



The Office of the Police and Crime Commissioner

The Office of the Police and Crime Commissioner (OPCC) support the Police and Crime Commissioner (PCC) in the delivery of their responsibilities. All OPCC staff are politically restricted, and provide impartial, objective advice and support to the PCC. They are public servants, and their role is akin to that of civil servants. The OPCC is run by a dedicated team, led by the Chief of Staff.

OPCC Senior Leadership Team

Chief Executive Officer – Karl Parfitt

This post fulfils the statutory role of chief executive and ‘head of paid service’. They are responsible for leading the OPCC team and ensuring they provide effective support and delivery of the functions and priorities of the PCC. The Chief Executive is also the statutory Monitoring Officer, supporting compliance with legal obligations and codes of practice.

Chief Finance Officer – Paul Butler

Paul is the Chief Finance Officer to the PCC, fulfilling the statutory ‘section 151’ responsibility for the proper administration of the PCC’s financial affairs. He provides financial advice and leads on major projects, Digital and Estates as well as contributing directly to the effective delivery of the PCC’s vision, strategies and plans, ensuring value for money for taxpayers.

Director of Performance and Accountability – Sally Fox

Sally supports the PCC in their statutory function to hold ASP to account, including for delivery of the Police and Crime Plan. Her directorate ensure an effective response to contacts from local residents; and that insights from contacts, complaints and other scrutiny mechanisms are used to hold ASP to account. Sally is the Deputy Monitoring Officer, supporting the CoS in the delivery of her statutory responsibilities. She oversees effective executive support to the PCC and DPCC by the Secretariat.

Director of Policy and Partnerships - Marc Hole

Marc supports the PCC to influence and work with partners effectively at a local, regional and national level. Marc leads the development of the PCC’s commissioning strategy and manages its implementation, as well as the OPCC’s policy advice function, supporting delivery of the Police and Crime Plan and advising the PCC and Deputy PCC on a range of crime and criminal justice matters.

Director of Violence Reduction Partnership – Natalie Lavis

Natalie's role is to provide strategic leadership across all areas of the Avon and Somerset Violence Reduction Partnership, ensuring initiatives align with the partnership's objectives and public health approach. They manage and maintain relationships with senior stakeholders, including the OPCC, local authorities, the Home Office, and partner agencies. The Director chairs and coordinates senior meetings, providing direction and guidance for both hub and spoke activities, while embedding best practice across all areas of VRP delivery. They are also responsible for monitoring performance, reviewing evaluation reports, and ensuring robust accountability and reporting to stakeholders and funders.

Head of Communications and Engagement - Niamh Byrne

Niamh's role is to support the PCC by liaising with the media on matters of public interest and effectively communicating and publicising the role and work of the PCC. The team ensures effective engagement with communities across Avon and Somerset, through a range of events as well as online channels such as our website, social media platforms and surveys.

Head of HR and Business Services- Kate Watson

Kate leads on organisational and corporate support to the OPCC to ensure optimum use of available resources within the business area. She leads on the Office's strategic approach to people matters, to ensure a professional and skilled OPCC team are equipped to support delivery of the PCC's priorities. She also leads on statutory requirements to appoint the Chief Constable, CoS and CFO.

Further information on the work of OPCC teams can be found below.

Performance and Accountability:

The team lead the Office's strategic approach to Avon and Somerset Police (ASP) performance and accountability, supporting the Police and Crime Commissioner in their statutory functions to hold ASP to account, including delivery of the Police and Crime Plan. This approach is split into three business areas:

- **Performance and Governance:** Fulfilling the function of developing the Avon and Somerset Police and Crime Plan. The team also monitor and analyse delivery and performance against the Plan, ensuring insights inform a strategic approach to scrutiny, supporting the PCC to hold ASP to account and ensuring they are providing an efficient and effective service. The team also support effective liaison with the [Avon and Somerset Police and Crime Panel](#).
- **Scrutiny, Assurance & Complaints:** The team support the Police and Crime Commissioner in holding ASP to account in their provision of an effective and efficient police service, through scrutiny and assurance activity. This includes managing a high quality, customer focussed service to members of the public who contact the PCC and discharging the PCC statutory functions as identified in legislation, including responding to complaints, FoI and DSAR and Misconduct Hearings and Police Appeals Tribunals.
- **Secretariat Management:** Delivers strong executive support to the PCC and DPCC, ensuring their time is effectively prioritised and they receive high quality briefings for meetings and engagements, advice and logistical support, working closely with colleagues and key partners to drive forward their priorities. They also plan and manage the business of key PCC

[oversight meetings](#), supporting the PCC in their duty to hold ASP to account for providing an efficient and effective service.

Policy, Partnership and Commissioning:

The team lead the OPCCs work on policy, partnerships and commissioning, driving forward agendas and ensuring the Police and Crime Commissioner is able to influence effectively at a strategic level across Avon and Somerset, regionally and nationally. The work is split into the following areas

- **Commissioning** - Commission a range of services to support delivery of the Police and Crime Plan. This includes services to provide support to victims of crime and anti-social behaviour, vulnerable individuals in custody and projects to reduce reoffending
- **Partnership working** – Lead the strategic approach to partnership working and support the PCC and Deputy PCC in their roles as chairs of a range of key partnerships. This includes the Criminal Justice Board, Reducing Reoffending Boards, Community Safety Partnerships and Combatting Drugs Partnerships. This also includes providing support to the PCC in his national role as PCC lead for Economic and Cyber crime
- **Policy development** – Provide support to the PCC to develop policy to support delivery of the Police and Crime Plan and ensure that national initiatives are translated effectively locally

Violence Reduction Partnership

The Avon and Somerset Violence Reduction Partnership (VRP) aims to reduce serious violence across the region by taking a public health approach, focusing on prevention, early intervention, and support for those affected. What sets the Avon and Somerset VRP apart from other Violence Reduction Units (VRUs) nationally is its hub and spoke model, which enables coordinated delivery of services across multiple localities while maintaining central oversight.

Key Functions of the VRP:

- **Prevention:** Engaging communities, schools, and young people with education and awareness programs to reduce risk factors associated with serious violence.
- **Early Intervention:** Identifying individuals at risk of involvement in violence and providing timely support to prevent escalation.
- **Support Services:** Offering targeted interventions for victims and at-risk individuals, including mentoring, counselling, and pathways to positive opportunities.
- **Partnership Working:** Collaborating with local authorities, health services, community organisations, and law enforcement to address the root causes of violence.

Hub and Spoke Model: The hub serves as the central coordination point, with a dedicated hub team based in the OPCC with oversight of the allocation of resources, reporting, and evaluation across the region.

- The spokes represent the five local delivery areas, aligned with the five local authorities in Avon and Somerset. These spokes enable tailored interventions for each local community while maintaining consistency with central guidance.
- This model ensures a flexible, locally responsive approach.

Funding and Governance:

- The VRP is funded by the Home Office through the Office of the Police and Crime Commissioner (OPCC).
- The OPCC provides strategic oversight, ensuring that VRP initiatives align with local priorities, deliver measurable outcomes, and adhere to national guidance.

Through this coordinated structure, the Avon and Somerset VRP combine evidence-based practice with community-led delivery to reduce violence and improve safety across the region.

Communications and Engagement:

This team provide strategic co-ordination of all communications, engagement (stakeholder and public) and consultation work streams, as well as maintenance and development of the OPCC website, social media accounts and managing all Public Relations activity and interaction with the media to promote OPCC function, projects and joint work with the police and other partners.

The team also undertake crisis and public confidence management activity when required. They run a number of public engagement events including PCC and police related awards ceremonies.

Finance and Business Services:

The OPCC Chief Finance Officer (CFO) manages the Section 151 responsibility including value for money to tax payers, support for the setting of the annual Council Tax precept and provides financial, governance and strategic advice to the PCC and COS as required.

They also develop the Medium Term Financial Plan, agree and monitor cost savings plans and advise on Strategic Alliance, Treasury Management, Reserves, Internal Audit and manage the Joint Audit Committee along with all other financial matters. They hold the portfolio for Business Crime and chair the Business Crime Forum on behalf of the PCC. The CFO leads on setting the strategic direction and oversight and scrutiny of Major Projects work, including ICT and estates and provides scrutiny of Constabulary HR issues.

The team provides office and information management, OPCC financial services, organisational support to deliver the OPCC business plan as well as providing an HR service, training and development, budget monitoring and planning, transparency of information, corporate governance and management of key appointments including Chief Constable appointment.

