



# Re-thinking approaches to Trust and Confidence



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# Somali Case Study

Milton Keynes: Teen sentenced to 11 years for killing student

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- Raised question: *Are current scrutiny and advisory structures fit for purpose?*



# Local activity influencing national policy.

## Locally

- External review - led to the development of TVP Trust & Confidence Strategy, revised scrutiny and advisory structures and a new quarterly survey

## Nationally



- The appointment of Trust & Confidence lead which now sits within NPCC portfolio,
- The development of a national trust & confidence survey and strategy



# Revised Governance Structure



# TVP - Our Commitments

Our Trust and Confidence Strategy is focused both internally and externally to build our legitimacy, trust and confidence among all communities with procedural justice at the heart of everything we do.

The strategy outlines Thames Valley Police's vision, and is guided by four strategic pillars, setting out our commitment to the public and our workforce.

## Trust and Confidence Strategy

Thames Valley Police vision: An excellent police force trusted by all our communities

Internal and External

Our pillars:

**Protected**

**Respected**

**Involved**

**Represented**

Our  
commitment:

We will continue to develop a police service that protects people from crime and seeks justice for victims

We will continue to develop a police service that is perceived by our communities to be fair, respectful and equitable in all it says and does

We will continue to develop a police service where people from all backgrounds are involved in its governance

We will continue to develop a police service that is representative of the public we serve, advances equity of opportunity, eliminates discrimination, and fosters good relations

Procedural and Organisational Justice

# Integrating Related Frameworks

TVP Mission, Vision and Values

TVP Force 10 year Strategy & 5 year Transformation Strategy

TVP Annual Strategic Priorities

OPCC Police and Crime Plan

Policing Vision 2030  
 National Strategic Policing Requirements and Strategies  
 NPCC Culture & Inclusion Strategy 2025 – 2030  
Ethical policing principles & guidance for ethical and professional behaviour in policing

TVP Communications Strategy

Protected	Respected	Involved	Represented
<ul style="list-style-type: none"> <li>• TVP Prevention Strategy</li> <li>• TVP Vulnerability Strategy</li> <li>• Crime &amp; Justice Strategy</li> <li>• Data &amp; Digital Strategy</li> <li>• Serving Victims Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood Policing framework</li> <li>• Child Centred Policing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutiny &amp; Advisory Governance structure</li> <li>• Neighbourhood Policing Pledge</li> <li>• Neighbourhood Engagement frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• People Strategy</li> <li>• TVP Leadership Standards</li> <li>• TVP Standards of Professional Behaviour</li> <li>• Employee Voice</li> </ul>

Specific delivery plans related to trust and confidence



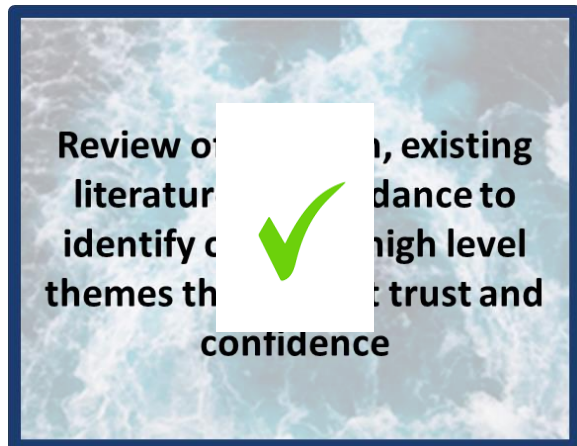
# Strategy - Why Now?

- Promote legitimacy to encourage public engagement and representation
- Address inconsistency across national policing
- Ever evolving complex societal changes
- Improve transparency and accountability
- Build resilience for policing of the future

# High Level Aims

- Strengthen strategic leadership and coordination
- Engage and Influence to shape policy and guidance
- Promote evidence-based positive practices
- Improve transparency and accountability across policing
- Establish standardised measures for evaluating progress

# Evidence Base



**IOPC** – Building Trust and Confidence in Policing, Strategic Plan 2022/27 ([Link](#))

**ESRC** – Minimum Policing Standard ([Link](#))  
**Parliament POST** – Public Trust and Confidence in the Police ([Link](#))  
**EMPAC** – Improving Trust and Confidence in Policing ([Link](#))



**Other Sources:**

- CSEW
- MOPAC Public Attitudes Survey ([Link](#))
- MOPAC Trust and Confidence Dashboard ([Link](#))
- Force Level surveys

- **HO** - Public perceptions of policing: A review of research and literature. ([Link](#))
  - Public Perception of Policing Framework – Developed following the literature review ([Link](#))
- **HO** – Trust in Police, POSTnote. ([Link](#))
- **NPCC** – **Force Local Confidence Analysis** ([Link](#))
- **CoP** – Policing Systems Working Together Group: Trust and Confidence in Policing ([Link](#))

- **CoP** - Improving public confidence in the police - An evidence-based guide
- **CoP** - New strategy aims to transform police culture and rebuild public trust | College of Policing
- Public confidence in the police: using opinion survey data to explore the current 'moment' in British policing (access via the National Police Library)
- **NPCC** – **Measuring Confidence & Public Perceptions Paper** (*Draft*)

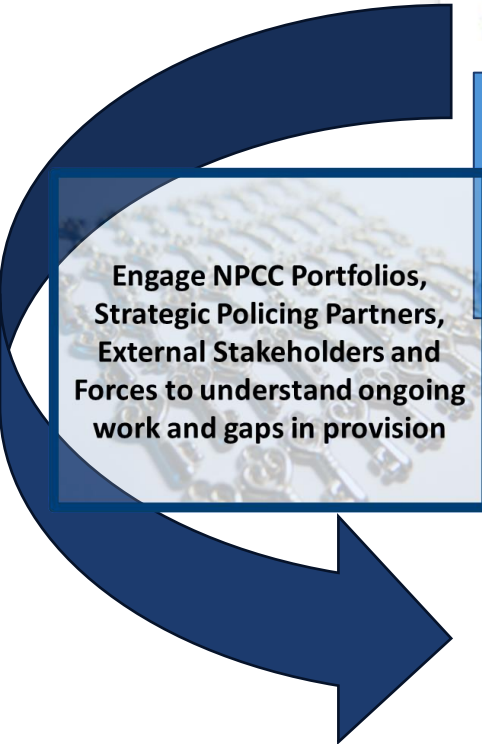
# Links to the White Paper and Police Reform

**From Local to National: A New Model for Policing (UK Home Office White Paper, 2026)**

Link: <https://www.gov.uk/official-documents>

Individual force surveys may become obsolete and the importance of a unified national survey.

Anti-Social Behaviour CC Prophet	Body Worn Video DCC Colwell	Children & Young Persons CC Roper	Citizens in Policing ACC Thorne	Mental Health CC Bacon	Neighbourhood Policing ACC Shooter	Police Heritage ACO Pete Gillett	Public Contact CC Megicks	Response Policing ACC Boyle	Stop & Search DCC Mariner	Trust & Confidence ACC Murray	NPG National Programme T/DCC Akehurst
											

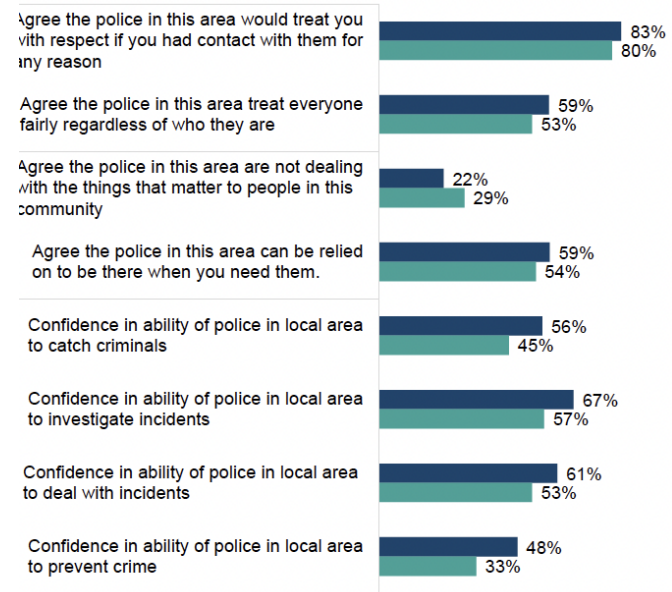


Engage NPCC Portfolios, Strategic Policing Partners, External Stakeholders and Forces to understand ongoing work and gaps in provision

VAWG, Knife Crime, Police Reform, Ethics, Police Race Action Plan, NH Guarantee, PSD – **and many more – Golden thread is Trust and Confidence.**

APACE, APCC, IOPC, Home Office, HMICFRS

Public and Scrutiny



# Key Deliverables 2025-26

Quarterly Trust and Confidence Symposium in place



## Theory of Change

Understand art of the possible and identify priorities

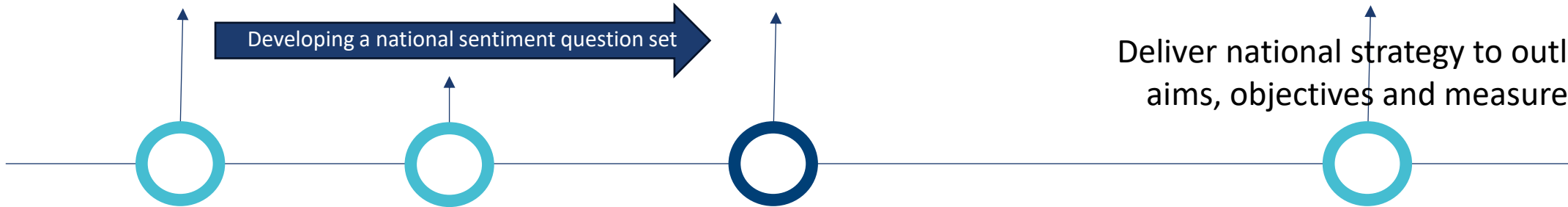
## Trust & Confidence

**Survey** Engage and coproduce objectives and tactics

## National Trust & Confidence Strategy/ National Conference

Deliver national strategy to outline aims, objectives and measures

Developing a national sentiment question set



Oct 2025

mid 2026

late 2026

**SCOPE**

**PLAN**

**DO**



# NPCC

National Police Chiefs' Council

