

## AVON AND SOMERSET POLICE AND CRIME PANEL

### COMMISSIONER'S UPDATE REPORT

24 JUNE 2021

The following briefing provides an update for Panel Members on key activities since the last Panel meeting on 11 March 2021. This report reflects the position as at 04 June 2021.

#### 1. SCRUTINY

##### COVID -19

##### Wellbeing of officers and staff

Avon and Somerset Police are committed to creating a safe, healthy workplace where the mental health and physical health of all their staff and officers are valued equally. ASC wish to raise mental health awareness and tackle stigma throughout the organisation.

The pandemic has highlighted the importance of supporting their staff and officers in these challenging times, on their own mental health and that of their colleagues and to empower and encourage them to come forward and access timely support when needed.

In recognition of this ASC have improved, updated and introduced different types and levels of Mental Health resources and support for staff and officers in the form of:-

- **Improved, easily accessible and visible guidance and resources to support people struggling with mental health.** This is ongoing and includes work such as updating the intranet and re-configuring the pages to reflect the [Blue Light Framework](#)<sup>1</sup> which ASC have signed up to; promoting Oscar Kilo with bespoke programmes during Covid for Personal Resilience training; introduced Mental Health First aiders in key areas ie. Comms and Custody
- **Increased visibility and accessibility of external support/helplines for mental health which includes sign posting and practical advice and guidance.**  
e.g. A to Z of external support available for Depression/Anxiety/Addictions/PTSD which includes Gamcare/Alcoholics Anonymous/ MIND/ Surfwell.
- **Easier access to the Employee Assistance Programme confidential support service through the 'My healthy advantage' app** which staff/officers can download to their mobile phones
- **Improved Data collection, analysis and reporting on mental health** to ensure the right support and mechanisms are in place
  - **Improved use of the individual performance review (IPR) -**  
Embedding the use of mental health/wellness health checks

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<sup>1</sup> The framework is a statement of intent, showing the organisation's commitment to the health and wellbeing of the people who work there

Mental Health training documented on IPR as part of CPD  
Promoting and encouraging the on-going dialogue regarding mental health with line manager/individual

ASC are also considering a number of proposals for future work such as:

- bolstering psychological support services.
- introducing further education and awareness of Mental Health
- further tool kit containing guidance and resources to support people struggling with their mental health.
- Creating Mental Health/Wellbeing Rooms - at HQ/other force sites
- optimising the support for coordinating psychological support, welfare officers and Mental Health First Aiders
- considering blended Organisational Working Principles for Line Managers

As the country eases out of lockdown ASC have advised staff that they should continue to work as they have been as there remains a need to maintain COVID secure workplaces. A Project group has been established to manage future ways of working and any new ways of working are expected to come into effect in the autumn. This work is currently at the detailed departmental scoping stage to provide an initial assessment of which job roles can continue to work remotely post COVID. Whilst the approach is to continue and encourage remote working it is accepted that post COVID:

- the percentage of the department/directorate that can work from home will be varied across the organisation as it will depend on operational requirements and will be agreed at SLT level;
- there will be exceptional cases where remote working will not be suitable for some individuals and no-one is “forced” to work from home if not practicable or cannot work from home;
- Officers may be considered for blended working – depending on criteria;
- Where an assessment of the role identifies that the majority (i.e. indicative 70 %+ ) of the role can be carried out effectively working at a remote location/working from home where appropriate there will be a contractual variation issued (police staff only);
- There will remain a requirement for all individuals to attend work at police premises (indicative 30%);
- Remote/flexible working arrangements will be discussed with individuals at least annually to ensure that appropriate DSE and Wellbeing assessments have taken place

### **Learning and Development**

Learning and Development sought to learn from the benefits realised during COVID and identify opportunities to enhance and improve training provisions and outcomes. Further information on this is available in Annex A.

### **Oversight of the Constabulary Response:**

The force has now dropped the ‘Critical Incident’ status of the Policing response to the Covid-19 Pandemic and the force returns to more ‘business as usual’ approach. ASC has a dedicated media communications team for Covid-19 to ensure changes in legislation are highlighted to the public and to share the actions the force is taking on those who breach the legislation. Recently there has been further media attention on the Force in relation to their Covid-19 response, with the local ITV news highlighting the work being carried out in response to the number of house parties.

Operation Hydrogen is supported by Operations Hawthorne and Hazel when necessary in relation to unlicensed music events and large protests or gatherings. There have been further protests held

within the force area with no significant issues and there have been no significant unlicensed music events since the previous report.

Op Hydrogen continues to run seven days a week covering the whole force. The operation supports the local Neighbourhood Policing Team ensuring that there are additional patrols in areas of concern, persistent breaches or high infection rates. Op Hydrogen provides, on average, an additional dedicated 700+ hrs of patrol by officers across the force. ASC are still working with Local Authorities, supporting them where necessary with location and premises, including joint visits to premises, and supporting the Council Marshalls.

The number of calls in relation to Covid -19 breaches is reducing but other demand is now increasing and Op Hydrogen has continued with its high visibility patrols in areas of high footfall or concern, increasing the uniformed presence in our communities to enhance the focus on community engagement as well as rebuilding and maintaining important community contacts.

Since the last report, Op Hydrogen officers continue to attend the majority of all Covid-19 breach Storm logs and robustly deal with repeat offenders. There has been an increase in high visibility patrols to increase the communication of the first 3 E's (engage, explain & encourage) in areas receiving high foot fall with the easing of lockdown restriction and people now able to meet inside and outside.

The improving weather and the restrictions on travelling abroad has seen an increase of people visiting the Force area so the increase in high visibility patrols has assisted in providing reassurance to both residents and visitors to the force area.

Op Hydrogen officers continue to undertake the public health England quarantine enquiries but these requests have significantly reduced since the Government has out-sourced the visits to a private security firm.

Op Hydrogen also supports the Local Policing Areas where required, assisting with demand as well as supporting the Force's surge funding demand on tackling Serious Violence.

Policing at Bristol Airport has increased as the number of flights inbound and outbound has increased and will continue to increase. The force does not currently have a red list hotel and passengers are transported to Swindon or Birmingham. All the necessary plans and procedures are in place for when the force has its first red list hotel.

Op Hydrogen will be running until the end of September as per the Government funding programme and will continue to support the measures in place and continue to focus on reassuring the communities and supporting the Neighbourhood Policing Teams.

We are now seeing an increased number of cases relating to non-payment of Covid-19 Fixed Penalty Notice going before the courts. These are being monitored to ensure all relevant supporting evidence and statements are being provided when required to support the prosecution.

### **Crime Demand Context**

The easing of lockdown has continued as per the Government's road map with the planned end of all Lockdown on 21<sup>st</sup> June 2021, this is still subject to change at this time.

The level of overall reported crime for ASC continues to reduce however there have been significant increases in cybercrime and robbery against premises and small increases in domestic violence, drugs, hate crime & miscellaneous crimes against society. There has been a continued reduction in serious violence, robbery against person, dwelling burglaries and theft.

Calls for service have steadily returned to normal and are in line with the seasonal demand expected based on 2019 figures.

Sickness levels for ASC are still low and remain lower than the seasonal average. There are no significant concerns in relation to positive Covid-19 cases or requirement to self-isolation with more officers and staff now vaccinated.

#### **DEMAND - SUMMARY OF KEY POINTS:**

1. Demand has now started to return to pre Covid-19 levels in line with trends from 2019 and is predicted to continue to rise over the summer as per seasonal demand.

2. The force has Demand status plans in place to react to the increase in demand as lockdown is lifted with all directorate leads aware of their requirements during the period ensuring timely attendance to calls and effective investigation to reported crime.

#### **COVID19 Fines and enforcement (as of 3<sup>rd</sup> June 2021)**

There have been a total of 2222 FPNs issued for breach of Covid-19 regulations and 2467 warnings. FPN breakdown by LA area and by Age is:

Bristol	828	18-24	1145
Somerset	628	25-34	556
South Glos	408	35-44	282
North Somerset	199	45-54	142
BANES	112	55-65	59
Other	47	65+	27
		other	10

#### **Operation Uplift**

The report attached at Annex B provides the Police and Crime Panel with an update on progress in relation to delivering the uplift in police officer numbers and to ensuring this investment is directed towards improving outcomes for the public and meeting the established and emerging local and national priorities.

#### **New : Key Appointments**

The process to appoint a permanent CEO, a Chief Constable, a Deputy PCC and a permanent CFO has commenced. The interim CEO and Office and HR Manager are working with SW Police Procurement Services to secure the services of an independent consultant for the appointment of the CEO and Chief Constable to ensure the highest level of transparency and attract a quality pool of potential candidates.

The appointments will conform to the requirements of the Police Reform and Social Responsibility Act 2011 and all the appointments will be subject to confirmation hearings with the PCP.

The PCP have been advised that it is the PCCs intention to appoint DCC Sarah Crew as temporary Chief Constable to cover the interim period between the departure of CC Andy Marsh and the appointment of a new Chief Constable. This will provide Avon and Somerset Constabulary with stability, continuity

and enable the appropriate support for the development of the Police and Crime Plan. The Panel have been supportive of this proposal subject to the confirmation hearing on 24/06/21.

Please refer to the timeline (see Annex C) for the sequencing of the appointment processes.

## **2. COMMUNICATIONS AND ENGAGEMENT**

### **Engagement**

The Commissioner is currently using every Thursday and Friday and to conduct engagement visits with the police family to enable him to geographically get to each local authority area of the force within his first 30 days in office.

As it stands visits have been made to:

Local Authority Area	Stations visited
Bristol	Trinity and Kenneth Steele House
North Somerset	Black Rock and Portishead HQ
South Glos	Patchway
BaNES	Bath, Keynsham and Radstock
Somerset West	Bridgwater, Taunton and Wellington
Somerset East	Somerton and Yeovil
Mendip	Frome
Sedgemoor	TBC for W/C 16 <sup>th</sup> June

Once each geographical area has been covered in one rotation, which is on schedule to be by the week ending June 11th, the Commissioner will use every Thursday to begin to work his way back around the force area visiting different stations and departments in each patch to the ones attended in his first rotation.

At the start of July 2021, the Commissioner will then move to community, partner and stakeholder engagement for a full day each Friday. This will also go in rotation, around the force area, in line with the geographic location of the police family visits each Thursday.

Friday public engagement days will be split into morning and afternoon sessions.

Each sessions will potentially include a mixture of:

- A visit to a partner (political or local authority leader)
- A visit to a community group/members of the public
- A visit to a stakeholder such as one of our commissioned service providers or grant funded services.
- Drop ins at local events that take place which are attended by the public e.g. mother and baby groups, social events, community events or community classes
- Joint surgery with local MP or councillor (invites sent out this week)
- Walkabout with the local police beat team and local councillor or MP in an area where policing issues have been raised with the PCC (through direct contacts or via police or partners

When planning engagement days, the team will ensure that all visits are strategically aligned with emerging policing issues in certain communities, policing operations and significant dates and also make sure that consideration is given to current work streams or issues from within the OPCC Commissioning and Partnerships Team as well as emerging themes coming from the public through our Contacts and Conduct department.

At the start of each week there will be a debrief on the previous week’s engagement days and follow up communications (internally and externally) to provide transparency about who the PCC has visited and public accountability on any issues or actions put forward by the people during those visits.

The Commissioner is also potentially seeking to set up:

- Quarterly Community Conferences – open meetings, with members of the public invited into local community venues, where they will have the opportunity to put questions to problem solving panel of local police leaders and partners and discuss policing concerns in their areas.
- A bi-annual PCC/local councillor forum – a meeting for councillor representatives to bring the policing issues most raised on their areas to the attention of the PCC and to seek problem solving activity.
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Our overall engagement strategy this year will be to focus particularly on vulnerable and under-represented communities e.g. rural communities, socio-economically deprived communities, women, young people, Black, Asian and other minoritised communities.

## Lammy Review

### Timetable for completion of draft chapters and summary update:

Theme	Action	Draft Chapter Out to thematic leads	Feedback Deadline
Stop and Search	Circulate Draft report for Lead review.	20/5/21	28/5/21
Youth Justice	Circulate Draft report for Lead review.	10/06/21	17/6/21
OOCD	Circulate Draft report for Lead review.	10/6/21	17/6/21
HR	Circulate Draft report for Lead review.	11/6/21 (Thursday)	18/6/21
Prisons	Circulate Draft report for Lead review.	18/6/21 (Friday)	25/6/21
Judiciary	Circulate Draft report for Lead review.	18/6/21 (Friday)	25/6/21

Due to further diminished resource since May 1<sup>st</sup> 2021 (currently, Desmond Brown 1 day a week and Nichola Grierson 3 days a week) the Lammy review is still in draft, with the final report due mid-July.

As highlighted at earlier LCJB meetings the capacity to deliver the report as set out in the initial project milestones has been hampered as the promised resource of 2 full time Analysts, 1 part time Project Manager and 1 part time Admin was never realised and of course Covid-19 has caused capacity issues for all the partners.

Despite this, our small team has worked over and beyond their remit and the report has strong, robust findings with transactional, temporary and transformational recommendations.

The report will bench mark where we are in A&S with regard to the priority themes, and conversations have already been held with partners around legacy and further accountability. We continue to receive request from PCC's and Constabularies around the country, interested in emulating our work.

### **3. COMMISSIONING AND PARTNERSHIPS UPDATE**

#### **Violence Reduction Units (VRU)**

As set out in the last report formal notification has been received that a £35million funding envelope will be made available to the national Violence Reduction Unit network. This is in line with the previous funding and Avon and Somerset has been allocated £1.16million for 2021/22. The central team still had to put a bid into the Home Office, which was submitted on 30/04/21. The team still awaits the outcome of this before grant agreements and the funds can be released. This significant roll over into this financial year by the Home Office, is causing challenges for the local spoke VRU's, whereby they are uneasy in continuing to allocate out funds without having the agreement in place. VRU's have still made strong plans for the year ahead but for them to be implemented, we hope that the grant will be allocated imminently.

As part of the year ahead, the Home Office have also made near to £20million available across 3 funding streams relating to interventions. A bidding process has been underway over the last 3 weeks for interventions relating to;

1. **'Teachable Moments'** - Partners came to agreement on a bid for Education inclusion managers /youth justice practitioners based in each of the VRUs to link with young person at point of possible exclusion or reduction in school timetable. This is building on model in Bristol and the role will act as an advocate for the young person, liaise with the school and exclusion panels and offer support to the young person and their family. An investment of £491,986.85 will cover salaries and on-costs for additional roles for 41 weeks from end of June to March 2022. The expansion would see an increase from 3 to 7 Education Inclusion Managers (EIMs) and from 1 to 11 Youth Justice Support Workers (YJSWs). It also allows for an external evaluation of the project.
2. **'Trauma Informed Training'** – We are working towards an aim of a Trauma Informed Avon and Somerset and will start with trauma informed training and a wraparound package being delivered to practitioners within YOTs, VRUs, social services, police and schools across Avon and Somerset. The bid of £305,450 to be spent by March 2022 included;

- A coordination role to implement and establish a Trauma informed network,
  - Supervisors and managers training to ensure practitioners are supported within their agencies
  - The training package itself for 600+ frontline staff and
  - Train the trainer element to ensure sustainability.
  - There will also be an evaluation factored into the bid.
3. **‘Intensive therapeutic interventions’** – although this is a high priority for need across the VRU landscape, partners agreed to bid and implement something meaningful in the given 3 week timeframe was not the right approach. Challenges for seconded Health staff was also a significant issue and detrimental to both the secondee organisation and hosting organisation. A bid was not submitted for this funding stream but will be explored further through the strategic delivery.

Each national VRU area was only able to submit a total of 3 bids; these could have been multiple bids within 1&3 but only 1 bid could be submitted to 2. All bids were agreed by partners involved in a series of workshops including the local VRU leads, NHSE, CCG, Police, YOT’s and representatives from the 3<sup>rd</sup> sector.

The Strategic VRU Board met on 25/05/21, which looked to set out priorities for the year ahead. VRU’s, local problem profiles have demonstrated that their areas of focus should be maintained for this year, however some new emerging themes have been an increasing number of young girls becoming in serious violence, as well as even younger children being associated with serious violence and an increase in knife related offences in some areas. Strategically it was agreed that we must continue efforts to improve engagement with Health colleagues (particularly CCG’s across Somerset and Banes), as well as seek Education representatives that can support and drive strategic aims around inclusion across the force area. The Chair post for this Board has been left vacant since the departure of the Deputy PCC, as an interim solution ACC Jon Reilly (Serious Violence Lead) and Marc Hole (OPCC Head of Commissioning and Partnerships) co-chaired the last Board. A decision will be made by the PCC as to the best option for a future sustainable Chair.

A reflection on 20/21

As part of last year’s delivery, the central VRU team commissioned an independent evaluation of the VRU hub and spoke model, this was conducted by Cordis Bright. The work commenced in January 2021 and is near to completion with a draft report submitted to the Strategic VRU Board for comments. The process evaluation looked at the devolved model and its success in achieving a Public Health response. In summary the report indicates that the hub and spoke model is the right one for A&S. There are a series of recommendations that have come out of the evaluation which are to provide a focus for the Strategic Board for the year ahead.

Although the delivery for last year was hindered by a late release of funds and then the pandemic, the spoke VRU’s have still made significant achievements in what they have been able to achieve. As an example, the below table shows the reach of VRU’s and their interventions supporting individuals at risk;

Delivered interventions					
	BANES	Bristol	North Somerset	Somerset	South Glous



Q1	37	76	10	141	5
Q2	26	99	10	11	10
Q3	30	105	60		10
Q4	38	142	25	70	20
Total	131	422	105	152	45

**Total: 855**

### Reducing Reoffending

Cranstoun are the successful delivery partner for Drive in South Gloucestershire. They have a lot of experience in providing Domestic Abuse services and are already delivering drive in Herefordshire and Worcestershire. <https://www.cranstoun.org/s-glos-press-release/>

They have been successful in recruiting to the roles with the last few team members joining within the last month. They have managed to recruit an experienced and skilled team with an impressive amount of skills and experience gained from a variety of relevant backgrounds e.g. mental health, health, prison, as well as criminology-related skill sets. This team is led by an experienced & enthusiastic service manager, also now in post and actively developing the service.

Cranstoun are heavily engaged with the implementation process and have met with commissioners, ASC Drive Fellow and South Gloucestershire managers to implement the service. The first perpetrator panel took place in March and they have had 10 cases on the programme so far.

Missing Link are the successful delivery partner for Court Up. They have a lot of experience in delivering female based services in and around the Bristol area. They were notified of their success in achieving the bid mid-January 2021.

Implementation meetings have happened between commissioners and Missing Link and they are due to update our Resolve board with progress on the 9<sup>th</sup> June.

The Programme Manager for the Ready for Release programme in Bristol prison, Laura Dornan is now recruited to her team. Commissioning meetings have taken place and the Senior Commissioning Officer undertook a visit to HMP Bristol on 17<sup>th</sup> May to delve deeper into service development. Laura has presented to the Resolve Board recently so partners are well sighted on the existence of this project and the ambitions of the difference it could make to men released from HMP Bristol.

The local authority meetings to discuss the opportunities of Integrated Offender Management (IOM) have concluded in each area with subsequent meetings scheduled to delve into the specifics. DWP have expressed their willingness to be involved in a local model and all Local Authorities have been asked to consider whether they would be willing to be a pilot area for 2021.

### Victims

The OPCC has been successful in securing the following grants for victim services across Avon and Somerset to complement existing provision:

- a) **Independent Sexual Violence Advisors (ISVAs) and Independent Domestic Violence Advisors (IDVAs)**

Working with the five Local Authorities (who are the lead Commissioners for domestic abuse services including IDVAs) and our commissioned providers Safelink (the OPCC is the lead commissioner for ISVAs) the OPCC has been successful in securing a total of 31 new posts:

LA	Allocated by MoJ	Service/ Posts	21/22	22/23 (indicative at this stage)
Bristol IDVAs	7	<b>Nextlink:</b> x 2 IDVAs triage x 1 IDVA BaME specialist x 1 IDVA MH specialist x 1 Senior Cohort IDVA  <b>Opoka</b> x 1 IDVA BaME specialist  <b>Victim Support</b> x 1 High-risk Male IDVA	£245,924.00	£236,267.00
BANES IDVAs	3	<b>Southside:</b> x 1 IDVA for elderly IRIS cohort x 1 general IDVA  <b>Julian House:</b> x 1 CYP specialist IDVA	£104,661.12	£107,105.68
South Gloucestershire IDVAS	5	<b>Nextlink:</b> x 1 IDVA triage; x 1 IDVA rural; x 1 IDVA MH specialist; x 1 IDVA senior specialism; x 1 IDVA complex needs	£171,068.00	£171,133.00
N.Somerset IDVAS	5	<b>Nextlink:</b> x 1 IDVA triage; x 1 IDVA rural; x 1 IDVA complex needs; x 1 senior specialism; x 1 IDVA Western Hospital	£168,284.00	£171,133.00
Somerset IDVAS	3	<b>You Trust:</b> x 1 IDVA specialism in economic abuse; x 1 IDVA MH and learning disability specialist; x 1 CYP IDVA	£112,500.00	£110,247.00
A&S ISVAs	8	<b>Safelink</b> 1 x Adult ISVA 1 x Complex Needs ISVA 1 x 12-25 CYP ISVA 1 x Senior ISVA 1 x Triage worker 1 x LGBT+ ISVA 1 x ABE/Bluestone/Innovation capacity (1) 1 x ABE/Bluestone/Innovation capacity (2)  <i>+ 9 months capacity funding from NHSE for 21/22</i>	£285,268.00	£295,050.00

		<i>Plus previously awarded MoJ Mental Health ISVA uplift</i>	£41,769.00	£41,769.00
TOTAL	31		£1,129,474.12	£1,132,704.68

## b) Domestic Abuse and Sexual Violence Uplift allocations

This allocation was made as part of the OPCC's MoJ Victims Grant for 21/22. It was distributed following an open call for bids in accordance with the OPCC's published [approach and priorities](#) and will help longstanding known capacity issues in the sector.

Moreover, we are shortly due to receive the final report of a Health Needs Assessment for sexual violence therapeutic services that has been funded by NHSEI and undertaken by Lime Culture. This will assist in our work with health commissioners to best meet the therapeutic needs of survivors of sexual assault.

<b>DA/SV uplift approved applications</b>			
<b>Provider</b>	<b>Funding</b>	<b>Area*</b>	<b>Details</b>
Trauma Breakthrough	£20,000.00	BANES	Contribution towards SV counselling service
Womankind	£17,771.00	Bristol	Contribution towards SV counselling service
The Greenhouse	£9,843.44	Bristol	Thinking Together Group Work project (SV CYP)
Kinergy	£20,000.00	South Gloucestershire	Contribution towards SV counselling service
SARSAS	£20,000.00	A&S	Contribution towards SV counselling service
1625ip	£19,000.00	Bristol, North Somerset, South Gloucestershire and BANES	Contribution towards DA/SV support for homeless CYP
Southmead Project	£20,000.00	Bristol	Contribution towards SV/DA counselling service
Julian House	£20,000.00	Bristol and South Gloucestershire	Contribution towards Bristol and South Gloucestershire CYP service
You Trust	£15,500.00	Somerset	DA counselling in Somerset
Opoka	£18,500.00	Bristol	Polish DA Crisis helpline
Victim Support	£40,761.00	Bristol	DA Caseworker
Southside	£15,500.00	BANES	Contribution towards DA counselling
Nextlink/Safelink	£25,000.00	A&S	Contribution towards Peer Support (Nextlink and Safelink)
Mankind	£10,000.00	Somerset	Male Pattern Changing Course DA
VOICES	£24,500.00	BANES	BANES referrals co-ordinator

VANS/Reclaim	£16,200.00	North Somerset	DA counselling (match funding) North Somerset
Barnardo's	£18,216.00	Somerset	CYP therapeutic support
Nelsons Trust	£19,000.00	Bristol	Contribution towards Women's Safety work (complex needs)
Young Victims Service	£3,325.00	A&S	iPads to deliver the Heathier Together Programme
<b>TOTAL</b>	<b>£353,116.44</b>	*noting many specialist agencies accept referrals from beyond their base	

### **Sexual Assault Referral Centre Regional Commissioning**

Tender documents for the re-commissioning of SARC services across the South West have now gone live and can be found at the links below:

[NHS England and NHS Improvement South West - Sexual Assault Referral Centres \(SARCs\) across the South West - Contracts Finder](#)

[NHS England and NHS Improvement South West - Sexual Assault Referral Centres \(SARCs\) across the South West - Find a Tender \(find-tender.service.gov.uk\)](#)

This includes the Avon and Somerset SARC which hosts the Paediatric Centre of Excellence that also serves our neighbouring areas of Gloucestershire, Swindon and Wiltshire. Once live, this new contract will replace the current Sexual Offences Examiner and SARC service contracts.

Any questions from Providers should be directed to the procurement portals above.

### **NEW: Funding Opportunities**

#### **Safer Streets Fund 2 (Neighbourhood Crime)**

Bristol City Council, supported by the OPCC, were successful in winning the primary bid for Avon and Somerset. The award of £398,000 is for an area around Portland Square; primarily targeting burglary and theft but it also had issues with drugs and ASB.

#### **Safer Streets Fund 3 (VAWG)**

The Home Office have announced a third £25m round of the Safer Streets Fund which is due to launch on 3 June 2021.

This round of the fund will be focused on improving the safety of public places for all, with a particular focus on areas of potential concern to women and girls. PCCs, Local Authorities in England and Wales and the British Transport Police will be eligible to bid.

The Home Office is hosting a virtual information event for the fund on 3 June, at which criteria and eligibility requirements for the Fund will be presented and Guidance for Bidders will be published.

Ahead of this the OPCC has liaised with Local Authority Partners (Community Safety Leads) and is anticipating that Bristol, North Somerset, BANES and Somerset will be preparing submissions. A total

of three bids can be put forward to the fund and the PCC's role is to select and prioritise these three bids.

### **DA perpetrator programmes**

The Home Office have recently announced 11.1M funding available nationwide for DA perpetrator funding with a particular focus on

1. Programmes that address known issues in relation to DA offending
2. Programmes that focus on children and adolescents
3. Programmes aimed at stalking perpetrators

There are caveats and restrictions associated with this funding e.g. delivery in year, match funding required and minimum amounts that can be applied for. We have written out to local authorities to explore partnership opportunities and see if we can exploit this opportunity given the constraints on how the money is drawn down, the practicalities of using the money in year and the short timeframe involved to get the bids submitted.

### **Criminal Justice**

Recovery has been going well, however cases through the courts has slowed due to the second wave of COVID, but we remain to be travelling in the right direction. Cases are all currently booked within 2021 across the South West, with Crown Court currently listing into October. This is not the national picture with dates into 2022. A&S have worked hard together to maintain an improved level of service since Covid.

Confirmation of sitting days has been prompt this year and A&S have seen an uplift of 850 courts (approx. 10%). This will help recovery but effective case and trial management still needs to take place. Partners continue to work together to ensure this and jointly agree steps forward at the Criminal Justice Board.

The Common Platform was rolled out in Bristol as an early adopter; it is a digital case management system designed to enable HMCTS staff, the judiciary, and professional court users, including defence and the Crown Prosecution Service, to use, manage and share criminal case information more effectively.

The new Court Up programme based in Bristol Magistrates court, went live on the 1<sup>st</sup> May and is funded to run for two years, overseen by the OPCC. Missing Link and probation will be working together to identify and support women during the justice process through court. The service will work closely with female defendants and will put recommendations forward alongside probation pre-sentence reports to magistrates and legal advisors with the aspiration of reducing custodial sentences and supporting women in the community through rehabilitative activity requirements instead. Targeting support tailored to the needs of the individual is aimed at reducing reoffending behaviour.

## 4. SCRUTINY PANELS

### Independent Residents' Panel

The Independent Residents' Panel (IRP) scrutinise completed cases of complaints made by members of the public against Avon and Somerset Police. The panel is chaired and run by volunteers and they meet on a quarterly basis.

The next meeting is scheduled for the 10<sup>th</sup> June 2021 and the theme is Body Worn Video (BWV). IRP members will be furnished with police public complaints where the complainant has been made in relation to the use of police force and in relation to complaints relating to an arrest where BWV has been used.

The IRP's findings are shared with the Professional Standards Department (PSD) for comment prior to the meeting therefore enabling a meaningful discussion with PSD colleagues during the meeting. A quarterly report is produced and published for the public following the meeting.

The IRP's reports are published on the PCC's website at:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/independent-residents-panel-reports/>

### Scrutiny of the Use of Police Powers Panel

The March and April 2021 Scrutiny Panels remained online, continuing to review Covid-19 breaches (42 cases) as well as the usual reviews of Body Worn Video (BWV) camera footage (using a secure database) of 49 pre-selected Taser deployment incidents and Stop and Search incidents, plus public complaints against the Police mentioning Taser and Stop Search. The theme remains as disproportionality and the 117 Panel member feedback forms summarised in the report, highlight positive points of Officers' good, calm and courteous manner and notes that positive not punitive Officer learning is good, but it's important to feedback via Supervisors to individual Officers, for personal development. Members' concerns include: Very few Stop and Search cases reviewed have a positive outcome, questioning the intelligence or call from the public; Personal details asked from person Searched; Stop and Search Grounds being a smell of cannabis alone is not justifiable; Not all Stop and Search aspects are explained by Officers; BWV switched on too late into the incident; Necessity of handcuffing compliant people is queried; Early Taser drawing & deployment at the scene, in advance of any escalation, has become far more the norm than it used to be; and querying risks of single crewing.

**Covid-19:** The 5<sup>th</sup> and 6<sup>th</sup> reviews of Covid-19 regulation breach incidences (42 BWV cases reviewed) resulted in 2 published member feedback reports with Constabulary responses. Since the last update to the Police and Crime Panel the Constabulary guidance to Police Officers has continued to be to **Engage, Explain and Encourage – the '3 Es'** - but also during the winter months particularly to March 2021, a more robust use of the final action: to **Enforce – the 4<sup>th</sup> 'E'**, serving a Fixed Penalty Notice (FPN) for the Covid-19 current Regulations breach. **Members' positive feedback on policing of Covid-19 breaches includes:** Excellent introductory narrative by Officers recorded on their BWV before attending the scene; Officers remarkably patient in difficult circumstances, listening and explaining the Covid-19 law; Excellent engagement and rapport with members of the public; Exemplary Officer, calm management and taking control and de-escalating the situation; Officers speaking at a level understood by the people; wise officer decisions; full BWV footage of the incidents; and Officers dealt with an upsetting situation as best they could.

**Members' Covid-19 negative feedback and concerns include:** An Officer removed their mask and

talked close-up to a crowd of people; An incident of maybe too many Police Officers trying to explain a point to members of the public; During one case review, on occasions the Officer appears rather heavy handed, using threats of arrest to obtain ID details, which were freely given anyway; and Officers appearing unsure of the regularly changing Covid regulations and breach Fixed Penalty fine amount.

Panel reports, when authorised, are published on the PCC's website at:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/scrutiny-police-powers-panel-reports/>

### **Independent Custody Visiting Scheme**

Independent Custody Visitors (ICVs) continue with weekly unannounced visits throughout the pandemic – now onsite as well as some still remote - at each of the 3 Custody Units. ICVs are focussing on the phased withdrawal of the Joint Interim Interview Protocol (JIIP) since 17<sup>th</sup> May 2021 and Solicitors' legal advice, which must now be in person (not remote) for children and vulnerable adult detainees and ICVs are checking this as well as seeking assurances of adult detainee *informed consent* recorded for remote legal advice.

During January to March 2021 (Quarter 4), the total number of detained people (DPs) through custody was 3884 (Q4 2020 was 4567). At the time of the 36 ICV visits in Q4 there were a total of 242 detained persons (DPs) in custody and ICVs visited 70 DPs, checking each person's Rights, Entitlements and welfare. ICVs also reviewed 116 Custody Records.

ICVs are reporting positive findings including: compliments to Detention Officers (DOs) for good communication - long conversations - with Detainees; Recording of Informed Consent from Detainees regarding remote Solicitor advice/interviews; Recording on female detainee Custody Records the offer to speak to a female officer as a single point of contact (SPOC) and offering menstrual products. ICV findings of concern include: Some continued minimum staffing level periods prior to return from shielding at the end of March 2021, but positive additional recruitment of DOs (being mentored) and Sergeants; and concerns about the quality of remote Solicitor advice; and the varying audio quality of cell intercoms.

The Independent Custody Visiting Scheme Annual Report 2020-21 will be published on the PCC website.

### **NEW: Out of Court Disposal Panel**

Out of Court Disposal are a way of dealing with less serious offending without going to court.

The Out of Court Disposals Scrutiny Panel independently scrutinises the use of Out of Court Disposals in response to national recommendations following concerns about their appropriate use.

The Panel's role is to assess whether an Out of Court Disposal has been appropriately used, to highlight examples of good practice and to make recommendations for improvement.

The panel is chaired by an independent member and made up of volunteers across the criminal justice agencies. The panel meets on a quarterly basis.

The Panel uses performance information and legislation, policy, and practice to support them in their role.

The panel have met twice this year to look at cases in line with the themes hate crime and Covid-19 related fixed penalty notice cases. On both occasions the panel had a guest speaker from the constabulary to provide an overview of the theme and the strategy in force. The panel looked at a

sample of cases in advance of the meeting and scrutinised the decisions made, highlighting areas of concern, improvement and best practice.

The final reports will be shared with the constabulary for comment and then published on the OPCC website.

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/out-court-disposals-reports/>

## 5. CONTACTS AND CONDUCT

### Contacts/Complaints Oversight

The OPCC Contacts Team receive a varied amount of email and telephone calls per week internally and externally. These contacts range from members of the public seeking to invite the PCC to events, enquiries about funding and more complex matters such as complaints or community issues. Of this correspondence an average of 32 per week result in a case being created in the OPCC case management system and case work being required.

No. of cases created and managed per month:

Month	2021	2020	-/+
February	130	199	-69
March	185	192	-7
April	131	217	-86
May	215	197	+8

The OPCC average handling time for this period increased to an average of 4.4 days from 4 days which may be indicative of continued increase in High and Medium contacts in comparison to 2020.

High and Medium cases (these are cases that are higher complexity, risk, public impact or organisational reputation) continue to be higher in comparison to last year. Cases of this nature require more senior and in depth handling and therefore will have impact on handling times. This is a sustained increase month on month in comparison to last year's data.

Month	High 2021	High 2020	Med 2021	Med 2020
February	10%	4%	61%	51%
March	11%	6%	62%	52%
April	14%	7%	49%	47%
May	17%	4%	54%	47%

Email is still the primary means of contacting the PCC with 63% of contact received via this medium. Themes were varied during this period with 89 contacts in relation to innovation or ideas from the public, 253 around operational policing and 80 relating to police complaints with the majority raising dissatisfaction with attendance or outcome.

Data also includes monitoring of complaints which is a statutory function for the PCC. Since Sept 2019 (when records started), the PCC has monitored 251 police complaints. The team continue to check complaints handling regularly to support timely resolution and compliance with the IOPC Statutory Guidance 2020.



## Complaint Reviews

The PCC has now received 220 complaint review applications since Police Reforms transferred this function from the police to the local policing body in 2020. Legislation does not permit the PCC to conduct a reinvestigation of the incident which gave rise to the complaint, instead it provides an opportunity for the public to check whether a complaint was handled lawfully and correctly. The ratio of complaints to review applications remains small, but applications have increased from around 3 per week in 2020, to around 5 at present. 19% of reviews were upheld, 68% not upheld and 13% were void. These rates compare with those in similar forces.

The review process provides a valuable insight into dissatisfaction themes. Learning is shared with the force and reviewed at a quarterly forum attended by the Independent Office for Police Conduct and local policing bodies in the South West and Wales.

## 6. GOVERNANCE

### HMICFRS

Since last reported four new responses have been published:

- Impact of the pandemic on the Criminal Justice System
- An inspection of the effectiveness of the Regional Organised Crime Units
- Disproportionate use of police powers - A spotlight on stop and search and the use of force
- Getting the balance right? An inspection of how effectively the police deal with protests

There are two new publications requiring a response (which will be published by the time the meeting takes place):

- Policing in the pandemic - The police response to the coronavirus pandemic during 2020
- Custody services in a COVID-19 environment

### Police and Crime Board

Agendas and minutes of the Police and Crime Board are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/police-crime-board-reports/>

### Key Decisions

There have been two formal decisions since the March Panel meeting:

- Appointment of Sally Fox as Interim CEO
- Approval of Treasury Management Strategy 2021/22

All decision notices and accompanying documents are published at the following link:

<https://www.avonandsomerset-pcc.gov.uk/reports-publications/decisions-log/>

Upcoming decisions: An options paper is due to be presented to the PCC soon to consider the potential avenues for Yeovil and an update to the Panel will be shared in due course.

**Estates:** Please see attached Annex D.

## NEW: Fire Governance

The Home Office have launched a review of the PCC role. Phase One of that review has now been completed which sought to bring forward a range of measures which will: strengthen PCC accountability; improve their transparency to the public; clarify the relationship between PCCs and Chief Constables; bring more consistency to the PCC role; raise professional standards; and improve the checks and balances currently in place.

The Government has been clear that further reform of fire and rescue is required in order to respond to the recommendations from Phase 1 of the Grenfell Tower Inquiry, the Kerslake Review and to build on the findings from Sir Thomas Winsor's State of Fire and Rescue Report. The fire reform agenda will focus on three key areas:

- People
- Professionalism
- Governance.

Part Two of the Review was set to begin after the 2021 elections and will allow Government to consider further ways to strengthen and expand efforts to help cut crime. It will focus on longer-term reforms and the potential for wider efficiencies to be made, with a view to implementation ahead of the 2024 elections. Terms of reference for Part Two of the Review will be published in the House at the appropriate time.

Fire governance and reform is a focus of Phase 2. The Home Office will be launching a consultative White Paper on fire reform later this year. The White Paper will be used to set out their reform agenda in further detail and explore the Review proposals on fire governance which include:

- Consulting on whether to mandate the transfer of fire and rescue functions to the Police, Fire and Crime Commissioner model across England where boundaries are coterminous, unless there is an option to transfer fire governance directly to an elected Mayor.
- Consulting on how to address coterminosity challenges, including in the South West.
- Legislating to create operational independence for Chief Fire Officers and to clearly separate and delineate strategic and operational planning for fire and rescue.
- Considering options to clarify the legal entities within the PFCC model.

The PCC has written to both Avon Fire & Rescue Authority and Devon and Somerset Fire & Rescue Authority to ask to seek a role as full voting member to reinforce the commitment to collaborative blue light services governance and scrutiny.

## NEW: Green agenda

The concept of Sustainable Development encompasses economic, social and environmental. For ASC the focus of their Sustainability Plan is very much environmental impacts. The latest version of this plan concluded in March 2021 and they are developing their next five year plan over the coming months with a target date of September 2021. It will of course need to align to the new Police and Crime Plan and the Commissioner's aspirations in this area. We will be happy to share details of the plan with the panel as it develops. Key areas of focus are expected to include: decarbonisation, net zero, procurement and supply chain, and disclosure.

Performance headlines from the last plan include:

- A reduction in total carbon emissions (CO<sub>2</sub>e) (scope 1 and 2) of 22.3% over five years to 10,784 tonnes per annum. Of this overall reduction, emissions from buildings, fleet and business travel

reduced by 16.5%, 34.5% and 24.2% respectively. The 30% voluntary target for building emissions for the public sector by 2021 (against a 2009/10 baseline) was surpassed by 5%.

- A reduction in the consumption of grid electricity of 21.5% but just a 2.8% reduction in the consumption of gas.
- A 361% increase in renewable energy (solar and biomass) we generate ourselves. In 2020/21 this represented 7% of the total amount of energy we used.
- A 40.9% reduction in the waste the organisation produces
- A 75.8% reduction in paper use per person

A number of factors underpin these performance improvements including investment in energy efficient lighting and renewables, the rollout of laptops and new multi-functional devices, digitalisation of processes, the deployment of more fuel efficient vehicles and changing behaviour over time. Ways of working during the COVID pandemic have also had an impact.

## 7. POLICE AND CRIME PLAN

Since the PCC officially took office on the 13<sup>th</sup> May 2021, the team’s primary focus has been to work with the PCC to understand his manifesto and start to plan the approach to convert this through wider consultation into a Police and Crime Plan.

The following infrastructure has been designed to oversee and deliver the plan:



The Panel have been approached to provide a member to act as part of the Police and Crime Plan Programme Board and in order to represent the Panel and provide scrutiny of the approach and work undertaken. The OPCC have drafted a delivery timeline for the plan which has been shared with the Panel. Feedback has been provided and OPCC SLT are seeking to revise the timeline to reflect the feedback and recirculate accordingly.

**Contact Officer** – Sally Fox, Interim Chief Executive

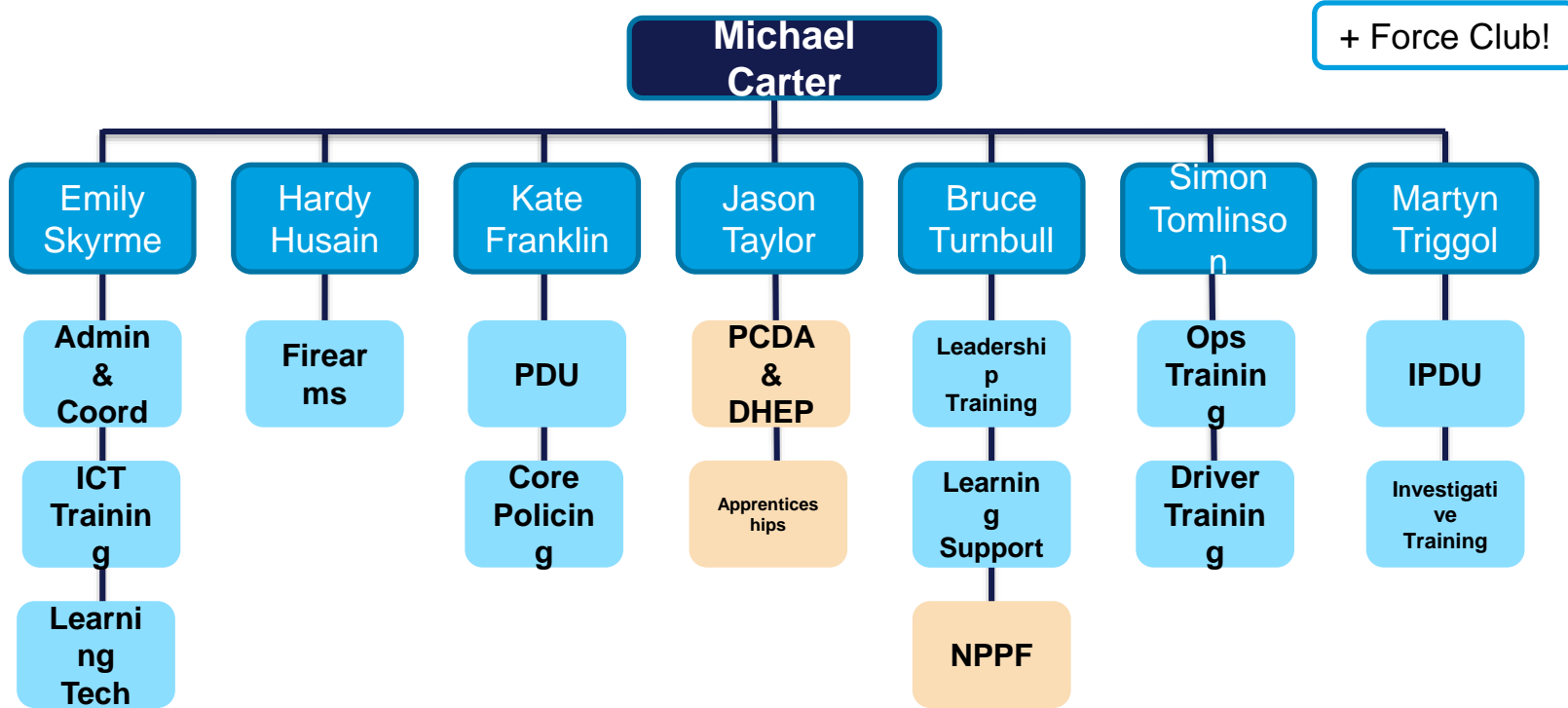
Annex A



# Learning Recovery

8 June, 2021

# Department Structure



**CARING**



**COURAGEOUS**



**INCLUSIVE**



**LEARNING**

# Learning Department – Facts & Figures



**Learning: 144 staff, equivalent of 135 FTE**



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**LEARNING**

In the period from March 2020 – October 2020, we facilitated over **10,000** training interventions!

**2,197** delegates attended Driver Training

Over **1,000** delegates trained in File & Data Quality

From March 2020 to March 2021...

**1,915**  
Fitness Tests

**2,799** delegates trained in Public Order

**1,824** delegates refreshed in Public Order

**429** delegates attended Custody Training

Over **100** Investigative courses, including 8 PIP1 and 4 PIP2

# Key Focus Areas for 2021/2022

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- Force Learning Planning – from April 2022 deliver a full twelve month plan
- Creation of a new Commissioning process and clear route for training opportunities
- Supporting force to provide skills and accreditations across the establishment
- Chronicle implementation and embedding of practices
- Further exploration of Blended Learning
- Evaluation of our Training Delivery
- Focus on Inclusion and Diversity from a Learning perspective
- Supporting launch of the Leadership Academy
- Learning supporting Phase 2/3 Savings
- Introduction of Apprenticeships for PCSO and Comms



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**INCLUSIVE**



**LEARNING**

+ BAU Training and support...

# 1 Year of Covid

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If I said to you a year ago I want us to be delivering more training on line, you would have laughed and want six months to prepare...

## What has happened:

- Within days training commenced virtually across many streams of work
- Within weeks, training being delivered virtually that would have been considered inconceivable, even in lockdown!
- New recruits continued and at even higher rates than ever before across all our disciplines.
- New business and relationships were formed
- Working from Home has become the norm for many

## Future Opportunities / Considerations:

- Welfare of staff – what has been the impact
- Need to realise the benefits of Covid19
- What will be the new normal
- What further technical advancement would support a more sustained blended approach to our business
- Do we need to build in more space for our staff to develop our product



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# Learning Delivery Lockdown

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At the commencement of Lockdown, training was cancelled for anything that did not relate to a new starter.

- PCDA – seven cohorts of PCDA student officers had their knowledge elements jointly delivered remotely by ASC & UWE staff. This equated to over 400 new student officers. All received their officer safety and first aid training as blended learning.
- Communications Operatives – This training continued with Social Distancing. six courses have ran during this period.
- Specials Training – 80 new Specials have been in receipt of Tier 1 training during this period.
- Detention Officers – two courses for 23 new starters.
- IAU – two courses for new starters.
- Designated Investigator Courses – three virtually delivered 3 week courses for new starters.
- SCAIDP and Child Death courses have been run virtually.
- Taser Training continued in a socially distant manner for approx. 60 new carriers.
- Firearms – Operational Firearms Command and Initial Firearms Course have been conducted.
- Driver Training – Since start of June Standard Courses have recommenced; Pursuit Managers for Communications Operatives and over 400 student officers assessed for A2B driving.
- Competency Assessments – These have continued to be delivered remotely for approximately 250 IPLDP & PCDA Student Officers. The same applies to over 100 newly promoted Sergeants and Inspectors on the NPPF programme.
- Leadership – Bitesize Learning provided virtually to over 120 members of staff.
- eLearning – reduction in the amount of outstanding mandatory on line learning.



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# Positive Outcomes

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- Numerous hours of Virtually delivered training across many aspects of our delivery programme.
- Innovative utilisation of different delivery tools, from Skype; Adobe Connect and WebEx.
- Creation of new or refreshed risk assessments for training delivery which takes into account the impact of a pandemic.
- Derogation of Mandated Skills has been limited.
- The impact of cancelled training has been minimised or mitigated.



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# Course Feedback



I have been really surprised how well the on line delivery has gone.

Not having to travel to HQ was a real bonus.

There are some really good benefits of training delivery in this way.

Excellently delivered training in difficult circumstances

Having the IT solutions was a real positive

The presentations worked very well.

As a part time worker, the training worked really well for me.

It would have been good to have met colleagues face to face, but it didn't affect my learning.

I thought the standard was very good.



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# The Future

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Building on the positive feedback from the Covid19 virtual delivery programmes, the Learning Dept. will seek to further develop training delivered in this way, particularly with regards:

- Maximising the continued development of technical solutions to enhance development outside of a classroom.
- Creating a true blended learning model for ASC.
- Promoting opportunities that are more flexible for part-time staff and those with caring responsibilities.
- Reducing travel from around the force to a training event.
- Breed a greater level of personal responsibility towards learning, including CPD.



**CARING**



**COURAGEOUS**



**INCLUSIVE**



**LEARNING**

# An update on Operation Uplift for the Police and Crime Panel

## 1. Purpose of the report

This report provides the Police and Crime Panel with an update on progress in relation to delivering the uplift in police officer numbers and to ensuring this investment is directed towards improving outcomes for the public and meeting the established and emerging local and national priorities.

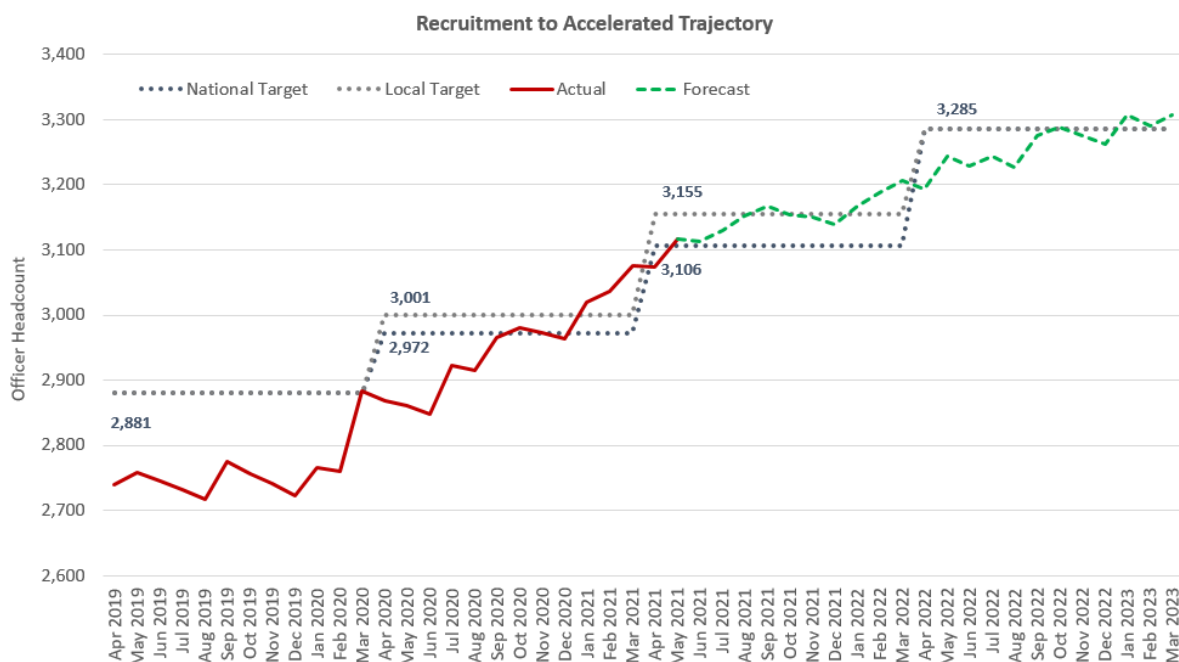
## 2. Achievement of uplift targets

Based on current information we are set to over-achieve against the year-end target for police officer establishment. The programme will result in an overall net uplift in police officer numbers of over 400 (2019-2023).

The following graph shows our current and anticipated trajectory. In March 2020 we had exceeded the national headcount target (2,281) and recorded a headcount of 2,284. For March 2021 the national target we needed to meet was 2,972. At the start of the year, we agreed a local 'stretch target' within our financial tolerances that would take us to 3,001. At March 2021 we had actually exceed both the national and local target with our numbers standing at 3,076.

The latest figures as at May 2021 show that our numbers now stand at 3,116. This means we have already exceeded the national target (3,106) for this year. Factoring in anticipated attrition, we are confidently on track to realise our local target for March 2022 of 3,155 ahead of time in October 2021.

We continue to carefully monitor our numbers and to manage the glide path to ensure that we remain within agreed financial tolerances for our establishment and we have the means to adjust the size and frequency of intakes to facilitate this.



### 3. Uplift design

Considerable work is ongoing within the Constabulary and in consultation with key partners to ensure that the organisational design best places this new investment of resource to realise the improvements in performance we expect to see. Our design principles are to:

- Ensure we have sufficient capability in the right places to meet our projected, predictable calls for service demand in a way that is appropriate, efficient and effective. By doing so, we will enable tangible improvements in productivity and performance.
- Invest intelligently and as generously as resource and budget will allow in prevention – prevention of crime, prevention of harm and prevention of demand. We will invest in what we know works but where the evidence is less clear we will be innovative in testing new approaches and rolling them out quickly where we can show they work.
- Prepare and equip officers (and enable the wider workforce) to achieve their full potential and help realise the Constabulary's Vision.

The focus for this includes areas such as leadership, proactivity and prevention, offender management and investigations. We are also focused, for example, on the learning emerging through Project Bluestone and the Home Office pathfinder whereby we are working with a team of academics seeking to transform our policing response to Rape and Serious Sexual Offences (RASSO) investigations.

Our plans are being carefully shaped cognisant of the new PCC's emerging priorities and the national performance framework. We will work very closely with the PCC to make sure that this design is able to fully meet his priorities to be expressed in the new Police and Crime Plan. With the PCC we will want to update the Panel in due course with further detail.

We have a comprehensive transition plan which underpins the recruitment pipeline to ensure that we are effectively managing the flow of new officers into the organisation, through the recruitment process, initial training, tutoring and into independent patrol status. The plans see us frontloading our investment of resources in investigations, proactivity in communities, preventative work and integrated offender management.

There is considerable logistical and interdependency management within this transition plan to ensure our enabling functions and resources such as fleet, technology, equipment and estates are properly aligned and also to ensure that we can properly track and maximise the intended benefits. Because we are placing such emphasis on proactivity and prevention, it will be critical for us to be really effective at targeting deployment.

There will be a range of other benefits that stem from the investment of this new resource on us and partners that will need to be monitored closely and may cause us to make further changes to our operating model. For example, there will likely be increased numbers of safeguarding referrals and we will need to ensure collectively that we can effectively manage this increase in demand in a way that provides for positive outcomes.



## Estates

The estates portfolio has been transforming over a number of years. In 2020/21 it comprised 67 main properties, compared to 64 in 2012/13. The number of properties occupied under a lease arrangement has increased by 22% over eight years. In practical terms, this transformation has seen the disposal of outdated and oversized properties with significant backlog maintenance issues, the addition of four new PFI buildings, the acquisition of Wilfred Fuller Operational Training Centre, the delivery of major refurbishment projects, more co-locations with partners in their buildings and sharing space with partners in ours.

Following a Constabulary review of strategy and governance arrangements in 2018, the Constabulary's 2016 Estates Strategy was superseded by a new Infrastructure Strategy. However, estates acquisition and refurbishment projects have continued to align with the objectives set in this earlier strategy specifically:

- new police stations in Yeovil, Trinity Road, Bristol and Minehead - live
- new police stations in Taunton, Williton, Shepton Mallet and Wells - complete
- major refurbishments at Kenneth Steele House (Bristol) and Street - complete
- a major refurbishment at Broadbury Road in Bristol – live.

Additional requirements for new police stations in Bath, Wincanton and Frome and a new police Enquiry Office at Weston have also emerged (NB latter also now complete).

Bath and Yeovil have been high profile locations most recently. The commitment to a police station in Yeovil was reflected in an outline business case that would have seen us build a new police station at our existing Horsey Lane location. As we worked through the details of this plan the costs were seen to have grown significantly, to a point where they were unaffordable. We are now working through alternative options, building on the experience and learning to date. Our intention will be to develop an options paper for discussion with the PCC in July.

In Bath we signed a lease on 24/03/21 for an additional co-located patrol base in Lewis House. Work continues to draft the planning application and to develop the detailed design for the scheme with a view to completion in 2021. We continue to explore options for a long term replacement station with blue light partners.

In addition to these major projects, current priorities include:

- Building and applying good quality estates asset management data to inform planning and investment decisions. The asset management database will include information on operating costs, condition, energy efficiency and occupancy and enable benchmarking and performance comparison between properties.
- Implementing a new Estates Asset Management Board within the existing governance framework, to oversee a new Estates Asset Management Plan (derived from data described above).
- Developing potential proposals for financial savings from the portfolio to address the impending funding deficit. This includes a review of enquiry office provision (currently across 24 locations).
- Enabling a new patrol model which will diversify frontline resources and improve response to priority calls for service (go live 1st June 2021).
- Understanding the impact of Resetting the workplace post COVID on future accommodation requirements
- Enabling the accommodation requirements arising from the national uplift in officer numbers
- Continuing to develop our use of technology



- Ongoing review of building design principles to ensure that the physical space from which the Constabulary operates is: fit for purpose, represents value for money and promotes inclusion, wellbeing and productivity.
- A restructure of the Facilities Management service. Business case pending approval.

The PCC has instigated a review of the overall estates strategy to ensure that it is updated in line with current priorities and circumstances and identifies opportunities for improved efficiency and effectiveness.