



## Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Friday, 10 June 2016

### Present:

John Adams (Chairman) (Bournemouth Borough Council)

Mike Short (Vice-Chairman) (Independent)

Bernie Davis (Christchurch Borough Council), Norman Decent (Bournemouth Borough Council), Bobbie Dove (Bournemouth Borough Council), Francis Drake (Weymouth & Portland Borough Council), Fred Drane (Dorset County Council), Phil Eades (Borough of Poole), Ian Gardner (Dorset County Council), Andrew Kerby (North Dorset District Council), Barbara Manuel (East Dorset District Council), Mohan Iyengar (Borough of Poole), Iain McVie (Independent Member), John Russell (West Dorset District Council), David Smith (Bournemouth Borough Council) and Ann Stribley (Borough of Poole)

### Officers Attending:

Debbie Ward (Chief Executive), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

### Also in attendance

Martyn Underhill (Police and Crime Commissioner), Richard Bates (Chief Financial Officer), Simon Bullock (Interim Chief Executive, OPCC), Mark Cooper (Assistant Chief Constable), John Jones (Assistant Chief Officer, Dorset Police) and Colin Pipe (Deputy Police and Crime Commissioner).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Dorset Police and Crime Panel to be held on **Thursday, 8 September 2016.**)

### **Election of Chairman**

11 Resolved  
That John Adams be elected as Chairman of the Panel for the remainder of the year 2016/17.

### **Appointment of Vice Chairman**

12 Resolved  
That Mike Short be appointed as Vice-Chairman of the Panel for the remainder of the year 2016/17.

### **Apologies for Absence**

13 An apology for absence was received from Bill Pipe, Purbeck District Council.

### **Code of Conduct**

14 There were no declarations by members of disclosable pecuniary interests under the Code of Conduct.

### **Minutes**

15 The minutes of the meeting held on 4 February 2016 were confirmed and signed.

### **Public Participation**

16 Public Speaking  
There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

#### Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

### **Introduction from the Police and Crime Commissioner - Key Priorities**

17 The Police and Crime Commissioner circulated a leaflet of 'My Commitment to Dorset' to members which set out his 70 commitments to achieve during his second term as the Dorset Police and Crime Commissioner. This leaflet had also been circulated to members of the public as he thought it was important for the Panel to see it.

The PCC explained a new approach to the discussions of key items with the Chief Constable of PCC focus for improvement with the Chief Constable. He had termed these as Issues Under Commissioners Scrutiny (IUCS). The key areas for concern included:-

- Firearms licencing
- Vetting
- The 101 Service
- Burglary
- Response times

The PCC also referred to a further scrutiny review process that he had in place, called 'Cost and Efficiency Challenge'. He referred to two specific issues that had been identified for review:-

- Overtime; and
- Procurement

The Panel welcomed the explanation of the PCC's approach to active scrutiny and agreed that these areas would also provide key aspects of the Panel's scrutiny process.

It was anticipated that his Manifesto would dovetail into a new Police and Crime Plan which would be shared with Devon and Cornwall.

Following a question from a member from the Borough of Poole regarding the marine section, the PCC advised he was drafting a letter to the Home Secretary expressing his concern for port security. Things were moving in the right direction but he was still concerned. With regards to boat patrols the PCC advised that a new rib had been purchased and training was in progress. He would ask the Chief Constable to review marine capability again but advised members that the Police marine unit was not there to patrol the borders that was a Government responsibility. He added that he had just authorised a sum of money to increase drone capability with Devon and Cornwall.

Members wished to support the PCC in pushing for more border controls, and the PCC undertook to produce a note for the Chairman to also agree and sign. It was agreed that as ultimate responsibility did not sit with Dorset Police on boarder control that this point needed to be reinforced.

The PCC introduced his Interim Chief Executive, Simon Bullock. He gave a brief overview of his experience to date, but also explained that this was not a permanent

appointment.

### **Noted**

#### **Confirmatory Hearing for the Deputy PCC**

- 18 The Panel considered a report by the Interim Chief Executive, OPCC which provided an overview of the continuation of the proposed appointment of a Deputy PCC for Dorset following the Police and Crime Commissioner election's held on 5 May 2016.

Following a question from a member from Bournemouth Borough Council about the allocation process, the PCC advised that the post was not advertised or other candidates interviewed, the PCC's relationship with his deputy was intrinsic as he would be representing the Commissioner and he felt Colin Pipe was very suitable for this role. The budget for the role had been approved in this year's budget. A deputy PCC was not subject to political restriction roles and, as such was the only person capable of representing the PCC, although statute still barred them from carrying out certain matters that were 'reserved'.

In response to a question from a member from Christchurch Borough Council regarding the role being part-time, the PCC advised that the post was for 30 hours but did give flexibility to increase if necessary. There was provision for a full-time salary in the budget but at present this suited both the PCC and Colin Pipe.

The PCC made reference to the increasing demand on his time and the pressure being applied by the Government in a number of areas which had highlighted the need for a Deputy.

Following a number of questions from members regarding the budget, the PCC confirmed there had been no addition made to the allocation of the OPCC budget and that money had been shifted between community grant pots to allow for this. A review of OPCC staffing would be coming forward shortly so there could be an opportunity to reduce it and put some commissioning money back into the budget. The question of additional police officers or PCSOs instead of a Deputy was raised to which the PCC advised that this role was not part of the police budget.

In response to a question from the Vice-Chairman about annual objectives for the Deputy, the PCC advised that these had not yet been set although the Deputy would be taking on some areas and was at present leading on the 101 service improvement work.

### **Resolved**

That the Panel supported the appointment of Colin Pipe as the Deputy Police and Crime Commissioner.

#### **Update on the Strategic Alliance with Devon and Cornwall Police**

- 19 The Panel considered a report by the Police and Crime Commissioner (PCC) which provided members with an update on the current position of the Strategic Alliance work with Devon and Cornwall Police.

The Assistant Chief Constable (ACC) advised members that to date 22 business cases had been approved with a further 9 ready for approval. 7 areas of business were now live with a further 10 due to go live during 2016/7. Most staff had been redeployed and the savings being made continued to be forecast. Positive feedback had been received from staff and overall the programme continued to progress.

The Chairman was impressed that the finance department had been taken over already and asked if there had been any change to the role of the Treasurer. The ACC advised that this had not changed, the changes were only in relation to the

Force and the Treasurer was part of the OPCC.

The PCC advised that he was working well with the PCC in Devon and Cornwall and highlighted the opportunity to reinvest in policing and improve processes and systems.

In response to a query about risk, the ACC advised that the Chief Constable's was operational, the biggest challenge was now to change the culture to improve performance. It was not just about saving money now but improving services to the public. The governance of the alliance had been very strong and they were now beginning to see an amalgamation of provision.

Following a question from a member from East Dorset District Council regarding transitional costs for setting up the alliance, the Treasurer advised that a detailed analysis had been completed and over a 3 year period there would be £3/4m of costs which would deliver about £7/8m of savings across the two forces.

The Chairman reminded members that there were 3 members of the Panel who had been involved with the PCC in this area of work. The PCC undertook to invite the Project Manager and the PCC from Devon and Cornwall to the next meeting of the Panel to give members a further update and a wider debate around the project and its benefits.

In respect of post implementation reviews the ACC advised they were very mindful of the importance of the need for any changes to providing an effective service to the public and that an objective review process helped to ensure that this was the case and that the anticipated benefits had been delivered.

### **Noted**

#### **Police and Crime Plan 2013 - 17 - Quarter 4 (April - March 2015/16)**

20 The Panel considered a report by the PCC which informed members of the progress against the Police and Crime Plan and Priorities 2013 -17 for Quarter 4. The PCC highlighted elements of performance against the Plan during this quarter. He also provided commentary for members on a few key areas of activity and highlighted the priorities in the Plan.

In respect of the recording of repeat victims the Assistant Chief Constable (ACC) confirmed each incident was treated separately, not just as one crime. Work was ongoing to establish a repeat victim champion as this area had been highlighted as an area of concern.

The Chairman highlighted the increase in recorded drug offences to which the ACC responded this was as a result of proactivity in dealing with drug offences and was therefore seen as a positive increase. It was a similar case for the increase in public place violence as the recording practices had improved significantly. The PCC advised members that he had engaged nationally with the drinks industry, who had funded some research with 8 other PCCs, looking into the effects and impacts of street drinking. One member felt that if the PCC was struggling to lobby the industry in relation to alcohol awareness perhaps members of the Panel should explore supporting the lobbying. The PCC advised he would embrace this and felt that the lack of any feedback was telling so this would be very helpful.

Following a question from a member from North Dorset District Council about the issue of 'cuckooing', the ACC advised officers were working to understand how these drugs groups worked. They were very aware of the issue and resources had been dedicated to look at this problem to reduce dealers infiltrating vulnerable people's homes to trade drugs.

One member from the Borough of Poole highlighted an issue of the appropriateness of police procedures in relation to the finding of property. The PCC advised that the Police Property Act was in statute and that lost property was not in the Police statute.

In relation to Fraud and Cyber-crime the PCC advised that one of the biggest risks currently was online fraud and telephone fraud.

One member from Bournemouth Borough Council highlighted the issue of police recruitment. The PCC advised there was a national issue of police officers leaving. Recruitment of police officers would now continue following his re-election. Transferees were becoming more difficult to find and he highlighted that new recruits took 3 years to get trained and ready for service. In relation to officer satisfaction surveys, the PCC advised these were dealt with locally through their managers at force levels and all officers completed an exit survey before they left. The PCC undertook to share with members a report on staff surveys but highlighted this was a national issue not one just for Dorset. The ACC added that officers were looking at training requirements and also at innovative ways of recruiting staff, a well-being agenda was also a big consideration.

A member from Dorset County Council highlighted the lack of response the PCC had received to his letters to the Home Secretary regarding ports security and the PCC undertook to circulate the letters he had sent for members' information.

In response to a question from a member from North Dorset District Council regarding income generation, the ACC confirmed that officers conducted themselves within the local code of ethics.

Following a discussion, one of the independent members highlighted that members had in the past been critical of the level of reserves in the past and urged caution. The Treasurer advised that reserves had not been reduced just moved and these were reviewed annually. The PCC felt that whilst he would rather have more in reserves, overall he was content they were in about the right place.

Members of the Panel asked the following questions to the PCC, who responded accordingly:-

A) Accepting that it is in line with a national trend, can the Commissioner give his view to the panel as to why police officer numbers are reducing faster than was assumed in the budget.

*The number of police officers leaving before their 30 years' service has increased nationally. This appears to be related to changes in pension benefits, and terms and conditions under Winsor, alongside a national decline in officer numbers. In addition, pay growth in private sector compared to public sector has widened the gap making police service pay less attractive. As an example, Dorset Police had a top spine PC trainer leave the organisation to become a trainer in Asda on more money. The fact that this is a national issue makes the position slightly worse – this position, combined with the 2016/17 settlement, means that forces have increased their recruitment plans. Officers are therefore leaving forces to join other forces as transferees.*

B) Can the Commissioner clarify to the panel why the £155k overspend on Information System Networks predicted at the end of the 3rd Quarter has risen to £254k at year end.

*The implementation of significant new ICT infrastructure, including systems such as NICHE, and the work to increase systems further over the short term, led to the identification of a software licencing issue. The Force needed requirement was*

*identified and purchased in the fourth quarter, after the South West Regional Police Procurement Department had negotiated a significant discount.*

C) At the end of the 3rd Quarter the Commissioner was forecast to spend 79% of his £9.7m capital programme. At the end of the 4th Quarter it is established that he only spent 38% of the programme leading to slippage of over 2/3rds of the programme and £4m more than just 13 weeks ago. Can the Commissioner clarify his position in regards to this performance.

*There was further slippage of £3.9m on the capital programme compared to where we thought we would be at the end of Q3. All of this will still be spent, but timescales for that expenditure have changed. The key areas of change from the Q3 projections are explained further below.*

*Work is continuing to implement key systems, some of which have a long lead time. Significant systems, which are being progressed, and have a budget allocation, but on which funds have yet been spent are the replacement Command and Control systems (£1m), and replacement Integrated Communication and Control System (ICCS, 0.5m). At the end of the third quarter, it was anticipated that there may have been some spend on each of these systems in the 2015/16 year. However, the procurement process required for Command and Control is such that this was an ambitious assumption, and similarly, the links between the ICCS and wider contact management work, meant that neither scheme will incur expenditure until 2016/17.*

*Similarly, the profile of spend in relation to ongoing work in the delivery of hugely complex mobile policing solutions will see more expenditure deferred into 2016/17 than had previously been expected (£0.5m).*

*On estates, work to relocate functions from Ferndown is progressing, and will take place over 2015/16 and 2016/17 as previously anticipated. However, the actual spend incurred in 2015/16 is less than had previously been expected, with carry forward of £1m into 2016/17. There are numerous reasons for this slippage, which primarily relate to the need to ensure services are appropriately located following the move, and the need to secure alternative accommodation.*

*The final area of significant variation relates to the long lead times required in the purchase of vehicles, and a subsequent carry forward of £0.6m relating to vehicles that were on order, but not delivered by 31/03/16.*

D) Can the Commissioner clarify the reason for the £356k transfer to the Body Armour reserve and why it is not shown in the table 3.22.

*A review of reserves took place as part of the 2016/17 budget cycle and Medium Term Financial Strategy. The reserves position was further reviewed over the past month with a view to rationalise reserves to better reflect risk and liabilities, and follows up on the comments made by HMIC under the 2015 PEEL inspection regarding level of General Balances. Certain reserves, which had been created to deal with known risks, but which were uncertain in terms of actual liabilities, have been transferred to General Balances. This included the Major Operations Reserve, the Insurance Reserve, the Protective Body Armour reserve, and the PFI Reserve. Specific earmarked reserves remain for Workforce Change (where funds are expected to be drawn down into revenue over the next three years), and for Capital (which relates to the longer term funding of the capital programme, and primarily relates to slippage).*

*The Insurance Reserve has been removed entirely, with the risk of unknown significant claims transferring to General Balances. The reserve is replaced by an insurance 'provision', which represents estimates of known insurance liabilities. This is in line with the approach taken within Devon and Cornwall with whom we now have joint insurance arrangements and is a more common method of accounting for insurance risks and liabilities.*

E) In regards to the table in 3.22 the Commissioner was forecasting to have £7.4m in earmarked reserves as at 31/03/16 as part of his 2016/17 Budget report. This table indicates the reserves have reduced to £4.2m. Can the Commissioner indicate what has happened to the £1m PFI reserve, the £1m Major Operations Reserve, and why the Insurance Reserve is £1.2m lower?

*Please see above.*

F) The OPCC introduced a new post last year for maximising income opportunities, can the Commissioner outline what success this post has had and how he views the 2015/16 outcome will be built on?

*The income generation post has had mixed success over the past year. Some of the areas which were envisaged as potential income streams, such as sponsorship have proved very difficult due to potential conflicts of interest related to the companies / organisations offering sponsorship and also the PCC elections. Applications were submitted to the Police Innovation Fund but our bids, together with South West partners were unsuccessful this time around.*

*However, there are some areas which have been successful, such as:-*

- 1) The Safer Dorset Foundation has been registered with the Charities commission and is almost ready to be launched. It is hoped that this will provide a significant contribution towards the running cost of the Victims Bureau / Victims Hub.*
- 2) The grant application process, for the PCC's Community Grant Scheme, has been significantly improved and many of the grants offered are now match funded by recipients, thereby increasing the value of projects supported.*
- 3) The new OPCC website was developed with a view to it being used by other PCCs, for a fee. So far two other PCCs have adopted our format to date (D&C and Thames Valley), but this is expected to increase as newly elected PCCs start to review their existing branding and communications platforms.*
- 4) The postholder has been helping Dorset County Council with applications for Social Impact Bonds. Private sector investors have expressed interest in this offer*
- 5) Several posts {mental health, streetworker etc} have been established using matched funding with other LAs and with Dorset Police*
- 6) 3 additional fully funded Cambridgeshire Master placements were funded through the academic partnerships*

*It is hoped that all of these together with further opportunities will be explored this year.*

### **PCC's Draft Annual Report 2015/16**

21 The PCC presented his draft Annual Report 2015/16 for members' consideration in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011.

The PCC asked that members forward any comments or feedback on the report to his office by 1 July 2016.

The Chairman noted that there was no mention of the Panel included in the report

and would like to see it included. The PCC advised that he hoped to have a section dedicated to the Panel and the support given included. It was highlighted that this could be a helpful tool to show further engagement with the public.

### **Noted**

#### **Victims Bureau**

22 The Panel considered a report by the PCC which updated members on the progress with the implementation and development to the Victims Bureau and associated victim support services and initiatives in Dorset.

The PCC highlighted referrals not from the area and that the victim support contract would be coming up for renewal shortly.

Following a question from the Vice-Chairman about benchmarking success, the PCC noted the timeliness in referring and the number of face to face engagements. Success would look different when we the next contracts were negotiated. The PCC planned to involve members of the Panel when the contracts were being constructed.

### **Noted**

#### **101 Service Improvement Panel**

23 The Panel considered a report by the Interim Chief Executive, OPCC which updated members on the 2016 Manifesto commitment by the PCC to create a Service Improvement Panel to examine complaints about the Dorset Police 101 non-emergency telephone service.

The Deputy PCC provided some context to the report and members of the Panel were invited to be part of the 101 Service Delivery Group. The outcomes from this Group would feed into the recommendations to the PCC to hold the Chief Constable to account for the service. The Panel also asked for an update on the outcomes from the PCC and the Panel members who had volunteered for the Group at an appropriate stage.

Following a question from a member from the Borough of Poole about the breakdown of calls, the DPCC advised that around 25% of the calls were inappropriate but undertook to bring further details back to a future meeting of the Panel. It was hoped that the new Group would act as a conduit back to the public on the nature of these calls as it put a lot of pressure on the command centre.

### **Resolved**

1. That John Russell, Bobbie Dove and Ann Stribley join the membership of the 101 Service Delivery Group.
2. That the DPCC report back to members with further information in respect of the breakdown of calls received.

#### **Complaints Protocol**

24 The Panel considered a report by the Chief Executive, Dorset County Council which included a revised Protocol which had been shared with the Chairman of the Complaints Sub-Committee. The document now included a 'triage' mechanism for the PCC's Chief Executive to discuss relevant matters with the County Council's Monitoring Officer and included greater clarity about the respective roles and statutory responsibilities of the Head of Paid Service, Monitoring Officer and Treasurer.

The Chairman of the Sub Committee on complaints advised members that the work for the Panel had to date not been onerous and supported the revised Protocol.

### **Resolved**



That the Complaints Protocol as set out in Appendix A of the report be approved.

Reason for Decision

To ensure that the Police and Crime Panel's Complaints Protocol was fit for purpose.

**Panel Membership**

25 The Panel considered a report by the Chief Executive, Dorset County Council which invited members to reflect on the regulations, consider the further flexibility that they provide and decide whether there was merit in seeking approval for proposed changes to its established membership. The Group Manager for Governance and Assurance presented the report.

Following discussion members agreed that the status quo of the Panel was satisfactory and that it should not change. However, it was noted that in the future it might be worth considering an increase in independent members and one member suggested that perhaps permission be sought now for a possible increase in the future. The Group Manager for Governance and Assurance, Dorset County Council, undertook to speak with the Monitoring Officer about this.

The member from East Dorset District Council drew members' attention to the large number of members that were initially on the Health and Wellbeing Board which was found to be too unwieldy and had to reduce.

Resolved

That in the light of the legislative framework members agreed to keep the membership as it currently stood.

Reason for Decision

To ensure that the Panel had the appropriate balance of skills, knowledge and experience and its constitution met the legislative requirements.

**Work Programme**

26 The Panel considered and agreed its Work Programme for the remainder of 2016.

Following a comment from a member about concerns over the lack of items for scrutiny, the Group Manager for Governance and Assurance, Dorset County Council, advised that the items currently listed on the forward plan formed the basis of those areas that the Panel had specifically selected to scrutinise. He also reminded members of some of the items that had also been discussed earlier in the meeting that would now be added to the work plan. He also stressed the opportunity, already within the Panel's remit, to form 'task and finish groups', or undertake areas of spotlight scrutiny outside of formal meetings. Members could then report back to Panel meetings to enable a wider base of topics to be covered outside of the Panel's quarterly meetings.

In respect of venues for meetings members were keen to explore other venues around the county. Then Chairman advised he had asked the Clerk to explore availability with Bournemouth for the September meeting.

Resolved

1. That a presentation on the Strategic Alliance be held on 8 September 2016 and include an invitation to the PCC from Devon and Cornwall to attend. That a 100 days progress report also be provided.
2. That the item on procurement be rescheduled with a report on overtime being added to fit in line with the issues that the PCC was examining.
3. To include a presentation from the PCC on matters that he is lobbying on in the Forward Plan.
4. That the Clerk makes the necessary arrangements to hold the next Panel

meeting in Bournemouth.

### **Questions from Panel Members**

27 No questions were asked by members of the Panel.

### **Exempt Business**

28 **Resolved**

That in accordance with Section 100 A (4) of the Local Government Act 1972 public be excluded from the meeting in relation to the business specified in minutes 29 and 30 as it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraph 4 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

### **Estates - Long Term Strategy**

29 The Panel considered an exempt report which provided members with an overview of the Dorset Police estate and an update on the current status of various sites, along with the short and medium term aspirations and potential changes.

The report aimed to maximise value where possible but with a realisation that there had to be flexibility to demands.

Following a question from the Vice-Chairman about the overall benefits and timeline for the strategy, the Head of Corporate Development advised they were working to reduce the cost of the estate. There was an overarching strategy to make savings and footprints to be achieved through joint working. Estates were there to support operational policing.

The Group Manager for Governance and Assurance, Dorset County Council, reminded members that their role was to look at the key objectives and benefits from the strategy and to scrutinise these in terms of their delivery.

### **Noted**

### **Arrangements for the Chief Executive to the PCC**

30 The PCC advised members that he was currently in litigation regarding the previous Chief Executive and was unable to discuss this further. He updated members on discussions that had been ongoing with the Devon and Cornwall PCC about the possibility of sharing a Chief Executive. When this had been resolved he would formerly advertise for a Chief Executive. He had previously pledged to look at the size of the OPCC team, which was ongoing, and he undertook to share the findings with members of the Panel when the final report was received.

Meeting Duration: 10.00 am - 1.35 pm