

**Democratic Services**

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Date: 5<sup>th</sup> March 2014

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**To: All Members of the Economic and Community Development Policy  
Development and Scrutiny Panel**

Councillor Robin Moss  
Councillor Cherry Beath  
Councillor Patrick Anketell-Jones  
Councillor Brian Simmons  
Councillor Andrew Furse  
Councillor Geoff Ward  
Councillor Dave Laming  
Councillor David Martin

Chief Executive and other appropriate officers  
Press and Public

Dear Member

**Economic and Community Development Policy Development and Scrutiny Panel:  
Thursday, 13th March, 2014**

You are invited to attend a meeting of the **Economic and Community Development Policy Development and Scrutiny Panel**, to be held on **Thursday, 13th March, 2014 at 1.00 pm** in the **Council Chamber - Guildhall, Bath**.

The agenda is set out overleaf.

Yours sincerely

Jack Latkovic  
for Chief Executive

**If you need to access this agenda or any of the supporting reports in an alternative accessible format please contact Democratic Services or the relevant report author whose details are listed at the end of each report.**

*This Agenda and all accompanying reports are printed on recycled paper*

## NOTES:

- 1. Inspection of Papers:** Any person wishing to inspect minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Jack Latkovic who is available by telephoning Bath 01225 394452 or by calling at the Riverside Offices Keynsham (during normal office hours).
- 2. Public Speaking at Meetings:** The Council has a scheme to encourage the public to make their views known at meetings. They may make a statement relevant to what the meeting has power to do. They may also present a petition or a deputation on behalf of a group. Advance notice is required not less than two full working days before the meeting (this means that for meetings held on Wednesdays notice must be received in Democratic Services by 4.30pm the previous Friday)

The public may also ask a question to which a written answer will be given. Questions must be submitted in writing to Democratic Services at least two full working days in advance of the meeting (this means that for meetings held on Wednesdays, notice must be received in Democratic Services by 4.30pm the previous Friday). If an answer cannot be prepared in time for the meeting it will be sent out within five days afterwards. Further details of the scheme can be obtained by contacting Jack Latkovic as above.

- 3. Details of Decisions taken at this meeting** can be found in the minutes which will be published as soon as possible after the meeting, and also circulated with the agenda for the next meeting. In the meantime details can be obtained by contacting Jack Latkovic as above.

Appendices to reports are available for inspection as follows:-

**Public Access points** - Riverside - Keynsham, Guildhall - Bath, Hollies - Midsomer Norton, and Bath Central, Keynsham and Midsomer Norton public libraries.

**For Councillors and Officers** papers may be inspected via Political Group Research Assistants and Group Rooms/Members' Rooms.

- 4. Attendance Register:** Members should sign the Register which will be circulated at the meeting.
- 5. THE APPENDED SUPPORTING DOCUMENTS ARE IDENTIFIED BY AGENDA ITEM NUMBER.**
- 6. Emergency Evacuation Procedure**

When the continuous alarm sounds, you must evacuate the building by one of the designated exits and proceed to the named assembly point. The designated exits are sign-posted.

Arrangements are in place for the safe evacuation of disabled people.

**Economic and Community Development Policy Development and Scrutiny Panel -  
Thursday, 13th March, 2014**

**at 1.00 pm in the Council Chamber - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS

2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

(a) The agenda item number in which they have an interest to declare.

(b) The nature of their interest.

(c) Whether their interest is **a disclosable pecuniary interest** or an **other interest**, (as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

At the time of publication no notifications had been received.

7. MINUTES (Pages 7 - 18)

8. CABINET MEMBERS' UPDATES (10 MINUTES)

The relevant Cabinet Members will provide updates to the Panel on any relevant issues. Panel Members may ask questions.

9. AVON AND SOMERSET POLICE - NEW OPERATING MODEL (20 MINUTES)  
(Pages 19 - 50)

This report provides an opportunity for the Panel to receive an update and Briefing on Avon and Somerset Police's new Operating Model.

The Panel are asked to:

- Consider the report and receive a Briefing presentation from the Area Commander on the Police's new Operating Model and proposals for implementation within Bath and North East Somerset.
- Consider the implications for delivering the new policing model at local level in Bath and North East Somerset.
- Consider opportunities for further collaboration and joint working to improve community safety outcomes in Bath and North East Somerset.

10. LICENSING AND COMMUNITY SAFETY (20 MINUTES) (Pages 51 - 52)

After the Alcohol Harm Scrutiny Day, the Panel has requested a presentation on how the work of the Licensing team supports Community Safety throughout Bath and North East Somerset.

The Panel are asked to note the report and consider further ways in which the Licensing Team can support Community Safety in the future.

11. B&NES ECONOMIC STRATEGY REVIEW : UPDATE REPORT (20 MINUTES)  
(Pages 53 - 62)

At its January meeting the Panel received a report on the Review being undertaken of the Economic Strategy for B&NES, originally published in 2010. This report provides an update on the current position in relation to the Review and the timetable for its completion.

The Panel is asked to note the current position in relation to the Review of the Economic Strategy and the intention to bring a full report to the Panel in May 2014.

12. HERITAGE SERVICES MUSEUMS' VISITORS 2013 (20 MINUTES) (Pages 63 - 68)

The report describes visitor numbers at the Council's museums in 2013 and outlines the reasons for them.

The Panel are asked to note the report.

13. ALCOHOL HARM REDUCTION SCRUTINY INQUIRY DAY - CABINET MEMBERS' RESPONSES (15 MINUTES) (Pages 69 - 80)

The Panel are asked to consider the recommendations response table completed by the Cabinet Member for Wellbeing, Simon Allen; Cabinet Member for Sustainable Development, Ben Stevens; Cabinet Member for Community Resources, David Bellotti; Cabinet Member for Neighbourhoods, David Dixon and the Cabinet Member for Early Years, Children & Youth, Dine Romero as detailed in the response table and to discuss in particular the recommendations flagged as falling within the Economic & Community Development PDS Panel's remit.

14. PANEL WORKPLAN (Pages 81 - 84)

This report presents the latest workplan for the Panel.

The Committee Administrator for this meeting is Jack Latkovic who can be contacted on 01225 394452.

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**BATH AND NORTH EAST SOMERSET**

**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL**

Thursday, 23rd January, 2014

**Present:-** Councillors Robin Moss (Chair), Cherry Beath (Vice-Chair), Patrick Anketell-Jones, Brian Simmons, Andrew Furse, Dave Laming and David Martin

**49 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**50 EMERGENCY EVACUATION PROCEDURE**

The Democratic Services Officer drew attention to the emergency evacuation procedure.

**51 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

Councillor Geoff Ward had sent his apologies to the Panel.

**52 DECLARATIONS OF INTEREST**

Councillor Cherry Beath declared an 'other' interest in agenda 10 as she is a Member of the Cultural Forum Board.

Councillor Dave Laming declared an 'other' interest in agenda item 12 as he is a Member of the River Regeneration Trust.

**53 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

There was none.

**54 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

The Chairman invited Susan Charles to address the Panel.

Susan Charles said that she still didn't receive a response to the issues raised at the last Panel meeting, in regards of the disabled access to Keynsham Leisure Centre.

Members of the Panel debated the issue.

The Panel acknowledged that they received a response from Matthew Smith (Divisional Director for Environmental Services) and requested that a copy of the response should be forwarded to Susan Charles.

The Chairman and Vice-Chair also agreed to visit the site in question, disabled access at Keynsham Leisure Centre, together with Susan Charles.

It was **RESOLVED** to instruct Senior Democratic Services Officer to forward a response from Matthew Smith to Susan Charles.

## **55 MINUTES**

The Panel confirmed the minutes of the previous meeting as a true record and they were duly signed by the Chairman.

## **56 CABINET MEMBERS' UPDATES (15 MINUTES)**

The Chairman invited Councillor Ben Stevens (Cabinet Member for Sustainable Development) to introduce the update (attached to these minutes).

The Panel made the following points:

Councillor Anketell-Jones asked about the European Historic Spas project bid submission to UNESCO.

Councillor Stevens responded that Bath would retain its status as the World Heritage City, and the intention to achieve the European Historic Spa status would be a second designation.

Councillor Beath said that she was the Lead Councillor on the European Historic Spa project. Councillor Beath has been meeting with a group of European City Mayors to further Bath cause in a joint bid to UNESCO for the European Historic Spa project.

Councillor Anketell-Jones asked about the current number of subscriptions to the Hub in the Guildhall.

Councillor Stevens replied that 80 businesses currently subscribed to the Hub.

The Chairman commented that a record number of visitors visited Roman Baths in 2013 and asked if there were any concerns on reaching the point where the Council could not cope with any more visitors. The Chairman also asked if there were any reports on the impact from the Circular Tour that goes from Windsor Castle, to Bath and Stonehenge and back to London.

Councillor Stevens responded that the Council had been concerned with a number of visitors to Roman Baths, hence why there were quite a lot of improvements happening at the site, in terms of the accessibility and safety.



Councillor Stevens also said that the Council had been looking into number of ideas to mitigate any issues with coaches and tours, and also how this matter would fit into the Transport Strategy.

Councillor Laming commented that Cabinet Member's update should include 'The River' as from the next meeting of the Panel. Councillor Stevens agreed with a comment from Councillor Laming.

Councillor Beath commented she understood that the Arts Training Commission had been awarded to organisation in Cornwall and asked if Councillor Stevens could provide more information at the next meeting of the Panel on that decision, in the light of fact that the Council was having a local procurement policy.

Councillor Martin asked about the 'Retrofit Supply Chain' event held in conjunction with the Low Carbon South West.

Councillor Stevens responded that a briefing note could be circulated to Panel Members about that event. The event, as such, was well attended.

The Chairman thanked Councillor Stevens for an update.

The Chairman informed the meeting that the Panel requested an update from Councillor David Dixon (Cabinet Member for Neighbourhoods). The Chairman said that the Panel never received an update from Councillor Dixon.

The Panel suggested that the Chairman should write, on behalf of the Panel, to Councillor Dixon requesting an update for future meetings.

The Chairman agreed with the quest from the Panel.

## **57 COMMUNITY SAFETY: ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING BILL UPDATE (20 MINUTES)**

The Chairman invited Andrew Snee (Head of Tenancy Solutions in Curo) to give a presentation to the Panel.

The Panel also welcomed Victor da Cunha (Chief Executive from Curo) who was at the meeting.

The following points were highlighted in the presentation:

- Aims of the Anti-Social Behaviour, Crime and Policing Bill
- The tools and powers that disappear
- The new tools and powers available
- Part 1 - Injunctions to Prevent Nuisance or Annoyance
- Part 2 - Criminal Behaviour Orders
- Part 3 - Dispersal Powers
- Part 4 - Community Protection Notices

- Part 4 - Public Space Protection Orders
- Part 4 - Closure Notices and Orders
- Part 5 – Recovery of Possession of Dwelling Houses
- Part 6 – Local Involvement and Accountability
- Leeds Community Trigger Pilot
- Community Trigger Review Process
- Analysis of Calls Received
- Lessons Learned

*A full copy of the presentation is available on the Minute Book in Democratic Services.*

The Panel made the following points:

Councillor Beath asked if there might be any problems with the Community Trigger process. Councillor Beath said that communications between different agencies could create difficulties within the process.

Andrew Snee responded that the most important part of the Community Trigger would be in information sharing. The Community Trigger process would never work without the relevant information sharing. In future, the services should work together and share working systems between themselves.

Councillor Beath asked about the implications on resources.

Andrew Snee responded that, in the last 12 months, Curo expanded its Tenancy Solutions Team, a move which gave positive results in terms of dealing with anti-social behaviour cases.

Councillor Furse said he was slightly concerned on news that Dispersal Powers would not require consultation with Local Authorities.

Andrew Snee responded that Dispersal Powers would give more powers to the Police and would take away consultation element. Some of the Dispersal Power evidence would feed into the application for the Public Space Protection Orders.

Sue Dicks (Community Manager Partnership Delivery) added that current process, involving the Local Authority, could take up to four months.

Councillor Furse asked about Closure Notices process, which would last for no longer than 48 hours, and how that would lead to Closure Orders, which could last up to six months.

Andrew Snee responded that not only dwelling house would be subject to the Closure Notice – it could also be issued to a pub, and similar places. The Police and Local Authorities could consult on the specific premise and draw up the papers that would be served to the specific property, and that would be the Closure Notice. The matter would then be presented to the Court, in front of the Judge, within 48 hours. The Judge could then look at the case and decide to serve Closure Order, which could last up to six months.

Councillor Furse asked what would be the locality within the 'Recovery of Possession of Dwelling Houses'.

Andrew Snee responded that Curo tend to use Council's Ward Maps as the locality within the 'Recovery of Possession of Dwelling Houses'.

Councillor Simmons asked about the point of contact for the public, once the Bill becomes an Act.

Andrew Snee responded that Curo would be doing some sessions with their residents, making sure that people become aware of new powers, rights and who to contact. Curo would be also working together with the Police and Crime Commissioner. Andrew Snee added that Ward Councillors would be also involved in these sessions.

Councillor Anketell-Jones asked if the Bill would address the issue of aggressive and/or organised begging.

Andrew Snee responded that he would expect from the Bill to address this issue with its tools and powers.

The Chairman asked about the Community Trigger process, in particular how these powers would apply with rented properties.

Sue Dicks responded that this was an area of the Bill still under consultation between different agencies, partners and authorities. Sue Dicks also said that the Council would be monitoring closely the development in this area.

Sue Dicks also said that the Council, in respect of the Community Trigger, had had some measures in place two to three years ago. Instead of focusing on offenders at that time, the Council focused on repeated victims. Sue Dicks commented that the Council worked together with the Police and Curo on that project and thanked Curo for a support in that time.

Andrew Snee also added that Curo have been planning to appoint Victim Support Officer soon.

It was **RESOLVED** to note the context of the report and presentation and to receive a further update on the Anti-Social Behaviour, Crime and Policing Bill in near future.

## **58 B&NES ECONOMIC STRATEGY (30 MINUTES)**

The Chairman invited David Redgewell to address the Panel with his statement. The Chairman also acknowledged that the Panel received background information from David Redgewell on this subject.

David Redgewell said that B&NES Economic Strategy had to be a part of the Local Enterprise Partnership (LEP) Economic Strategy. David Redgewell also said that

some areas in North East Somerset might feel isolated from the central economic development in Bath. Transportation should be an integral part of every Economic Strategy in the area.

The Chairman invited John Wilkinson (Divisional Director Community Regeneration) to give a presentation to the Panel.

The following points were highlighted in the presentation:

- Context for the Review
- Public Services Board : The Vision for B&NES
- Already renowned as one of the most desirable places in the country, though not always
- How do we compare with other areas?
- Beautifully inventive... for all: An affordability metric?
- What do we need to do?
- Economic Strategy review
- Purpose of the review
- Key objectives – overall
- Measures of success – by 2026
- Measures of success – Progress 2013
- Health & Wellbeing Strategy Theme
- Draft Core Strategy
  - Housing and jobs
  - The Strategy – Map of the region
- Economic forecast
- Vision
- Timetable

*A full copy of the presentation is available on the Minute Book in Democratic Services.*

Members of the Panel debated the presentation and the report from John Wilkinson and made the following recommendations, to be considered in the Economic Strategy:

**Graduate retention** – the Strategy should strongly focus on the retention of post-graduates.

**Employment in North East Somerset** – the Strategy should focus on an increase in employment in North East Somerset area.

**Ex Ministry of Defence sites** – the Strategy should address that those sites must retain some employment use, rather than becoming solely residential areas.

**Minimise the closure of businesses in the area** - the Council should be looking of having a dialogue with businesses in the area, in particular what were their needs for accommodation, locality, employment space, and similar.

**Housing and employment delivery** – the Strategy should strongly focus on the adequate housing delivery, and those developers who were planning to build houses also deliver jobs they have been promising in their planning applications. The Strategy should also comprise what actions would be taken to achieve job predictions.

**More about the sustainability** – in particular as part of the health and wellbeing aspect of the Strategy.

**Low-carbon** – the Strategy should provide a vision of business and employment opportunities within the low-carbon industry.

**Planning process** – the Strategy should be important part of the planning process, and vice versa.

**Work with two universities in Bath** – the Panel felt that both universities should be mentioned in the Strategy, in particular economic activity within universities.

**Arts and Culture** – the Strategy should give arts and culture a bit more prominent place.

**Rural skills** – the Strategy should champion rural skills, such as farming thatching, etc.

**Small businesses** – the Strategy should focus on helping small businesses in the area.

At this point of the meeting the Panel paid a tribute to Angela Ladd, who was the driving force behind the small business community. Angela Ladd died recently following a long battle with cancer.

It was **RESOLVED** to:

- 1) Request from officers to consider recommendations from the Panel; and
- 2) Receive the Economic Strategy report from March 2014 meeting.

## **59 VISITOR CONTRIBUTION PRESENTATION (20 MINUTES)**

The Chairman invited John Wilkinson to give a presentation to the Panel.

John Wilkinson apologised to the Panel for not having a proper report when the agenda was published, and reason for that was because officers had been waiting for an outcome of tourism forums which were held this week.

The following points were highlighted in the presentation:

- Background
- Update
- Potential Options
- Next Steps

*A full copy of the presentation is available on the Minute Book in Democratic Services.*

The Panel made the following points:

The Chairman commented that the Panel had been asking for this issue to be presented to the Panel for a number of months. The Chairman had a few concerns about this matter. This would not be potential £1m directly coming to the Council, but as direct investment to tourism, and if it didn't work then the investment would not go where it should go. The Chairman had a concern that the scheme would be a voluntary scheme and he suggested that the Panel could hear whether in open or close session, about examples in other parts of the United Kingdom.

Councillor Ben Stevens replied that the Council would cover any shortfall to Bath Tourism Plus if the Visitor Contribution was short of £1m. The voluntary arrangements would partly depend on the Government guidance. Councillor Stevens also said that the scheme could get close to £1m if it is implemented in a right way.

Councillor Laming said that the river was one of the most important attractions for the city, and should be used as a creator of financial input for the tourism.

Councillor Martin said it would be useful to know which other cities were using the same scheme. It would be also useful to know where the money (visitor contribution) would go.

John Wilkinson commented that in implementing any scheme the Council would need to be clear with the public about how the contributions would be used.

Councillor Beath said that contributors would need to see how this would help them, and that the money would go straight to tourism and not to the Council.

Councillor Stevens agreed with Councillor Beath that the Council must be transparent with contributors and visitors on this issue.

The Chairman said that people would need to see this as an investment in the heritage site, and not into Council coffers. This would be an investment in existing tourist facilities, though it would not give people an option to come to North East Somerset venues.

The Chairman commented it was good that guarantees were made to the Bath Tourism Plus in case of the shortfall though it would leave the Council with a hole in the budget.

It was **RESOLVED** to note the presentation.

## 60 THE RIVER REGENERATION TRUST STRATEGIC PLAN 2014-2015 (10 MINUTES)

The Chairman invited James Hurley (The River Regeneration Trust TRRT rep) to give a presentation to the Panel.

The following points were highlighted in the presentation:

- TRRT's mission
- TRRT's aim for 2014-2015
- TRRT's Objectives 2014-2015
- TRRT's Eight Key Priorities 2014-2015
- TRRT's story so far
- TRRT's belief in Green Jobs - Circular Economy
- TRRT's belief in Affordable Homes for Boat Dwellers
- Proposed Organogram for B&NES River Strategy

*A full copy of the presentation is available on the Minute Book in Democratic Services.*

The Panel made the following points:

Councillor Laming, the River Champion for the Council and the Vice-Chair of the Trust, welcomed the presentation from James Hurley and highlighted lack of co-ordination between the departments in the Council and also between other agencies.

Councillor Laming circulated to the Panel a copy of the scoping study prepared by the River Regeneration Trust.

Councillor Beath welcomed the presentation and the report. Councillor Beath appreciated that the Trust had been flagging up the river aspect of Bath, and Keynsham, in terms of its contribution to the economy. Councillor Beath also said that she would like to see a financial breakdown; in particular how the money put in for the river development would contribute to the economy.

Councillor Beath also suggested that the Trust should encourage a volunteer workforce to clean pathways along the river.

James Hurley responded that some of the Trust Members had been engaging a few community groups to pick up the litter along the river.

James Hurley also said that the Trust had received from the Council a list of most of the landowners along the river.

Councillor Laming welcomed a comment from Councillor Beath on encouraging volunteers to help cleaning pathways along the river, though one of the obstacles in communicating with the community was a lack of dedicated point of contact. Councillor Laming said that there was a strong need for a single point of contact which would deal with anything related to the river.

Councillor Anketell-Jones said it was very important to raise the profile of the river, as water had more and more economic, social and cultural impact on the city. Councillor Anketell-Jones expressed a slight concern on potential development of overlaps with other, existing, services and suggested that some kind of analysis should be conducted between the Trust and the existing services along the river (i.e. there might be already a point of contact, etc.).

Councillor Laming agreed with Councillor Anketell-Jones and added that nobody so far co-ordinated any work related to the subject.

It was **RESOLVED** to note the report and the presentation.

## **61 PANEL WORKPLAN**

It was **RESOLVED** to note the workplan with the following additions:

- B&NES Economic Strategy (March 2014)
- Anti-social behaviour, Crime and Policing Bill further update (date to be confirmed)

The meeting ended at 3.45 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**



## **Cabinet Member Update**

Cllr Ben Stevens – Cabinet Member for Sustainable Development

### **Economic Development and Regeneration**

- New employment figures show an improving situation in Bath and North East Somerset. The figures for Bath are approximately 20% lower than the previous year.
- Enterprise Area Masterplan: Jones Lang LaSalle viability report on Innovation Quay largely complete and has strongly informed the Masterplan team's work. Transport Strategy emerging recommendations are also being incorporated. Fielden Clegg Bradely team on track to deliver draft final report by end of May
- Full public consultation (on the Masterplan and Transport Strategy) will be carried out as part of the Placemaking Plan from November 14

### **Employment and skills**

- Successful completion of Employment & Skills Section 106 provisions on BWR phase 1 including the establishment of 10 apprenticeships
- Keynsham Town Centre Redevelopment – on track to achieve outcomes on apprenticeships (3) and work placements for care leavers (2) under Recruitment & Training Plan with main contractor
- Employment & Skills Section 106 Agreement formalised with Bovis Homes in relation to redevelopment of Purnell Paulton factory site
- 16 new apprenticeship starts in B&NES Council since April 2013 and on course to achieve year-end target of 20 new starts
- Inaugural Manufacturing Forum held at Norton Radstock College
- Retro fit supply chain event held in conjunction with Low Carbon South West – 30 attendees from local businesses

### **Business Support and Worklessness**

- Since April 2013 200+ businesses have received individual support through the Council's SLA's with Cool Ventures and Low Carbon SW.
- In conjunction with Cool Ventures we have engaged with Job Centre Plus, Learn Direct and the National Careers Service to provide a self-employment route for the longer term unemployed.
- In the last quarter the Worklessness Team have assisted 26 people into employment ( from their target groups – long term 12months+ unemployed and vulnerable care leavers )
- The re-configured Invest in Bath website is due to be launched in March. Covering the B&NES area it will serve as a front door for businesses seeking information on business support services, new investment opportunities and links to a range of business facing Council services.
- Arrangements have been finalised for The Guild Co-Working Hub to host the first B&NES Hackday on the 23<sup>rd</sup> and 24<sup>th</sup> March. The event will bring together software designers and developers from across the authority area to compete and develop a smartphone friendly application that will be of benefit to the entire community.
- We are working closely with the Events Team on the development and delivery of the Bath Digital Festival, a week-long event, which showcases the cities strengths in digital technologies, scheduled for the end of October.

### **Arts and Culture**

- A consortium of Bath and Bristol organisations have been awarded £350,000 grant from a joint Visit England & Arts Council England Fund called 'Cultural

## **Cabinet Member Update**

Cllr Ben Stevens – Cabinet Member for Sustainable Development

Destinations’. This is for developing imaginative solutions for marketing cultural activity (arts and heritage) to attract ‘cultural tourism’. Bath Tourism Plus and Cultural Forum for the Bath Area have been key partners in this initiative. Our bid was one of only 2 to receive the full amount of funding.

### **Heritage Services**

- BBC West Children in Need: anchored from the Roman Baths on 15 November; reached a live UK audience of 9.8 million people.
- Bath Record Office grant: £41,567 from the National Cataloguing Grants Programme Scheme to catalogue Bath Corporation records;
- Fashion Museum grant: £2,500 from The Prince’s Foundation for DesignQuest;
- Bath and the Great Western Railway exhibition at the Victoria Art Gallery;
- Customer Service Excellence: status renewed with a record 10<sup>th</sup> ‘compliance plus’;
- China Welcome Charter: Roman Baths part of VisitBritain in-bound tourism promotion;
- Learning Outside the Classroom: Fashion Museum + Roman Baths Quality Badges renewed;
- Roman Baths visitor numbers: 996,143 in calendar year 2013 – a record.

### **World Heritage Site**

- European Spas project nicely on course (briefing note coming out end of this week), and initial submission of a bid to UNESCO is programmed for May this year.

<b>Bath &amp; North East Somerset Council</b>		
MEETING	<b>Economic and Community Development Policy Development &amp; Scrutiny Panel</b>	
MEETING	<b>13<sup>th</sup> March 2014</b>	EXECUTIVE FORWARD PLAN REFERENCE:
TITLE:	Avon and Somerset Police- New Operating Model	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b> The Future is Coming- Infographic and Main Report		

## **1 THE ISSUE**

- 1.1 *This report provides an opportunity for the panel to receive an update and Briefing on Avon and Somerset Police's new Operating Model.*

## **2 RECOMMENDATION**

- 2.1 That the Panel consider the report and receive a Briefing presentation from the Area Commander on the Police's new Operating Model and proposals for implementation within Bath and North East Somerset
- 2.2 That the Panel consider the implications for delivering the new policing model at local level in Bath and North East Somerset
- 2.3 That the Panel consider opportunities for further collaboration and joint working to improve community safety outcomes in Bath and North East Somerset

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

- 3.1 There are no direct resource implications for the Council arising from the report. However, as the new operating model is implemented opportunities will be identified to further deepen joint working in localities through the Connecting Communities programme. The Public Services Board, which includes Council, Police, Health and other partners is also working through the Public Services

Transformation Network, which is designed to join up services for victims of domestic violence and which aims to better target resources at those in need.

#### **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

- 4.1 There are a number of statutory frameworks which underpin the Council's interest in partnership working with the Police, including the Crime and Disorder Act 1998 and the Police and Justice Act 2006.

#### **5 THE REPORT**

- 5.1 On 29th January 2014, Avon and Somerset Police presented the outcome of a fundamental review of the way it delivers its services across the force area. This new Police "Operating Model" has as its starting point 'what do the public want from us and how good are we at meeting their needs'. Information about the new model is attached as Appendices to the report.

- 5.2 Although a number of the changes in the new model are internal, the aim is that the public will see tangible benefits as a result. These include:

- Clarity about what kind of service they can expect when they contact the Police including reporting crime online and tracking the progress of the investigation.
- Greater visibility of officers as neighbourhood and patrol officers come together into a single local policing team. All neighbourhood policing constable and PCSO posts will be preserved and new Neighbourhood Managers will work closely with partners and communities to tackle "hotspots" and solve problems, building on the success of joint working in localities such as the Midsomer Norton Community Alcohol Partnership.
- One person from the Victim and Witness Support Team will be with the victim from crime to court. Specialist investigators will use the same victim-centred investigation model for all the victims who need help most such as victims who are persistently targeted and vulnerable or victims of hate crime and domestic abuse.

- 5.3 At the meeting, the Area Commander, Chief Superintendent Spicer will brief the Panel on how this model will be implemented locally and provide an opportunity for members to raise issues and ask questions.

- 5.4 As well as the planned move to new custody sites, including the new facility at Keynsham, there will also be:

- A move of around 1,000 staff from operational support roles to a more clearly defined front-line presence
- Mobile data technology to enhance the number of policing services that officers can offer without needing to return to the police station;
- Closer joint working to manage prolific, dangerous and repeat offenders and minimise the chances of a vulnerable person slipping through the net. Pockets of good practice will be rolled out further, using pilot schemes as necessary
- A new 'Catch and Disrupt' team to catch criminals and crack down on their criminal activities

5.5 The Chief Constable has highlighted that the aim of the new model is to “transform the organisation for the future and mitigate the impact of successive budget reduction”. As such it is designed to deliver £8million of savings to contribute to the overall £42million the force is saving from the current Comprehensive Spending Review. The £8million will be found by a reduction of 134 police officer posts overall, 61 of them PCs with the remainder coming from every rank up to and including chief superintendent. This reduction will be largely realised through the deletion of existing vacant posts. An additional £200,000 of savings will be realised through new ways of working in the Communications Centre.

5.6 The Chief Constable has also identified the need for continued support and joint working with partner organisations for the new model to succeed. In Bath and North East Somerset there is an effective track record of partnership working in relation to community safety and as the model is implemented there are potential opportunities to strengthen this joint working still further. For example,

- Under the Connecting Communities programme, work is currently underway to align locality boundaries, including police beats, as far as possible so that the full weight of partner resources can be brought to bear on local issues
- Our work as part of the Public Service Transformation network provides opportunities to bring together resources from a number of agencies to help provide a more joined-up service to vulnerable victims.
- Our one-stop shops provide opportunities for colocation of specific services where this can provide a more “seamless” outcome for local people

## **6 RATIONALE**

6.1 It is considered appropriate that this report be brought due to the close working with Police partners in our area as well as the interest which elected members as community leaders have in this issue.

## **7 OTHER OPTIONS CONSIDERED**

7.1 None

## **8 CONSULTATION**

8.1 This report has been subject to consultation with the Police Area Commander, the Strategic Director – Resources, the Director of Strategy and Performance and the representative of the Section 151 Officer.

## **9 RISK MANAGEMENT**

9.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

<b>Contact person</b>	<i>Andy Thomas, <a href="mailto:andy_thomas@bathnes.gov.uk">andy_thomas@bathnes.gov.uk</a> 01225 394322</i>
<b>Background papers</b>	<i>None.</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

# THE FUTURE IS COMING

Page 23

**#1 AS IS**  
The state we're in



# OUR OPERATING MODEL IS TRANSFORMING

**THE OPERATING MODEL PROGRAMME IS RESHAPING THE WAY WE DO THINGS. WE'LL IMPROVE HOW WE ORGANISE OUR PEOPLE, PROCESSES AND SYSTEMS TO ENSURE THE PUBLIC RECEIVES THE BEST POSSIBLE SERVICE.**

Over the past few months, we've mapped out the service we provide, from first point-of-contact to how we manage offenders and bring them to justice. This includes how we organise ourselves and takes into account the crime intelligence, custody and case management processes we follow and the systems we use.

We've travelled the length and breadth of the constabulary, asking for your help to invent what the future looks like. We've engaged with officers and staff and read nearly 1,500 'If I Were Chief' or Room 101 suggestion cards. And we've shared our findings and our proposals for change through the Future Is Coming events.

**Here's what all of our work to-date has found.  
And here's what happens next.**





# WHAT YOU'VE TOLD US...

“WE DON'T  
HAVE THE RIGHT  
TOOLS OR KIT TO  
DO THE JOB”

“OUR PROCESSES ARE  
INEFFICIENT, DUPLICATE,  
ARE INCONSISTENT  
AND MUST BE  
WORKED AROUND”

TRUST  
US!

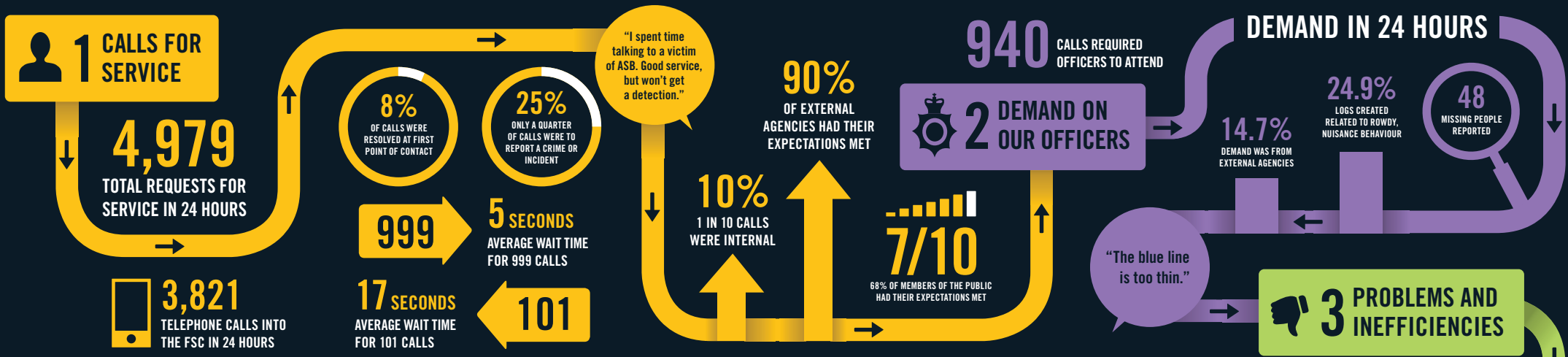
“TARGETS ARE DRIVING  
THE WRONG BEHAVIOUR.  
THEY AREN'T WHAT THE  
PUBLIC WANT”

“OUR SYSTEMS AREN'T  
INTEGRATED AND HAMPER  
– NOT HELP US”

“WE ARE NOT  
OPERATING AS  
ONE TEAM”

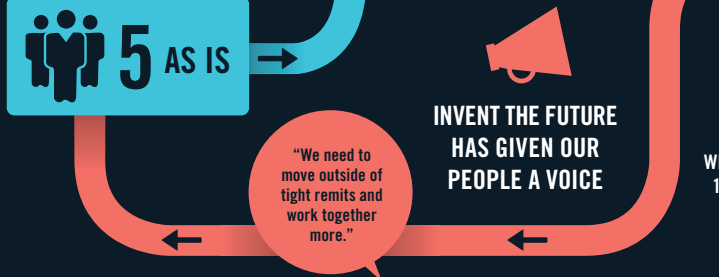
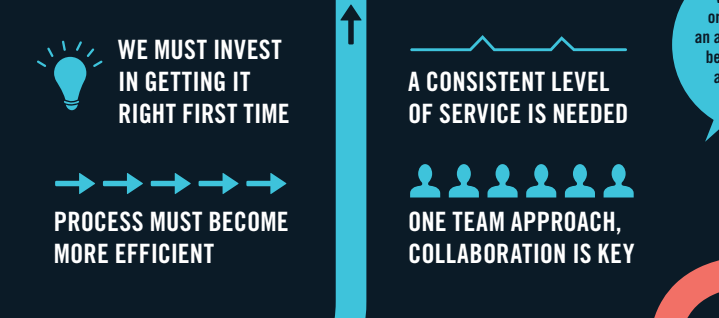
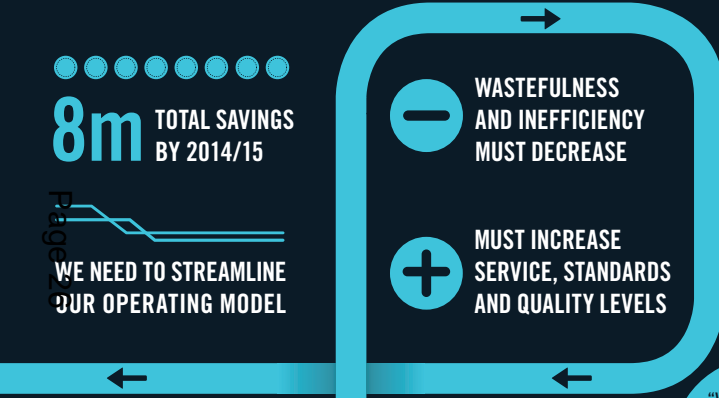
“GOVERNANCE IS  
MAKING FOR LOTS OF  
ARGUING OVER REMIT”





# VITAL STATISTICS

DEMAND • DELIVERY • EXPECTATION



# WHAT THE FUTURE LOOKS LIKE

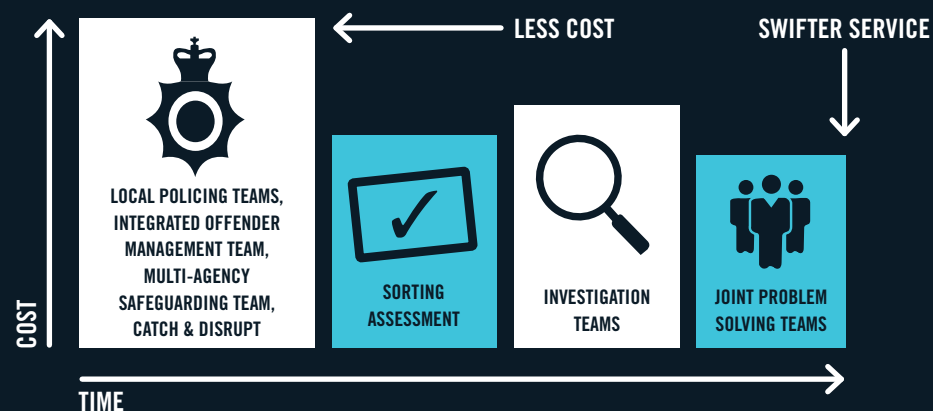
WE WILL HAVE MORE PEOPLE, NOT LESS, ON THE FRONT LINE AND OUR PROCESSES WILL BE SLICKER TO GIVE A SWIFTER MORE EFFICIENT SERVICE TO THE PUBLIC.

WE WILL LEARN FROM THE GOOD IDEAS AND GREAT WORK THAT'S GOING ON IN SOME PARTS OF THE FORCE AND MAKE SURE EVERYONE BENEFITS FROM IT.

LOCAL POLICING TEAMS WILL WORK IN A SMARTER WAY THAT WILL BE SIMPLER FOR STAFF AND BETTER FOR THE PUBLIC.

RESPONSE, NEIGHBOURHOOD AND TARGETED CRIME UNITS WILL WORK AS ONE TEAM TO CATCH CRIMINALS AND DISRUPT CRIME.

NEIGHBOURHOOD MANAGERS WILL BE THE GOLDEN THREAD THAT BRINGS EVERYONE, INCLUDING HOUSING, HEALTH, PROBATION AND DRUGS WORKERS, TOGETHER TO TACKLE CRIME AND CRIMINALITY, SUPPORT VICTIMS AND VULNERABLE PEOPLE, AND HELP OFFENDERS IN MOVING AWAY FROM A LIFE OF CRIME.



# WHAT HAPPENS NEXT?

**OUR PRELIMINARY SOLUTION IS OUR PROPOSED OPERATING MODEL. IT'S NOT FINAL. WE'RE WORKING WITH AVON AND SOMERSET CONSTABULARY'S WIDER CHANGE PROGRAMME AND INVITE EVERYONE TO TAKE THE OPPORTUNITY TO HAVE A SAY, TEST AND REFINE THE OPERATING MODEL INTO A VALIDATED SOLUTION.**

**BY CHRISTMAS WE'LL KNOW WHAT THE FUTURE HOLDS POST-APRIL 2014.**

**HELP US RESHAPE THE WAY WE DO THINGS. GET INVOLVED. THE FUTURE IS COMING.**

**EMAIL US: #OPERATING MODEL  
CALL US: #66092**

**VISIT OUR INTRANET PAGE TO FIND OUT MORE AND TO KEEP UP-TO-DATE WITH OUR PROGRESS.**



# THE FUTURE IS HERE ONE TEAM

The Operating Model  
Validated Solution



## A TIME FOR CHANGE



**Nick Gargan QPM**  
Chief Constable

### THE FUTURE IS HERE

#### 04 INTRODUCTION

#### 06 THE FUTURE IS COMING FLASHBACK

#### 08 OUR SERVICE PROMISE

#### 10 OUR VISION FOR THE FUTURE

#### 12 WHAT THE FUTURE LOOKS LIKE

#### 34 OUR OPERATING MODEL ON THE GROUND

#### 36 OUR OPERATING MODEL STRUCTURE

#### 38 WHAT HAPPENS NEXT?

... and that time has now arrived.

When I took over as Chief Constable I knew that there was every chance I would see the budget continue to shrink for several years. The Chief Officer team made some small changes in the spring of 2013 but we knew from the outset that a more fundamental change was required to see us through further financial squeezes. And the driver for change wasn't just financial: we knew that we had big new buildings and important new IT systems coming our way in 2014 and we needed to be ready for them.

So I asked Chief Superintendent Sarah Crew to put together a team of highly able people to help us meet the challenge. That challenge was to absorb the change that was coming our way, put us into the kind of shape that would enable us to absorb future savings requirements, and (if at all possible) to actually improve our responsiveness and deal with some of the long-standing gripes and issues some in our community have had about the service we provide.

This booklet describes the process that Sarah's team followed and the things they learned. It describes the solution that is being proposed and the things we hope it will achieve. It explains at a very high level how people will be affected. In describing the process, the team remind us of just how much consultation, listening, sharing of ideas and testing of solutions they have done. The result is something that is already being talked about across policing as a very exciting and promising blueprint for a modern, open, dynamic and responsive police force.

For a while we thought that two thirds of the people in Avon and Somerset Constabulary would be quite seriously affected by these changes (a new role, a new workplace or perhaps a new boss). Now we know the figure to be less – but still over a third of our staff are about to face significant change. My commitment is that we will do everything in our power to listen to your concerns during this time of change, to explain what we are trying to achieve, to listen to alternative ways of achieving it (and work out if they may work better) and to treat staff fairly and with respect: communicating with you in straightforward and simple language.

Please take a little time to read through this booklet. It tells you a lot of information that will help you understand (and, if necessary, explain) the change that is coming. That change will only be a success if we all work together to achieve it. This is going to be a fast-moving and at times exciting year, but it will be a little scary and worrying at times too. I look forward to working through it with you, to build our future.

# ONE TEAM

## “BETTER FOR THE PUBLIC, SIMPLER FOR OUR PEOPLE, VALUE TO THE ORGANISATION”

The Operating Model Programme has been responsible for reshaping the way we do things: how we organise our people, processes and systems to give the public the best possible service.

Since May, we've mapped out the services we provide, from the first point of contact all the way through to how we manage offenders and bring them to justice. We've also looked at how we organise ourselves, taking into account the crime, intelligence, custody and case management processes we follow and the systems we use.

Over the past nine months, we've listened to what our staff and the public have to tell us about the way we do things, travelling the length and breadth of the constabulary asking people to help invent what the future looks like, and we've shaped our proposals accordingly.

Through Operation Check we identified the demand from the public and our partners and, through Operation Census, where gaps in our resources lie. We've built a clear picture of life as we know it – the 'AS IS' – and shared our findings and proposals for change through many different forums.

We've been convinced that it's only by identifying the issues jointly and building the solutions together that we can build the best possible Target Operating Model.

Our proposals have been developed based on three principles: better for the public, simpler for our people, and value to the organisation. To test and refine our Operating Model proposals we engaged again with our people to validate and finalise the Target Operating Model solution we've developed.

In this booklet you'll finally read about what that solution looks like and how we'll reshape the way we work for the better. But our work isn't finished there. We need the help of every single one of you to achieve it.

**2,500**  
INDIVIDUAL INTERACTIONS



**1,500**  
SUGGESTION CARDS



**1,671**  
HOURS COMMITTED TO LISTENING FROM STRAW MAN TO IRON WOMAN SOLUTIONS



# THE AS IS

THE WAY WE OPERATE NOW IS MORE COSTLY AND LESS EFFICIENT THAN IT COULD BE

OUR TEAMS AREN'T AS JOINED UP AS THEY COULD BE

SOME OF OUR PROCESSES AND SYSTEMS NEED AN OVERHAUL TO MAKE THEM FIT FOR THE FUTURE

WE DON'T ALWAYS HAVE THE RIGHT PEOPLE IN THE RIGHT PLACE AT THE RIGHT TIME TO MEET THE DEMAND FOR SERVICE AND PUBLIC EXPECTATIONS

# THE FUTURE IS COMING FLASHBACK

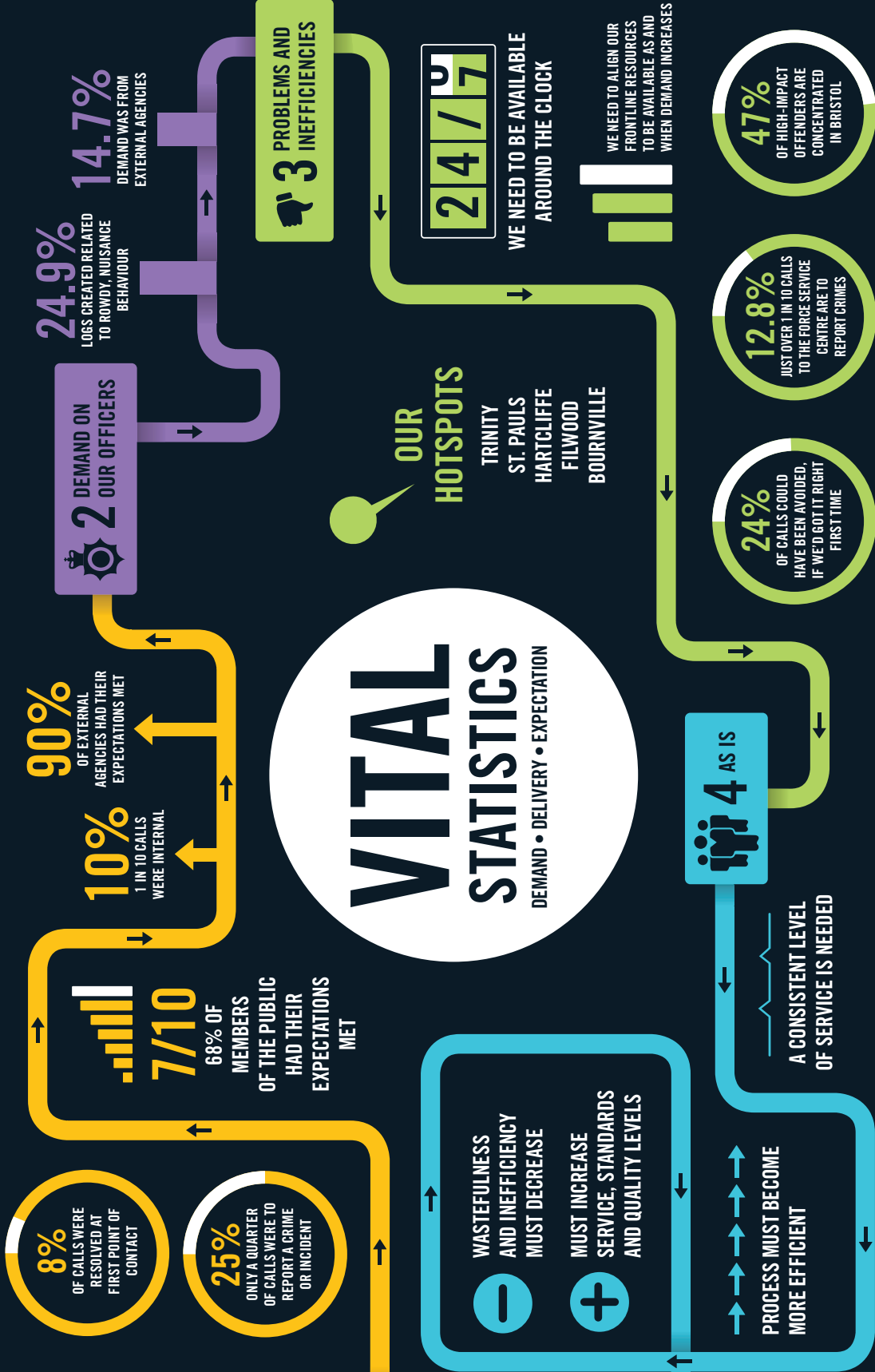
On 2 August 2013 we carried out Operation Check where, for 24 hours, we recorded every demand we received into the organisation from the public and our partners. The operation, and all the other work we've carried out, specifically told us what the public asked for when they contacted us, how effective our response was, the times and locations of greatest demand, and how the processes we followed impacted our staff and the service we provide.

**1** CALLS FOR SERVICE

**8m** TOTAL SAVINGS BY 2014/15

WE MUST INVEST IN GETTING IT RIGHT FIRST TIME

"We're a massive organisation with an awful lot of people behind the scenes and not a lot on the ground."





# THE FOUNDATION OF OUR OPERATING MODEL

## OUR SERVICE PROMISE

The starting point to shaping a new Operating Model has been the creation of our service promise. This sets out what the public tell us matters to them and defines what they can expect from us when they need us. This answers the fundamental purpose of what we're here to deliver.

**THE PUBLIC TOLD US WHAT MATTERS**

- Be there when I need you
- Be visible and accessible to me and my community
- Treat me fairly and with respect
- Tackle the issues that matter most and keep me safe
- Keep me informed and do what you say you are going to do



**WHAT THE PUBLIC CAN EXPECT FROM US**

- We will respond to your requests for service in the right way
- You will have access to Avon & Somerset Police services 24 hours a day, 365 days a year
- We will treat you professionally, with fairness and respect
- We will listen to ensure we tackle issues that matter most to you
- We will endeavour to prevent crime and protect you from criminals
- We will keep you informed and updated

We consulted with the public to find out what they want from us. The key points were then summarised into the five themes outlined above. This echoes ten years of data collected by the Citizen Focus Policing team from public surveys as well as insight from the Office of the Police and Crime Commissioner.

We shared the service promise with officers and staff at the Invent The Future roadshows, the Future Is Coming events and on the intranet. The Office of the Police and Crime Commissioner and the Chief Constable have also shared the service promise with the public and invited feedback and comments. An online public consultation was carried out, which endorsed the statements above.

# OUR VISION FOR THE FUTURE

## PROCESS



- An excellent universal response to calls for service
- Targeted problem-solving to prevent future demand
- Solutions that are evidence based, have been stress-tested and are able to withstand objective challenge
- Streamlined processes which avoid duplication, waste and operate smoothly end-to-end
- Resources that are coordinated and tasked to meet the needs of the public
- Corporate and consistent ways of operating

## PEOPLE



- Senior leaders who work together collaboratively
- Corporate roles and responsibilities that are flexible enough to meet local needs
- People are fully engaged in change, helping to stress-test and shape the solutions
- People are fully committed to achieving the service promise
- Our organisation works hard to manage talent and enables all our people to reach their full potential

34

## SYSTEM



- Systems and tools enable people to work at optimum efficiency
- Our IT and estates set-up supports and enables the way we operate
- Custody and investigation centres are used to maximum efficiency and effectiveness
- Management information enables us to operate efficiently, attain high levels of performance and monitor performance to continuously improve

## CULTURE

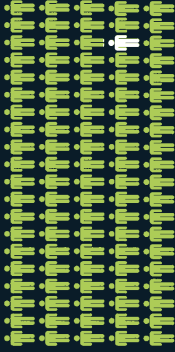


- A clearly-defined public-led service promise, so the public knows what service to expect and our people know what service to deliver
- Leaders who promote, support and role model collaborative behaviour and our values
- People with the knowledge, skills and attitude to carry out roles to their full potential
- People who take personal responsibility for fulfilling the service promise
- Leaders who are always looking for opportunities to problem-solve and drive continuous improvements

## PRINCIPLES



**1: BETTER FOR THE PUBLIC**



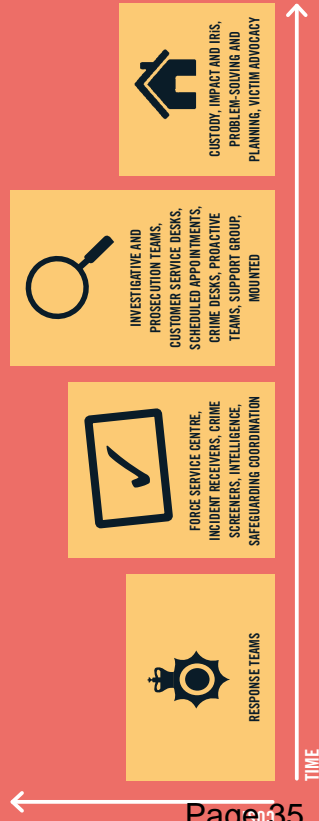
**2: SIMPLER FOR STAFF**



**3: VALUE TO THE ORGANISATION**

# WHAT THE FUTURE LOOKS LIKE

## AS IS HOW WE OPERATE NOW

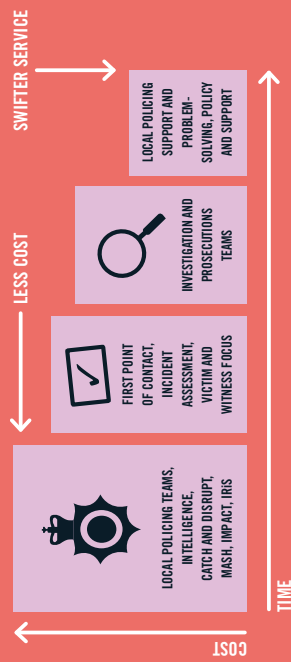


We will have more people, not fewer, on the frontline and our processes will be slicker to give a swifter, more efficient service to the public. We will learn from the good ideas and great work that's going on in parts of the force and make sure everyone benefits.

Local policing teams will work in a smarter way that will be simpler for staff and better for the public. Patrol, neighbourhood, CID and proactive teams will work as one team to catch criminals and disrupt crime.

Neighbourhood managers will be the golden thread that brings everyone, including housing, health, probation and drugs workers, together to tackle crime and criminality, support victims and vulnerable people, and help offenders in moving away from a life of crime.

## TO BE HOW WE PROPOSE TO OPERATE IN THE FUTURE



We were tasked with finding £8 million of savings and our Target Operating Model achieves this and stands us in good stead for the future challenges we face. The reduction in head count is less than expected and less than what has been projected in previous cost-saving proposals. The majority of posts we will lose are middle-management police officer roles; this helps us protect the frontline.

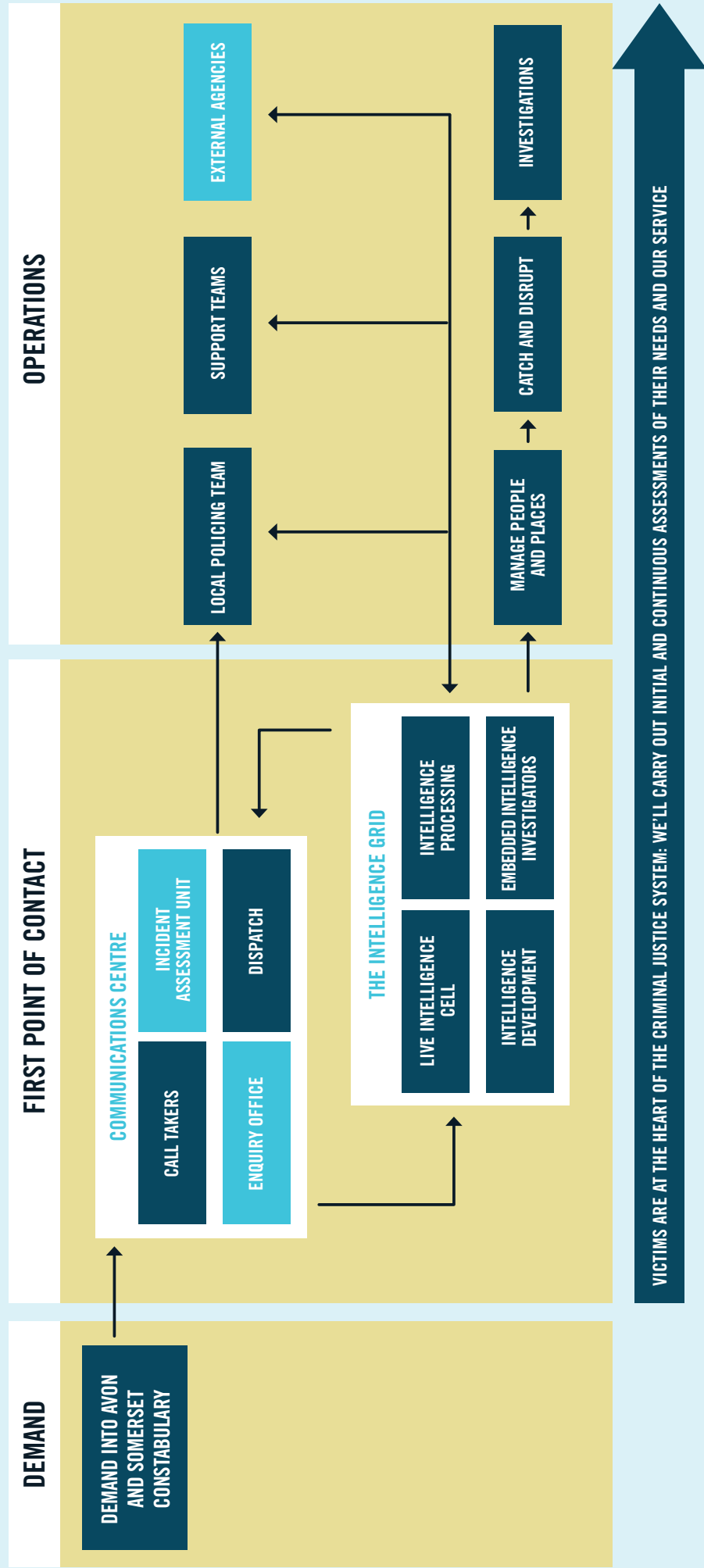
# OUR TARGET OPERATING MODEL

## ONE END-TO-END PROCESS

### TARGET OPERATING MODEL VALIDATED SOLUTION

We are moving our resources, our expertise and our organisational culture closer to the public, closer to the first point of contact and closer to the frontline. Working together, as one team, we'll tackle crime and criminals; support victims and protect the vulnerable; and we will help offenders move away from lives of crime if they truly want to do so.

This high-level end-to-end process map incorporates each of our core services and demonstrates how they will effectively interact and handover to one another. On the following pages, you will read about how our solutions for each service area fit together into our new Operating Model.



# SOLUTIONS: COMMUNICATIONS CENTRE

## OVERVIEW

**We define 'first point of contact' as the critical moment when a member of the public makes contact with us, and our response to their situation.**

When a member of the public contacts us through a 999 or 101 call, we'll provide them with the right service, do what we say we will and we'll keep them informed every step of the way.

We need to ensure that the public's first point of contact with the organisation is sufficiently sensitive, flexible and responsive to meet their expectations, matching the pace of the organisation and managing the consequent demand for response in the most efficient and effective way.

Our service promise will help us achieve this. By investing in our people and the technology we use, we'll ensure staff have access to the right information at the right time to resolve situations at the earliest opportunity.

The Force Service Centre and Dispatch will be co-located to create a single Communications Centre.

Our core process will be simplified and call takers will be trained to manage call handling, crime recording and intelligence processing tasks.

Dispatch will task and coordinate operational resources, making sure that the right person responds to the public need at the right time and place. This will be supported by the way we configure our resources across the force area so we can meet demand, including proactive patrols responding to intelligence and deploying across local area boundaries.

The first point of contact is the gateway into the organisation and the 'public face' of the constabulary. In making these changes we'll build confidence within the communities we serve.

## COMMENT

**Seth Cooke**, Call Handler, Force Service Centre, says: "I've been impressed with the professionalism, knowledge, dedication and passion of the Operating Model Programme team and everyone else that's been involved. I've been given the opportunity to have my say, debating good and bad ideas and I feel my recommendations have been listened to. This solution is based on a range of excellent feedback from officers and staff, who collectively have decades of experience, directly serving the public in frontline and support roles."

**Inspector Simon Guilfoyle**  
author of 'Intelligent Policing'

"By investing more resources and time in the first activity (often the one that involves the point of contact with the customer or service user), the cost and time invested in the subsequent activities can be reduced. The total end-to-end time that the system requires to complete the work is shorter, and the overall cost is less."



## WHAT'S CHANGING?

Call takers will record crime at first point of contact.

The Force Service Centre will be aligned with Dispatch and call takers and dispatchers will co-locate.

Interactive Voice Response system will produce a self-service option for the public for some of our services.

We're replacing the existing call scripting system.

Supervisors at first point of contact will manage call takers and dispatchers.

Operational officers will be issued with mobile devices to make them more accessible to the public – and to reduce the number of calls we receive through 101.

A trial will help us assess and define which crimes will be recorded by call takers.

## WHAT'S NOT CHANGING?

Our focus on providing the right service to the public at the right time.

The role of call taker and dispatcher will remain separate.

Screening will continue to be outside of the call taker role.

Our command and control system will remain the same.

Supervisors at first point of contact will manage call takers and dispatchers.

Operational officers will be issued with mobile devices to make them more accessible to the public – and to reduce the number of calls we receive through 101.

A trial will help us assess and define which crimes will be recorded by call takers.

## BENEFITS

### One team

Call takers and dispatchers will be co-located as one team, managed by a Communications Centre Leader.

### Better for the public

We'll upskill our staff to increase customer satisfaction.

### Simpler for staff

Our staff will have more ownership to resolve problems at first point of contact and a bespoke call scripting system will tailor calls to meet the public's needs.

### Value to the organisation

Removing calls for officers and custody will mean call takers will be able to swiftly respond to incident requests and record crime and intelligence.



## WHO IS AFFECTED?

- Call Handlers
- Dispatchers
- Crime Screeners
- Intelligence
- Victim and Witness Focus Teams
- Custody
- Police Officers
- Shift Managers and Supervisors

# SOLUTIONS: INCIDENT ASSESSMENT TEAM

## OVERVIEW

We know from all the work we did in understanding the 'AS IS' that the way we record and manage crime is inefficient, involves multiple handover between different roles and varies according to area and department.

So our solution has been designed to simplify the process and improve the experience the person who is making the report has with us.

The multi-step process that currently exists – deciding whether an incident is a crime, classifying what type of crime, making initial 'desktop' enquiries and the decision to file – allocate for investigation – will be reduced down to a single step and a single role – that of the Incident Assessor.

The Incident Assessment Team will have a detailed knowledge of the Home Office Counting Rules, strong investigative skills as well as an excellent way with victims, enabling them to resolve more and more investigations at first contact and reducing the number of handovers to other teams. And where incidents require investigation, they will be sent to the right team with as much information as possible so that the victim does not have to tell their story a second time and we lose no time in tracking the offender.

Call takers and officers who receive a report of a crime will have a critical part to play. By doing a thorough initial investigation, gathering all relevant information, they will help the incident assessors do their role in a way that negates handovers to different people, avoids unnecessary allocation and gives victims the best possible outcome.

Call takers and officers will be able to directly input into the core IT system to record incidents, with mobile technology where relevant, to make the crime management process as timely and efficient as possible.

And since crime happens 24/7 and call takers and officers will be able to record it 24/7, the Incident Assessment Team will operate 24/7 too, working alongside the 24/7 Intelligence Team within the Communications Centre. This will help us make the links between the crimes being recorded, the intelligence being gathered and what is happening on the ground fast, and give us a chance of intervening in the moment.

Incident assessors will also have a role to play in identifying victims who are vulnerable or otherwise at risk of harm. This will help the professionals in the MASH and Victim and Witness Focus Teams put the right support around them as soon as possible.



## BENEFITS

**One team**  
Everybody involved in recording and investigating crime will understand their role in the process and help each other get it right first time.

**Better for the public**  
Victims will receive an improved service at first point of contact. At the end of the contact they will have a clear understanding of what action, if any, will be undertaken. Victim vulnerability will be identified and flagged to the appropriate departments.

**Simpler for staff**  
Clear roles and responsibilities will ensure greater clarity and understanding.

**Value to the organisation**  
Reduced handovers and duplication and clear roles and responsibilities will help to ensure compliance with national standards. The processes will be simpler and speedier, freeing up staff to focus on quality rather than administrative tasks.

## WHAT'S CHANGING?

The incident assessors will make risk assessments for vulnerability and risk of harm, and assess the victim's needs before referring the crime or incident appropriately.

The Incident Assessment Team will be based at HQ, within first point of contact, and will operate 24/7.

There will be a phased approach to move to a single location, rationalising the roles of the Crime Management Unit, Incident Receivers, crime screeners and crime desks into one centrally based Incident Assessment Team.

A desktop investigation pilot is planned for Spring 2014.

## WHAT'S NOT CHANGING?

Investigating officers will take responsibility for victim contact in line with the Victims' Code of Practice.

Call takers and investigating officers will be personally responsible for capturing all the relevant information when a crime is reported and for carrying out high-quality initial investigations.



## COMMENT

**Jess Painter**, Deputy Quality Assurance Crime Manager, says: "The new process will provide quicker front end investigative capability – therefore providing a better quality of service to victims at the first point of contact."



## WHO IS AFFECTED?

- Crime Screeners
- Crime Desk
- Crime Management Unit
- Incident Receivers
- Call Takers

# SOLUTIONS: LOCAL POLICING

## OVERVIEW

**Local policing and delivery of effective neighbourhood policing is critical to the constabulary.**

The local policing solution will see the neighbourhood and patrol teams aligned under a single Local Policing Inspector who will be responsible for the daily delivery of neighbourhood policing as well as patrol. This will ensure we have the right specialists with the right expertise and the local knowledge on the ground when the public need them most.

The new post of Neighbourhood Manager will work with communities, partner organisations and local policing teams to solve problems on a full-time basis.

To make sure this approach works, we're carrying out pilots and pathfinders in the North East, Bristol and Somerset before we make any permanent changes.

The first of these exercises went live in the North East on 6 January 2014 and will last for 20 weeks. We will learn the lessons from this pilot and apply any changes to subsequent pathfinders in both Bristol and Somerset. Once we are confident the local policing model will bring the benefits anticipated, and without any dilution of neighbourhood policing, we will then implement the changes force-wide.

Each area will have a Local Policing Support Team to provide the specialist skills and tactical knowledge needed to tackle local problems. These teams will consist of experts in crime reduction, licensing, youth work, events planning and other disciplines including themes relevant to the area – for example, rural crime in Somerset and community cohesion in Bristol.

## WHAT'S CHANGING?

There will be a Local Policing Team pilot/pathfinder in each area, prior to implementation.

Patrol and neighbourhood teams will be aligned to create Local Policing Teams.

A new post of Neighbourhood Manager will be created.

The role of Local Policing Inspector will reflect the new joined up approach to delivering local police.

Neighbourhood shift patterns will be standardised and aligned more closely to demand.

Criminal justice inspectors will provide Custody PACE cover between 07:00 – 23:00hrs, seven days a week.

There will be Local Policing Support Teams in each area, providing a pool of specialist skills and knowledge to local policing teams and neighbourhood managers.

Patrol team structures and numbers are largely unaffected but there may be some variations in core shift times to increase resources on late shifts and remove the cultural barriers to working across geographic team boundaries.

## WHAT'S NOT CHANGING?

We will not reduce the number of beat managers or PCSOs delivering frontline policing.

Beat teams will remain neighbourhood focused and core responsibilities won't change.

Teams delivering day-to-day neighbourhood policing in the community won't change.

Neighbourhood and patrol functions will remain separately resourced.

We will not reduce the number of Neighbourhood Sergeants and core responsibilities remain neighbourhood focused.

Each local policing team will be led by a Local Policing Inspector working shifts in alignment with their teams.

## WHO IS AFFECTED?

Patrol teams

Neighbourhood teams

Inspector ranks

Sergeant ranks

## BENEFITS

### One team

Neighbourhood and patrol teams will share briefings and taskings, bringing them closer together.

### Better for the public

We'll reduce duplication and more issues will be resolved at first point of contact.

### Simpler for staff

Local policing inspectors will be sighted on all available resources.

### Value to the organisation

We'll align the right people in the right place at the right time, ultimately reducing demand through effective problem-solving.

Local policing and delivery of effective neighbourhood policing is critical to the constabulary. We're carrying out pilots and pathfinders in every area before we make any permanent changes.



## COMMENT

Inspector **Kevin Thatcher** says: "We are in the early stages of the North East pilot. However, this has already seen an increase in the number of staff available at peak times of demand, less delayed logs and good feedback from our neighbourhood teams on how good it is to be part of a team working with common goals."





# SOLUTIONS: THE INTELLIGENCE GRID

## OVERVIEW

We recognise that intelligence is a crucial golden thread that runs throughout our organisation.

The intelligence Grid will have its hub, the Intelligence Centre, at HQ to provide resilience, standardisation and to reduce duplication. But the importance of local intelligence isn't lost, with intelligence gatherers embedded in neighbourhood policing areas and with the 'Manage' and MASH teams, in the Catch and Disrupt teams and the Investigation teams.

We are **24/7** service so we need to be able to respond to intelligence 24/7. This way, we have the best chance of catching criminals, protecting the vulnerable and making our communities safe. The Intelligence Grid will not only review and assess intelligence 24/7, it will also include a Live Intelligence Cell in Command and Control so that we can respond around the clock too. Today's Business Today will be just that.

Through the new Intelligence Grid model we will:

- Gather information to build our understanding of criminals so we can get ahead of the game and tackle crime before it happens
- Identify the most vulnerable people to protect them as much as we can
- Break down organised crime groups that try to profit from illegal activity
- Identify criminal activity and its impact on our communities so we're able to prioritise and task resources to be in the right place at the right time
- Support the needs of our officers and staff by processing and responding to intelligence 24/7.

## WHAT'S CHANGING?

Intelligence will be governed by a single department to ensure consistency of standards.

Intelligence reports will be processed by a single 24/7 team who will share expertise and provide resilience.

High-risk intelligence will be fast-tracked to the Live Intelligence Cell for immediate development and tasking.

Single location for intelligence processing, tasking and development.

Local delivery enabled by staff embedded in local teams.

Predictive Analytics will help us identify potential offenders and victims at an earlier stage.

The Source Handling Team will remain centrally managed and will operate from north and south hubs. It will now form part of the Investigations Policy, Standards and Support department.

## WHAT'S NOT CHANGING?

Intelligence continues to be the valuable insight that drives our business to be the best it can be.

## WHO IS AFFECTED?

- The Intelligence Directorate
- Area intelligence staff
- Staff working in intelligence roles across the force

## BENEFITS

### One team

Our strategic intelligence requirements will be consistently understood by everyone and the quality of our intelligence will improve.

### Better for the public

We'll capture, process and share intelligence faster.

### Simpler for staff

We'll direct our intelligence to focus on key problems. The new tasking processes will be less bureaucratic and more transparent. Intelligence will focus on key problems and intelligence staff will be more visible to operational teams.

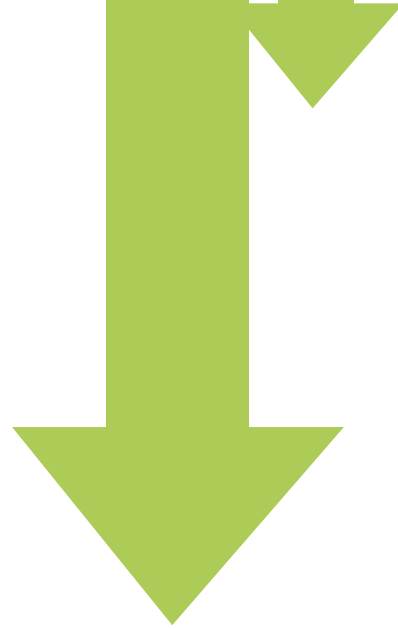
### Value for the organisation

The Intelligence Grid will balance central ownership and delivery with the value of locally embedded intelligence staff working on the ground at the first point of contact.



## COMMENT

Detective Inspector Neil Byrne, Intelligence Directorate, said: "Every member of the constabulary has had the opportunity to voice their ideas, concerns and fears. This solution will ensure that the intelligence function can continue to move at pace, is sustainable for the future and will be reviewed on an ongoing basis, especially when it comes to skills, IT and working hours. Furthermore, this has given us the chance to reassess our delivery options for telecommunication and cyber data."





# SOLUTIONS: MANAGING PEOPLE

## OVERVIEW

By bringing these teams together, we can also establish a clearer, more comprehensive picture of links between offenders and victims allowing us to focus more proactively on emerging risk and vulnerability. We believe that this is where some of our most Troubled Families are to be found. This approach also offers a golden opportunity to start working with them in a joined-up way and as soon as possible. The embedded intelligence staff within the 'Manage' hubs will ensure this happens.

We want to make the most of our opportunities to intervene early, before someone needs the specialist support of IMPACT, IRIS or MASH. Using new methods, including Predictive Analytics, the Intelligence Grid will identify our 'emerging subjects' earlier so that neighbourhood managers can devise the right plan to support individuals and divert them off the path of criminality and/or vulnerability and start them on the right pathway.

Our relationships with our partners will be critical to the success of this solution.

Two new 'Manage' hubs will help us to do that. They have been designed to build on the established success of our IMPACT Integrated Offender Management Programme in Bristol and the emerging success of IRIS, which works with partners to look after some of the most serious and prolific offenders.

We will work closely with our partners to evolve our existing Safeguarding Coordination Units (SCUs) into Multi-Agency Safeguarding Hubs (MASH). We see them working much more closely with IMPACT and IRIS to recognise the links between our high-risk and persistent offenders and vulnerable people.

There will be greater joint working between the constabulary and its key partners; the new role of Neighbourhood Manager will be pivotal to this.

**Better for the public**  
Our approach to offender management (IMPACT, IRIS, MASH) will be consistent and robust.

**Simpler for staff**  
If you have concerns about an offender, you can go straight to one team. Information sharing will be improved and intelligence gathering and researching capabilities will be enhanced. Local policing teams will play a pivotal and ongoing role in the management of people and places. Joint working between the constabulary and our key partners will increase in scope and importance, leading to better management of risky and dangerous people in our communities.

**Value to the organisation**  
Demands for our service originating from persistent and dangerous offenders will be reduced. There will be fewer victims, fewer repeat victims and vulnerable people will not require our services as often or as much because they will be safer from those who prey upon them.



## BENEFITS

Our focus will be on people first and the crime type second.

The IMPACT cohort will be centrally managed from 'Manage' hubs in Bristol and Somerset, with local support where necessary.

IRIS will be rolled out across the force and IRIS and the Dangerous Offender Intervention Team will become one team. We'll take a multi-agency approach continuing the best practice established in Bristol.

High-risk young offenders will be managed by IMPACT officers embedded in the Youth Offending Team and young people involved in street crime will be managed by IRIS.

Pathway Coordinators will be integral to our 'Manage' approach, as will a close connectivity with the Victim and Witness Focus Team.

Proactive intelligence staff and a researcher/analyst will be embedded in the hubs to get ahead of the curve and identify those people that present the most risk and harm to our communities.

The role of neighbourhood managers and local policing teams will be critical to the effective management of offenders and safeguarding vulnerable people found in every local community.

## WHAT'S CHANGING?

The IMPACT function will remain the same.

The focus on multi-agency working is as strong as ever.

We will continue to recognise IMPACT and IRIS as best practice.

## WHAT'S NOT CHANGING?

The IMPACT function will remain the same.

The focus on multi-agency working is as strong as ever.

We will continue to recognise IMPACT and IRIS as best practice.

## COMMENT

Inspector **Kerry Paterson** (IRIS) says: "The solution will lead to enhanced data sharing, and co-locating with our partner agencies gives us an opportunity to get it right for the most vulnerable people in our communities"



## WHO IS AFFECTED?

IMPACT

IRIS

Safeguarding Coordination Units

Dangerous Offender Intervention Team

Colleagues within Youth Offending Teams

# SOLUTIONS: MANAGING PLACES

## OVERVIEW

To move to a new way of working we have had to understand how we do things now and why our approach has historically been managed by crime type. New research identified several persistently high-demand and community hotspot areas across our force. We need to find new and innovative ways of tackling these, and learn from best practice where it already exists.

The Intelligence Grid will systematically scan and identify these strategic, high-demand locations, and Area Commanders will be personally responsible for ensuring these areas are tackled. Neighbourhood managers will work with partner agencies and the local policing team and, with advice and best practice support from a new centrally based Local Policing Problem-Solving Team, they will draw together joint plans to tackle crime and reduce demand in these areas.

The Intelligence Grid will also identify local hotspots. These will similarly be the focus of neighbourhood managers, who will help to forge strong links between local policing teams and partners to proactively manage and resolve these local hotspot areas, drawing on expert advice from the central problem-solving team when they need it.

## WHAT'S CHANGING?

Strategic problem locations will be identified by the Intelligence Grid and owned by Area Commanders; local hotspots will be owned by neighbourhood managers.

The new neighbourhood managers will be responsible for managing strategic locations and local hotspots and forging effective working problem-solving relationships with partners.

The Problem-Solving and Local Policing Team will be responsible for producing expert off the shelf Problem-Solving Toolkits that are accessible to all staff.

A new Local Policing Problem-Solving Team will give expert advice on the most appropriate problem-solving tactics to use and will form part of the initial start-up team, seconded to the area, in order to guide the team.

## WHO IS AFFECTED?

- The intelligence directorate
- Area intelligence staff
- Some staff working in an intelligence role in a different unit

## BENEFITS

**One team**  
By working as One Team and tasking the right people at the right time to our strategic locations and local hotspots, we will manage down demand. This will release resources to other parts of the business, reduce risk and increase public confidence and reassurance.

**Better for the public**  
Multi-agency demand for strategic locations will reduce, leading to better public satisfaction, community engagement and, in the long term, resources can be reallocate according to business need.

**Simpler for staff**  
Multi-agency best practice will be identified, captured and fed back into our corporate knowledge, meaning that we maximise and share our successes and learn the lessons from our mistakes.

**Value to the organisation**  
Tackling our high-demand locations and persistent hotspots will, over time, reduce the demand in to the force. This means resources can be redirected to frontline and proactive parts of our business

## COMMENT

**Stuart Bell, Taunton, says** "The Halcon estate in Taunton has long been identified as a high-demand location with a high density of offenders and victims. The Halcon 'One Team' is an innovative approach. It is a truly multi-function, multi-agency team with a dedicated manager, coordinating the activities of all agencies working on the estate. This reduces duplication and ensures that the right agency intervenes. The amount of change and transformation on the estate has been incredible and under the new Operating Model this expertise and best practice will be replicated across all our high-demand areas to help transform them for the local communities."



# SOLUTIONS: CATCH AND DISRUPT

## OVERVIEW

Catch and Disrupt will bring together all of our proactive capability into one team tasked directly from the Intelligence Grid. The team will provide a flexible and dynamic resource able to operate overtly and covertly wherever it is needed. Resources will be visible (except when they are covert, of course) and accountable and ready to respond to calls for service as well as intelligence tasks.

We will retain a surveillance and specialist tactics capability at HQ, for force-level incidents and operations. The central team will be bolstered by a small, investigative resource to manage sensitive disclosure issues and provide a case officer capacity if required.

The rest of the team will work from two bases: north and south. Each local team will include a surveillance team and a uniform proactive team, working to the model pioneered by Bristol's District Focus Team. Support Group officers will join the local teams, bringing specialist skills and tactics and increasing capability, although retaining their current responsibilities.

There will be a corporate 'no borders' approach with equal access to Catch and Disrupt tactics for the whole force. Central leadership will ensure surveillance capability is consistent across the force, tactics are protected, and oversight of asset deployment is easily audited to ensure a consistent standard.

Team members will take personal responsibility for managing and disrupting the people in the places that cause the most harm. Catch and Disrupt officers will be developed so they are multi-skilled and able to be deployed to a variety of tasks.

The teams will be responsible for arresting individuals and groups of offenders, bail and licence condition enforcement, control visits and 'crackdown' activities. They will deliver foot and mobile surveillance operations and have capacity to offer 16 hour coverage every day.

Catch and Disrupt will also include the Mounted Section and an operational planning, support and policy function.



## BENEFITS

**One team**  
Joining up teams with proactive surveillance areas across our organisation.

**Better for the public**  
Very focused towards managing the people and places that cause us the most harm and our focus will be wide, ranging from organised criminal groups to the offenders of antisocial behaviour.

**Simpler for staff**  
Bringing the right people, in the right place, at the right time together who are multi-skilled and flexible.

**Value to the organisation**  
Ultimately reducing demand through effective problem-solving and targeting the people who cause the most crime and present the most risk to our communities.

## WHAT'S CHANGING?

There will be two surveillance teams and two overt uniform proactive teams for local level criminality, targeting the offenders that cause us the most harm, based in the north and south of the force. The surveillance 'hubs' will have the capability to deploy assets and conduct mobile observations and will have interoperability with the force surveillance team. There will be a Catch and Disrupt capability seven days a week, 16 hours a day.

Co-located with the area surveillance teams, technical surveillance officers will assist in the foreseen increased deployment of static observation points and other technical surveillance equipment. This will decrease the need for entire teams to deploy, maximising the use of our available skilled resources.

Support Groups will come under Catch and Disrupt leadership, located and deployed alongside the overt Catch teams, to be tasked in line with the Intelligence Grid priorities, and their specialist skills.

RIPA Managers will oversee, submit and manage all local surveillance teams for all relevant surveillance requirements.

Deployments for all staff in Catch and Disrupt will be tasked by the Intelligence Grid according to threat, harm or priority.

Operational planning, policy and support functions will come into one centrally managed department within Catch and Disrupt.

## WHAT'S NOT CHANGING?

The force will retain a mobile surveillance capability, centrally based, for force-level incidents and operations, protecting their specialist covert tactics.

The force will retain a Technical Surveillance Unit, centrally based, with skilled technical surveillance officers.

Mounted Section.



## COMMENT

Inspector **Steve Appleton**, Bristol District Focus Team, says: "The Validated Solution takes into account evidence of the success in reducing crime through catching and disrupting cohorts of offenders or priority areas that cause the most harm and demand. I am excited to see the dedicated deployment of resources to overt and covert tactics to achieve this. We know locking up offenders and integrated management of these individuals is effective so building on this is very positive for the communities of Avon & Somerset."



## WHO IS AFFECTED?

- Serious Crime Group Operations
- Technical Surveillance Unit and practitioners
- District Focus/Targeting Teams or other proactive teams
- Surveillance practitioners
- Support groups
- Operational planning, policy and support teams
- Mounted Section
- Specialist Tactics Unit and Specialist Operations Team

# SOLUTIONS: MANAGING INVESTIGATIONS – CID

## OVERVIEW

The way we manage investigations is changing. Who investigates a case will no longer be decided on the basis of crime type alone. The primary consideration will be the character of the victim and/or the offender. We want our most-skilled investigators on the case of our most persistent high-risk offenders and working on behalf of our most vulnerable victims.

We'll have three co-located teams in each area that will be centrally managed but locally based. Each team will have a clear purpose and their names have been chosen to signify very simply what they've been set up to do.

The **Solve** Team will focus on high-risk and complex investigations, covering both reactive crime in action and proactive investigations. Solve investigators will rotate between proactive investigations and daily business to build skill, knowledge and experience in dealing with serious and complex incidents and specialist tactics. Financial investigators will be embedded in each Solve Team and the Economic Crime Team will provide a Fraud Champion for each area.

The **Protect** Team will manage incidents involving high-risk offenders or vulnerable victims. They will also investigate offences requiring a public protection specialism – for example, child abuse, domestic abuse or rape. We will assess each case on its individual characteristics and we will ensure that the right specialisms are brought in to achieve the best outcome and the highest quality of service.

**One team**  
Collectively, the teams will play crucial roles in working together to bring offenders to justice.

**Better for the public**  
We'll ensure the victim is at the heart of every investigation we undertake and the right investigator with the right skill set is identified to lead the case.

**Simpler for staff**  
We'll bring the right people together in the right place at the right time and build their skills across a wide range of roles and specialisms to help them be as effective as possible in tackling crime right across the spectrum.

**Value to the organisation**  
We'll reduce hand offs and work arounds with better resilience for the organisation.



## BENEFITS

### WHAT'S CHANGING?

Each area will have a Solve, Protect and Convict team, co-located, providing 24/7 cover.

Solve, Protect, Convict and DIT teams will be centrally owned but locally based.

Serious & Organised Crime Group Investigators will be embedded into Solve teams.

Investigative support team will provide a force-wide response to support investigators in obtaining statements and seizing evidence.

Focus will change from being remit based to being offender/victim focused.

Bluestone ethos will be embedded within the Protect teams where rape and serious sexual offences will be investigated.

The Sexual Assault Investigation Team (SAIT) will be devolved and officers within Protect will be responsible for victim care and gathering evidence.

We are developing a force-wide approach for the capture, review and storage of visual and digital devices so that every team has access to the service that Bristol's Visual Investigations Unit does.

### WHAT'S NOT CHANGING?

Specialist investigators will retain their specialist skills and utilise them as they do now.

Serious and organised criminality will still be managed and investigated using the right staff with the right skill set.

Regional collaborations (MCIT, CTIU, Special Branch, Zephyr, etc.) are unchanged and will continue to give the service they currently provide.

Core responsibilities won't change.

The Review team and the Covert Authorities Bureau will remain centrally managed and located, also part of the Investigations Policy, Standards and Support department.

Case Progression and Prosecution, Central Ticket Office and Collisions remain unchanged.

Scientific Investigations remains unchanged by the Operating Model, though some change is likely to take place in the future as a result of a regional collaboration that is in the planning.

## COMMENT

Detective Inspector **Caroline Stainer** says: "We live in a far different world than we did ten years ago. Crime types, technology, public expectation and partnerships have drastically changed. The Operating Model Programme has reviewed what we do and found ways to make things better. These proposals will ensure we're more focused on protecting the vulnerable, managing offenders and using all the resources of the force effectively. It feels far more like one team working together for a common purpose."



## WHO IS AFFECTED?

- District and HQ CID departments
- Priority Crime Teams
- SAIT Officers

# SOLUTIONS: INTEGRATED VICTIM CARE

## OVERVIEW

**We want every person who becomes a victim of crime or antisocial behaviour to benefit from the best possible service we can provide, according to their needs.**

We will work together with our partners on an ambitious programme to provide a more coordinated service to victims from first point of contact all the way through the criminal justice system.

Victims will receive a comprehensive needs assessment and the level of service we provide will be defined by the victims' needs, not by the crime type, offender or geography.

New multi-agency Victim and Witness Focus teams will be responsible for ensuring that the needs of victims are met – particularly victims of serious crime, and those who are vulnerable, intimidated or persistently targeted.

**One team**  
The victim will benefit from a stronger 'One Team' ethos between the Victim and Witness Focus Team, officer in the case and partners.

**Better for the public**  
All victims are provided with high-quality information and advice at each relevant stage of the journey, and a consistent level of service regardless of where they live. Victims with the greatest need will receive an appropriate service defined by a needs assessment with access to emotional support and a designated point of contact from the Victim and Witness Focus Team.

**Simpler for staff**  
Roles, responsibilities and ownership are clearly defined throughout the process.

**Value to the organisation**  
Reduced handovers and duplication and clear roles and responsibilities will help to ensure compliance with the Victims' Code of Practice and that victims are supported through to a successful outcome at court.



## BENEFITS

### WHAT'S CHANGING?

We will gauge the right focus and nature of support for victims based on a detailed needs assessment and not by crime type, location or offender.

Victim needs and the history of our contact with them will be recorded in one place, reducing the amount of crossover and duplication between different systems.

We will be available when the victim needs us, including evenings and weekends.

There will be fewer handovers and greater ownership over the end-to-end victim journey so the victims experience a more cohesive and seamless service.

Victims will be allocated by their last name to ensure they have the same contact with the Victim and Witness Focus Team, each time they report to the police.

The Victim and Witness Focus Team will work in close partnership with the Multi-Agency Safeguarding Hub (MASH) to ensure that vulnerable people are identified early and safeguarding is prioritised.

Restorative approaches will be made available to more victims, with clearer referral and delivery mechanisms.

### WHAT'S NOT CHANGING?

The officer in the case will continue to be responsible for regular and timely investigative updates to victims in line with the Victims' Code of Practice. The Victim and Witness Focus Team will coordinate the other areas of support with the MASH and partners, and help to ensure overall continuity of service to the victim.

We continue to be committed to working with voluntary and community sector partners who provide specialist services to victims.

When it comes to victims, our values are paramount: Public First, Quality Counts; Professional, Friendly and Interested; and Today's Business Today – for every victim.



## COMMENT

**Sally Fox**, Force Service Centre Supervisor, says: "This new process is going to allow staff the opportunity to really get to know victims and provide them with an individual holistic support throughout the criminal justice process."

**Amy Winton**, MARAC Support Officer, says: "The solution that has been developed allows for much needed improvement of victim care and customer focus. The exciting developments allow for more effective protection of vulnerable people; encouraging the trust and engagement of those who come into contact with the police."



## WHO IS AFFECTED?

- Victim Advocacy
- Victim and Witness Liaison
- Safeguarding
- Hate Crime Officers



# OUR OPERATING MODEL ON THE GROUND

## SOMERSET

### Local Policing Teams

#### Local Policing Support Team Including:

- Custody Teams
- Detainee Investigation Teams
- Catch And Disrupt Hub
- Manage Teams (IMPACT, IRIS, MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Prosecutions Team
- Trials Team
- Collision Team
- Speed Enforcement
- Identification Team
- Source Handling Team
- Crime Scene Investigations

## BRISTOL

### Local Policing Teams

#### Local Policing Support Team Including:

- Catch And Disrupt Hub
- Manage Teams (IMPACT, IRIS, MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Source Handling Team
- Crime Scene Investigations
- Prosecutions Team
- Trials Team
- Collision Team
- Speed Enforcement
- Central Ticket Office
- Firearms Licensing
- Tape Summary Bureau

## NORTH EAST

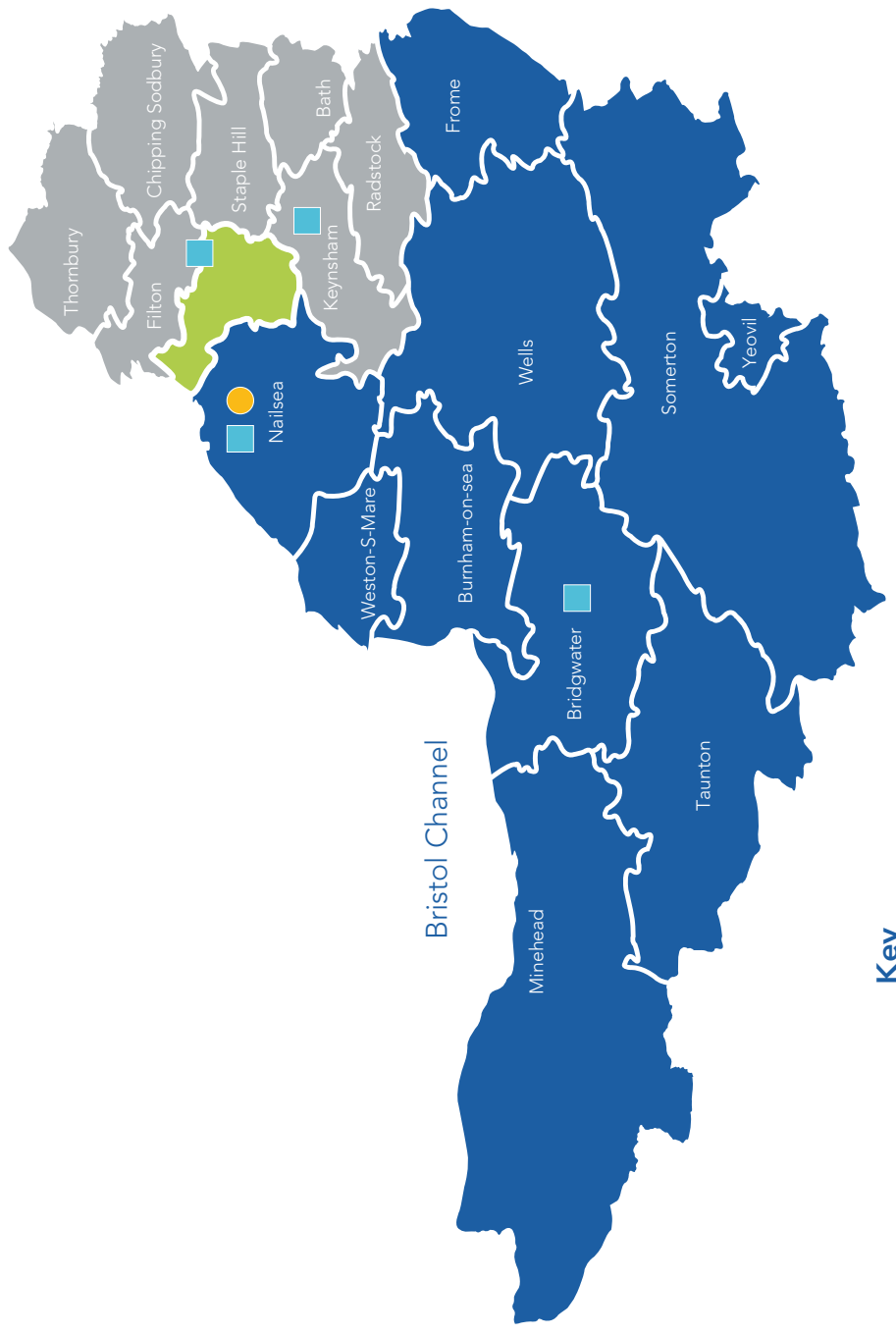
### Local Policing Teams

#### Local Policing Support Team Including:

- Custody Teams
- Detainee Investigation Teams
- Manage Teams (MASH, YOT)
- Victim Witness Focus Team
- Protect, Convict And Solve Teams
- Intelligence Grid
- Continuous Improvement
- Identification Team
- Crime Scene Investigations

## HQ

- Intelligence Grid
- Communications Centre
- Incident Assessment Team
- Scientific Investigation
- Catch And Disrupt Hub
- Local Policing Problem Solving Team
- Protective Services Policy And Support
- Professional Standards
- Corporate Information Management
- Strategic Service Improvement
- Executive Services
- Corporate Services



### Key

Policing areas:	
<span style="color: green;">■</span>	Bristol
<span style="color: grey;">■</span>	South Gloucestershire, Bath and North East Somerset
<span style="color: blue;">■</span>	Somerset
<span style="color: blue;">■</span>	PFI buildings
<span style="color: yellow;">●</span>	HQ

The opening of the three new PFI buildings this year will have a big impact on the shape of our estate. The Operating Model and estates teams are working closely together to make sure we make best use of our new buildings and get best value out of our existing ones. We will continue to work with local councils to explore more opportunities for co-location and joint working.

# OUR OPERATING MODEL STRUCTURE

The Target Operating Model will require a new kind of collaborative leadership among senior leaders. Area Commanders will be responsible for, and direct, local policing within their areas. They will be able to call upon locally based specialists for support and leaders of these services will be represented on the Senior Leadership Teams. However, some of these teams will also report into other Chief Officer Group portfolios. This will support a more corporate approach to service delivery.



## WHAT HAPPENS NEXT?

In building our future way of operating, we've listened to the public and we've learned the lessons of what works well and what doesn't. But most of all, we've listened closely to you who are often best placed to tell us how we might do things differently and better.

There are a lot of changes on these pages and we understand that collectively they may seem daunting but they shouldn't present very many surprises. We hope you've been able to see that we have genuinely listened – and heard your comments – and we hope they not only meet with your approval but excite you too.

The changes we're proposing are innovative and bold but they are also evidence based and, where it's appropriate, we'll trial and evaluate solutions with the help of officers and staff, the public and our partner organisations too.

The new Operating Model will free up our people to reach their potential and equip them in the best way possible to do a great job. The model will also help us achieve the savings we need to make now and put us in a good shape to achieve those we need to find in the future. It will sustain changing demands, new types and trends of criminality and breakthrough technologies, and provide us with the best possible means of overcoming the challenges we face ahead.

The model paves the way to extend excellent initiatives like Operation Bluestone, IRIS and IMPACT so all our communities benefit, and we'll invest in the areas of our business that, at their core, have the vulnerable people who need us most.

**The Operating Model team is working through the details of a phased roll-out. This will involve planning and implementing a formal consultation process with individuals, UNISON and the Police Federation for staff whose terms and conditions are potentially affected by the proposed changes, including the opportunity for individual consultation meetings.**

We're not yet at a stage where we can provide details about role changes, location moves or shift changes but we can provide high-level proposed timelines for the following solutions, subject to formal consultation:

**Local policing solution** – the pilot in the North East area went live early in January 2014 and will last for 20 weeks. We plan to take the learnings from the pilot and roll out pathfinders in Bristol and Somerset in May 2014.

**Catch and Disrupt, Investigations and People and Places solutions** – these are planned to go live in July so we can align the changes to the new custody solution.

It will be at the formal consultation stage that the details in relation to individuals will be available.

Other solutions, such as the **Communications Centre** and the **Intelligence Grid** will follow later in the year.

We're working as swiftly as we can and we'll keep you updated, every step of the way.

## LET'S KEEP TALKING

Your views and ideas are just as important to us now as they have been since we started on this journey in May 2013. Please don't stop sharing your thoughts with us.





**EMAIL, CALL OR VISIT US IF YOU HAVE BURNING ISSUES,  
QUERIES OR IDEAS TO SHARE.**

**WE WANT TO HEAR FROM YOU.**

**Email: #Operating Model**

**Call: 66092**

**Visit: Operating Model Hub, ground floor of the Ops building, HQ**

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<b>Bath &amp; North East Somerset Council</b>	
<b>MEETING:</b>	Economic and Community Development Policy Development and Scrutiny Panel
<b>MEETING DATE:</b>	13 March 2014
<b>TITLE:</b>	Licensing and Community Safety
<b>WARD:</b>	ALL
<b>AN OPEN PUBLIC ITEM</b>	
<b>List of attachments to this report: None</b>	

## **1 THE ISSUE**

1.1 After the Alcohol Harm Scrutiny Day, the Panel has requested a presentation on how the work of the Licensing team supports Community Safety throughout Bath and North East Somerset.

## **2 RECOMMENDATION**

The Panel are asked to:

2.1 Note the report and consider further ways in which the Licensing Team can support Community Safety in the future.

### 3 FINANCIAL IMPLICATIONS

3.1 None.

### 4 THE REPORT

4.1 The Panel will be provided with a presentation which will give a summary of the role of the Licensing Team and how it supports community safety throughout the authority. This will include information on:

- the Licensing Act 2003 and the licensing objectives
- the partners with whom the team engage to support community safety
- examples of current good practice the team undertakes to support businesses and the local economy

### 5 RISK MANAGEMENT

5.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

### 6 EQUALITIES

6.1 An EqlA has been completed. No adverse or other significant issues were found.

### 7 CONSULTATION

7.1 Consultation will be carried out by way of this report.

### 8 ADVICE SOUGHT

8.1 The Divisional Director for Environmental Services has had the opportunity to input to this report and has cleared it for publication.

<b>Contact person</b>	Cathryn Humphries, Team manager- Licensing and Environmental Protection 01225 477645 Sue Dicks, Community Safety Manager 01225 477415
<b>Background papers</b>	None
<b>Please contact the report author if you need to access this report in an alternative format</b>	

<b>Bath &amp; North East Somerset Council</b>		
MEETING	Economic & Community Development Policy Development & Scrutiny Panel	
MEETING DATE:	13 <sup>th</sup> March 2014	EXECUTIVE FORWARD PLAN REFERENCE:  N/A
TITLE:	B&NES Economic Strategy Review : Update Report	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<p><b>List of attachments to this report:</b></p> <p>Appendix 1 : Framework for Review of Strategy</p> <p>Appendix 2 : Project Programme : Revised Internal &amp; External Timetable</p> <p>Appendix 3 : External Partnership Group</p>		

## 1 THE ISSUE

- 4.4 At its January meeting the Panel received a report on the Review being undertaken of the Economic Strategy for B&NES, originally published in 2010. This report provides an update on the current position in relation to the Review and the timetable for its completion.

## 2 RECOMMENDATION

The Panel is asked to :

- 2.1 Note the current position in relation to the Review of the Economic Strategy and the intention to bring a full report to the Panel in May 2014.

## 3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

- 3.1 It is currently proposed to manage the review of the Economic Strategy within existing Council resources.

## 4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL

- 4.1 The Economic Strategy is not a statutory function of the Council. However it is a key document which :
- Supports the Council's vision where everyone fulfils their potential; and a place with lively active communities and unique places and beautiful surroundings.
  - Supports the objectives underpinning this vision, which are to promote independence and positive lives for everyone, create neighbourhoods where people are proud to live and building a stronger economy.

- Provides a context & rationale for bids to lever in external funding

## **5 THE REPORT**

- 5.1 The present B&NES Economic Strategy was produced in 2010 and contained a commitment to carry out a Review in 2013/14. The context for the Review is the work of the Public Services Board in promoting a co-ordinated approach to local services, and supporting the closer integration of key strategies to deliver sustainable communities.
- 5.2 Whilst the overall aims of the Strategy remain valid there is a need as part of the Review to :
- Widen its scope to embrace the whole economy and ensure that the impact and potential of the wider Visitor and Cultural sectors and their contribution to the quality of “place” are fully understood.
  - Put wellbeing at the heart of the outcomes it seeks to deliver
  - Take into account significant changes both locally and nationally including :
    - The socio economic impacts of the 2008 recession, changes to the Welfare System and Universal Credit, the increase in the age of retirement and the raising of participation age.
    - The changes to external partnership relations with the demise of the Regional Development Agencies and Business Links and the creation of Local Enterprise Partnerships (LEP’s).
- 5.3 The Panel will be provided with a short presentation on the latest position on progress with the Economic Strategy review. As background to this the attached appendices set out :
- Appendix 1 : the latest emerging framework for the Economic Strategy Review
  - Appendix 2 : the Project Programme : Revised Internal & External Timetable
  - Appendix 3 : the proposed External Partnership Group
- 5.4 The Project programme includes a commitment to bring a full report to the Panel in May 2014.

## **6 RATIONALE**

- 6.1 It is accepted that the present Economic Strategy now needs to be reviewed to address the whole economy, the present socio economic and social inequalities / disparities and overall health and wellbeing as part of a “place” based approach.

## **7 OTHER OPTIONS CONSIDERED**

- 7.1 None

## **8 CONSULTATION**

- 8.1 The review of the B&NES Economic Strategy is being undertaken in conjunction with a cross service officer team from the Council. The Health & Wellbeing Board has agreed to set a sub-group to input into the review and it is intended to set up an external key partner group to guide the work moving forward.

## 9 RISK MANAGEMENT

9.1 Not applicable

<b>Contact person</b>	John Wilkinson 01225 396593
<b>Background papers</b>	B&NES Economic Strategy 2010 – 2026 <a href="http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Business/EconomicEnterpriseandBusinessDevelopment/economic_strategy1.pdf">http://www.bathnes.gov.uk/sites/default/files/sitedocuments/Business/EconomicEnterpriseandBusinessDevelopment/economic_strategy1.pdf</a>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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**APPENDIX 1 : FRAMEWORK FOR REVIEW OF ECONOMIC STRATEGY**

**Our Vision is Bath and North East Somerset will be internationally renowned as a “beautifully inventive” entrepreneurial 21st century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations**



**Economic Strategy**

**People**

**Place**

**Business**

Employment & Skills

Health & Wellbeing

Leisure & Culture

Successful City

Sustainable Communities

Vibrant Market Towns

Housing

Key Business Sectors

New Business Space

Business Support & Promotion

Business Connectivity

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**PROJECT PROGRAMME : INTERNAL & EXTERNAL TIMTABLE**  
**Revision 2 : 1<sup>st</sup> March 2014**

MEETING	Nov	Dec	Jan	Feb	March	April	May	June	July
Officer Working Group			13th	11th	3rd				
External Partnership Group					18th				
Senior Management Team			14th						
E&CD PD&S Panel			23rd		13th		22nd		
Informal Cabinet				14th					
Cabinet								11th	
Council									10th
Strategy Launch									

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## EXTERNAL PARTNERSHIP GROUP

EXTERNAL	COUNCIL
ADAM POWELL – WEST of ENGLAND LEP	COUNCILLOR BEN STEVENS – CABINET MEMBER
MATT ATKINSON – CHAIR LEARNING PARTNERSHIP	LOUISE FRADD – STRATEGIC DIRECTOR PLACE
DANIEL FOX – CHAIR ECONOMIC PARTNERSHIP	JOHN WILKINSON – LEAD DIVISIONAL DIRECTOR
LOUISE SWAIN - CURO	JOHN COX – REGENERATION SKILLS & EMPLOYMENT
NICK BROOKS-SYKES – BATH TOURISM PLUS	HELEN EDELSTYN - STRATEGIC PARTNERSHIPS
ROB HEAD – BATH UNIVERSITY	PAUL SCOTT - PUBLIC HEALTH
TIM MIDDLETON BATH SPA UNIVERSITY	
RICHARD GODFREY – I PRINCIPLES	<b>MEETINGS</b>
CLINICAL COMMISSIONING GROUP REPRESENTATIVE - <i>tbc.</i>	1. INTRODUCTORY MEETING
VAN DU BOSE – THE BRIDGE	2. PEOPLE STRAND
IAN BELL – BATH CHAMBER & INITIATIVE	3. PLACE STRAND
DAVID METCALFE – BANA & CULTURAL FORUM	4. BUSINESS STRAND
SAM HOLLIDAY - FSB	
SOMER VALLY PARTNERSHIP REPRESENTATIVE – <i>tbc.</i>	

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<b>Bath &amp; North East Somerset Council</b>	
MEETING:	Economic and Community Development PDS Panel
MEETING DATE:	13 March 2014
TITLE:	Heritage Services museums' visitors 2013
WARD:	ABBEY
<b>AN OPEN PUBLIC ITEM</b>	
<b>List of attachments to this report:</b>	

**1 THE ISSUE.**

- 1.1 The report describes visitor numbers at the Council's museums in 2013 and outlines the reasons for them.

**2 RECOMMENDATION.**

- 2.1 The Panel is asked to note the report.

**3 FINANCIAL IMPLICATIONS.**

- 3.1 The Council's Heritage Services generate gross income from visitors to the Roman Baths, Fashion Museum and Victoria Art Gallery totalling c.£12 Million each year, and a further c.£1 Million from corporate hospitality and other activities.
- 3.2 Heritage Services produce a net annual profit of £4 Million+, and is on course to produce a profit of £5 Million in the current financial year, due almost entirely to the significant growth in Roman Baths visitor numbers and the consequent increase in both admission income and secondary spend (particularly retail).
- 3.3 Gross income from museum admissions, principally to the Roman Baths, is likely to total c.£10.5 Million in the current financial year, with retail turnover totalling a further £2 Million.

## 4 THE REPORT.

- 4.1 In calendar year 2013 the Council's museums generated the following visitor numbers:
- 4.2 **Fashion Museum – 98,591:** this is down from 118,943 in 2012 when National Trust members were admitted free on an experimental basis; this ceased in 2013. However in 2013 the number of paying visitors rose to 85,133 from 69,948 in 2012, and income rose from £398k in 2012 to £508k in 2013. About 50% of Fashion Museum visitors arrive on a 'saver ticket' purchased at the Roman Baths.
- 4.3 **Victoria Art Gallery – 94,169:** this is down from 103,275 in 2012 due to the introduction of charges for the main temporary exhibition gallery. Visitor numbers in January-March 2013 were marginally up but this trend was reversed after the introduction of the charges in mid-April.
- 4.4 **Roman Baths – 996,143:** this was a record year. The last years in which numbers approached this level were 1985 (990,000) and 2011 (975,096). Both years were followed by significant downturns: to 825,000 (-17%) in 1986 after the American bombing of Tripoli from UK air bases, and to 919,072 (-6%) in 2012 due to the suppressing effect of the London Olympics.
- 4.5 The latter was forecast, but the former was not. This is a reminder that, while the Council assumes a steadily increasing financial return from Heritage Services each year, the visitor attractions and tourism sectors are subject to a wide range of economic, environmental and geo-political pressures which cannot always be predicted.
- 4.6 Heritage Services' business strategy, approved by the Council, has involved on-going investment in the Roman Baths. This, together with an aggressive pricing policy, has successfully grown visitor numbers, visitor satisfaction levels and income. More modest investment in the Fashion Museum, including a series of 'blockbuster' exhibitions, has arrested and reversed the decline in visitors there.

## 5 ANALYSIS.

- 5.1 There were several reasons for the especially good performance at the Roman Baths in 2013. The move to a more meaningful business unit status in 2004 enabled considerable investment to take place in the visitor experience, supported by enhanced marketing campaigns. This led to improved visitor satisfaction levels, higher visitor numbers and income, and numerous awards. Word-of-mouth promotion, effective use of social media and high TripAdvisor ratings have all contributed to the popularity of the Roman Baths.
- 5.2 Other reasons for the good performance in 2013 included:
- Exceptionally good weather in May – August;
  - Domestic tourism remained buoyant and the 'stay-cation' effect continued longer than was expected;
  - Inbound tourism to the UK was strong, boosted by positive coverage of the Olympics in 2012 and helpful exchange rates from Europe;



- There were no major or unexpected set-backs that deterred people from travelling or from visiting attractions.
- 5.3 Heritage Services carries out a monthly national benchmarking exercise on behalf of all leading UK visitor attractions that tracks year-on-year visitor performance. This demonstrated that the growth in Roman Baths' visitors in 2013 is consistent with, and marginally above, the average of all leading visitor attractions.
  - 5.4 The Heritage Services Business Plan 2013-2018, reviewed and agreed by Cabinet in April 2013, aimed to maintain visitor numbers at the maximum level consistent with providing a good quality visitor experience and admission charges that will continue to be amongst the highest nationally. The Plan assumes total visitor numbers of between c.900k – 950k p.a. in each of the next 5 years, and financial performance is sensitive to relatively small variations in these volumes.
  - 5.5 The enhanced profit target for Heritage Services in the 2014 Council budget will require Roman Baths' visitor volumes at and above the upper end of this range. This carries a higher level of financial risk.
  - 5.6 The popularity of the Roman Baths means that visitor numbers will always peak around Easter and during the summer months. Heritage Services has worked with Bath Tourism Plus and its predecessors for many years on short break and out-of-season campaigns to redistribute volume into the 'shoulder months'. The Service has also run its own very successful off-peak promotions with First Great Western, while the on-going 'Spas Ancient & Modern' partnership with Thermae Bath Spa brings visitors at all times of year.
  - 5.7 The Service has taken great strides to becoming 'China-friendly' and, in 2013, the number of Mandarin audio-guides taken exceeded those taken in French for the first time. In 2006 the Roman Baths was the first UK attraction to introduce interpretation in Mandarin and in 2010 its marketing campaign to promote this won a Silver Award at the China Outbound Travel and Tourism Market in Beijing. Most recently the Roman Baths in one of a small number of businesses invited by Government to participate in its 'China Welcome Charter' initiative for 2014.
  - 5.8 The significance of the Chinese market is not just that it holds great potential for the future but that, on current trends, the number of Chinese visitors is greatest during our winter season. The Roman Baths has successfully attracted people from other long haul markets for many years, particularly the USA and Japan.

## 6 ISSUES OF CONCERN.

6.1 Inevitably, high visitor volumes raise two other concerns:

- (1) **Attrition on the monument:** precise level surveys undertaken by English Heritage in the past revealed that negligible damage was being done to Roman pavements; the trend for soft-soled footwear has helped this. The small area of upper (later) Roman paving is constantly monitored and is cordoned off when conservation work is needed. Surviving areas of Roman wall-plaster are susceptible to damage from curious fingers but this is minor and protection methods such as glass screening in so complete an ancient

environment would cause more damage than the slow, long-term erosion of Roman fabric caused by exposure to the elements.

- (2) **Health & Safety:** there are always several trained first aiders on duty at any one time and all Visitor Services Supervisors are first-aid trained. Staff regularly patrol the visitor route and, when congestion occurs, ticket sales in the Reception Hall are temporarily suspended until it has eased.

- 6.2 High visitor volumes in artificially-lit confined underground areas inevitably cause some reduction in the quality of the visit. However a significant reduction in congestion was brought about by the introduction of a tighter regime for booked groups and the refusal to admit un-booked groups at busy times. Other measures such as environmental control have helped to make the visit more comfortable for visitors at peak times.

### **The ‘Stonehenge Effect.’**

- 6.3 One of English Heritage’s objectives in creating the Stonehenge Visitor Centre was to persuade visitors to spend longer at the site. They have achieved this by building the Visitor Centre 1½ miles from the stones and introducing the history of the henge with an indoor exhibition. Unfortunately the visit is much longer than is necessary because the ‘land-trains’ to the stones are slow and unreliable; queuing systems are inefficient and visitor facilities inadequate for the average volume of visitors.
- 6.4 More than 40% of Stonehenge’s visitors arrive as coach parties; many of these coach packages also visit Windsor Castle (beforehand) and the Roman Baths (afterwards) on the same day. In 2012 several major tour operators notified Heritage Services that the extended stay at Stonehenge meant that they would probably not have time to come on to Bath and would consider dropping it from their itinerary. As a result, Heritage Services was assuming a loss of business of c.20,000 Roman Baths visitors (c.£230k income) p.a. from 2014/15 onwards.
- 6.5 The current ‘teething problems’ at Stonehenge have meant that the problem of shortage of time is even worse than anyone had foreseen. Operators are currently making decisions about which part of their previous 3-site packages to omit. As yet it is too early to calculate what the effect on the Roman Baths will be, but there is an increasing risk that it will exceed the 20,000 visitors previously forecast.

## **7 RISK MANAGEMENT.**

- 7.1 The Heritage Services Business Plan is underpinned by extensive and integrated modelling of all key visitor, income and cost assumptions and is sensitive to normal tolerance on the business model and its assumptions. The Robustness of Estimates statement for the Place Directorate includes provision for business risks in the financial year 2013/14.

## **8 EQUALITIES.**

- 8.1 An Equality Impact Assessment for Visitor Services activities has been completed.

## **9 CONSULTATION.**

9.1 Cabinet Member; Heritage Services Advisory Panel; Staff; Service Users; Section 151 Finance Officer; Monitoring Officer.

9.2 Consultation is carried out with users on an ongoing basis. Consultation with colleagues has been carried out in person, by telephone or by email.

## **10 ISSUES TO CONSIDER IN REACHING THE DECISION.**

10.1 Customer Focus; Sustainability; Health & Safety.

## **11 ADVICE SOUGHT.**

11.1 The Council's Monitoring Officer (Divisional Director, Legal and Democratic Services) and Section 151 Officer (Divisional Director, Finance) have had the opportunity to input to this report and have cleared it for publication.

<b>Contact person</b>	Stephen Bird, Head of Heritage Services ext. 7750
<b>Background papers</b>	Heritage Services <u>Business Plan 2013-2018</u> , Cabinet, April 2013
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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<b>Bath &amp; North East Somerset Council</b>		
<b>MEETING:</b>	<b>Economic and Community Development Policy Development and Scrutiny Panel</b>	
<b>MEETING DATE:</b>	<b>13th March 2014</b>	EXECUTIVE FORWARD PLAN REFERENCE:
		<b>E 2566</b>
<b>TITLE:</b>	<b>Alcohol Harm Reduction Scrutiny Inquiry Day</b>	
<b>WARD:</b>	<b>All</b>	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b>		
Appendix 1 Recommendations Response table		

## 1 THE ISSUE

- 1.1 In March 2012, the Government launched its Alcohol Strategy that included new powers for local authorities from April 2012. Licensing and health bodies became responsible authorities under the Licensing Act 2003. They are now notified of applications or reviews; and can instigate a review of a licence. From Oct 2012, local authorities' were given powers to introduce Early Morning Restriction Orders (to restrict alcohol sales if a problem) and the Late Night Levy (from businesses to cover the cost of policing and local authority action).
- 1.2 In April 2012, the cabinet adopted the refreshed B&NES Alcohol Harm Reduction Strategy. The key themes were: health & treatment, community safety, crime and disorder, children and young people as well as partnership working. A steering group was tasked with responsibility for implementation.
- 1.3 The purpose of the Scrutiny Inquiry Day ('SID') was to provide the opportunity to formulate policy approaches with relevant experts and stakeholders on:
- (1) The B&NES Alcohol Harm Reduction Strategy (with a view to refreshing its desired outcomes); and
  - (2) To consider the new powers being introduced through the Government's Alcohol Strategy.

The SID was held on the 10<sup>th</sup> October 2013.

- 1.4 Cllr Brett, Vice Chair of the Planning, Transport & Environment (PTE) Panel led a steering group with councillors representing four PDS panels: Early Years, Children & Youth (EYCY), Planning, Transport & Environment (PTE), Economic & Community Development (ECD) and Wellbeing.
- 1.5 The Economic & Community Development PDS Panel may be aware that the Health and Wellbeing Board previously identified alcohol as a key priority within the Joint Health and Wellbeing Strategy (that was agreed by Council on 14th November 2013).
- 1.6 Members of all four relevant PDS Panels were invited to attend the Wellbeing Policy Development & Scrutiny Panel on the 22<sup>nd</sup> December 2013 to comment on the draft report, recommendations and equalities impact assessment. Minor amendments were made to refresh the report and recommendations table.
- 1.7 Cabinet members have been asked to consider the recommendations of the scrutiny inquiry day. Their response now returns to each of the respective PDS Panels for the consideration of members.

## **2 RECOMMENDATION**

At the Economic & Community Development Policy Development and Scrutiny Panel on the 13th March 2014, the Panel are asked to:-

- 2.1 Consider the recommendations response table completed by the Cabinet Member for Wellbeing, Simon Allen; Cabinet Member for Sustainable Development, Ben Stevens; Cabinet Member for Community Resources, David Bellotti; Cabinet Member for Neighbourhoods, David Dixon and the Cabinet Member for Early Years, Children & Youth, Dine Romero as detailed in Appendix 1 to this report. To discuss in particular the recommendations flagged as falling within the Economic & Community Development PDS Panel's remit.

## **3 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

- 3.1 The review was completed within the resources available to the four Policy Development and Scrutiny Panels involved in this joint scrutiny work; namely Early Years, children & Youth (EYCY), Planning, Transport & Environment (PTE), Economic & Community Development (ECD) and Wellbeing.
- 3.2 A key consideration for the Cabinet members in determining their response to the recommendations has been resource requirements, in particular financial implications.

Where relevant, resource implications are acknowledged in the responses in two main ways:

- (1) where a recommendation is accepted and there is a recognised resource requirement, the potential impact of this requirement and/or the potential solution has been included in the response
- (2) where a recommendation is deferred or rejected due to (at least in part) resource issues, the barrier to delivery is explained.

The work to be carried out as a result of accepted recommendations will be undertaken within existing resources and there will be no financial impact.

#### **4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

4.1 Equalities issues were considered by the Panel as part of their work in formulating the scope of this proposed investigation and further equalities work was undertaken during the course of consultation. For the full Equalities Impact Assessment for this work see the link in Background papers below.

4.2 The Council has a statutory duty to promote the health & wellbeing of the inhabitants of its area and reduce inequalities amongst its population. This PDS scrutiny work seeks to present evidence of how alcohol harm impacts local communities. The work also seeks to identify those initiatives that would help reduce alcohol harm.

4.3 Under the Crime & Disorder Act 1998, the Council has to have regard to the need to reduce crime and disorder in exercising any of its functions. In seeking to reduce the impact of alcohol harm, the Council will be meeting this obligation.

#### **5 THE REPORT**

5.1 The full report for this review can be found through the link in the background papers below.

#### **6 RATIONALE**

6.1 Appendix 1 provides the Recommendations Response Table for this work

#### **7 OTHER OPTIONS CONSIDERED**

7.1 None

#### **8 CONSULTATION**

8.1 Ward Councillors; Cabinet Member; Parish Councils; Town Councils; Policy Development and Scrutiny Panels; Staff; Other B&NES Services; Local Residents; Community Interest Groups; Stakeholders/Partners; Other Public Sector Bodies; Section 151 Finance Officer; Chief Executive; Monitoring Officer

8.2 The Council's Monitoring Officer (Divisional Director – Legal and Democratic Services) and Section 151 Officer (Divisional Director - Finance) have had the opportunity to input to this report and have cleared it for publication.

#### **9 RISK MANAGEMENT**

A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

<b>Contact person</b>	Emma Bagley/ Liz Richardson ext: 6410 / 6053
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<p><b>Background papers</b></p>	<p>Scrutiny Inquiry Day Report:  <a href="http://democracy.bathnes.gov.uk/documents/s28027/App%201%20Alcohol%20SID%20Report%20041113.pdf">http://democracy.bathnes.gov.uk/documents/s28027/App%201%20Alcohol%20SID%20Report%20041113.pdf</a></p> <p>Equalities Impact Assessment  <a href="http://democracy.bathnes.gov.uk/documents/s28029/App%203%20EIA%20Alcohol%20SID%20041113.pdf">http://democracy.bathnes.gov.uk/documents/s28029/App%203%20EIA%20Alcohol%20SID%20041113.pdf</a></p> <p>Minutes of Wellbeing PDS Panel meeting 22<sup>nd</sup> November 2014:  <a href="http://democracy.bathnes.gov.uk/ieListDocuments.aspx?CId=460&amp;MId=3329&amp;Ver=4">http://democracy.bathnes.gov.uk/ieListDocuments.aspx?CId=460&amp;MId=3329&amp;Ver=4</a></p>
<p><b>Please contact the report author if you need to access this report in an alternative format</b></p>	



Review Title: Alcohol Harm Reduction

Policy Development & Scrutiny Panel: A joint review by ECD, EYCY, PTE and Wellbeing PDS Panels led by Cllr Brett, and reporting to Wellbeing PDS Panel

Panel Chair and Vice Chair: Cllr Pritchard and Cllr Beath

Policy Development & Scrutiny Project Officer: Emma Bagley / Liz Richardson

Supporting Service Officer: Cathy McMahon, Sue Dicks, Andrew Jones and Kate Murphy

**Process for Tracking PD&S Recommendations - Guidance note for Cabinet Members**

The enclosed table lists all the recommendations arising from the above Policy Development & Scrutiny Review. Individual recommendations are referred to the relevant named Cabinet Members (or whole Cabinet in the case of a whole Cabinet referral) as listed in the '**Cabinet Member**' column of the table. Cabinet members are requested to seek help from your relevant service Officers within your portfolio to help complete the Rationale for your response. A copy of this has also been forwarded to your appropriate Lead Officer. In order to provide the PD&S Panel with a Cabinet response on each recommendation, the named Cabinet member (or whole Cabinet) is asked to complete the last 3 columns of the table as follows:

**Decision Response**

The Cabinet has the following options:

- **Accept** the Panel's recommendation
- **Reject** the Panel's recommendation
- **Defer** a decision on the recommendation because a response cannot be given at this time. This could be because the recommendation needs to be considered in light of a future Cabinet decision, imminent legislation, relevant strategy development or budget considerations, etc.

**Implementation Date**

- For 'Accept' decision responses, give the date that the recommendation will be implemented.
- For 'Defer' decision responses, give the date that the recommendation will be reconsidered.
- For 'Reject' decisions this is not applicable so write n/a

**Rationale**

Use this space to explain the rationale for your decision response and implementation date. For accepted recommendations, please give details of how they will be implemented.

## Alcohol harm reduction review: Recommendations

Recommendation	Cabinet Member	Decision Response	Implementation Date	Rationale
<p><b><u>More education programmes that encourage a voluntary shift in attitude to alcohol</u></b></p> <p>1 To continue working in partnership with commissioned and statutory service providers to deliver a long-term education programme for professionals, parents and young people on the causes and effects of alcohol harm. In particular, develop targeted education programmes for specific vulnerable groups, including:</p> <ul style="list-style-type: none"> <li>a. younger children by encouraging schools to start introducing topics sensitively from primary school age;</li> <li>b. young people by encouraging schools to facilitate further work through Personal Social Health Education. To help facilitate this work it will be important to have a better knowledge of the causes of self-harm through alcohol use. To commission a piece of work that extends current knowledge and builds on previous SHEU evidence. This work to report back to the Wellbeing / EYCY Panel;</li> <li>c. older 'working age' and over 65s by supporting current initiatives of public protection; and</li> </ul>	<p>Cllr Allen / Cllr Romero</p>	<p>a.Accept</p> <p>b.Accept</p> <p>c. Accept</p>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2014 onwards</p>	<p>Vital part of primary PSHE (making healthy choices , avoiding risk, understanding effects of alcohol , knowing basic laws) Linked to DPH Award</p> <p>Targeted work as directed by the SHEU survey , to be discussed and planned at Young People's Substance Misuse Group. Needs to be linked to self-esteem and looked at in terms of gender / pupil premium . Also introduce "Drinkthink Tool " to Sixth Forms in B&amp;NES Schools</p> <p>Public Health Workplace Wellbeing Charter is the holistic framework that is</p>

<p>d. parents by public health working together with schools. (EYCY / Wellbeing)</p>		<p>d. Accept</p>	<p>Ongoing</p>	<p>currently commissioned as the mechanism for engaging with workplaces on health issues. Proposal for Council to pilot this approach to promoting staff wellbeing. In addition campaigns to promote sensible drinking amongst adults and training for professionals will be co-ordinated via Alcohol Harm Reduction Steering Group within existing resource.</p> <p>To be discussed and planned at Young People's Substance Misuse Group</p>
<p><b><u>Improved and more frequent alcohol screening mechanisms</u></b></p> <p>2 (A) Develop and implement a quick screening method within front line services (including primary care such as pharmacies and waiting rooms - although potential scope for acute settings too). (B) Build on the existing AUDIT tool by exploring a potential 'app', scratch cards, themed bar mats or self-assessment pro-forma. (Wellbeing)</p>	<p>Cllr Allen</p>	<p>(A) Defer  (B) Accept</p>	<p>Nov 14</p>	<p>(A) Business case to be drawn up for further investment in primary care /pharmacy to undertake screening for target populations (B) Increased social marketing around alcohol issues will support Rec 1c above. Align launch with Alcohol Awareness Week Nov 14</p>
<p><b><u>Targeted interventions that deal with adverse effects of alcohol</u></b></p> <p>3.1 Build on in-situ interventions and street treatments in order to tackle isolated instances of inebriation in the night time economy. Support the ACPO initiative of 'drunk-tanks', and express an interest in hosting a pilot service in B&amp;NES. (Wellbeing)</p> <p>3.2 To provide 'wet house' supported</p>	<p>Cllr Allen</p>	<p>3.1 Reject  3.2 Defer</p>	<p>March 15</p>	<p>Current evidence regarding incidents in the NTE does not support need for drunk tanks. Approach does not encourage individual responsibility or culture change. We will continue to monitor local NTE data and national initiatives.</p> <p>B&amp;NES Council Public Health &amp; Drug and Alcohol team are currently working</p>

<p>accommodation for patients requiring longer term health and social care rehabilitation or interventions. This recommendation to be implemented where there is the demand and an evidence base for this (Wellbeing)</p> <p>4 Encourage improved workplace health by developing a simple toolkit that local employers can use in the workplace. This initiative seeks to raise awareness about alcohol use in employees and colleagues. (Wellbeing)</p>		<p>4. Accept</p>	<p>Ongoing</p>	<p>with Alcohol Concern and other partnerships across the country to explore approaches to working with ‘treatment resistant drinkers’. This work will provide a range of options for working with this group that partners can consider, some of which may be suitable for new funding models like Social Impact Bonds.</p> <p>See 1c above re; Workplace Wellbeing Charter model</p>
<p><b><u>Greater emphasis on prevention of alcohol harm through national policy</u></b></p> <p>5 Health to be embedded as an alcohol licensing objective. The government to be lobbied about incorporating this into licensing legislation via the LGA. (PTE)</p>	<p>Cllr Dixon</p>	<p>Accept</p>	<p>March 2014</p>	<p>Cllr Dixon accepts this recommendation. Licensing will work with Public Health to draft submission for the leader to send.</p>
<p><b><u>A local licensing policy that considers a broader range of issues and impacts</u></b></p> <p>6 Refresh the B&amp;NES licensing policy to acknowledge prevention of alcohol harm with such inclusions as:</p> <p>a. Incorporate health into licensing policy at a local level;</p>	<p>Cllr Dixon</p>	<p>a) Accept</p>	<p>July 2014</p>	<p>a) Yes – could be included in consultation on new policy (Spring 2014). Licensing Officers already researching other areas of good practice.</p>

<p>b. A vision of what B&amp;NES' night time economy will look like (including an overview of cultural expectations). This high-level vision to be supplemented by district level aspirations (such as Bath, Keynsham, Midsomer Norton, Radstock etc.);</p> <p>c. Early Morning Restriction Orders in areas based on resident demand;</p> <p>d. Appraisal of Cumulative Impact (CI) zones;</p> <p>e. Consideration of 'dry streets' where a community wishes to exclude licensed alcohol traders completely; and</p> <p>f. The option of including a condition in a license around minimum unit pricing, high strength alcohol restrictions and/or irresponsible promotions where the evidence suggests this would be appropriate. (PTE/ ECD)</p>		<p><b>b) Accept</b></p> <p><b>c) Reject</b></p> <p><b>d) Accept</b></p> <p><b>e) Reject</b></p> <p><b>f) Accept</b></p>	<p><b>New Policy on forward plan. Currently July 2014.</b></p> <p><b>d) No details on timescales yet.</b></p> <p><b>f) July 2014</b></p>	<p><b>b) Key elements would fit in strategy and could certainly be supported in an introduction to policy. Suggest area/district aspirations should be treated in a similar manner. Clear links between strategy and policy to be re-inforced through this. Date of Policy to Council may slip owing to consultation length</b></p> <p><b>c) Requires an evidence base to progress and formal consultation process. There is a very clear statutory requirement to demonstrate the need. (Likely resource requirement 1 x 1.0 FTE for 6 months).</b></p> <p><b>d) Already in train Jon Poole and Natalia Urry (Policy and Strategy) are researching.</b></p> <p><b>e) Insufficient information and evidence.</b></p> <p><b>f) Yes – could be included in consultation on new policy. Could be based on Newcastle and/or Wakefield model.</b></p>
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<p><b><u>More accessible training that emphasises issues and effects of alcohol harm</u></b></p> <p>7.1 Establish and deliver a local Best Bar None training scheme for trade staff. (PTE)</p> <p>7.2 B&amp;NES to express an interest in applying a business rate rebate to those premises successfully participating in the Best Bar None scheme. (PTE)</p>	<p><b>Cllr Dixon</b></p> <p><b>Cllr Bellotti</b></p>	<p><b>7.1 Defer (Resource required)</b></p> <p><b>Reject</b></p>		<p><b>Model exists. Would need resource to take forward. Likely to require 1 x 1.0 FTE for 6 months and thereafter 1 day per week.</b></p> <p><b>All local authorities were given discretionary powers to remit business rates in the Localism Act. A rebate should be in the interest of local council tax payers. It would be wholly funded by the council.</b></p> <p><b>There would be some administrative costs depending on the nature of the scheme as there would need to be manual reports and inputs. There are 382 properties which could be effected and this does not include any shops. A 5% discount on business rates would cost the Council £558k per annum.</b></p> <p><b>The suggestion is therefore rejected on grounds of loss of income to the Council, administrative costs and it would be selecting one business sector for special treatment above others.</b></p>
<p><b><u>Improved engagement at local level though more positive and proactive information sharing and publicity</u></b></p> <p>8 Improve the information available to residents about making complaints and contributing to licensing reviews.</p>	<p><b>Cllr Dixon</b></p>	<p><b>8) Accept</b></p>	<p><b>Sept 2014</b></p>	<p><b>a) Recommend becomes part of Customer Services workstream project (improving information for customers).</b></p>

<p>Refresh existing information about licensing contacts and processes in the B&amp;NES Connect magazine and on the B&amp;NES website.</p> <p>Consider a 24hr answerphone line to gather evidence from residents about licensing concerns. Promote a direct telephone line within licenced premises if a customer wants to raise a concern or report issues. (PTE)</p>		<p><b>Accept</b></p> <p><b>Defer</b></p>	<p><b>Sept 2014</b></p>	<p><b>b) As above</b></p> <p><b>Needs consideration as to whether this is part of the wider “report it” customer services workstream which is aiming to simplify the reporting process and reduce telephone lines into Council for customer contacts. Not just an issue for licensed premises – applies to other issues.</b></p>
<p><b><u>Communities that are safer from alcohol harm</u></b></p> <p>9.1 Build on existing work to prevent anti-social behaviour. Contain early issues through strong and clear enforcement presence in B&amp;NES. Continue existing measures such as street marshals and police presence in ‘hot spots’; as well as appropriate licensing enforcement action. Encourage greater information sharing between the police and council (e.g.101 and street marshal data) to guide enforcement. (PTE/ECD)</p> <p>9.2 Extend existing initiatives, or foster new approaches in encouraging collective working between all alcohol traders (both on and off-trade). Encourage communication between businesses to allow them to work together optimally and, take a firm approach on sale of alcohol to people inebriated (legislation places licensees responsible for selling alcohol in this manner). (PTE/ECD)</p>	<p><b>Cllr Dixon</b></p> <p><b>Cllr Dixon / Cllr Stevens</b></p>	<p><b>Reject</b></p> <p><b>Defer</b></p>		<p><b>Refer to Police Crime Commissioner</b></p> <p><b>Links to Best Bar None initiative and training for Licencees and staff. Resource implications.</b></p>

<p><b><u>Communities that are safer from outcomes of alcohol harm</u></b></p> <p>10.1 Encourage more integrated community safety work by rolling out further Community Alcohol Partnerships (CAPs) where underage drinking is a problem and residents want a CAP. (ECD)</p> <p>10.2 Tackle alcohol-fuelled domestic violence and abuse by exploring ways of introducing a CAP style model of integrated working across B&amp;NES.</p> <p>To develop existing work by the council as part of the public service transformation network. Funding could potentially be earmarked through the community budget that covers this area of work. (ECD)</p>	<p><b>Cllr Dixon</b></p>	<p><b>Reject</b></p> <p><b>Reject</b></p> <p><b>Reject</b></p>		<p><b>Community Safety is now a role for the Police Crime Commissioner.</b></p> <p><b>Models already in place via the Multi-agency risk assessment conference (MARAC) ,safeguarding board and connecting families. Integrated Victim Service (PCC) includes domestic violence.</b></p> <p><b>There is now a twice yearly meeting being set up of the AG/LSAB/LSBC/HWB and Police and Crime Commissioner to ensure that Strategy of all the above groups is aligned</b></p> <p><b>DV Community Budget work is underway led by Andy Thomas through the PSTN and H&amp;W</b></p>
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# ECONOMIC AND COMMUNITY DEVELOPMENT PDS FORWARD PLAN

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

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<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

*Should you wish to make representations, please contact the report author or Jack Latkovic, Democratic Services (01225 394452). A formal agenda will be issued 5 clear working days before the meeting.*

*Agenda papers can be inspected on the Council's website and at the Guildhall (Bath), Hollies (Midsomer Norton), Riverside (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.*

# Economic and Community Development PDS Forward Plan

**Bath & North East Somerset Council**  
Anticipated business at future Panel meetings

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 13TH MARCH 2014</b>				
13 Mar 2014	ECD PDS	Avon and Somerset Police - New Operating Model	Andy Thomas Tel: 01225 394322	
13 Mar 2014	ECD PDS	Licensing and Community Safety	Sue Dicks, Cathryn Humphries Tel: 01225 477415, Tel: 01225 477645	
6 Nov 2013 13 Mar 2014	HWB ECD PDS	B&NES Economic Strategy update	John Wilkinson Tel: 01225 396593	Louise Fradd
13 Mar 2014	ECD PDS	Heritage Services museums' visitors 2013	Stephen Bird Tel: 01225 477750	

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Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
Before 14 Feb 2014	Cllr David Dixon, Cllr Dine Romero, Cllr Simon Allen	<b>Policy Development and Scrutiny recommendations - Alcohol Harm Reduction Review</b>	Emma Bagley, Councillor Vic Pritchard Tel: 01225 396410,	Ashley Ayre  Louise Fradd
4 Mar 2014				
13 Mar 2014	PTE PDS			
21 Mar 2014	ECD PDS			
24 Mar 2014	Wellbeing PDS			
E2566	EYCY PDS			

**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 22ND MAY 2014**

Page 83 22 May 2014	ECD PDS	<b>Community Safety: Project 28</b>	Sue Dicks Tel: 01225 477415	
22 May 2014	ECD PDS	<b>Green Jobs in B&amp;NES</b>	Duncan Kerr	
22 May 2014	ECD PDS	<b>World Heritage Site</b>	Tony Crouch Tel: 01225 477584	

**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 17TH JULY 2014**

17 Jul 2014	ECD PDS	<b>Community Safety: Changes in Anti-Social Behaviour legislation</b>	Sue Dicks Tel: 01225 477415	
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**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 25TH SEPTEMBER 2014**

Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
25 Sep 2014	ECD PDS	Community Safety: Safe Zones	Sue Dicks Tel: 01225 477415	
25 Sep 2014	ECD PDS	Delivery of the apprenticeships scheme	Officer to be confirmed	

**ECONOMIC AND COMMUNITY DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL: 20TH NOVEMBER 2014**

20 Nov 2014	ECD PDS	Connecting Families update	Paula Bromley Tel: 01225 396984	
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**FUTURE ITEMS**

Page 84	ECD PDS	Magistrates		
	ECD PDS	Empty shops		
	ECD PDS	Broadband update		

The Forward Plan is administered by **DEMOCRATIC SERVICES**: Jack Latkovic 01225 394452 Democratic\_Services@bathnes.gov.uk