



Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Thursday, 8 September 2016

Present:

John Adams (Chairman) (Bournemouth Borough Council)
Mike Short (Vice-Chairman) (Independent)
Bernie Davis (Christchurch Borough Council), Norman Decent (Bournemouth Borough Council), Francis Drake (Weymouth & Portland Borough Council), Fred Drane (Dorset County Council), Ian Gardner (Dorset County Council), Andrew Kerby (North Dorset District Council), Barbara Manuel (East Dorset District Council), Mohan Iyengar (Borough of Poole), Bill Pipe (Purbeck District Council) and John Russell (West Dorset District Council)

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), Colin Pipe (Deputy Police and Crime Commissioner) and Simon Bullock (Interim Chief Executive, OPCC), Alison Hernandez (PCC, Devon and Cornwall), Assistant Chief Constable Sharon Taylor (Senior Responsible Officer, Devon & Cornwall Police and Dorset Police Strategic Alliance) and Andrew White (Chief Executive, OPCC Devon and Cornwall).

(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 **Tuesday, 8 November 2016.**)

Apologies for Absence

31 Apologies for absence were received from Bobbie Dove (Bournemouth Borough Council), Phil Eades (Borough of Poole), Iain McVie (Independent Member) and David Smith (Bournemouth Borough Council).

Code of Conduct

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

Minutes

33 The minutes of the meeting held on 10 June 2016 were confirmed and signed.

Matters Arising

Minute 17 – Key Priorities -The Chairman confirmed that a letter from members of the Panel had been sent to support the PCC in this regard.

Minute 21 – PCC’s Draft Annual Report 2015/16 – The OPCC Chief Executive confirmed that all of the members’ comments that had been received had been incorporated into the Annual Report.

Minute 20 – Police and Crime Plan 2013-17- Quarter 4 – Following a comment from the Vice-Chairman regarding the staff survey and that 37% people responding felt there was no clear vision, the PCC advised work was currently underway to resolve this. The Chief Constable’s and his view were very clear and work was ongoing to change people’s perception. The Chief Constable had met every member of her staff in the last year but it was realised this area needed to improve.

Public Participation

34 Public Speaking

There were no public questions received at the meeting in accordance with Standing Order 21(1). However, the Chairman was pleased to see a member of the public in attendance. A number of questions were submitted by Mr Ellis, which unfortunately were not submitted within the deadlines set. The Police and Crime Commissioner undertook to answer the questions fully outside of the meeting.

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.

Strategic Alliance Project with Devon and Cornwall

35 Members received a joint presentation from the Dorset Police and Crime Commissioner (PCC) and the Devon and Cornwall Police and Crime Commissioner on 'Working Together to Serve the Public' (attached as an Annexure to these minutes). Prior to the session the Panel had provided the PCC with some key lines of enquiry to shape the presentation and assist with the discussion.

The PCC introduced the Assistant Chief Constable (ACC) for Devon and Cornwall, Sharon Taylor, who was also the senior responsible officer in the strategic alliance work.

Following a question from the member from Purbeck District Council regarding whether there was any progress towards regional policing and if any legislation was likely to be forthcoming, the ACC advised that around 9 months ago an approach was made to the Home Office by West Mercia and Warwickshire but the Home Secretary rejected the position at the time. Now there was a different Home Secretary in post and regional capability was being examined all the time in the light of recent terrorist activity which was managed under a different legislation.

In respect of post alliance management the ACC was encouraging PCCs to think about this and watch the landscape develop. There was a natural coalescence of meeting structures at force level, finance still had to present 4 sets of accounts so there were still some limitations. The PCC added that there was a shadow Strategic Alliance Audit Committee in place. The PCC from Devon and Cornwall noted that once they were through first six months there would be an opportunity to look at a shared vision in terms of a joint Police and Crime Plan.

In response to a question from the Chairman regarding technology the PCC advised that regional procurement had been in place for the past 3 years. In respect of officers moving between the three counties, the ACC advised that already a lot of mutual aid in place especially around weekends and there were now new employment opportunities and posts were advertised across the Alliance

Regarding prioritisation of requests from both forces, the ACC advised that the Alliance department served both forces, there was a single process and single policies for any such requests and a Joint Head of HR worked very well.

A member whilst recognising that the greatest success of the alliance so far had been the achievement of £3.6m savings, greater resilience and a greater flexibility of resources asked how higher standards could potentially be achieved. The ACC advised that all the benefits in business cases were tracked to enable teams to step up into a new space thereby reducing the duplication of effort.

Following a question regarding specialist teams e.g. helicopter, firearms and forensics, The ACC advised that the Helicopter was now a national resource, firearms were part of the alliance and forensics were a regional capability now.

In respect of TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006), the ACC advised that best decision was to TUPE people, each force would be a host force for specific functions and the best way was to TUPE them over to ensure a balance of staff. There was an ambition to carry out a harmonisation of terms and conditions in the future. With regard to the possibility of joint logos, the ACC advised that to get vehicles rebranded at present would not add any value, uniforms and badges on the other hand were precious to each force area and any discussions on this would probably incur a long and lengthy discussion at the Board.

In response to a question about co-location in respect of the 750 miles of coast and the issue of illegal immigrants in relation to small harbours, and the fact that there were no motorway in Dorset as yet, the ACC advised that they would only co-locate where feasible as it was recognised there could be a lot of unnecessary travelling. Resources would mainly stay where they were for now.

The PCC from Devon and Cornwall summarised by recognising the importance that the two PCCs had a good working relationship to enable some real lengthy work to happen in order to make the savings, but this had now turned into a learning opportunity of how to do business better. The biggest challenges were around terms and conditions and TUPE arrangements.

Noted

Police and Crime Commissioner - First 100 days in office

36 The Panel received a report from the Police and Crime Commissioner (PCC) which provided a summary of the PCC's progress against the eight key manifesto commitments pledged to be achieved within the first 100 days of his new term. The PCC confirmed that all of the 8 commitments had been successfully delivered within the first 100 days of his second term.

The Deputy PCC updated members on the 101 service which was the non-urgent part of the call handling structure. There was huge public perception around waiting times, the average time taken to get through was 3 minutes and 45 seconds. A Panel was now in place to help educate the public in how to use the best systems that were available in order to avoid delay. Delay in getting through seemed to be the primary concern. A call back system was introduced earlier in the year which gave people the ability to leave a message, about 600 calls a day could be affected by this. Officers were looking at how effective the online facility was and the signs were that the public were using it well. The first meeting of this Panel was scheduled for October 2016 and included members from the Police and Crime Panel, members of the public and people from the voluntary sector. Its purpose was to improve the service to the public and improve public satisfaction.

Following a question regarding formal checking of panel members, the Deputy PCC advised that certain procedures had to be carried out with regard to listening in to calls and access to personal information, therefore normal vetting procedures were in place. In respect of the App, the Deputy PCC advised that it was working well and was popular with a lot of reports being made. However, it did require some tweaking as it was adding work to the telephone system at present as staff were having to call people back.

In relation to border security, the PCC advised that he was due to meet with the new Home Secretary shortly for a review of whole border security.

Following a comment about when drug testing kits were used, the PCC advised it was not just after accidents they were used but mostly before. The kits cost about £400 and over 53% people given the kit had proved positive. More money had been allocated to this in order to bring in more kits. The PCC highlighted an issue with people under influence of prescribed drugs but recognised this was a very difficult area to police.

The OPCC Chief Executive updated members on the changes to the senior team. Currently the post for a part-time Chief Executive was being advertised, with a proposed interview date of 6 October 2016. The Panel were invited to send a representative to observe the process. The recruitment of a part-time Chief Financial Officer was scheduled for around November 2016 along with a full-time Deputy Chief Executive, to provide some resilience in senior executive positions. It was highlighted that the Chief Executive was CEO responsible for strategic management and the Deputy Chief Executive would be responsible for day to day management.

Resolved

That Iain McVie would be the Panels' representative for the interviews for the Chief Executive post and that Mike Short would be the representative for the Chief Financial Officer interviews.

Police and Crime Plan - Quarter 1

37 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 1. 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.

Members' noted the slightly different format of the report and the Chairman undertook to discuss further with the Chief Executive to look at areas that he felt were missing. Cllr Andrew Kerby (North Dorset District Council) offered to lead a small task and finish group to work with the Office of the PCC to develop the report to ensure it met the Panels' requirements.

A member highlighted the loss of over 50 Special Constables and wondered if there was any particular reason for this. The PCC advised this was unfortunately a national trend, all forces reported having problems recruiting and retaining Special Constables. Reasons for leaving included juggling work life balance and a number left to become PCSOs and Police Officers.

Following a request for an update on the Ferndown and Christchurch situation. The PCC advised that in respect of Christchurch, this was in the hands of the local authority as it was complicated who owned what part of the site and was not likely to be resolved for a further 6/9 months. In respect of Ferndown, the decision made was to split it into 2 parts, the sale of one part fell through but work was still ongoing to negotiate to sell it as 2 sites. The plan was to use the first floor for a training wing until the building was sold.

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

1. Section 3.11 of the report highlights a forecast almost £1/4m overspend on supplies and services which includes a reference to consultants. Can the Commissioner provide more detail as to how much is being forecast to be spent on consultants and why.

The total forecast spend on consultants is £55.8k against a budget of £6.3k.

There is therefore a projected overspend of £49.5k which relates mainly to additional external support brought in to enhance some of our IT system, including the Agresso finance system shared with Devon & Cornwall and to fund a leadership development for the Chief Officer team within the force. A full breakdown is shown below:

Area	Projected Overspend
Finance (Agresso consultancy)	5.9
IT (system support)	23.9
Leadership / Chief Officers	16.0
Training	2.5
Other	1.2
	49.5

2. Section 3.10 of the report highlights a forecast overspend of over £1/4m overspend on IT systems as a result of new requirements since the budget was set. Can the Commissioner explain why for example the extra £177k being spent on something referred to as the 2016/17 Startraq Licence was not known about when the budget was set.

The Startraq system provides the central ticket processing software for speed enforcement. A procurement exercise was anticipated to replace the existing system, with an expectation originally that a new contract would be in place for 2016/17 at a lower cost, with either the same or different supplier. Unfortunately, his procurement process proved unachievable in the timescales available, and a further year of Startraq was required. This additional year support came at a much higher cost than in previous years, largely due to the short term of the extension (1 year). The procurement exercise is ongoing for a new contract for 2017/18.

Following a supplementary question from the member from North Dorset District Council regarding whether separate software for the 2 forces were required. The Treasurer advised that in most cases this was necessary and was a common problem with a lot of IT systems. The PCC added that the Police ICT company was now starting to change the landscape in regard of licences.

3. Can the Commissioner explain the implications of a negative Capital Cashflow on the 31/3/2020 (section 3.22).

The negative capital cashflow in future years has been a feature of the MTFs for the last couple of years. This represents a risk that with the current set of assumptions, the capital programme may not be fully financed at the end of the MTFP period.

There are a number of options to mitigate this risk, including:

- *increased capital receipts*
- *Increased revenue contributions*
- *Reduced capital expenditure*

The risk and potential mitigation will continue to be assessed each year with the refreshed MTFs.

The Treasurer confirmed that part of the £4m from the Alliance would be utilised.

4. Can the Commissioner please clarify for the panel how much of Dorset Council Taxpayers money he intends to spend on the digitisation of speed camera's, why he thinks this will represent good use of local taxpayers money and the extent to

which any income generated will be retained locally (3.19 of the report).

A budget of £330k currently exists in capital for digitisation of speed cameras. This existing funding is for only a limited replacement programme. The PCC has requested further work to consider a full replacement of analogue speed cameras with digital camera across Dorset, and a business case setting out the full costs and benefits, is currently in preparation. This will include the consideration of average speed cameras. It should also be noted that the two cameras in Chideock are supported by the Highways England network, who will be responsible for any replacement costs.

The PCC commented that these analogue cameras still used 35mm film which resulted in a cost to convert. With digitisation this would be reported immediately and the PCC did not feel this would result in an increase in staffing but could result in less. He needed to agree with the local authority as to which were the high priority sites. The PCC reassured members that reducing deaths and serious injuries in the county was very prominently on his radar but his preference would be for mobile or average speed cameras.

5. As part of the February 2016 Report by the Treasurer to the Police and Crime Panel on the 2016/17 Budget (Agenda No.7 – Table in Appendix 2 – Appendix A) an amount of £2.0m was set aside to cover the costs of the Office of the Police and Crime Commissioner. The Quarter 1 Report identifies the original budget at £2.248m. Can the Commissioner explain the £248,000 apparent increase in the budget for his office.

The approved base budget for the OPCC is £2.034m the same as previous years. The difference is made up of two sums. Firstly £114k relates to the audit and assurance team which, following the merger of the teams through the strategic alliance, now come under Dorset OPCC. This is therefore a simple transfer of responsibilities and budget from elsewhere on 1st April 2016 which had not been done when the budget reports were written. The balance of £100k is a one-off sum added to the Innovation fund to deal with some of the PCCs manifesto commitments, such as the drug driving kits highlighted in the PCCs first 100 days report.

The Treasurer highlighted the administrative costs for Safe Dorset Foundation, but noted this was very much work in progress and was not shown at present. The aspirations for it was to be self -funding as a stand- alone charity.

Resolved

That Andrew Kerby (North Dorset District Council), in conjunction with the PCC's Chief Executive, would make arrangements to form a small task and finish group to discuss and agree the content of future monitoring reports.

Firearms Licencing - Spotlight Scrutiny Review Scoping Document

- 38 The Panel considered a Spotlight Scrutiny Review Scoping Document on Firearms Licencing from the Chief Executive, Dorset County Council. Members had previously identified this subject as being an issue of interest to the public. To support the review a draft 'Scoping and Planning Document' which included setting out the rationale, criteria and key lines of enquiry was produced to guide the review process.

Representatives from the Panel to lead this review included:- Mike Short (PCP Vice-Chairman), Iain McVie (PCP Independent Member) Andrew Kerby (PCP member) and Mark Taylor (PCP Lead Officer).

The intention was to present a summary of the outcomes of the review to the next meeting of the Panel on 8 November 2016.

The PCC welcomed the Panel's scrutiny and noted that this was an alliance area of business.

The PCC's Chief Executive agreed to coordinate diaries in order to get the review process underway.

Noted

Work Programme

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

It was noted that their next meeting scheduled for Tuesday 8 November 2016 would be held at Purbeck District Council.

Members requested for their next meeting a report on the work of the 101 Service Panel. The Chairman also agreed to write to Panel members in respect of seeking views and nominations for Panel substitutes.

Noted

Questions from Panel Members

40 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 12.55 pm

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Strategic Alliance

Police and Crime Panel Presentation (Sept 2016)

*Working together to serve
the public*



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Minute Item 35

Purpose of Presentation

- Background
- Governance
- Risk Management
- Benefits
- Financial Picture
- Current Position of Programme
- Key Lines of Enquiry – questions/discussion

What is an Alliance?

HMIC definition:

‘An agreement between two or more forces to pursue a set of agreed objectives while retaining separate identities.’

Two forces collaborate as equal partners in finding new solutions to our policing needs, whilst at the same time remaining as separate organisations.

Vision

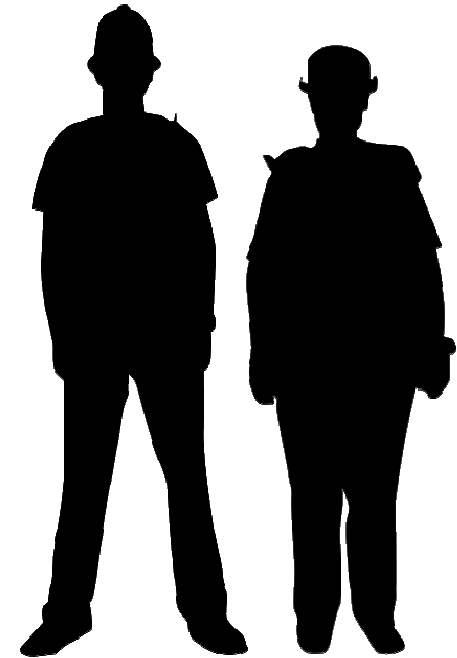
Working together as it can offer the best opportunity to:-

- Develop service delivery to the public
- Ensure delivery against the PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money
- Maximise opportunities for the ongoing personal/professional development of our staff



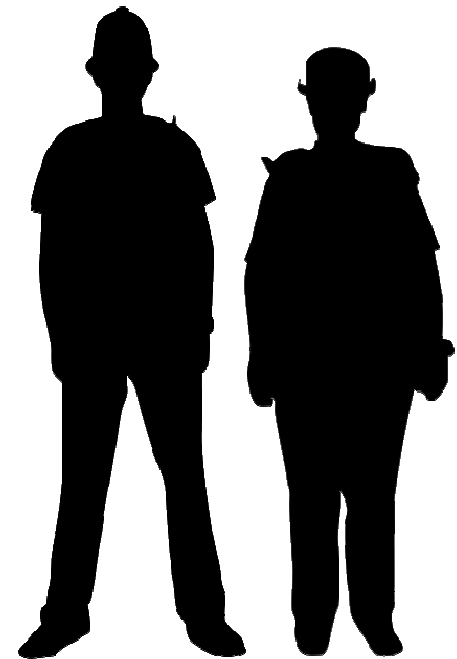
Guiding Principles (1)

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- All other services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or effective to do so
- Single delivery units responsible for shared services across the 2 forces will be co-located where feasible
- Our ambition should not be limited by geography or a previous approach and should focus on continuous improvement



Guiding Principles (2)

- There is a long term ambition for total convergence of all ICT systems
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities
- Retain the independence of the 4 separate corporation soles who are individually accountable to their local communities
- This will not prevent both forces continuing to explore other collaborative opportunities



The Journey So Far...

March –June 2014

Scoping and feasibility phase

August 2014

Start of design and implementation phase

March 2015

Official signing of the Strategic Alliance
Overarching Agreement

April 2017

Delivery of all detailed business cases in scope

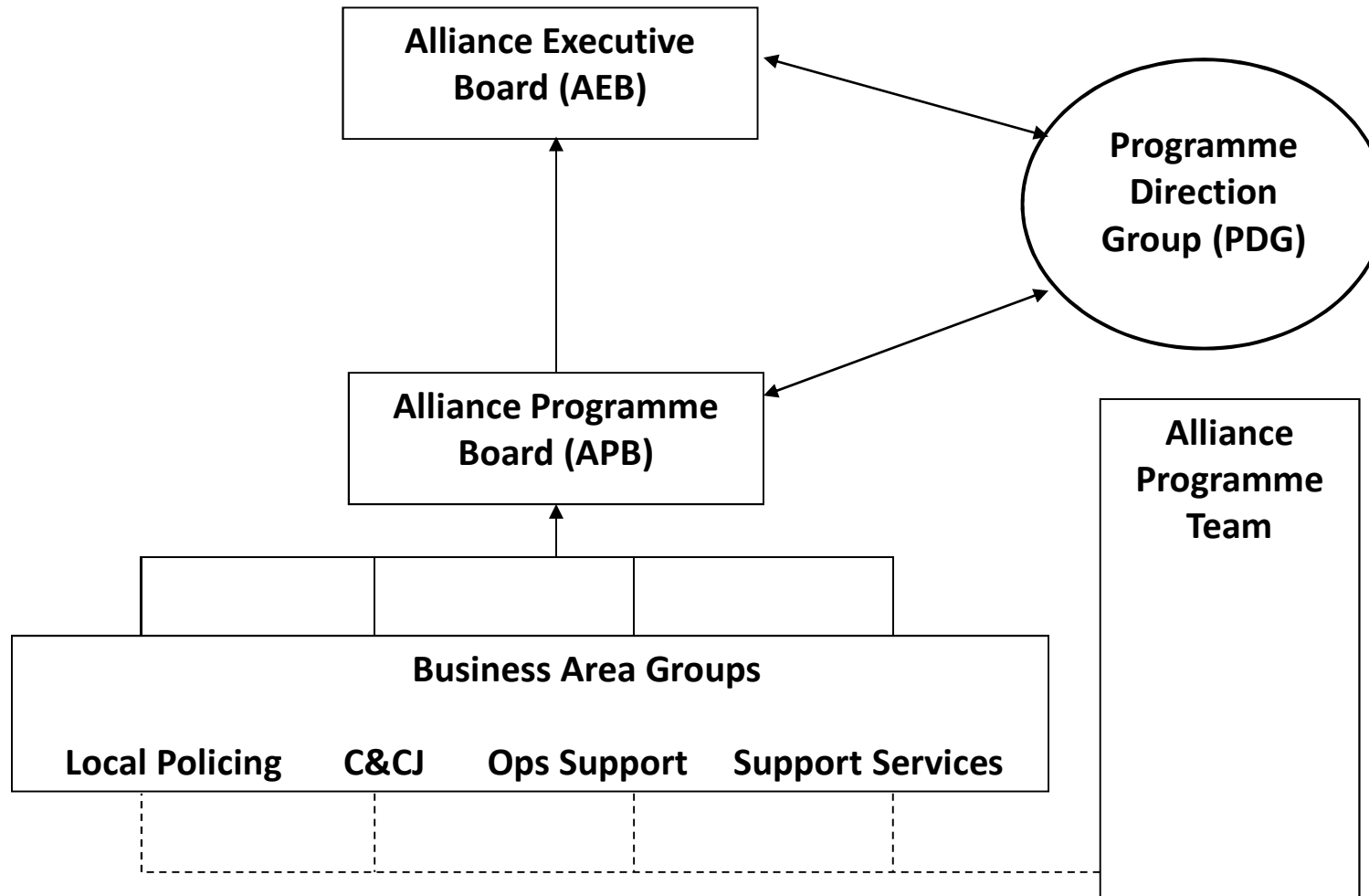
2018 - Likely completion of all current 'Alliance' departments (except CCPC)

2020 - Convergence of IT across the two forces



Official signing of the Strategic Alliance S22 Agreement

Governance



Risk Management

- Risk Management at every level - Project, Alliance Programme team, Programme Board, Executive Board
- Each level assesses risks and each project and the Programme maintains a Risk Register
- Each level identifies and monitors actions to mitigate risks
- New/increasing risks flagged to the next level
- Registers are formally reviewed and considered regularly

Benefits



Financial Picture

- Combined budget £396m and 7394 officers/staff. £145m in scope for the Alliance
- Alliance committed to £12m savings per annum from combined annual budget by end of 2020/21 (Dorset £4m based on agreed costs/savings allocation of 30%)
- Total savings delivered by Programme currently £1.6m per annum
- By the end of 20/21 financial year, the net cash saved will exceed £24m with total savings of around £40m
- Programme Team costs – so far £3.6m from April 2014. These are mainly opportunity costs

Current Position of Programme

- **23 business area proposals approved** including Ops Support, Prevention and Admin Services
- **11 business areas live and operating as single business areas** including Finance, Admin Services and Dogs
- **9 business area proposals to be presented** to the Alliance Executive Board between Sept 2016 - April 2017 including Criminal Justice and Estates



Snapshot of Business Areas

Design	Planning	Formal Consultation	'Go Live'
<ul style="list-style-type: none"> • Command & Control/Public Contact Services • Corporate Communications • Criminal Justice • Custody • Victims & Witnesses • CATs / CTO • Estates & Building Services • FSG/EPT • Information Management (Phase 3) 	<ul style="list-style-type: none"> • Resource Management • Business Change • Corporate Development • Major Crime 	<ul style="list-style-type: none"> • Firearms Licensing • ICT • People Services • Information Management (Phase 2) • Professional Standards • Intelligence 	<ul style="list-style-type: none"> • Ops Support Command • Admin Services • Finance • Dogs • ANPR • Audit, Insurance and Strategic Risk • Integrated Offender Management • Prevention Department • Information Management (Phase 1) • Fleet Services • Roads Policing
		Implementation	
		<ul style="list-style-type: none"> • Firearms/ARV • Ops Planning 	

Key Issues to date

- People/Management of Change
- Culture
- ICT Convergence
- Change of Approach (race to the bottom v transformational)
- Current scope to remain for next 12 months



Q&A with PCC and SRO

Questions

Concerns

Issues

Comments



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