Governance and Scrutiny Board Minutes – 8 September 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)
Karl Parfitt, OPCC Chief Executive
James Davis, ASP Delivery Manager – Portfolio
Sally Fox, OPCC Director of Performance and Accountability
Julie Wheeler, OPCC (Minutes)

Partial meeting attendance:
Paul Butler, OPCC Chief Finance Officer (CFO)
Jon Reilly, Deputy Chief Constable (DCC)
Nick Adams, Chief Officer – Finance, Resources and Innovation
Nick Lilley, Director of Information Technology
Jon Cummins, Assistant Chief Constable
Jo Hall, Assistant Chief Constable
Hannah Watts, Head of Business Services

1 Apologies

Sarah Crew, Chief Constable (CC)
Kevin Slocombe, Deputy Police and Crime Commissioner (DPCC)

2 Minutes and Action Updates

The minutes of the August Governance and Scrutiny Board were confirmed as an accurate record for publication.

The Board reviewed outstanding actions. Most had received updates in advance of the meeting and were closed. The following remained open to the next meeting:

- Discussion on increasing workforce awareness of the Police and Crime Plan and Strategic Objectives.
- Update on Special Constabulary recruitment.
- Demand Management Strategy work.

3 Finance

a) Medium Term Financial Planning (MTFP) and Spending Review

The Board considered the risks and assumptions underpinning future financial planning and noted the uncertainty surrounding national funding decisions and police reform.

The Chief Officer for Finance, Resources and Innovation highlighted challenges relating to neighbourhood policing expectations, Emergency Services Network (ESN) implementation, electric vehicle infrastructure and future capital pressures. The Board discussed the financial risks associated with increasing neighbourhood policing capacity without confirmed funding.

The PCC emphasised the importance of recognising the Force's prudent financial management against a process for resilience funding that responds solely to immediate financial pressures and not pressures resulting from taking necessary budgetary decisions.

It was agreed a letter would be prepared to the Policing Minister setting out Avon and Somerset's financial position and future funding pressures and specifically highlighting the good financial governance undertaken over the last fifteen years.

b) Proceeds of Crime Act (POCA) Performance

The Board received an update on Financial Investigation Unit activity and associated income generation.

It was noted the unit supported more than 2,000 investigations during the previous year and continued to generate significant financial returns. The Board recognised the benefits that had been achieved from the introduction of an FIU on-call function. Members discussed the challenges of forecasting future POCA income due to factors outside Force control, including court decisions and the nature of ongoing investigations. Consequently, it was not possible to objectively assess the impact of previous investment against the business case benefit objectives.

It was confirmed that on current performance POCA would be able to maintain the £250k contribution to the PCC’s small grants scheme.

The FIU agreed to produce a projected forecast of potential income/prospects of success but emphasised the need to caveat this. The Board recognised that inclusion in the forecast did not guarantee that all or any of the income would be achieved.

The Board welcomed the openness regarding forecasting limitations and governance arrangements.

4 Estates

The Board received a strategic estates update covering current projects, future investment priorities and the developing estates roadmap.

Discussion focused on the future of Fishponds Police Station, recognising the need to balance financial considerations against community impact and public accessibility. The PCC made clear her interest in maintaining the presence that stations have in communities and that community impact was uppermost in her mind.

An update was provided on regional firearms training facilities, noting that initial scoping work of options was ongoing, but no investment decision had yet been taken. Members also discussed fire compartmentation works for The Bridewell Police Station and infrastructure requirements to support the Drone First Responder programme.

5 Constabulary Change Portfolio

Enterprise Resource Planning (ERP) Programme
The Board received an update on ERP implementation and noted that the programme had entered a critical testing phase ahead of go-live.
Payroll comparison testing between SAP and Oracle underway and remained the key milestone.

Members recognised the significant pressure on programme resources and acknowledged the considerable work being undertaken by the programme team. The PCC thanked the Director of IT for his team's commitment and personal leadership.

The Board noted that delivery remained achievable if we can maintain the current momentum but carried a high degree of complexity and risk.

SOZE
The Board discussed project closure arrangements for SOZE and the transition into business-as-usual operations.

It was confirmed that benefits would continue to be monitored through established governance arrangements, beyond the planned post-implementation review

Mapleleaf
The Board received an update on Op Mapleleaf and noted that decisions relating to ROCU accommodation and Counter Terrorism Police SW requirements remained outstanding.

6 Monthly PEEL Question: How good is the Force at safeguarding children and adults at risk? Priority 3

The Board received an update on safeguarding performance, including domestic abuse, violence against women and girls (VAWG), child safeguarding and offender management activity.

Positive progress was reported in Domestic Violence Protection Orders, charging outcomes and disclosure timeliness.

Members discussed increasing demand, governance arrangements and opportunities arising from potential national funding for protective orders.
Challenges relating to MARAC processes and variation between local authority approaches were highlighted.

The Board discussed the need for stronger victim feedback mechanisms and greater consistency in performance reporting.

Members agreed that governance arrangements for VAWG and wider vulnerability activity required further development.

7 Strategic Policing Requirement (SPR) Self-Assessment

The Board received an update on the current SPR self-assessment and noted increasing risks in areas including capacity, roads policing and digital forensics.

The Board discussed preparedness in relation to major incident command and JESIP accreditation requirements, including national changes to training standards. Further discussion focused on VAWG, Operation Vigilant, violence-fascinated individuals, Prevent referrals and partnership responses following national recommendations.

Roads Policing capacity and rising fatal collision numbers were also considered, with members recognising the need to balance competing operational demands but acknowledging that Roads Safety is a consistent area of priority for the PCC.

8 Police and Crime Plan

Performance Framework and HMICFRS Areas for Improvement
The Board received an update on the emerging national police performance framework and Avon and Somerset's engagement in its development.

Members discussed progress against outstanding HMICFRS Areas for Improvement and the importance of demonstrating sustainable improvement.

The Board considered victim contact arrangements and noted ongoing work to develop a Victim Contract to improve consistency and manage expectations.

Future Agenda Items

The following topics were requested for future GSB consideration:

- Child First
- Trauma Informed Practice
- PEEL Areas for Improvement
- National Performance Framework
- Proposed Victim Contract.

9 Chief Constable's Update – provided by Deputy Chief Constable *(Oral update)*

Chief Constable absent on leave, so no formal update, but Deputy Chief Constable and PCC have met this week to discuss current issues.

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

*CoPilot was used to assist in turning notes taken at the meeting into draft minutes.