ITAC meeting minutes

21 April 2026 10:00–12:30 Teams

In attendance:

Jason Sinclair	JS	ISOB Chair
Arshad Jarral	AJ	ISOB
Dannii Hinds	DH	ISOB
Sumera Khalandar	SK	ISOB
Lisa Honess	LH	Trust and Confidence Support Officer OPCC
Rachel Gilbert	RG	Head of Performance, OPCC
Gillian Ormston	GO	Chief Executive, OPCC
Nita Pankhania	NP	Business Partner, Diversity, TVP
Louise Warbrick	LW	T/Superintendent Legitimacy, Diversity & Inclusion, TVP
Neelam Shiraz	NS	MK CADO, TVP
David Woodhouse	DW	TVP Observer

Apologies

Mohamed Kharbouch, ACC Dennis Murray, David Hession, Revd Nicky Skipworth, Chris Lloyd

Opening

The Chair welcomed members and confirmed attendance.

It was noted that an automated transcription bot had joined the meeting via a participant's calendar. Members reaffirmed that **AI or recording bots are not permitted to attend meetings** in place of members. The bot was removed.

Actions from Previous Meetings

Action log was reviewed and updated (see end of document).

Transition from ISOB to ITAC (Independent Trust, Assurance & Confidence Board)

The revised **Terms of Reference** were discussed.

Key Points

- The agreed name is **ITAC – Independent Trust, Assurance & Confidence Board**.
- Members supported the revised ToR, subject to the title correction.

Sub-groups / Areas of Focus Members discussed moving to a **pillar-based model**, aligned to the Trust & Confidence Strategy, allowing members to take ownership of specific strands.

The five pillars are:

- Use of Police Powers
- Supporting Victims and Understanding Disproportionality
- Bring Communities Together and Tackling Hate Crime
- Community Engagement and Reconciliation
- Trust and Confidence of our own Workforce

The importance of **protected characteristics flowing across all pillars**, rather than being siloed, was emphasised.

Action 1: LH to amend ToR to reflect the agreed ITAC title and recirculate. Completed.

Action 2: RG/LH to issue a short preference survey to ITAC members to align members to pillar-based focus areas.

Communications & Social Media

Members discussed how ITAC will communicate its role and value to the public.

Agreed

- Develop a short **1–2 page explainer** setting out ITAC's purpose and role.
- Offer optional **social media guidance / training** for members.

Action 3: OPCC Comms (via LH/RG) to develop an ITAC one-pager for member use. Completed

Action 4: RG to arrange social media guidance for ITAC members.

Forward Work Programme

The draft work plan was reviewed.

Key Discussion

- Work programme currently overly weighted towards **Use of Force**.
- Members requested improved balance across all five Trust & Confidence pillars.
- ITAC's role agreed as **strategic oversight**, not duplication of local BWV scrutiny.
- Trust & Confidence Survey data confirmed as a **standing agenda item**.

Action 5: RG/LH to revise the work plan to clearly reflect all five pillars and expected outcomes.

CADO Update (NS)

Updates were provided covering:

- Community reassurance linked to **Middle East conflict**.
- Ramadan and Passover engagement.
- Large-scale community engagement events (e.g. Milton Keynes).
- Hate crime trend monitoring improvements, including enhanced review of reports.
- Proactive schools engagement responding to social media-driven incidents.

Member questions covered youth disorder, TikTok-driven incidents, and national hate-crime context.

CADO reporting format going forward: Members agreed a concise, verbal update model (national & international tensions, community engagement, Trust & Confidence activity, emerging risks, seldom heard communities).

Trust & Confidence Survey – Quarter 3, Zen City (RG)

Overview

- Over **2,500 responses**, meeting target.
- Demographics broadly reflective of Thames Valley communities.
- Survey methodology differs from previous provider; **Q3 survey data agreed as the new baseline**.
- Early Q4 data indicates emerging improvements. Q3/Q4 comparison on agenda for July meeting.

Key Discussion

- Perception vs operational reality gaps.
- Importance of not over-interpreting comparisons with previous surveys.
- Agreement to focus scrutiny on a **small number of priority questions**.

Action 6: ITAC members to submit up to 3 survey questions for deeper scrutiny by **8 May 2026** (RG to collate).

Ethnicity Recording Update

Deferred to next meeting.

Trust & Confidence Performance Framework

Update:

- Draft shared internally with pillar leads in TVP.
- Framework intended to support ITAC scrutiny and governance accountability.
- Expected to be ready **before June 2026**, on agenda for July meeting

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Any Other Business

1. **Staff Support Networks:** Proposal to invite a representative to discuss internal ethnicity and workforce experience agreed in principle.
2. **Invitation of External Contributors to Future Meetings**

   Members discussed external independent community members attending meetings. It was agreed that a maximum of five external attendees could be present. It was further discussed that any feedback from external attendees would be provided to the Chair after the meeting.

Action 7: LH to invite Staff Support Network representative to the July CPF meeting and then the following ITAC meeting in September.

Action 8: LW to draft guidance on management of rotational volunteers and take this to the TCSB.

Key Messages

Clear focus and success measures
There was strong agreement on defining ITAC's key areas of focus, structured around clear pillars, with an emphasis on success measures, impact, and consistency.

Communicating value to the community
A key shift is ensuring ITAC can clearly articulate and communicate the value it delivers—both the value the force brings and ITAC's role—so the wider community understands the impact and how they can positively engage.

Agreed priorities and a developing plan
There is confidence that priorities for the year have been identified and that there is a plan in place, even though it still needs further refinement.

Meeting closed: 10:47

FEEDBACK FORM LINK FOR CHAIR ONLY

Next meeting: 23 July 2026

Time: 10am-12noon

Format: IN PERSON: Committee Room One

Microsoft Teams Need help?

Join the meeting now

Action Log

DATE	ACTION	OWNER	NOTES	STATUS	DATE
21/7/25	DM to discuss with Ben Clark: 3. and the possibility of doing a community trigger to say that the force must contact their local ISOB member before issuing a S60.	DM	3. The templates highlight liaison requirements re IAG. We can discuss whether ISOB needs to be built in or whether ISOB need to be informed of every S.60 post event and what this process might look like. CSP currently review S.60 encounters and decision making re authorisation. It may be that we need some form of template that the group can complete following their evaluation to the ISOB. Update 8/4/26: Ben Clark's view - I think that logistically it would be difficult - most S60 are out of hours and authorised at Insp level - how would they know who it is, who should they contact, what if they cannot contact etc. Additionally - ISOB is strategic - the use of S60 is a tactical level decision and we have established local IAG structures who would be consulted and closer to the communities of the local area. This is blurring lines and to put a MUST in place also hinders the ability to use the power quickly. I would suggest that IAG should be consulted before a S60 is implemented, and if not possible then they should be advised as soon as practicable. ISOB should be notified once a S60 has concluded with the results etc..	3 For discussion in meeting	
25/9/25	Once the transition to T&C Strategy is completed, ISOB member/s to record a **video** commenting on the success of the transition	ISOB	21/4/26 LH to book this in	Ongoing	
25/9/25	CL to write to DM about the problems with COP summary of "Unintended Consequences of Early Exposure to Policing", DM to forward to COP for response	CL/DM	21/4/26 JS to follow up	Ongoing	

20/11/2025	Look into the communications process of S60s from LCU Commander to IAG / ISOB and provide guidance	LW	21/4/26 LW – this is linked to pre-planned S60s as opposed to spontaneous. Existing process needs to be tightened. Will given an update in due course.	Ongoing	
20/11/2025	Send out response to FOI request on recommendations	LW	21/4/26 was completed Nov 25, LW will send round to members again.	Ongoing	
29/1/26	T&C Framework to be shared with ISOB ahead of the next meeting for consultation.	LW	Deferred to 23/7/26	Ongoing	
21/4/26	Amend ToR to reflect the agreed ITAC title and recirculate.	LH			
21/4/26	Issue a short preference survey to ITAC members to align members to pillar-based focus areas	RG/LH			
21/4/26	OPCC Comms (via LH/RG) to develop an ITAC one-pager for member use	RG/LH			
21/4/26	Arrange social media guidance for ITAC members	RG			
21/4/26	Revise the work plan to clearly reflect all five pillars and expected outcomes.	RG/LH			
21/4/26	ITAC members to submit up to 3 survey questions for deeper scrutiny by **8 May 2026** (RG to collate).	ITAC members (RG collate)			
21/4/26	Invite Staff Support Network representative to the July CPF meeting and then the following ITAC meeting in September.	LH			

21/4/26	Draft guidance on management of rotational volunteers and take this to the TCSB.	LW			