Governance and Scrutiny Board Minutes – 9 June 2026 11:00-12:30 and 13:00-14:30

Venue: OPCC Meeting Room, Police HQ

Chair: Karl Parfitt

Attendees:
Clare Moody, Police and Crime Commissioner (PCC)
Sarah Crew, Chief Constable (CC)
Jon Reilly, Deputy Chief Constable (DCC)
Karl Parfitt, OPCC Chief Executive
Sally Fox, OPCC Director of Performance and Accountability
Ben Valentine, OPCC Senior Performance and Governance Manager
Nick Ridout, Governance Officer (online)
Vicky Ellis, OPCC Secretariat Manager (Minutes)

Partial meeting attendance:
Nick Adams, Chief Officer – Finance, Resources and Innovation
Paul Butler, OPCC Chief Finance Officer (CFO)
Jen Grannan, Head of Digital and Projects
Scott Chadwick, Detective Inspector – Complex Crime Unit, Financial Investigation Unit, Volume Fraud (online)
Hannah Watts, Head of Business Services
Nick Lilley, Director of Information Technology
Louise Hutchison, Chief Officer – People and Organisational Development
Charlotte Leason, Director of Intelligence
Jon Jeffrey, Deputy Director of Intelligence

1 Apologies

James Davis, ASP Delivery Manager – Portfolio
Kevin Slocombe, Deputy Police and Crime Commissioner (DPCC)

2 Minutes and Action Updates

The Minutes of the May Board were confirmed as an accurate record for publication.

Sufficient updates had been provided in relation to most open actions in advance of the meeting and those actions closed as a result. A summary of those carried over for additional work is provided:

- The PCC, DPCC, CC and DCC will discuss ways to increase awareness of the Police and Crime Plan and the Strategic Objectives across the workforce at a separate meeting in July.
- The PCC's team would discuss possible options for a media campaign to promote the benefits to employers of supporting their employees with time to undertake Special Constable duties.
- The DCC and the DPCC would discuss what was required in relation to the Culture and Inclusion Strategy.

3 Business Cases

a) Customer Experience Platform (Salesforce) Final Business Case

The PCC and her team acknowledged the strategic direction of travel both locally and nationally for this area of business. It was noted that provision had not yet been made in the MTFP for the full cost. This was pending the commercial agreement and clarity on cost-sharing arrangements across the three forces. The PCC was advised that the product offering had matured significantly, resulting in increased costs associated with enhanced service provision. Additional costs, including project management to drive value for money, had emerged and were not originally included. These would be factored into the MTFP once firm figures were available, with inclusion expected in the next financial planning cycle.

The PCC's CFO was keen to understand any cashable savings expected. It was confirmed that no cashable savings had been built into current MTFP assumptions due to the absence of a defined delivery plan. While there was an expectation that efficiencies and capacity improvements would arise, no savings targets had been set at this stage. ASP intended to consider investment and disinvestment opportunities as part of the upcoming strategic planning cycle, with further clarity expected in the autumn. It was noted that, following closure of Phase 1, there would be an opportunity to assess realised benefits and evaluate potential savings, such as reductions in recontact rates.

The Board were advised that Salesforce and Single Online Home could co-exist, however due to cost considerations the position remained to adopt Single Online Home when it became advantageous and that was not anticipated to be for some time yet.

The Board also discussed the potential risk of all computer systems being US based. ASP confirmed that all data would be held within UK data centres, and although some elements of the upgrade path were US-based, this presented a limited risk. Full due diligence and risk assessments would be undertaken prior to deployment, drawing on experience from other forces that had already completed this process. It was further noted that this issue was broader than local governance and may require direction at a national level.

The Board discussed uncertainty surrounding national police reform, digital strategy, and technology roadmaps, noting a lack of clarity in the current landscape. It was agreed that this would be a matter to raise with the Home Office and the national reform team.

The PCC approved the four recommendations with the Business Case.

b) Regional Body Worn Video Camera (BWVC) Final Business Case

The Board noted that Regional agreement had already been sought and agreed on this business case and it was presented to outline the implications specific to ASP. It was acknowledged there was a significant risk associated with the contract: the licences for current cameras would be disabled at contract end in November and officers would not be able to download or use the footage. ASP were discussing contingency options with the supplier and had simplified the project to reduce risk of slippage on delivery. Opportunities to introduce pooling and reduce camera numbers would be considered once the new contract was in place.

The project lead expressed strong confidence that the key milestones would be met and there would be no need for any contingency.

The Board considered whether there was any emerging national concern regarding the increasing market dominance of Axon as a supplier of BWV, with indications that it was becoming the leading provider while competitors such as Reveal were losing market share. Axon's existing position as the Taser supplier was highlighted as there are concerns about increasing costs. It was acknowledged that this issue would be difficult to manage at a local level and may require escalation and consideration at a national level.

The PCC approved the business case.

4 Finance

a) 2025/26 Outturn Report

The OCC CFO provided a brief oral highlight of the report, noting a small overall revenue overspend position for the year following final accounting provisions, driven by a number of over- and underspending areas. The most significant pressure related to pay awards, partly offset by additional grant funding. Police officer overtime was overspent (c. £0.9m), largely due to mutual aid requirements, local protest and public order activity, and abstraction and vacancy management pressures; staff overtime was similarly overspent, primarily due to vacancies. A £1.9m top-up to the self-insurance reserve was also reported, with a stated ambition to improve forecasting as part of future ERP developments. Capital expenditure was reported as broadly in line with forecast, with £3.2m to be carried forward and the remainder already reflected within the revised capital programme.

The Board discussed ongoing challenges in the reliability of budgeting and forecasting, noting that organisational changes, including the move to BCUs, had contributed to complexity. Concerns were raised regarding the lack of clear accountability for overtime budgets, with it acknowledged that current coding practices blurred ownership. It was agreed that improved budget structuring and clearer accountability would be required to strengthen oversight.

The impact of PCDA abstraction on overtime was considered, with it noted that this remained difficult to quantify due to a number of moving variables and limited visibility, making accurate budgeting challenging. Work was ongoing to better manage abstraction through recruitment sequencing and to reduce variability. It was anticipated that future ERP implementation, including workforce planning functionality, would support improved forecasting and planning.

The PCC raised concerns regarding PCSO vacancy levels and the implications for neighbourhood policing and delivery of the Neighbourhood Guarantee. It was noted that current numbers were below both establishment and the baseline against the neighbourhood guarantee, although a recruitment plan was in place to return to establishment levels by April. It was also noted that the current establishment remained significantly below historic levels, with no plans to increase numbers, and potential future rebalancing towards police officer roles was highlighted. The PCC expressed concern about any further reduction in PCSO numbers.

b) Interim Treasury Management Report

The PCC noted the minor technical breach of Prudential Indicator associated with the maturity structure where the proportion of loans with a maturity date in the 20 to 30 year range moved to 18.2% compared to the benchmark of 15% and identified the management of this needed more scrutiny.

The Board discussed interest rates were expected to remain relatively steady, borrowing had been deferred and cash reserves were being used where necessary.

c) Proceeds of Crime Act (POCA) Report

The Board recognised the record year for POCA seizures with over £1m having been recovered by ASP. This left over £500k available for reinvestment.

Key issues likely to impact the ability for ASP to pursue POCA recoveries were noted as the Sentencing Act changes.

It was noted that some of the additions requested by the PCC after the last report had not been incorporated, it was agreed a separate meeting would be held to discuss the governance, of POCA funds and to outline the additions to the next report.

5 Estates

a) Quarterly Update on Estate Asset Management Plan

The Board noted there had been progress on several projects, such as Radstock, and Electric Vehicle Charging Infrastructure and Trinity Road. There had been improvements in the data available to assist with Estates planning, as well as in engagement with the workforce through BCU Commanders.

Ongoing challenges remained with training estate requirements and the Board discussed the difficulties of balancing multi-use vs specialist spaces.

6 Constabulary Change Portfolio

a) ERP

The Director of IT provided an oral update on progress since the paper had been written for the Board. The project is in a highly critical phase as it approaches the go-live date in November, with increased risks compared to earlier phases due to the increased scale and complexity of the project. The data migration was progressing well, and there was good engagement with the supplier. There had been some issues identified in the functionality testing of GRS requirements which were being addressed and overlapping of testing phases would mitigate any risk to delivery slippage.

Previously it had been reported that daily business was working well, since that report there had been some finance concerns raised and these were being addressed and did not cause any major concern.

Overall, confidence to deliver remained high, with an acknowledgement that it was demanding a high level of attention and focus.

The PCC noted appreciation for the candour and honesty in the approach to providing updates to the Board.

b) Portfolio Highlight Report

The Board noted the Portfolio Highlight report. The PCC sought clarity on the Families First project, which was a strand within the Op Mosaic work. It was advised pilots are already underway and workshops were underway to ensure designs were compatible ahead of further roll out. This is working to a statutory timeline, separate to the broader Mosaic projects.

7 Monthly PEEL question: How good is the force at building, protecting and supporting its workforce?
Priority 5

Following a question from the PCC, the Board considered the investigative capacity challenge. It was confirmed that there were no current plans to change the balance between Police Staff Investigators and officers, with ASP seeking to maximise investigative capability across the force. it was acknowledged that staff roles could offer cost efficiencies but with reduced flexibility and lower accreditation levels. The Board noted the increase in detective accreditation levels.

The Board discussed workforce representation, noting limited progress in improving ethnic diversity. The engagement of Hays was described as a short-term measure to bring insight and capability into recruitment approaches, although data limitations and process inefficiencies were highlighted. It was acknowledged that procurement of Hays had been undertaken at pace and that future activity would require greater transparency and engagement, particularly with stakeholder groups. A need for improved communication, clearer governance, and a reflective review of recent approaches was agreed, with a workshop planned for September to update stakeholders.

Concerns were raised regarding gender and ethnic disparities in recent Inspector promotion processes. It was noted that gender disproportionality had arisen at interview stage, which was considered an anomaly. Actions were identified to strengthen candidate preparation, panel awareness, and development support, with learning to be applied to future promotion boards.

The Board discussed low confidence in the quality and frequency of 1:1 meetings, highlighting the staff survey results where less than 60% responded to say they were meaningful. It was recognised this was a longstanding issue linked to leadership behaviours, prioritisation, and capability. A fundamental review of approach was underway to address cultural and practical barriers.

Training capacity and attendance were also discussed, with it noted that demand exceeded supply and non-attendance contributed to inefficiency. While compliance measures had improved attendance, a broader cultural shift was required to reinforce the value of learning. Leadership accountability and support for development were identified as key enablers.

8 Strategic Threat and Risk Assessment (STRA) and Control Strategy

The Board received an overview of the STRA, including its governance, purpose, and alignment to BCU-level tasking and coordination arrangements, with escalation routes to Force-level and the Regional Organised Crime Unit where required. Key harm areas were identified as youth harm, adult exploitation, and violence against women and girls (VAWG), with particular concern noted regarding the hidden nature of adult exploitation and increasing VAWG demand.

The Board discussed challenges in intelligence submission and use, noting a perceived decline in formal intelligence reporting despite continued collection through other systems. It was agreed that improvements were required in workforce understanding, data capture, feedback mechanisms, and clarity on the use and value of intelligence, alongside stronger leadership emphasis and clearer strategic intelligence requirements.

Consideration was given to strengthening the management of high-harm offenders, with improved visibility and local ownership through BCU arrangements noted, alongside ongoing work to enhance disruption activity, develop workforce capability, and align with national programme developments. Multi-agency working was recognised as variable, with some challenges in re-establishing previous coordination mechanisms.

The Board heard about ongoing work to improve briefing products and ensure they were aligned to local contexts, with further development required to fully embed the BCU model. It was confirmed that tactical plans would be developed following further briefing to commanders, with identified leads for delivery.

The PCC welcomed the report, noted it as a comprehensive and insightful document, and agreed to revisit progress at a future GSB (potentially in 6 months' time), aligned with STCG activity.

Date of the next Governance and Scrutiny Board: 14 July 2026 11:00 - 12:30 and 13:00 - 14:30