: GO to ensure appropriate distribution (and actions on) the JIAC Annual Assurance Report.

No Actions

16. Any Other Business

(MT) Forward planning, agenda items to be discussed at future meetings (along with standing items).

- Victims First Hub.
- Code of Governance.
- Annual Governance Statement.
- Treasury Management and Budget Strategy.
- Force Strategy Update.
- AI training and guardrails.

Jim Katouzian (JK) thanked everyone for submitting their reports on time. I attended a Fire Wardens course on 08.12.25, organised by TVP, it was first class, very informative.

No Actions

The meeting concluded at 16:21

Date of next meeting: Friday 06 March 2026 at 1300-17:00hrs to be held in the CCMT Conference Room, HQ South/MS Teams