

Agenda

Meeting: Dorset Police and Crime Panel
Time: 10.00 am
Date: 29 June 2017
Venue: Committee Room 1, County Hall, Colliton Park, Dorchester, DT1 1XJ

Mike Short (Chairman)	Independent Member
John Adams (Vice-Chair)	Bournemouth Borough Council
David Brown	Borough of Poole
Norman Decent	Bournemouth Borough Council
Bobbie Dove	Bournemouth Borough Council
Francis Drake	Weymouth & Portland Borough Council
Bernie Davis	Christchurch Borough Council
Mohan Iyengar	Borough of Poole
Janet Dover	Dorset County Council
Andrew Kerby	North Dorset District Council
Barbara Manuel	East Dorset District Council
Iain McVie	Independent Member
Bill Pipe	Purbeck District Council
John Russell	West Dorset District Council
Byron Quayle	Dorset County Council
David Smith	Bournemouth Borough Council
Ann Stribley	Borough of Poole

Notes:

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- **Public Participation**

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Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 26 June 2017, and statements by midday the day before the meeting.

Debbie Ward
Chief Executive

Contact: Fiona King, Senior Democratic Services
Officer
County Hall, Dorchester, DT1 1XJ

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f.d.king@dorsetcc.gov.uk - 01305 224186

Note: Parking Arrangements Please note that parking at County Hall, Dorchester is now on a pay and display basis, there is no longer any permit parking available for visiting members.

1. Election of Chairman

To consider the election of a Chairman of the Panel for the remainder of 2017/18.

2. Appointment of Vice-Chairman

To consider the appointment of the Vice-Chairman of the Panel for the remainder of the year 2017-18.

3. Apologies for Absence

To receive any apologies for absence.

4. Code of Conduct

Panel members are required to comply with the requirements of the Localism Act 2011 regarding disclosable pecuniary interests.

- Check if there is an item of business on this agenda in which the member or other relevant person has a disclosable pecuniary interest.
- Check that the interest has been notified to the Monitoring Officer (in writing) and entered in the Register (if not this must be done on the form available from the clerk within 28 days).
- Disclose the interest at the meeting (in accordance with the County Council's Code of Conduct) and in the absence of a dispensation to speak and/or vote, withdraw from any consideration of the item.

The Register of Interests is available on Dorsetforyou.com and the list of disclosable pecuniary interests is set out on the reverse of the form.

5. Minutes

5 - 16

To confirm and sign the minutes of the meeting held on 3 February 2017.

6. Public Participation

(a) Public Speaking

(b) Petitions

7. Terms of Reference

17 - 18

To note the Terms of Reference for the Panel.

8. Police and Crime Plan 2017/21

19 - 30

To consider a presentation by the Police and Crime Commissioner.

Members of the Panel will be asked to receive and provide any observations on the content of the Police and Crime Commissioner's new Police and Crime Plan.

9. Police and Crime Plan Monitoring Report

31 - 64

To receive an update of progress against the Police and Crime Plan Q4 2016/17 to enable Panel members to scrutinise performance, seek assurance and assess outcomes achieved in the reporting period.

10. PCC's Draft Annual Report 2016/17

65 - 84

To consider the PCC's draft Annual report for scrutiny and offer feedback.

11. Firearms Licensing - Spotlight Scrutiny Review 85 - 94

To consider a report from the Chief Executive, Dorset County Council on the outcomes of the scrutiny review of the PCC's oversight of firearms licencing.

12. Re-offending/Restorative Justice Programme 95 - 98

To identify OPCC action and effect on reducing re-offending and the Restorative Justice programme.

13. New PCC Powers - Police and Crime Bill 99 - 102

To receive an update from the PCC on changes as a result of the new Police and Crime Bill.

14. Confirmatory Hearings for the PCC's Statutory Posts of Chief Executive and Chief Financial Officer 103 - 120

To consider a report by the PCC.

15. Work Programme 121 - 128

To consider the Work Programme for the Panel.

16. Questions from Panel Members

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Monday 26 June 2017.



Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Friday, 3 February 2017

Present:

John Adams (Chairman) (Bournemouth Borough Council)
Mike Short (Vice-Chairman) (Independent)
Norman Decent (Bournemouth Borough Council), David Brown (Borough of Poole),
Bobbie Dove (Bournemouth Borough Council), Francis Drake (Weymouth & Portland Borough Council), Fred Drane (Dorset County Council), Ian Gardner (Dorset County Council),
Mohan Iyengar (Borough of Poole), Andrew Kerby (North Dorset District Council),
Barbara Manuel (East Dorset District Council), Iain McVie (Independent Member),
John Russell (West Dorset District Council), David Smith (Bournemouth Borough Council) and
Ann Stribley (Borough of Poole)

Officers Attending:

Martyn Underhill (Police and Crime Commissioner), Colin Pipe (Deputy Police and Crime Commissioner), Richard Bates (Treasurer to the OPCC), Debbie Simpson (Chief Constable), Simon Bullock (Interim Chief Executive, OPCC), Debbie Ward (Chief Executive), Adam Richens (Finance Officer, Borough of Poole), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

Also in attendance

Tim Morris, Purbeck District Council.

(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, 29 June 2017.**)

Apologies for Absence

52 Apologies for absence were received from Bernie Davis, Christchurch Borough Council and Bill Pipe, Purbeck District Council.

Cllr Tim Morris from Purbeck District Council attended the meeting as a substitute for Cllr Pipe.

The Panel welcomed the PCC back to his position following his short period of absence and acknowledged the Deputy PCC's cover and support during this period. The PCC extended his own personal thanks for the support that he had received from the Panel, the Deputy PCC and the wider team.

On behalf of the Panel the Chairman offered congratulations to PC Chris Smith on receipt of the Queens Police Medal for his work on road safety and asked the Chief Constable to pass on the congratulations and recognition of this significant honour.

Code of Conduct

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

Minutes

54 The minutes of the meeting held on 8 November 2016 were confirmed and signed.

Matters Arising

Minute 35 – Strategic Alliance with Devon and Cornwall – The Chairman advised that an informal meeting had been arranged with the Chairman and Vice Chairman of the Devon and Cornwall PCP on 7 February 2017 to consider the merits and scope of any future joint working.

Minute 36 – The First 100 days in office – In response to a question regarding the meeting with the Home Secretary, the PCC confirmed that this meeting was focussed around fraud issues and border security was not discussed. He had however requested a further meeting but was still awaiting a response.

Minute 45 - 101 Service Improvement Panel – following a request from a member for a graph to show the percentage of skewed calls in order to see a true representation the Deputy PCC undertook to raise this with the Panel and to circulate outside of the meeting. With regard to the timing of meetings, the Deputy PCC advised that the 101 Service Improvement Panel meetings were now scheduled in line with other scrutiny meetings on a 3 month basis.

Minute 46 – Police and Crime Pan – Quarter 2 – The Chairman advised members that work would soon need to get underway to refine the quarterly monitoring reports and that a new format should be developed and agreed in time for the Panel's meeting on 22 September 2017. This work would ensure that the quarterly monitoring reports were shaped to support and improve data to enhance the Panel's scrutiny of the OPCC's impact and effect. Cllr Andrew Kerby and the Vice-Chairman, Mike Short, had already indicated a desire to take this work forward with the OPCC and with the support of officers.

Minute 47 – Police Overtime – In response to a question regarding whether the difference of £600k was up or down, the Chief Constable confirmed it had increased and whilst it was not bound to increase it was likely to.

Public Participation55 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.

Proposed Precept for 2017/18

56 The Panel considered a report by the Treasurer to the Police and Crime Commissioner which set out the proposed 2017-18 precept for the Police and Crime Commissioner for Dorset.

The Treasurer highlighted the cost pressures faced by the Force, the funding allocations and that savings of £3.9m were required to balance the 2017-18 budget. He noted that the overall position in that the Police Main Grant had been cut by 1.4% for 2017-18 which was a higher cut due to additional top-slicing for national projects. He also made reference to the public consultation on the precept options that had been carried out which had showed a clear majority in favour of the option of increasing Council Tax and using the additional £1.04m to fund various policing priorities.

The Commissioner addressed members prior to taking any questions and his opening address is attached as an Annexure to these minutes.

The Chairman highlighted that the proposed increase would result in a £3.73 per week increase in council tax. He also set out the total precept figures for each of the respective council tax bands, which ranged from £129.72 (Band A) to £389.16 (Band H) per annum.

Members of the Panel asked the following questions to the Police and Crime Commissioner, who responded accordingly:

1. As highlighted in the report the Police Finance Settlement is for only one year 2017/18 whereas Local Authorities have been able to sign up to a four year finance settlement from Government covering the period 2016 to 2020. Can the Commissioner therefore outline the steps he has taken to lobby the Government for both a longer term settlement, which should enable the Commissioner to plan with more certainty, as well as a new police funding formula which Appendix 2 of the report (*section 5.5*) indicates should be worth up to an extra £4.4m per annum to Dorset Police?

Our written responses to the provisional settlement in both 2016 and 2017 have pressed for a multi-year settlement to be given for Police funding to aid with our Medium Term Financial Planning. The response back has been that the Home Office do not want to provide multi-year settlements whilst the new funding formula is being developed. On that front, we continue to lobby at every opportunity for the new formula to reflect adequately the policing needs of forces such as Dorset.

Following a question regarding whether any representations were being made for victims services to try and get funding for more than a year, the PCC advised that this was a different funding strand and agreed it was not ideal getting just one year's funding for this. In respect of top slicing the Treasurer advised that this was a Home Office decision

In response to a question about the ICT Police company system, the PCC advised that there were now 3 national programmes being rolled out and that this was a long term issue and not much had been delivered or changed in Dorset at the present time. The Chief Constable noted that what was offered indirectly was a gateway for forces before they purchase new ICT to ensure it fitted in with the national position. The Independent member felt this would be a good opportunity for them to explore this further with other PCP Chairs and to perhaps consider convening a sub-group similar to that of the 101 Service improvement Panel.

2. Can the Commissioner provide the Panel with reassurance that he considers the three quarters of a billion pounds being invested nationally across 2016/17 and 2017/18 in the Emergency Services Network will represent good value for the taxpayer and what the latest estimated of the overall amount which is being invested in this system and which is diverting much needed resources from front line policing?

Can the Commissioner also explain why Dorset Police will then be required to spend up to a further £2m locally on this project (Appendix 2 of the report section 6.11).

The PCC advised that this was a national project to provide a replacement for the Airwave System and will be used by 13 Ambulance Trusts, 50 Fire and Rescue Services in addition to the 44 Police Forces. In addition, it was anticipated that there will be around 300 other users all of whom will pay towards the on-going costs.

The replacement had been procured nationally and was a joint collaboration between the Home Office, Department of Health and the Welsh and Scottish Governments. As such, it has been through a rigorous procurement process and has had to meet the Government's VFM requirements. Given this, it is for the Government to provide assurances with regards to the investment, rather than myself.

Local Expenditure in relation to the project would be on required control room and network changes, device purchase and installation, project management and training.

It was anticipated that in the long run, the on-going costs of the new system would be significantly lower than the current charges.

3. Can the Panel be advised as to why there has been a 130% increase in the national top slice of the police force settlement (£76m to £175m as per table in Appendix 2 of the report section 3.6) by way of the Police Transformation Fund and clarify if there is an opportunity for the Dorset Police and Crime Commissioner to attract some of this funding to the County?

The increase to £175m incorporates both the existing transformation fund (£76m) and also the police innovation fund (£55m). Of this sum, £32m is being used for firearms. A number of other national projects will also benefit Dorset such as Specialist Capabilities, Forensics and Modern Slavery.

The remainder will be available for bids. Dorset will therefore be looking to bid for a share of this funding which could be individually, through the Alliance or as part of a regional submission.

4. As part of the 2014/15 Budget the Commissioner set aside resources as part of the £300,000 Local Innovation Fund for the purchase of body worn cameras and mobile devices. Can the Commissioner confirm he still believes this investment represented value for money for the Dorset Council Tax payer and inform the Panel when Dorset residents will see the benefit from this investment?

I have utilised the £300,000 to support the Force in its wider ambition in relation to both mobile data and body worn video.

I am absolutely confident that this is the right strategy to follow and if the Force is going to meet the many challenges we have discussed, it will need to exploit agile working to enable officers to maximise the use of their time, and provide the best service to the public.

Mobile data is not a single programme but is an array of devices deployed to support specific roles, thus enabling individuals to both deploy and work from the most appropriate location, be it supporting a vulnerable victim in their own home to remaining operationally in contact whilst attending a Police and Crime Panel.

Body worn video is already demonstrating its ability to effectively support both officers and the Criminal Justice system. Presenting video evidence can result in a much simplified process, when individuals are presented with video evidence it often results in speedier resolution, officers are better protected against the complaints made against them and investigations into incidents can be dealt with much more effectively.

The first phase of mobile data is in regular use and officers and staff regularly work at locations based on the efficiency of the task not the location of a police

building.

Unfortunately wide roll out and full integration with core systems was delayed due to the failure of the private sector to deliver. Needless to say I have not paid the failed contractor and have now engaged with a new contractor who has delivered the first devices (phones and tablets) which are being fully tested by the Force.

Body worn video also presents challenges, not so much in the device but in the protocols and data management. The funding has enabled an initial trial involving 100 officers to be rolled out, soon to be followed by full roll out to all firearms officers.

In terms of value then 'yes' absolutely to both aspects; additionally I can ensure the Panel that the procurement process itself has been subject to rigorous evaluation and is fully compliant with both UK and European legislation.

I am happy to provide more detail if required; however members may recall that this was discussed at a previous Panel at which I also provided examples of the equipment for members to view.

5. The Commissioner as part of the 2016/17 Budget increased the Council Tax precept by 1.97% to generate approximately an extra £1m which provided flexibility to increase resources dedicated to Protecting Vulnerable People, Emerging Threats such as Cyber Crime, and Making Contact easier for the public. As this £1m remains in the base Council Tax as part of the 2017/18 precept proposal can the Commissioner confirm that he will again be spending these extra resources approximately equally in supporting these priorities?

The Policing budget would always be directed to the areas of the highest priorities. As per the question, the funding raised by last years' precept rise allowed for investment around:-

- *Protecting vulnerable people*
- *Cyber Crime; and*
- *Making contact easier*

These remained significant issues and, so yes, investment in these areas would continue. The Force and the PCC would of course continue to re-assess priorities on an on-going basis and move resources as necessary in terms of Threat, Risk and Harm.

6. Can the Commissioner explain how he intends to balance the 14% increase in crime last year with the areas he has chosen to prioritise the 2017/18 precept resources towards, namely Vulnerability, Communities, and Victims, Witnesses & Offenders?

The 14 per cent increase was in line with national trends across England and Wales, with rises seen in most police force areas. According to the Office for National Statistics – recorded crime is “not currently a reliable measure of trends in crime with a large proportion of the rise considered to be due to continued improvements in crime-recording practices and processes.”

As a consequence of improved practice, the Force is publishing increases in total crime which is due to a greater emphasis being placed on accuracy. Dorset Police has worked hard to improve its compliance with the complex Home Office Counting Rules, and to ensure the public are confident to report crime. This followed recommendations made by HMIC around data integrity in

2014 and the rise demonstrates that the Force is fully committed to meeting the very high standards set out by the government.

The biggest rise for an individual crime was for "violence without injury" on which we have reported regularly to the panel. Crime in this area rose 67 per cent to 7,974 offences, from 4,772 the previous year. However, as seen in the detail of the report we are also seeing increased demand in safeguarding, child exploitation, cyber and cyber enabled crime and serious sexual offences.

If Council tax were to be raised in 2017/18, this would be invested in: Protecting adults at risk of harm, improving our response to common, non-emergency types of crime and continuing to embrace new technology, which are all important areas that will ensure the Force is able to respond to emerging trends and continuously improve.

7. Bearing in mind the £3.9m savings being delivered by Dorset Police (*Appendix 2 of the report, section 11.2*) through such process as the strategic alliance, can the Commissioner confirm what value of savings have been delivered from the cost of his own office to support the budget as proposed?

Part of the £3.9m savings had been delivered by the OPCC through the establishment of the joint Audit, Risk and Insurance team which now provided services to both forces and both PCCs.

The cost of the OPCC had again been held at the same level. This was despite the significant increase in the roles and responsibilities undertaken by the PCC and the office since its inception. Indeed, the Policing and Crime Bill would place even more responsibilities upon the Office of the Police and Crime Commissioner.

To ensure that the office was suitably resourced and provided the best service for Dorset residents, an independent review of the office, as well as salaries, had been undertaken and a number of changes had now been implemented.

It was worth noting that while there was considerable scope for savings across the two forces – as you would expect from two organisations with several thousands of staff – there was not the same level of opportunity to exploit economies of scale across the OPCC which comprised of a small team and, through legislation, was required to have a number of separate posts and governance.

In response to a question about whether this restructure had cost any more than the previous year, the Treasurer advised that it had not.

8. Can the Treasurer explain why an adverse actuarial review on the Local Government Pension Fund used by Police support staff is passed on to the Dorset council taxpayers whereas a positive actuarial review on National Police Officers (24.2% down to 21.3%) is not passed on to local taxpayers? (*Appendix 2 of the report section 4.13/4.14*).

The Local Government Pension Scheme was a funded scheme with all costs borne by the employers and employees within the scheme, backed by the schemes assets. Any change in the value of these assets, compared to future liabilities, which were highlighted in the triennial valuations, therefore had to be borne within the scheme.

The Police Officer scheme, like all other public sector schemes except the LGPS was unfunded. Contributions were paid by the employer and employee direct to the government. The government then had to meet all of the liabilities

of the scheme. The government had therefore taken the benefit from a positive actuarial review to reduce these liabilities, rather than passing the benefit back to the employers in lower contributions.

9. Can the Commissioner explain why according to the Proposed Capital Programme (*Appendix 2 of the report, Appendix C*) he intends to spend £70,000 in 2017/18 on drones and how he intends they will be deployed?

The Force has already made use of the support I have provided and has two operational drones, qualified pilots and Civil Aviation Authority approval which is now being cited as best practice.

A number of police forces were currently exploring the use of drones, as they had vast potential in assisting the police. Uses encompass, but were not limited to, firearms support, road traffic collision investigation, crime scene analysis, intelligence gathering to support specific operations, missing persons searches to name but a few. Whilst the initial work had concentrated on ensuring the Force was compliant with all legislation and has trained officers in the use of the equipment, drones had already provided evidence to support criminal proceedings.

Moving forward Dorset would be working further with Devon and Cornwall and investing in further capacity. Trial were currently being undertaken to improve night flying capability, in-building searches, over water flying and prolonged flight times. The use of drones also ensured an improving knowledge base to address criminal use of drones.

Looking at the cost, whilst £70,000 was a significant capital investment, this compared with the cost of conventional air support that can be as high as £1,600 per hour.

10. Can the Treasurer explain how the £6.1m slippage in the capital programme between 2016/17 and 2017/18, according to the Quarter 3 report (*page 63 of the report section 3.19*), is shown in the proposed capital programme presented in 6.2 and 6.4 of Appendix 2 of the report?

The capital programme set out in the budget paper reflects the new budget requirements to fund the capital programme. Any slippage of the 2016-17 programme will be carried forward and added to these figures at year end. The long term nature of capital schemes will inevitably result in some slippage from one year to the next. The Q3 monitoring report details £6.1m of potential slippage between years which relates to relocation of various functions from Ferndown, the Smarter Systems programme of mobile policing solutions, the duty management system and digitalisation of speed cameras all of which are now planned for 2017-18.

In light of further slippage, a Panel member requested that the PCC specifically look into this in further detail as part of his review of procurement, which was scheduled to be reported to the Panel at its next meeting on 29 June 2017.

11. What areas are being scrutinised in order to improve efficiency and transform the way in which Dorset Police and the OPCC operates?

As reported regularly to the Panel, the Commissioner and his office scrutinise a wide range of the Force's business to ensure that Dorset Police is as efficient and transformational as possible. On a day-to-day basis this is achieved through attendance at Joint and Force Boards and via PCC Challenge.

Of particular note, is the key role that the OPCC plays in the Strategic Alliance – which has delivered significant cost savings, de-duplication of effort and increased resilience across the organisations. As the Panel has heard, the four corporation soles, no longer facing budget cuts as severe as first feared, have been able to prioritise service improvement, which will be achieved through transformation.

Members will be aware that Dorset Police was assessed as ‘Good’ in the recent HMIC Police Efficiency, Effectiveness and Legitimacy Inspection (PEEL) for Dorset Police. This provides independent analysis of the Force in many areas and to quote the report, “Dorset Police has clear plans, based on sound analysis, allowing it to determine changes to how it operates and provides services in the future. HMIC found evidence of the force working with other organisations to improve future efficiency,” and “the force’s financial and organisational plans are practical and credible.”

Members will also be aware that the Commissioner is currently consulting on the next Police and Crime Plan. One of the proposed pillars of this plan is entitled ‘Transforming for the Future’ and is under-pinned by a number of the Commissioner’s manifesto commitments, for example, taking on complaints, improving accessibility and investing in new technology. Furthermore, the PCC and Chief Constable will adhere to the Policing Vision 2025, which sets out the plan for policing over the next ten years. It will shape decisions around transformation and how we use our resources to keep people safe and provide an effective and value for money service that can be trusted.

12. What action is being taken to further improve the leadership and culture of policing and tackle new types of crime?

The Force was continuously improving its response to emerging crime types and the Panel will be aware that last year’s precept rise was invested in areas such as employing extra investigators dedicated to investigating child abuse and protecting vulnerable children; helping to create a Multi-Agency Safeguarding Hub to protect vulnerable people; increasing the number of officers in the cybercrime intelligence and investigation team and the recruitment of a dedicated cyber-crime prevention officer. If the precept is raised in 2017/18, this would be invested in protecting adults at risk of harm – another emerging trend.

Again, it was worth reflecting upon the Policing Vision 2025, which sets the plan for the service over the next ten years. The Vision recognised the need for police forces to continue to build a culture that valued openness and transparency; that standards were evidence based and that leaders were equipped for the future and had the skills and knowledge to succeed. It also recognised the way that PCCs and Forces must work together to support policing at the local, cross force and national levels. The Commissioner and Chief Constable were committed to this vision.

Following a question about the relaunch of the website and how success of this would be measured, the Deputy PCC advised that they were already seeing a greater volume of people contacting the OPCC via the website but it would be some time before it could be seen whether the service was improving or whether it was just opening up to people that had not contacted the OPCC previously.

In response to a question about how an ‘outstanding’ rating by the HMIC could be received, the Chief Constable advised that the ‘good’ rating allowed the Force to retain current resources and to look at efficiencies and at what areas could be more

effective, but she would not put resources into getting a better rating to the detriment of communities. She was hoping to maintain the 'good' rating.

Members voted unanimously to support the 1.98% rise in precept for 2017-18 and accepted the council tax requirement and the basic amount of council tax for police purposes in Dorset for 2017-18 as detailed in the Appendix 1 of the Commissioner's report.

Resolved (Unanimous)

1. That the increase in the precept of 1.98% for 2017-18 be supported.
2. That for the purposes of issuing a report to the Commissioner on the proposed precept, the Panel endorsed the council tax requirement and the basic amount of council tax for police purposes in Dorset for 2017-18.

Reason for Decisions

The Police and Crime Panels (Precepts and Chief Constable Appointments) regulations 2012 required the Police and Crime Commissioner to notify the Panel of their proposed precept for 2017-18 by 1 February 2017. This then needed to be considered by the Police and Crime Panel who could either approve the proposed precept or veto it. A two thirds majority of the Police and Crime Panel was required to veto any precept proposal.

Police and Crime Plan Monitoring Report

57 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 3 2016-17. The PCC highlighted elements of performance against the Plan during this quarter.

The PCC provided commentary for members on a few key areas of activity and highlighted the priorities in the Plan.

Members of the Panel asked the following questions and received the responses below:

1. Paragraph 2.1.1 identified particular areas where Dorset's crime figures feature in the higher benchmarked statistics when compared to others (e.g. non-dwelling burglary; drug offences; theft of pedal cycles and theft from the person). Can the PCC provide some insight as to any specific local 'causes and forces' that contribute to drive these and what actions are being taken to focus upon them to reduce occurrence?

The Chief Constable advised that non dwelling burglaries were those away from properties and featured in seaside shed/dwellings. Dorset were 33rd nationally in reporting these type of break ins some Forces didn't report on this. With regard to pedal cycles this could be that a high number of people had confidence in reporting these type of issues.

2. Paragraph 2.1.6 – Anti Social Behaviour incidents have increased by 13% - What action is the Commissioner taking to better understand what is driving this increase?

The Chief Constable noted that the areas seen to increase tended to be in areas where population was highest and that a lot of the success was around good partnership working. The member from North Dorset District Council highlighted that it was also the duty of the relevant Local Authority to deal with anti-social behaviour through their community safety partnerships.

Following a comment from the Chairman regarding victim satisfaction and the frustration of people being able to hand things into and contact the police, the Chief

Constable advised that online capability was growing. Information was available online to tell members of the public what to do in relation to lost property etc and was an opportunity for people to make better contact with the Police. In respect of lost property the Treasurer undertook to advise members outside of the meeting of the amount collected through the sale of lost property.

3. Paragraphs 2.2.8, 2.2.10 & 2.2.11 of the report – The data shows that Domestic Abuse, Child Sexual Exploitation & Serious Sexual Offences are all increasing. Does the Commissioner agree that these are all useful areas for focused scrutiny work?

The Chief Executive to the PCC advised that there would be an opportunity in the next report to focus on the wider work.

4. Can the Commissioner outline why the Support Services spend to date for Q2 was £2.9m, yet for Q3 it is shown as £436k? There is no reflection of this change in the virements table.

Spend to date figures are always a snapshot at a point in time of expenditure incurred to date. In the case of support services figures reported in Q2 the timing of these meant that known adjustments had not yet occurred, including recharging of some actual costs to Devon and Cornwall for Strategic Alliance and movement of expenditure from support services to the more appropriate operational area to which the expenditure related. Members will note that the projected outturn in Q2 was £280k, as our forecasting allowed for the forthcoming adjustments at that point in time.

5. Can the Commissioner explain why the budgeted figure for FTE Police officers is 1,200, yet para 3.7 of the report (p61) states that the force is forecast to have 1,236 FTE officers?

Workforce planning was based on three-year forecasting between the Force's Human Resources and Finance departments. Finance budgeted for a predicted turnover of 100 officers at all ranks for financial year 16/17. Of course, this can vary year-to-year and turnover has, however, been lower than anticipated with a predicted 82 leaving officers at the end of this financial year. With the increased recruitment levels, the establishment as at 5 January 2017 stood at 1232.56 FTE against an organisational design of 1200.

It was anticipated that this would align in the future.

6. We note that a commitment was previously made, as part of the 2017/18 precept proposal, to a further review of the capital programme. Can the Panel be informed as to when they will receive the outcome of this review?

The PCC advised that during the next financial year he had asked the Force to work with his Treasurer to review the capital programme and its funding and to present him with a range of options.

Members will have note that the PCC has sufficient funding to meet the requirements for the next two years. The review will revisit both the detail of the programme and potential funding sources. Such issues he would expect to see would be forecast capital receipts, options for revenue funding, partnership working together with any funding issues arising from investment decisions to support the Strategic Alliance.

Once this has been completed and reviewed, the outcome would be incorporated into the Medium Term Financial Strategy.

Noted**PCP Improvement Action Plan**

58 The Panel considered a joint report by the Chairman of the Panel and the Chief Executive, Dorset County Council which highlighted the 5 areas identified by members of the Panel for specific attention. The Improvement Plan was an important element as it sought to improve the effectiveness and impact of the work of the Panel going forward.

The Group Manager for Governance and Assurance, Dorset County Council, felt the report demonstrated the Panel's clear commitment to improvement. He specifically identified the additional duties that this plan would place on panel members if approved. Much of this work would need to happen outside of the formal meetings in order to deliver the desired outcomes and build on the good principles previously set. He felt this was the right direction of travel for members and, as members were supportive of the approach, he asked them to put themselves forward in order to progress the necessary work.

Resolved

That the content of the PCP Improvement Action Plan be supported.

Reason for Decision

To support and develop the effectiveness of the Police and Crime Panel.

Work Programme

59 The Panel considered and agreed its Work Programme for the remainder of 2017.

Areas going forward to include:

- Panel sub group to meet with the OPCC to review longer term financing settlements, formula funding, top slicing changes, with a view to joint lobby of government.
- Fire arms spotlight scrutiny review scheduled to take place during February.
- Sub group to be formed to look at the format of quarterly reports going forward.
- With reference to the new Police and Crime Bill and the new powers that this would provide for the PCC, it was agreed it would be helpful for members to have a brief summary of the key points from the OPCC at its next meeting.
- The Deputy PCC to provide 101 statistics in graphical format, categorised by time bands taken to answer calls, as information for the Panel.
- Report from the PCC to the next meeting of the Panel to set out context and background to activity in place to address serious sexual offences, child exploitation and domestic abuse.

Members' attention was drawn to a request from a member of the public, via the Police and Crime Panel's website, to scrutinise traffic speeding in and around Sherborne. The Group Manager for Governance Assurance, Dorset County Council, advised that he would respond to the member of public on behalf of the Panel and direct them to contact the Police regarding this matter.

The Chairman welcomed the attendance of a substitute member from Purbeck District Council at the meeting. He asked that members submit the names of their substitute members to him in order to try to ensure full attendance at future meetings.

Noted

Questions from Panel Members

60 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 12.40 pm



Terms of Reference of the Police and Crime Panel

1. To review and make a report or recommendation on the draft Police and Crime plan or draft variation, given to the Panel by the Police and Crime Commissioner.
2. To review the performance of the Police and Crime Commissioner against objectives in the Police and Crime Plan, put questions to the Commissioner at a public meeting, and make a report or recommendation (as necessary) on the annual report.
3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments made by the Police and Crime Commissioner.
4. To review and make a report to the Commissioner on the proposed appointment of the Chief Constable.
5. To review and make a report and recommendation (as necessary) to the Commissioner on the proposed precept.
6. To review or scrutinise decisions made, or other actions taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.
7. To fulfil functions in relation to complaints about conduct matters in accordance with the responsibilities placed on the Panel by the Police Reform and Social Responsibility Act 2011.
8. To appoint an Acting Police and Crime Commissioner if necessary.

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Police & Crime Panel – 29 June 2017 Police and Crime Plan 2017-2021

Martyn Underhill, Dorset Police and Crime Commissioner



Police and Crime Plan 2017-2021

A high level statement of strategic intent supported by specific Manifesto Commitments.

POLICE & CRIME PLAN 2017-2021



Protecting People at Risk of Harm

including areas such as

- Safeguarding
- Mental Health
- Fraud
- Modern Slavery
- Crime and ASB reporting



Working with our Communities

including areas such as

- Problem solving
- Volunteering
- Tackling ASB
- Road Safety
- Cyber Crime
- Consultation, engagement, accessibility
- Prevention



Supporting Victims, Witnesses and Reducing Reoffending

including areas such as

- Victim and Witness care
- IT solutions (remote evidence etc)
- CJS partners
- Mentoring of offenders
- Integrated Offender Management (IOM)



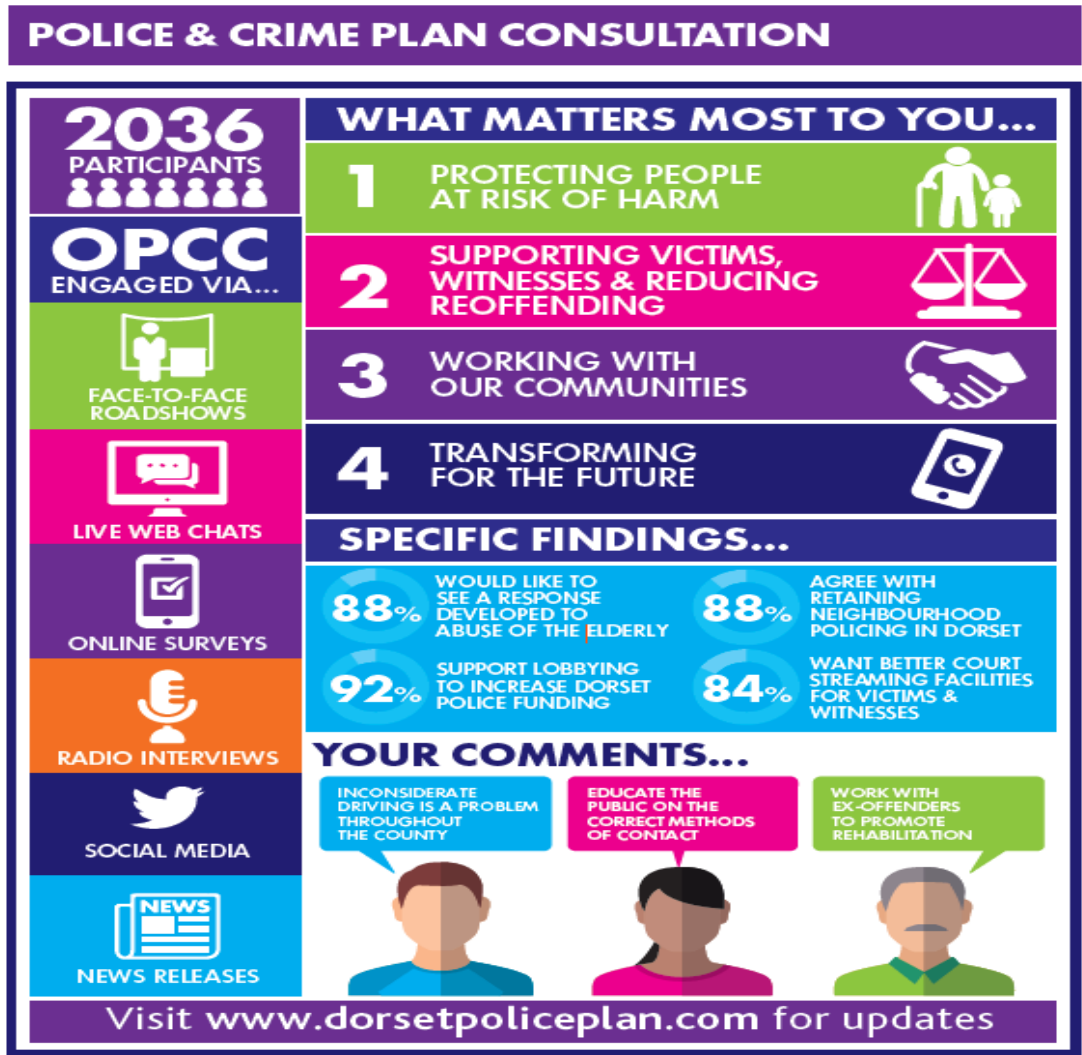
Transforming for the Future

including areas such as

- Strategic Alliance
- Listening and learning culture
- Understanding demand and new or emerging threats
- Resources – funding; people; ICT
- Partnerships and collaboration
- Innovation



Police and Crime Plan



Delivery

- OPCC Delivery Plan
- Progress updated online
- Panel scrutiny and challenge
- Communication and engagement
- Partnership working and facilitation
- Informed commissioning

Police and Crime Plan

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POLICE & CRIME PLAN 2017-2021

The Police & Crime Plan will be at the heart of the activity carried out by my office and Dorset Police over the next four years.

The four key themes have been informed by the thousands in interactions I've had with Dorset residents throughout my previous term in office, as well as by specific public consultation to establish your policing policies.

Stay up to date with progress being made and the issues that are important to you by using the filters below. It's important that you tell me what you think, so please get in touch.



Martyn Underhill
Dorset Police and Crime Commissioner

All Updates | Updates in the last 3 months | Updates since my last visit



PROTECTING PEOPLE AT RISK OF HARM



WORKING WITH OUR COMMUNITIES



SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING




TRANSFORMING FOR THE FUTURE

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VICTIMS & WITNESSES

OFFENDER MANAGEMENT & REHABILITATION

RESTORATIVE JUSTICE

NEW VICTIMS' CHAMPION FOR DORSET ANNOUNCED

Apr 21, 2017

OVER 9,000 HOURS OF VICTIM SUPPORT

Apr 1, 2017

VOLUNTARY TAGGING PILOT

Apr 21, 2017

RESTORATIVE DORSET

Apr 21, 2017

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Police and Crime Plan

POLICE & CRIME PLAN 2017-2021

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TRANSFORMING FOR THE FUTURE

VULNERABILITY, PREVENTION, EARLY INTERVENTION

MENTAL HEALTH, DRUGS & ALCOHOL

NATIONAL ISSUES & LOCAL APPROACHES

#RU2DRUNK PILOT
Sep 7, 2014

MENTAL HEALTH PROVISIONS
Apr 19, 2017

AWARENESS WEEK CAMPAIGN
May 8, 2017

[All Updates](#)
[Updates in the last 3 months](#)
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PROTECTING PEOPLE AT RISK OF HARM

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SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING

TRANSFORMING FOR THE FUTURE

#RU2DRUNK PILOT
Sep 7, 2016

MENTAL HEALTH PROVISIONS
Apr 19, 2017

AWARENESS WEEK CAMPAIGN
May 8, 2017

#RU2DRUNK PILOT

The pilot scheme, designed to target the culture of excessive pre-drinking and cut alcohol-related crime, saw breathalysers distributed to 29 pubs, clubs and bars across Weymouth.

The project was jointly funded by the OPCC and Weymouth BID. Throughout, Dorset Police worked closely with senior lecturers at the University of Exeter, who developed the analysis and carried out the evaluation of the project.

Owners set an alcohol limit for their premise and door staff were able to use readings that exceeded this limit as an additional tool, supporting their own judgement when refusing entry.

In December, typically one of the busiest times in the night time economy of Weymouth, there was a 15% reduction in violent crime compared to 2015 figures. However, with full and consistent support from owners of pubs and clubs involved, it is hoped that these early successes can be improved upon further.



Results so far

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Our Policing Vision Police and Crime Plan 2017-2021

Martyn Underhill, Dorset Police and Crime Commissioner



Questions?

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Dorset Police and Crime Panel

**Police and Crime Plan 2013-17
Progress against Plan and Priorities**

**Quarter 4 Report 2016-17
(Note: main data relates to April 2016 –
March 2017)**

Date of Panel: 29 June 2017

**WORKING TOGETHER TO KEEP
DORSET SAFE**

Section 1: PCC's Update

- 1.1 This section provides an update from the PCC and the Office of the Police and Crime Commissioner (OPCC) for the quarter 4 reporting period in a number of key work areas.
- 1.2 This period saw the PCC return to full duties following the sudden unexpected illness of his wife, Deborah Underhill, and her subsequent recovery and recuperation.

Governance

Decisions

- 1.3 A full Decision Log is regularly updated and published on the PCC website. A summary of some of the key decisions taken during the period is provided below:
 - Agreement for the creation of a new single Independent Audit Committee serving all four legal entities of the strategic alliance;
 - Disposal of the former Bournemouth police station site agreed;
 - The budget and proposed precept report for 2017/18 approved for submission to the Police and Crime Panel. This was subsequently adopted following the Panel giving their support to the proposals;
 - Dorset Police Efficiency Plan signed off for submission to HMIC;
 - Approval of the business case for the pan-Dorset Restorative Justice service – Restorative Dorset;
 - Agreement over proposed police officer recruitment schedules for 2017/18 and beyond, and quarterly monitoring of establishment, leavers and recruitment;
 - Treasury Management Strategy 2017/18 approved.
- 1.4 At the South West Police Collaboration Strategic Board on 30 March 2017 a number of recommendations were agreed in relation to the following:
 - Digital Evidence Management Software (DEMS);
 - Programme budgets; and
 - Future Employment Model.

Meetings

- 1.5 The following regular internal governance meetings took place during the period and were either attended by the PCC, Deputy PCC or senior management team representative:
 - Joint Executive Board;
 - Independent Custody Visiting Panel;
 - Strategic Performance Board;
 - Risk Management Board;
 - Chief Officer/OPCC Away Day
 - Equality and Confidence Board
 - Joint Independent Audit Committee (JIAC) & Strategic Alliance Audit Committee (SAAC)

- Dorset Strategic Road Safety Partnership;
- Ethics and Appeals Sub-Committee;
- Standards & Ethics Board;
- Alliance Executive Board and Programme Delivery Group;
- OPCC Senior Management Team

101 Service Improvement Panel

- 1.6 The Panel last met on 4th April 2017. At that meeting, the panel noted that there had been very significant improvements in performance of the system overall with reduced call waiting times and abandonment rates and that these improvements seemed to be borne out by a marked reduction in the number of complaints received through the OPCC. It was agreed that the Panel's specific focus on 101 performance had achieved its objective and that the remit of the panel should be widened to encompass customer services more broadly.
- 1.7 Revised Terms of Reference for the reformed panel are therefore attached at Appendix A. The Police and Crime Panel will be asked, in due course, to consider proposing one of their number as Observer for the new panel.

Contact

- 1.8 The OPCC has implemented a new system for recording and auctioning public contact using an in-house solution developed through Sharepoint. This will assist in providing better information over key themes and issues being highlighted to the PCC and complement information received through other arrangements, such as community engagement and, in the future, police complaints.
- 1.9 Key themes from the reporting period have included:
- Road safety and speeding concerns;
 - Cycling related issues – both dangerous cycling and dangerous driving;
 - Drugs, alcohol and associated ASB;
 - Concerns regarding a lack of visible policing presence; and
 - Complaints about Force actions and/or response to incidents.

PCC Surgeries

- 1.10 The PCC continues to offer one-to-one surgeries with members of the public to discuss specific issues, concerns or complaints that they may have relating to police, crime and community safety matters. One surgery was held during the reporting period.

Communication & Engagement

- 1.11 The bulk of engagement activity in the quarter was focused on the Police and Crime Plan and Precept consultations undertaken throughout January. As well as online surveys, public consultation events were held across the county in Boscombe, Wareham, Poole, Bournemouth (Castlepoint & Westbourne), Blandford, Bridport, Weymouth, Verwood, Gillingham and Dorchester.

1.12 Other activity included:

- 19 January – U3A Ringwood talk;
- 25 January – Blandford Probus talk;
- 9 February – meeting with Life Education Wessex;
- 8 March – Hotel Watch meeting;

1.13 Alongside the consultations during quarter 4, a full communications strategy has been developed to cover activity on the new Plan. This includes working with our website providers to develop an interactive Police and Crime Plan update tool so that the public can easily track progress against Plan priorities and themes during the course of the term of office. A strategy has also been produced outlining the OPCC's engagement approach across this term. The first phase of this strategy has been to make arrangements for the summer programme of consultation at a number of high profile events being held across the County. These include:

- Melplash Show;
- Bournemouth Air Festival;
- Dorset County Show;
- Bourne Free Pride Festival;
- Emergency Services Family Fun Day;
- Gillingham & Shaftesbury Show.

Commissioning & Partnerships

Commissioning

1.14 The Commissioning & Partnerships Manager has been undertaking a review of our arrangements for commissioning and issuing grants, in line with the PCC's desire for decisions to be made on a more strategic and evidence-based basis. To assist with this, an analyst has also been commissioned to undertake a review of all public sector strategic plans and needs assessments etc across Dorset in order to help us better understand the key themes, issues and concerns, existing service provision and potential gaps. This will help to inform decisions around future funding, resourcing and support for ideas, initiatives and services.

Partnerships

1.15 The PCC and OPCC are fully engaged in partnership working opportunities at a local, regional and national level. Some key highlights from strategic partnership activity during the reporting period include:

- 4 January – Children in Care Protocol launch;
- 10 January & 30 March – Melcombe Regis Board;
- 11 January – Pan-Dorset Drug & Alcohol Governance Board;
- 17 January – Home Office Joint Fraud Taskforce;
- 20 January – Dorset MPs meeting;
- 24 January – ICVA Forum & Board meeting;
- 26 January & 15 March – APCC General Meeting;
- 3 February – Police & Crime Panel meeting;
- 6 February – NOMS & CRC meeting;

- 13 February – Borough of Poole CSE meeting;
- 15 February – NPCC Audit & Assurance Board;
- 20 February – IPCC teleconference;
- 21-22 February – KPMG Systems Leadership workshop
- 23 February – Vulnerable Adults working group;
- 6 March – Regional HMI meeting;
- 11 March – ICVA Conference;
- 13 March – Ministerial meeting to discuss prisons;
- 20 March – Ministerial meeting to discuss vulnerability, safeguarding and counter terrorism;
- 22 March – NAO meeting on online fraud;
- 28 March – FSB meeting;

Policy

- 1.16 The main focus of activity for the Policy Team has been on developing and drafting the Police and Crime Plan for the second term of office. An update on the Plan will be provided under a separate agenda item for this meeting.
- 1.17 The Plan is a high-level statement of strategic intent and builds on the more specific commitments and pledges made by the PCC in his 2016 Manifesto. Work has been ongoing to progress a number of these commitments and the OPCC will work with the Panel to develop an appropriate approach to reporting on progress against the Plan in future. This will link in with the public facing updates on progress that will also be provided throughout the term of office.

Section 2: Review of performance against Police and Crime Plan priorities

2.1 Priority 1: Reduce the number of victims of crime and anti-social behaviour

National Position

2.1.1 The latest national data published in April covers the 12 months to the end of December 2016. **Dorset remains within the first quartile of all Forces for Violence with injury (7th)** but for sexual offences, robbery and public order in the latest period is placed in the second quartile for these crime types.

To be placed within the first quartile is generally viewed as a positive for the Force as it means that Dorset has one of the lowest crime rates for those specific crime types. For example, it has the 7th lowest violence with injury crime rate. However, the Police and Crime Commissioner and the Force have been driving improved recording of crime. As a direct consequence increased recording of some less serious offences has been experienced such as common assault otherwise known as assault without injury.

In general, Dorset Police is in the first or second quartile of all forces for most crime rates. Higher crime rates, relative to other Forces are recorded for drug offences (33rd nationally) and theft from the person (32nd). Compared to the same period the previous year, Dorset's national position for drug offences has changed from 26th to 33rd although its crime rate has actually reduced following a sustained period of increased proactive policing activity targeting key drug offenders within the County. Theft from person offences are often linked to the night-time economy environments within Dorset.

Long term trends

Figure 1: Crime: Monthly breakdown of performance and longer term trend

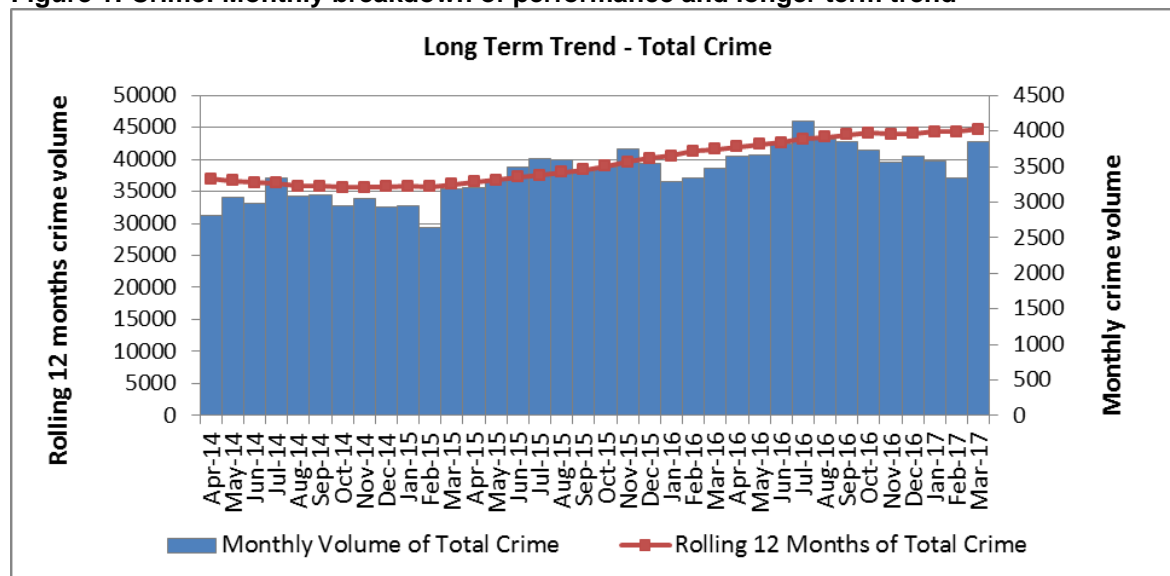
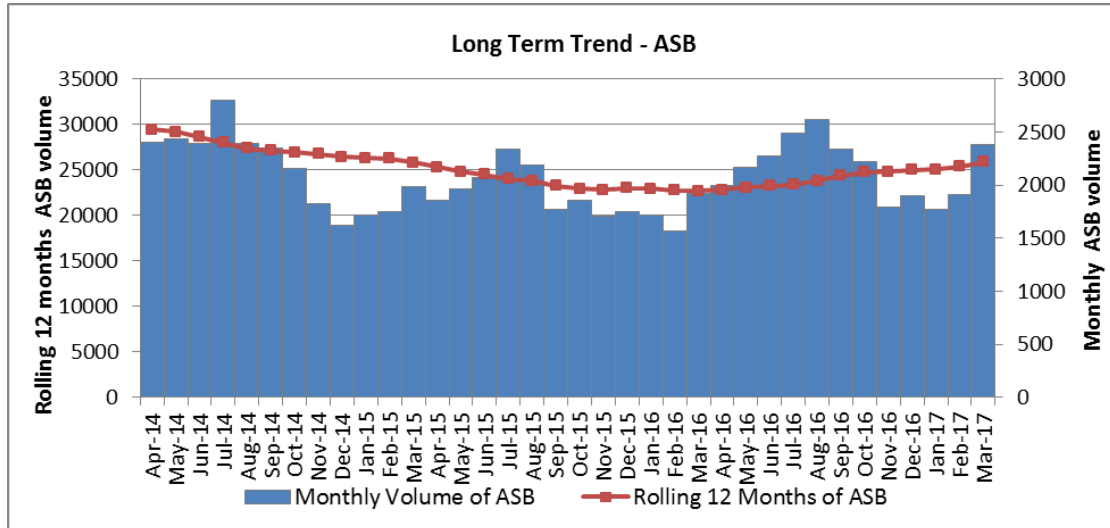


Figure 2: ASB: Monthly breakdown of performance and longer term trend



Commentary on Performance

2.1.2 Figures 1 and 2 show the monthly breakdown (use right hand axis) and the longer term trends in crime and anti-social behaviour (use left hand axis) volumes. Figure 1 in particular, shows that the rolling annual figure for total crime has been on an upward trajectory, reflecting a national picture, affected primarily by a rise in recorded low level violent crime attributable to better recording practices. The size of the crime increase has stabilised in recent months however, although with the Force striving for further improvements in crime recording compliance a further increase in crime is anticipated for the coming year. Conversely, the long term downward trend for ASB volumes has been reversing, with a moderate increase in recent months although volumes remain lower than they were at the start of 2014/15.

2.1.3 Between 1 April 2016 and 31 March 2017, **total police recorded crime** increased by 7.6% or 3,160 additional crimes when compared to the same period in 2015/16. Latest national figures to December 2016 placed Dorset 12th nationally in terms of total recorded crime (rate per 1,000 population). The increase in total crime continued to be caused primarily by a rise in recorded lower level violence, which is discussed in more depth under priority 2.

2.1.4 The Police and Crime Plan identified **personal anti-social behaviour, dwelling burglary, including shed burglary, vehicle crime and the positive outcome rate** as priorities for the period of the Plan, and they remain key areas of focus for Dorset Police. Vehicle crime was removed as a specific delivery plan area in 2015/16 as a result of a long-term decreasing trend but is still closely monitored.

2.1.5 The volume of **anti-social behaviour** incidents also increased by 13.8% in this reporting period, with 3,139 additional incidents recorded. Whilst the majority of the increase in terms of volume is in relation to the category of nuisance ASB (over 2,200 additional incidents), the largest percentage increase concerns environmental ASB (+24%, +458 incidents). Over the same period, Personal ASB volumes have also increased slightly in the year to date, however, are still 8% below the 2014/15 volume. In addition, Force systems show that the number of repeat callers for ASB overall has increased

by 13.1% (+275 repeat callers) when comparing the 12 months to 31 March 2017 with the same period the previous year. Analysis shows that the majority of repeat callers ring in to report nuisance and/or environmental ASB rather than the more targeted Personal ASB. With many of these non-personal ASB incidents, the responsibility often does not lie with the Police and partnership working is required to resolve.

- 2.1.6 For the year to September 2016, which is currently the latest Crime Survey of England & Wales data available, Dorset Police is 4th nationally for people believing that they are 'dealing with community priorities'.
- 2.1.7 During 2016/17, the volume of **dwelling burglaries** recorded decreased by 6.8% from the previous year, equating to 107 fewer burglaries and is below the 3 year Force average. Over the same period, the positive outcome rate for dwelling burglary has increased to 16.5%.
- 2.1.8 From April 2017, the Home Office classification of dwelling burglary as it will be reported nationally has changed. The main change is that sheds and garages within the boundary of a residential dwelling will now be recorded as a dwelling burglary whereas previously they would have been counted as a non-dwelling burglary. The result of this change in definition will be an apparent increase in dwelling burglary volumes although local monitoring will seek to separate the residential outbuilding crimes from those relating to burglary of the main dwelling itself in order to provide comparisons with previous years.
- 2.1.9 When comparing 1 April 2016 to 31 March 2017 with the previous year, **vehicle crime** showed a 3.6% decrease (134 fewer crimes) following a year-end increase as at March 2016.
- 2.1.10 At the end of 2016/17, the Force recorded a **positive outcome rate of 23.3%**; a slight increase on the 22.9% recorded the previous year. As there was also a crime increase during 2016/17, this has resulted in only a minor increase in the PO rate despite over 900 additional positive outcomes being secured during 2016/17.

2.2 Priority 2: Reduce the number of people seriously harmed in Dorset

- 2.2.1 Sitting beneath this priority are 6 key areas of focus, each of which have a senior lead within Dorset Police who develops the strategy for delivery. The six areas are:
 - Domestic abuse
 - Child abuse/sexual exploitation
 - Serious sexual offences
 - Public place violent crime
 - Hate crime and incidents
 - Killed and seriously injured road casualties

National Position

2.2.2 Dorset's national position for violence against the person remained stable at 15th lowest crime rate between the 12 months to September 2016 and the 12 months to December 2016 although the crime rate did increase slightly. The increase in overall violence against the person is attributable to a rise in the crime rate for violence without injury offences. The majority of the increases are directly attributable to improved recording practice. Contained within this category are child neglect offences. The increased volume of child neglect offences recorded was predicted and is viewed as a positive outcome of increased proactivity from both police and partner agencies in the safeguarding of children.

2.2.3 Also relevant to this priority is sexual offences, and the latest data for the 12 months to 31 December 2016 places Dorset 14th nationally; an improvement on Dorset's position of 17th in Sept 2016, reflecting a minor reduction in the crime rate.

2.2.4 During 2016/17, Hotel Watch was launched in Bournemouth, with staff from over 100 hotels and B&Bs receiving training in spotting the signs of child sexual exploitation, modern slavery, and cyber and drugs offences.

Long Term trends

Figure 3: Total violent crime: Monthly breakdown of performance and longer term trend

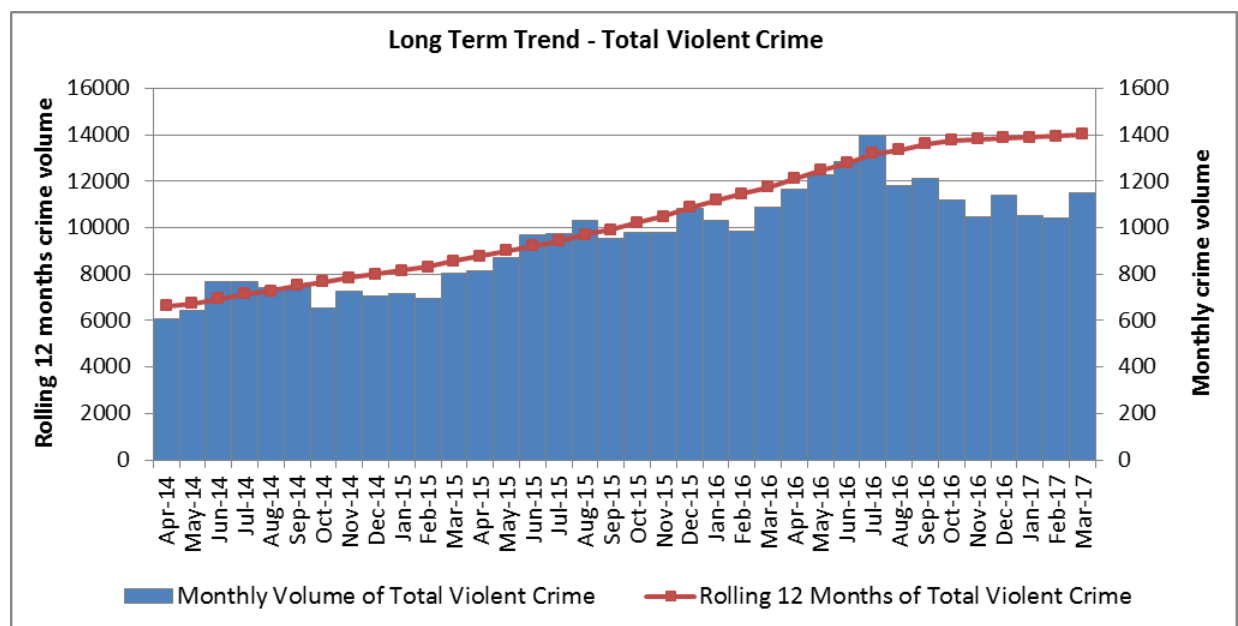
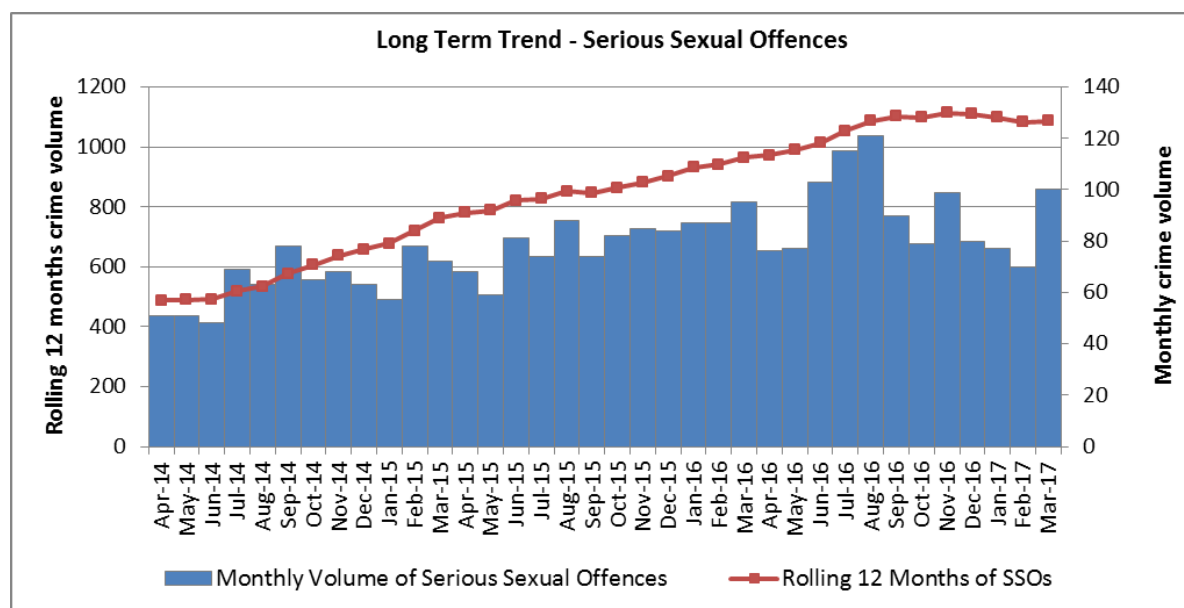


Figure 4: Serious Sexual Offences: Monthly breakdown of performance and longer term trend



Commentary on Performance

- 2.2.5 **Violent crime** – The rising trend in violent crime since 2013/14 has been well documented in previous reports, referencing work carried out by the National Police Chiefs Council (NPCC) which demonstrated that the country had not become more violent, but that the increasing national trend could be attributed to a change in reporting and recording practices for these crimes.
- 2.2.6 During 2016/17, the Force recorded a 19.2% increase in violent crime (+2,262 crimes). The main volume increases within violent crime related to common assault (non-injury violence) with over 800 additional crimes recorded, and harassment with over 600 additional crimes recorded during 2016/17. The introduction nationally of malicious communications offences as recordable crimes from April 2015 has contributed to the increase within the harassment category, with malicious communications offences accounting for over 500 crimes within the harassment category during 2016/17.
- 2.2.7 For 2016/17, a newly refined measure of public place violence was introduced in Force which helped to focus more specifically on the trends in relation to non-domestic assaults taking place in Dorset rather than blurring the picture through the inclusion of crimes of harassment and dog bites which have traditionally been included within the public place violence category.
- 2.2.8 Comparable data for this new definition of public place violence is only available from June 2015 onwards so it is not possible to determine how 2016/17 performance compares with the same period the previous year. During 2016/17, Between April and December 2016, a total of 6,383 public place violent crimes were recorded, with the majority of offences being low level non-injury assaults.
- 2.2.9 Whilst the volume of **domestic abuse crime** recorded between 1 April 2016 and 31 March 2017 represents a 10.9% increase on the previous year (+529 actual), **domestic abuse incident** volumes decreased by 9.8% during

2016/17. There have been just under 600 fewer domestic abuse incidents recorded during 2016/17, possibly with cases that may previously have been recorded as incidents now being more accurately recorded as crimes.

- 2.2.10 The Force has increased its focus on **Child Sexual Exploitation (CSE)** in recent years, with specialist teams established to deal with these investigations. During 2016/17, a total of 279 CSE investigations were recorded within Dorset, which is a reduction from the peak of 337 investigations in 2015/16. Of the 279 investigations, almost a third (90 actual) were related to a crime. A number of children have been safeguarded as a direct result of police operations targeting high risk offenders in this area.
- 2.2.11 On 18th March 2017, Dorset Police supported national Child Sexual Exploitation Awareness Day by reminding people of Dorset of the signs to look out for in relation to suspected CSE.
- 2.2.12 **Serious Sexual Offences** – Continuing the upward trend, during 2016/17, the Force recorded an 8.4% increase in serious sexual offences compared to the previous year; although this is a change on the position at the end of December when a 14.8% increase was recorded, so the size of the increase did reduce over the year. The current 8.4% increase equates to an additional 84 crimes. As previously reported, above average volumes of offences recorded between June and August – attributed to a rise in non-recent reports of sexual offences - made a notable contribution to the 2016/17 increase although later months were more comparable with the previous year.
- 2.2.13 **Hate Crime** – During 2016/17 the Force recorded a total of 495 hate crimes – a 9.3% increase on the volume recorded during 2015/16. Similarly, the volume of hate incidents recorded has increased on the comparable period the previous year – 302 incidents recorded in the year to date; a 58.1% increase (+111 actual) on 2015/16.
- 2.2.14 Some of this increase, particularly in relation to hate incidents has been linked to the EU Referendum at the end of June 2016, although there have also been small increases in cases of prejudice on the basis of transgender issues as well, not just race. After the summer spike, hate incident volumes have returned to within normal monthly ranges. A Hate Crime Action Plan was issued by the Home Office following the EU referendum. The Government's 'Action against Hate' Plan has been adopted locally by the Prejudice Free Partnership Group, of which the Police are an active member.
- 2.2.15 Victims of hate crimes and incidents provide feedback to the Force on how satisfied they were with their whole experience. Latest data for the rolling 12 months to March 2017 shows that 76% of victims were satisfied with their whole experience, with over 91% satisfied with how they were treated by staff.
- 2.2.16 **Killed or Seriously Injured (KSI) data** is reported on a calendar year. During 2016, there were a total of 368 killed or seriously injured casualties of road traffic collisions, representing a 13.8% reduction on the 2015 figure.
- 2.2.17 In March 2017, following an increase in the penalties for using a mobile phone at the wheel, Dorset Police conducted a week-long crackdown against people using their mobile phones while driving, with 92 fixed penalty notices being issued. Drivers caught using their mobiles will also no longer be

eligible for a driver awareness course and have to either accept the penalty or take their case to court.

- 2.2.18 Dorset Police also continues to target a number of individuals who are considered to present an increased risk to other road users. These individuals are visited, engaged with and monitored in the interests of road safety and the prevention of collisions.

2.3 Priority 3: Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism.

Organised Criminality

- 2.3.1 **Project Spotlight** is the partnership approach to tackling organised crime within Dorset. Each of the Force's partners shares best practice in the coordination of action taken to tackle organised crime locally through Project Spotlight.

- 2.3.2 The Force continues to tackle the **threat from out of county drug dealers**, with weekly operational meetings continuing to be held and information shared with regional and national groups. In March 2017, three people were jailed following a detailed investigation into drug dealing in Dorset. One of the offenders would travel to the South West from London to supply heroin and cocaine to drug users in Poole, Dorchester and Bridport as well as Yeovil in Somerset. Between them, the trio received a combined sentence of 12 years in prison. Since identifying the problem, police had executed over 30 search warrants and worked alongside partners such as the local authority and housing associations to tackle the issue.

- 2.3.3 According to the latest Community Safety Survey data for the 12 months to 31 March 2017, residents' worry about drugs/substance misuse or drug dealing has increased to 33% of people surveyed being concerned which is a statistically significant rise from the 28% recorded for 2015/16.

- 2.3.4 The Force has developed a Modern Slavery Action Plan in line with regional and national requirements, with the development of Force knowledge around this area of crime, drawing on intelligence received from both within the Police and partner agencies. Between 1 April 2016 and 31 March 2017, 23 crimes relating to **human trafficking and modern slavery** have been recorded within Dorset.

Counter Terrorism

- 2.3.5 Dorset Police's Counter Terrorism capability comes under the remit of the **South West Counter Terrorism Intelligence Unit (SWCTIU)**. The drive from the SWCTIU and National tasking is risk-based and as a result resources and funding are directed at ports based on risk in terms of Counter Terrorism. Further work is ongoing regarding intelligence gathering and policing of the small ports in Dorset. This is in line with the communities reporting suspicious activity through Operation Pegasus and Kraken - the National operation for vigilance around small ports. Whilst illegal entry into the UK is a Border Force issue, this has been identified as an increasing threat.

- 2.3.6 Recent terrorist attacks in London and Manchester have highlighted the very real threat of terrorism with the threat level shifting between Severe and Critical. However, at present the threat level remains at 'severe' with the intelligence picture being kept under constant monitoring and review to ensure the appropriate security is in place. Although there is no intelligence or information at this time that suggests a specific risk to Dorset.

Fraud and Cyber-crime

- 2.3.7 In the latest Community Safety Survey data for the 12 months to 31 March 2017, residents' worry about financial crime has increased to 55% of people surveyed being concerned which is a statistically significant rise from the 51% recorded for 2015/16.
- 2.3.8 Tackling cyber-crime remains a key priority for Dorset Police. The Dorset Police Cyber-Crime Unit has launched a new channel on YouTube to host a series of short three minute videos in an effort to keep businesses safe from cyber-attacks with more and more businesses falling foul to cyber-attacks as a result of poor security. The videos offer information and advice on a series of topics and will be available to view whenever convenient.
- 2.3.9 The next cyber profile and fraud profile produced by the National Fraud Intelligence Bureau (NFIB) covering the year to March 2017 is due for publication in July so there is nothing new to report on at this stage.

2.4 Priority 4: Reduce Re-offending

- 2.4.1 This priority is cross-cutting and acknowledges at a strategic level the role played by the Police and others in reducing reoffending. It focuses on the management of those offenders responsible for the highest risk crimes and incidents through all of the priorities.
- 2.4.2 Dorset Police has had multiple successes from its voluntary tagging scheme where offenders voluntarily wear tags in a bid to stop re-offending. The tagging scheme provides offenders with the opportunity to be fitted with a GPS tag for an agreed period while they are on probation or following their release from prison.
- 2.4.3 Initially launched as a trial in Dorset three years ago, the scheme is now regularly used as one of several offender management tools. The tagging initiative is generally provided to offenders who have a disproportionately negative impact on communities from committing crimes such as theft and burglary. As well as deterring offending, in a few cases where bail conditions have been breached, evidence from the tags can help in court, saving the criminal justice system time and money.
- 2.4.4 60 offenders have been fitted with tags since the scheme has been running and only seven have reoffended whilst wearing the tag. In all but one of those cases the tag evidence prompted a guilty plea and in one case that went to trial, the tag evidence secured a conviction.

2.4.5 Data relating to the Force's Prolific & Priority Offender (PPO) cohort – covering arrests of these nominals and crimes where a PPO is recorded as a suspect began to be collected from April 2016. This data will help to track any reoffending behaviour amongst this group of offenders. As at the end of March 2017, 42 PPOs have been arrested.

2.5 Priority 5: Increase people's satisfaction with policing in Dorset

2.5.1 This priority is cross-cutting and recognises the importance of increasing the public's satisfaction with the delivery of policing in Dorset. The Police and Crime Plan recognises that if people are pleased with the service provided by the police then they are more likely to report issues to the Force which, in turn, will help to keep Dorset safe.

2.5.2 The data informing this priority comes from a number of sources as follows:

- **Crime Survey in England and Wales (CSEW)**
This survey is carried out on behalf of ONS and takes place quarterly in all force areas. Results are reported nationally. Latest results cover the year ending September 2016.
- **Community Safety Survey (CSS)**
This survey is a quarterly postal survey to 3,000 Dorset homes each quarter. Latest results relate to Qtrs 1-4 2016/17 compared to Q1-4 2015/16.
- **User Satisfaction Survey (USS)**
This is a Home Office mandated survey carried out for every Police Force area. The survey is carried out quarterly by telephoning victims of dwelling burglary, violent crime, vehicle crime and hate crime. Latest results relate to the 12 months to 31 March 2017.
- **Call handling data** – this covers the period 1 April 2016 to 31 March 2017 compared to the same period the previous year, except for 999 call data which is only available to the end of January 2017 due to a system issue.

National Position

2.5.3 In relation to people's confidence in the Police, 84.8% of Dorset respondents to the CSEW for the 12 months to September 2016 stated that they had confidence in Dorset Police. This places Dorset 2nd nationally, continuing a general upward trend over recent years.

2.5.4 The question from the **CSEW** that measures the percentage of people who "think the police are **dealing with community issues**" shows 67.9% of respondents agreeing in the year ending September 2016; placing the Force 4th nationally – an improvement on the position of 10th which it occupied at the end of March 2016. The next set of results for the 12 months ending December 2016 are due at the end of June 2017.

Context/Commentary on performance

Confidence and satisfaction

- 2.5.5 Satisfaction of victims in relation to policing services was identified as a priority by the Police and Crime Commissioner.
- 2.5.6 The latest victim satisfaction survey data for the 12 months to 31 March 2017 shows that overall 78.3% of victims (dwelling burglary, violent crime and vehicle crime) were satisfied with their whole experience and 83.3% with ease of contact. Satisfaction with treatment by staff remains high at 92.6%, with this rising to 97.6% for dwelling burglary victims whose overall satisfaction with the whole experience is also above average at 85.8%.
- 2.5.7 As of 1 April 2017, Forces are no longer mandated by the Home Office to conduct the surveys of victims. However, the Force recognises the value of receiving feedback from victims of crime and so will be continuing to survey victims of a variety of crime types in order to gauge their views on the service they have received, with a focus on higher risk crime types.
- 2.5.8 In relation to the latest Community Safety Survey results, 95% of people surveyed stated that they feel safe living in their local area and 72% have confidence in their local police.

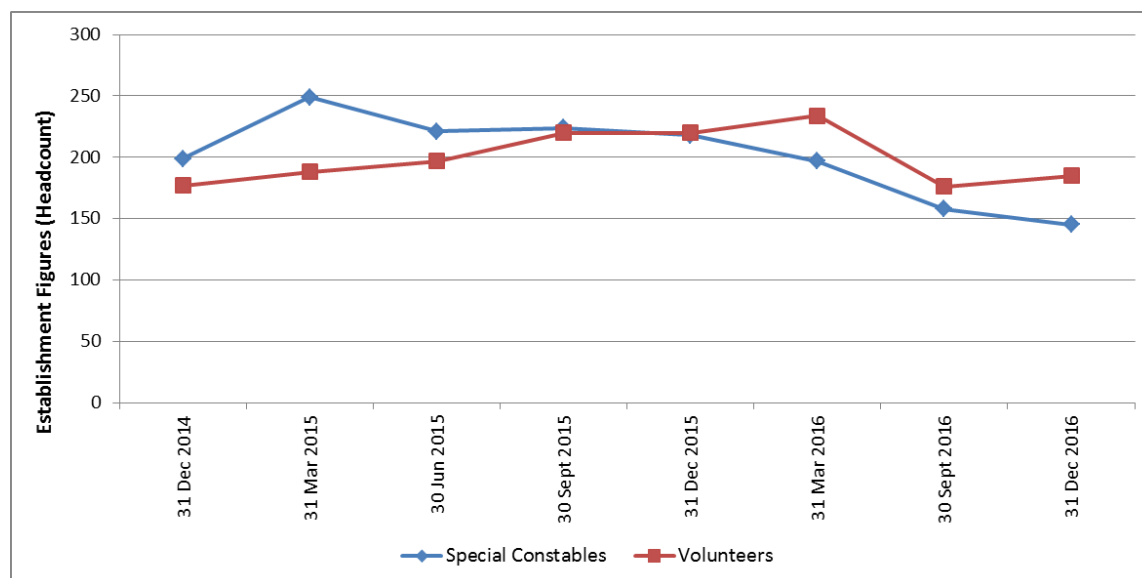
Call handling

- 2.5.9 **Call handling** targets concerning call answering speeds were retained within the Police and Crime Plan relevant to this reporting period. Between 1 April 2016 and 31 March 2017, 91.2% of 999 calls were answered within 10 seconds, falling below the local target of 95% although exceeding the national target of 90%. Just 0.4% of emergency calls were abandoned over this period; a notable improvement on the 1.0% abandoned between April and March 2015/16.
- 2.5.10 In relation to non-emergency calls, where the force aims to answer 75% of calls within 30 seconds, the improvement trend continued during 2016/17, with 74.9% of calls answered within 30 seconds by year end. This compares favourably with the 71% recorded for 2015/16.

2.6 **Priority 6: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset**

- 2.6.1 This priority recognises the importance of neighbourhood policing in achieving all of the priorities in the Police and Crime Plan, working to provide a visible presence which offers reassurance to local communities as well as working with communities to prevent crime and ASB and problem solve when the need arises.

Figure 5: Establishment of Volunteers and Special Constables



2.6.2 As at 31 December 2016, there were 185 volunteers working within the Force, compared to 176 as at Sept 2016; a 5.1% increase. Data as at 31 March 2017 is not currently available. In terms of the Special Constabulary, the numbers have continued to reduce as at 31 December 2016, down from 158 Special Constables to 145 Specials. A proportion of this reduction will be due to constables leaving in order to join the regular police force, with the majority of other leavers tending to cite 'Domestic Reasons/Work-life Balance' as their reason for leaving.

2.6.3 Rural crime is defined as crime which happened within one of the 5 main rural sections of Dorset; Bridport, Dorchester, East Dorset, Purbeck and North Dorset. Overall crime within the 5 rural sections increased in 2016/17 by 8.8%, which is just slightly higher than the Force overall and represents an increase of 900 crimes. There was a 17.8% increase in thefts within the rural sections during 2016/17. It is possible that some of this increase has resulted from the establishment of the Rural Crime Team who have been engaging with the rural community and encouraging them to report crimes to the Police.

2.6.4 Dorset Police's Rural Crime Team which was formed in August 2016 continues to work proactively alongside colleagues, partners and volunteers to increase engagement with rural communities, target criminals who offend in our rural areas and provide bespoke crime prevention advice. A rural crime baseline assessment was completed in January 2017 to improve the Force's understanding of the picture of crimes and incidents happening within Dorset's rural areas.

Section 3: Financial outturn 2016/17

3.1 The year-end financial outturn for 2016/17 is shown in the summary table below. Overall Dorset Police have a net underspend of £283k (0.2%), consisting of an overspend of £369k on force budgets and an underspend of £651k on PCC budgets.

Reporting Department	Original Plan £000s	Revised Plan £000s	Spend to date £000s	Variance £000's
Locally Managed				
Territorial Policing	1,035	1,158	1,392	234
Crime & Criminal Justice	1,594	1,516	1,593	77
Operational Support	(1,614)	(1,810)	(1,179)	631
Support Services	871	493	277	(216)
Major Operations	581	580	298	(283)
Regional Collaboration	2,465	2,380	1,603	(777)
Locally Managed Budgets Total	4,932	4,318	3,985	(333)
Employee Costs	98,244	99,023	98,519	(505)
Employee Costs Total Budget	98,244	99,023	98,519	(505)
Centrally Managed				
Premises Related Expenditure	7,187	7,264	7,192	(72)
Transport Related Expenditure	2,011	2,011	1,820	(191)
Supplies and Services - General	881	804	994	190
Cumminations and Computing	3,780	3,780	4,395	615
Other Employee Expenses	654	654	714	61
Capital Financing and Contributions	128	128	128	0
Restructure, Training & Conference Costs	520	519	766	248
Third Party Payments	921	1,112	997	(115)
Interest/ Investment Income	(130)	(130)	(150)	(20)
Reimbursed Services	(20)	(412)	(191)	220
Sales, Fees, Charges and Rents	(45)	(45)	(6)	39
Transfers from Reserves	(264)	(413)	(181)	232
Centrally Managed Budgets Total	15,623	15,271	16,477	1,207
Force Budgets Total	118,799	118,612	118,981	369
OPCC				
OPCC - General	1,130	1,168	1,045	(123)
OPCC - Victims Funding	836	898	898	(0)
OPCC - Victims Funding (Grant Funding)	(836)	(898)	(898)	0
OPCC - Local Innovation Fund	309	458	226	(232)
OPCC - Community Safety Fund	695	695	474	(221)
OPCC - Audit and Assurance	137	137	61	(76)
OPCC Total	2,271	2,458	1,806	(651)
Total Budgets	121,070	121,070	120,787	(283)

3.2 The underspend has been transferred to general balances at year end and will be used for the PCC Local Innovation Fund in 2017/18.

Locally Managed Budgets

- 3.3 Overtime budgets have been under significant pressure with the commands maintaining performance through deployment of officers on overtime to cover gaps caused by leavers, the training period for probationers and abstractions to major operations such as policing the badger cull. In addition overtime budgets have been frozen for the last couple of years as part of the financial planning to address the funding cuts.
- 3.4 All three commands have overspent their overtime budgets. As these budgets have been frozen for a further year in 2017/18 this represents a significant financial risk for the new year and strong controls will need to be in place if overspends are to be avoided.
- 3.5 Overall the major operations budgets, which provide for costs associated with policing both planned and unplanned events within the county has an underspend of £283k. This arises from higher than budgeted income received for a number of operations. The costs for these operations have been met partly through overtime and mutual aid charges to the major operations budget and partly through the use of employees on normal duty time, for which costs are provided for within the employee costs budget. The income therefore offsets both direct overtime costs and the employee pay as well as some consequential overtime costs arising in each command due to covering behind officers deployed on to major operations.
- 3.6 It had been expected that during the current year the regional collaboration programme would expand to incorporate additional specialist teams, such as the Technical Surveillance Unit. The budget was set on this basis but delays in implementation have occurred and the transfer of responsibility has not yet occurred. As a result we underspent on regional collaboration by £777k.

Employee Costs

- 3.7 Overall employee costs has an underspend of £505k (0.28%).

	Plan £000s	Spend £000s	Variance £000's
Police Officer Pay	62,749	62,906	157
PCSO Pay	4,580	4,189	(391)
Police Staff Costs	29,958	29,592	(365)
Temporary or Agency Staff	61	468	407
Police Officer Injury/III Health	1,676	1,363	(313)
Grand Total	99,023	98,519	(505)

- 3.8 The Force currently has 1,246 FTE officers employed at year end. With an establishment of 1,200 FTE this has resulted in an overspend of £157k (0.25%) on officer pay budgets.
- 3.9 PCSO pay budgets have underspent by £391k, (8.5%) this year as the force remains below establishment for this role. Officer recruitment often has an impact on PCSO numbers as some of these staff seek to transfer roles and so the high level of recruitment this year has contributed to the force being under establishment for PCSOs. Dorset Police currently have an actual FTE of 134 against an establishment of 146.

- 3.10 Police staff pay budgets show an underspend at the year end (£365k, 1.2%). The variance includes some business areas that are underspending, offset by others that are over budget. The timing of implementation of Strategic Alliance business areas also affects the pay budgets.
- 3.11 Staff overtime, temporary and agency staff budgets are utilised to fill critical gaps in some departments, notably including the control room, road safety and disclosure. These budgets have overspent by £407k which reflects the demands faced by these departments to maintain performance with fewer than budgeted staff.

Premises Related Expenditure

- 3.12 There is a small underspend of £72k on premises costs due principally to savings in utilities costs.

Transport

- 3.13 A number of factors have contributed to the underspend in the transport budgets of £191k. Fuel budgets had an inflationary increase included this year but with prices falling considerably earlier in the year the expenditure on fuel has not reach budgeted level.

Supplies and Services

- 3.14 Centrally managed supplies and services budgets include stationary, uniforms and photocopying, they have overspent by £190k.

Communications and Computing

- 3.15 Budgets for software licences, maintenance and support have overspent by 610k as a result of requirements arising since the budgets were set, including those arising from implementation of new capital systems, strategic alliance costs and Microsoft upgrades.

Restructure and Training Costs

- 3.16 With the high levels of recruitment that have been achieved in the current year training budgets have been utilised fully. Redundancy costs are also included in this category and are higher than budgeted due to the volume of workforce restructuring occurring.

Office of the Police and Crime Commissioner

- 3.17 The OPCC budgets are projected to underspend by £651k. The majority of this underspend arises from the local innovation fund and community safety fund which were not fully allocated during the year. These will carry forward in to 2017/18.
- 3.18 Other underspends arise in the OPCC and Audit and Assurance staffing where there have been vacancies throughout the year.

Capital Projects

- 3.19 The capital programme projects an underspend against the capital budget of £7,297k. The majority of this underspend relates to slippage against ICT and building schemes, which will regularly take a long time between agreement of a budget allocation and delivery of the scheme. It also includes grants received in year that will need to be carried forward into 17-18.

Capital Programme	Original Budget £000's	Brought Forward from 2015/16 plus grants £000's	Total Budget £000's	Outturn 2016/17 £000's	Forecast Spend £000's	Budget Variance Over/ (Under) £000's	Carry Forwards
Vehicle Replacement Programme	1,167	668	1,835	1,085	1,411	-750	750
Minor Building Works	730	934	1,664	1,162	1275	-503	503
ICT							
<i>Smarter Systems Programme</i>	1,130	2,552	3,682	903	410	-2,779	2,779
<i>Duty Management System</i>	0	750	750	20	0	-730	730
<i>Other ICT</i>	1,020	1,995	3,015	1,403	1235	-1,612	1,612
Total ICT	2,150	5,297	7,447	2,326	1,645	-5,121	5,121
Equipment	450	702	1,152	228	112	-924	924
Total	4,497	7,601	12,098	4,801	4,443	-7,297	7,297
Funded By							
Home Office Grant	474	0	474	486	474	12	
Other Grants	0	1,191	1,191	1,191	0	0	
MASH recharges	0	34	34	34	0	0	
Revenue Contribution to Capital	0	0	0	0	0	0	
Capital Receipts & asset Disposal	4,505	0	4,505	891	4,505	-3,614	
Transfers to / (From) Reserve	-520	6,376	5,856	2,161	-574	-3,695	
Slippage in cashflow	38		38	38	38	0	
Total	4,497	7,601	12,098	4,801	4,443	-7,297	

- 3.20 The long term nature of capital projects, with expenditure often incurred over two or more years, means that underspends resulting from slippage are to be expected. As an example, the duties management system is being progressed, but has numerous interdependencies with other systems that need to be carefully assessed before a new system is purchased. This budget is now expected to be spent in 2017/18, although given the complexity of this system further slippage is possible.
- 3.21 The vehicle replacement programme is ongoing work to ensure the vehicle fleet remains fit for purpose. Long lead times on delivery, and work to ensure the fleet reflects the requirements of a changing operational environment, has meant that some purchases have been delayed, while others have been advanced. The net underspend arising from delays in delivery will be carried forward to fund purchases occurring in the new financial year.

- 3.22 The projected underspend on minor building works relates primarily to relocation of functions from Ferndown, some of which will fall into 2017/18.
- 3.23 The Smarter Systems budgets include allocations for a replacement Command and Control System, and the provision of mobile policing solutions. Each of these areas is progressing, with major spend expected towards the end of the current year, or into 2017/18.
- 3.24 The wider IT capital schemes, which include projects such as digitisation of speed cameras and replacement back office systems, are progressing. A comprehensive convergence plan for ICT systems has been developed between Dorset Police and Devon & Cornwall Police under the Strategic Alliance, and work is ongoing to ensure that the timing of replacement systems and necessary upgrades is in line with this plan, which has inevitably meant that some spending has been delayed slightly to ensure as much consistency, and efficiency, as possible is achieved.

Reserves

- 3.25 The projected level of reserves and balances over the next five years to 31st March 2021 is shown below.

	31/03/17	31/03/18	31/03/19	31/03/20	31/03/21
	£m's	£m's	£m's	£m's	£m's
Capital Cashflow / Reserves	1.8	0.0	0.0	0.0	0.0
Insurance Reserve	0.0	0.0	0.0	0.0	0.0
PFI Reserve	0.0	0.0	0.0	0.0	0.0
Pensions Reserve	0.0	0.0	0.0	0.0	0.0
Major Operations Reserve	1.2	1.0	1.0	1.0	1.0
Change Management Reserve	2.7	1.5	0.8	0.0	0.0
Total Earmarked Reserves	5.7	2.5	1.8	1.0	1.0
Capital Cashflow / Reserves	3.9	2.7	0.0	0.0	0.0
General Balances	7.4	7.2	7.2	7.2	7.2
Total Reserves & Balances	11.4	11.4	11.4	11.4	11.4

Changes in Budget from Original Budget to Quarter 4 Revised Budget

- 3.26 Below is a summary of changes from the original budget to the revised budget at the end of quarter 4.
- 3.27 Budget has been moved in to the police officer pay area to finance the additional recruitment agreed as part of the 2% precept increase this financial year.
- 3.28 The Force had budgeted for the increased costs arising from the Bear Scotland legal case but had allocated this within the pay budgets, whereas it is actually an additional cost on the overtime budgets. This case related to the need to pay holiday pay on overtime and certain allowances. As the overtime budgets are devolved to Commanders it was necessary to move the funding from pay to overtime.

- 3.29 As part of the process of aligning budget management practices across both forces some decisions have been taken to reclassify some budgets to enable better monitoring and control. This includes moving the stationary budgets from locally managed control to central and moving vehicle insurance costs to supplies and services alongside the other insurance budgets.
- 3.30 A number of other minor budget movements have occurred to adjust for income now being received and to align expenditure budgets.

Reporting Department	Original Plan £000s	Use of Precept to increase recruitment	Bear- Scotland budget	Reclassifyin g department	OPCC Carry forward	Other	Revised Plan £000s
Locally Managed							
Territorial Policing	1,035		87	(31)		67	1,158
Crime & Criminal Justice	1,594		62	33		(172)	1,517
Operational Support	(1,614)		38	(30)		(203)	(1,810)
Support Services	871	(714)	14			322	493
Major Operations	581					(1)	580
Regional Collaboration	2,465			(63)		(22)	2,380
Locally Managed Budgets Total	4,932	(714)	200	(91)	0	(10)	4,318
Employee Costs	98,244	714	(200)			265	99,023
Employee Costs Total Budget	98,244	714	(200)	0	0	265	99,023
Centrally Managed							
Premises Related Expenditure	7,187					77	7,264
Transport Related Expenditure	2,011			(262)		262	2,011
Supplies and Services - General	881			353		(430)	804
Communications and Computing	3,780						3,780
Other Employee Costs	654						654
Capital Financing and Contributions	128					(0)	128
Restructure, Training & Conference Costs	520					(2)	519
Third Party Payments	921					191	1,112
Interest/ Investment Income	(130)						(130)
Reimbursed Services	(20)					(392)	(412)
Sales, Fees, Charges and Rents	(45)					1	(44)
Transfers from reserves	(264)				(149)		(413)
Centrally Managed Budgets Total	15,623	0	0	91	(149)	(294)	15,271

Force Budgets Total	118,799	0	0	0	(149)	(38)	118,612
OPCC							
OPCC - General	1,130					38	1,168
OPCC - Victims Funding	836			62			898
OPCC - Victims Funding (Grant Funding)	(836)			(62)			(898)
OPCC - Local Innovation Fund	309				149		458
OPCC - Community Safety Fund	695						695
OPCC - Audit and Assurance	137						137
OPCC Total	2,271	0	0	0	149	38	2,458
Total Budgets	121,070	0	0	0	0	(0)	121,070



Terms of Reference

Customer Service Improvement Scrutiny Panel

1.1 INTRODUCTION

The Police and Crime Commissioner instigated the creation of the Panel in 2016 to consider the service provided to the public when using the 101 non-emergency telephone service. In recognition of the progress made to date, and in understanding that future improvements to public contact will likely lie in a variety of public contact methods, it was decided to broaden the scope of this panel.

The Customer Service Improvement Scrutiny Panel (formerly the 101 Service Improvement Panel) will independently review the various means of public contact with the Force, including public engagement activity via social media (Facebook, Twitter and LinkedIn) and how these might be harnessed to opportunities for demand reduction and channel shifting and the 101 non-emergency telephone service.

The intention is to determine whether the service and wider communications are considered appropriate, to increase transparency and increase public confidence.

The focus should be on how Dorset Police provide a service to the public. Feedback from the Panel should therefore be able to inform how the service has, or could be further, improved, including how a complaint has been dealt with, what action has been taken as a result and the opportunities for learning that this presents.

1.2 PURPOSE

The purpose of the Panel is to independently assess public satisfaction with the totality of Force's public contact provision and act as a critical friend to Dorset Police to help improve the quality of such services. The Panel can make recommendations and provide feedback for communication to the Force via the OPCC or to other agencies.

It will do this by:

- Considering the wider means of communication with the public (e.g. scrutiny of Dorset Police communications campaigns), public engagement activity via social media (Facebook, Twitter and LinkedIn), and other communications by the Force, including initiatives aimed at innovative ways of working and opportunities for demand reduction and channel shifting.
- Considering other forms of public contact with the Force by email, or telephone.
- Considering Force website, social media use and other forms of public contact as appropriate, including how these might be harnessed to opportunities for demand reduction and channel shifting and quality of service.
- Considering statistical data on the 101 call service and listening to dip sampled recordings of actual 101 calls and examining electronic correspondence received via web forms, emails and/or software applications.

- Giving feedback based on customer experience which should be able to inform how service has, or could be further, improved, including innovative ways in which this might be done.
- Suggesting ways of improving the service to the public in respect of the various means of communication, including communications and initiatives by the Force aimed at innovative ways of working, including demand reduction and channel shifting, how complaints have been handled, what action has been taken as a result and the opportunities for learning that these present.
- Participating in visits as appropriate to Force Command Centre at Dorset HQ.
- Assessing the means of public communication, including social media, channel shifting and other communications including the 101 service and determine whether these meet the needs and expectations of the community they serve.
- Scrutinising occasions where the 101 service is perceived to fall short of expectations to satisfy itself that the reasons are justifiable.
- Engaging the public in improving the service to customers by:
 - Increasing awareness of the scope and purpose of the various means of communication and public engagement, including initiatives by the Force aimed at innovative ways of working including demand reduction and channel shift;
 - Providing a mechanism for members of the public whose complaints remain unresolved, and those who wish to report a positive experience to directly address the panel.
- Making suggestions in respect of improvements to the methods used to communicate with the public and in respect of the 101 service to customers.
- Communicating findings in relation to service delivery back to the public.
- Helping shape publicity in respect of:
 - the various means of communication with the public, including the 101 service;
 - the 101 service and the use of the online reporting facility.

Feedback should be constructive, and focus on how Dorset Police provide a service to the public. Feedback should therefore be able to inform how the service has, or could be further, improved.

1.3 PANEL MEMBERSHIP

- 1) Independent Panel Chair (appointed by the Police and Crime Commissioner - PCC)
- 2) 3 x members of the public

- 3) 2 x representatives from voluntary sector organisations
- 4) Office of the Police and Crime Commissioner (OPCC) Representative

One representative from the Police and Crime Panel will attend as observer at Panel meetings.

A representative from the private sector will be invited to attend Panel meetings.

Representatives of Dorset Police will attend to inform and advise the Panel.

As members may become involved in discussing confidential matters they will agree not to disclose personal details of these outside of the meeting. A summary of the Panel's findings will be made available following the meeting. This will be a public facing document which will be posted on the OPCC website to provide transparency regarding the activities of the Panel. A Confidentiality Agreement is outlined at **APPENDIX A** and members will agree to be bound by this.

Panel members should do their utmost to attend Panel meetings, however if absence is unavoidable a representative, appropriately briefed, may attend in their place.

The Panel will meet quarterly. In the event of the chairperson being unavailable the Panel will identify a Chair for the purpose of that meeting.

1.4 CHAIRPERSON

The role of the Chair is to ensure that each Panel member has equal opportunity to participate in the discussions. The term of the appointed Chair will be for a maximum of three years, with an annual review.

1.5 VACANT POSITIONS

When vacant positions arise within the Panel it will be at the discretion of the OPCC in conjunction with panel members to identify a suitable replacement. Panel membership can be reviewed at any time.

1.6 DIP SAMPLING OF CONTACTS

In advance of each meeting, the OPCC will independently select a sample of electronic correspondence received via web forms, emails and/or software applications for the panel's scrutiny, together with 101 call recordings which will be played at the Panel meeting for scrutiny by members.

The aim will be to enable the Panel to consider the quality of service by looking at examples of complete correspondence (e.g. emails) appropriately redacted, including the response from the Force.

Suggestions from the panel should focus on innovative ideas and ways in which the Force communications might be improved, in a way that the Panel considers would be easily understood by the public.

Part of the Panel's role will be to assist with communications aimed at educating the public (regarding the correct use of the 101 service) and the sorts of matters 101 should not be used for (e.g. issues which should be referred to the local authority, or trading standards).

1.7 PANEL MEETINGS

The meetings will be held on a quarterly basis. The output from Panel meetings in terms of minutes and actions will be submitted to the Joint Executive Board. In addition, a summary of the Panel findings based on the minutes will be circulated to all members and posted on the OPCC website.

Each meeting will review recent communications by Dorset Police, including recent 101 performance figures.

Papers for Panel meetings will be issued one week in advance of the panel meeting.

Panel members may refer issues raised with them by members of the public about recent communications by Dorset Police and feedback and experience of any aspect of public contact and how these might be harnessed to opportunities for demand reduction and channel shifting.

A sample of appropriately redacted electronic correspondence received via web forms, emails and/or software applications will be submitted to the Panel and recordings of 101 calls will be relayed to the Panel to determine the quality of response (see data protection below).

Panel members will be asked to scrutinise occasions where customer service is perceived to fall short of expectations to satisfy itself that the reasons are justifiable and reports from the public of particularly good service.

Dorset Police representatives will include Website and Force Communications personnel plus Force Contact Management. These will be present to advise and inform the panel – they will not formally be members of the Panel.

Data Protection – Panel members will require vetting in order to review sample electronic correspondence from which it may be possible to identify individual members of the public, listen to un-redacted calls and view call histories that could lead to the identification of the caller.

The OPCC will recruit members of the public who express an interest in being on the Panel.

1.8 FINDINGS AND FEEDBACK

Dorset Police will use the feedback from Panel meetings to ascertain whether changes or further guidance are required to improve the communications by Dorset Police with the public.

The ToR can be revisited and amended if necessary.

APPENDIX A**Customer Service Improvement Scrutiny Panel****CONFIDENTIALITY AGREEMENT**

Due to the confidential nature of the subject matter, all Members of the Customer Service Improvement Scrutiny panel are required to sign this Confidentiality Agreement which summarises their agreed responsibilities and the Police and Crime Commissioner's expectations of what is expected of panel members. The Office of the Police and Crime Commissioner (OPCC) may revise the Confidentiality Agreement from time to time as required.

The following points highlight what the OPCC expects from each panel member.

1. APPOINTMENTS

Panel members will be invited to join at the request of the Police and Crime Commissioner, and due to the confidentiality required for the role, panel members will be subject to police vetting procedures.

The Panel will consist of:

3 x Members of the Public

2 x Representatives of VCS Organisations

In addition to the members, there will be the following attendees at Panel meetings:

- One representative from the Police and Crime Panel will attend as observer at Panel meetings.
- A representative from the private sector will be invited to attend Panel meetings.

- Representatives of Dorset Police will attend to inform and advise the Panel.

2. CHANGE OF CIRCUMSTANCES

Panel members are required to notify the panel administrator of any change of circumstances which could affect their position as a panel member e.g. if they are arrested and charged with a criminal offence, become a special constable, or police officer, or undertake any other work or volunteering which may present them with a conflict of interest.

3. CONFLICT OF INTEREST

If panel members become aware that they have any link or association with one of the dip samples, or are aware of any circumstances which may affect their ability to evaluate the recording or an example of correspondence with the Force fairly they should make this known and absent themselves from the panel while the sample is being discussed.

4. MEETINGS

The Customer Service Improvement Scrutiny Panel will: convene four times a year to consider examples of appropriately redacted correspondence including web forms, emails and / or software applications relating to communications with the public, evaluate dip sampled calls to 101, and to hear testimony from members of the public regarding their experiences of using the service or of communicating with Dorset Police via such forms or emails. Dates of panel meetings will generally be notified at least 6 months in advance.

5. IMPARTIALITY AND CONFIDENTIALITY

Panel members will be given access to calls taken by 101 call handlers and other correspondence including web forms and emails which will include personal information, and intelligence being provided to Dorset Police. Panel members must comply with data protection legislation, and maintain the confidentiality of all information and any personal details pertaining to the calls. Any associated paperwork including notes should be returned to the OPCC at the end of each panel evaluation session to be destroyed.

6. EXPENSES

The role of panel member is entirely voluntary, but certain reasonably incurred expenses, including travel costs may be claimed. Expense claims made on the appropriate form should be submitted following each panel meeting with necessary supporting receipts.

7. PERSONAL DETAILS

You are required to inform the panel administrator promptly of any change of contact details.

8. QUERIES

Queries on any aspect of the panel should be made initially to the panel administrator on 01202 229084

UNDERTAKING

In signing this Confidentiality Agreement I undertake to be bound by its terms:

Name

Signature

Date

REVISED SCHEDULE OF RESERVES

Revision to paragraph 3.25 of the Police & Crime Plan Update

Schedule of reserves:

	31/03/17 £m's	31/03/18 £m's	31/03/19 £m's	31/03/20 £m's	31/03/21 £m's
Reserves Held for Capital Purposes:					
Capital Reserve	1.8	0.0	0.0	0.0	0.0
Earmarked Capital Receipts Reserve	3.9	2.7	0.0	0.0	0.0
	5.7	2.7	0.0	0.0	0.0
Reserves Held for Revenue Purposes:					
Major Operations Reserve	1.2	1.0	1.0	1.0	1.0
Change Management Reserve	2.7	1.5	0.8	0.0	0.0
	3.9	2.5	1.8	1.0	1.0
Total Earmarked Reserves	9.6	5.2	1.8	1.0	1.0
General Balances	7.4	7.2	7.2	7.2	7.2
Total Reserves & Balances	17.0	12.4	9.0	8.2	8.2

The above table represents an increased level of reserves at the year end when compared with the schedule presented for quarter 3. The key reason for this is the increased level of capital reserves at the year-end due to slippage on the capital programme. The funds held for capital purposes are fully committed for schemes that are currently in progress. The quarter 3 schedule also omitted the balance on the Major Operations Reserve. This reserve is maintained in the event that revenue funding is insufficient to meet the cost of in year major operations.

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AGENDA NO:

POLICE AND CRIME PANEL – 29 JUNE 2017

DRAFT ANNUAL REPORT 2016/17

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To present the Draft Annual Report 2016/17 for consideration by the Dorset Police and Crime Panel in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011.

1. BACKGROUND

1.1 Under Section 12 of the Police Reform and Social Responsibility Act 2011 (the Act), the Police and Crime Commissioner (the PCC) is required to report to the Police and Crime Panel (the Panel) on the exercise of his functions in each financial year. Specifically, the Annual Report should report on:

- (a) the exercise of the PCC's functions in each financial year, and
- (b) the progress which has been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan.

1.2 The draft Annual Report for 2016/17 is therefore presented at Appendix A for the Panel's consideration. In accordance with the Act, members of the Panel are invited to review the report and to make any recommendations to the Office of the Police and Crime Commissioner (OPCC) for consideration in the final editing process.

2. DRAFT ANNUAL REPORT FOR THE 2016/17 FINANCIAL YEAR

2.1 The Annual Report is an important summary document of the PCC's activity over the course of the previous financial year. The report provides a high-level overview of the PCC's work over the last financial year and compliments the more detailed quarterly performance reports that the Panel receive at each meeting. The report has been produced with the public in mind, acknowledging that the Annual Report needs to be accessible and meaningful to a number of different audiences.

3. CONSIDERATION BY THE PANEL

3.1 I welcome the opportunity for Panel members to review the Annual Report and to provide their feedback and recommendations prior to finalising the document.

3.2 Could I ask for any comments to be provided to the Chief Executive by Friday 21 July 2017. These can then be fully considered ahead of the finalisation and publication of the Annual Report 2016/17.

4. RECOMMENDATION

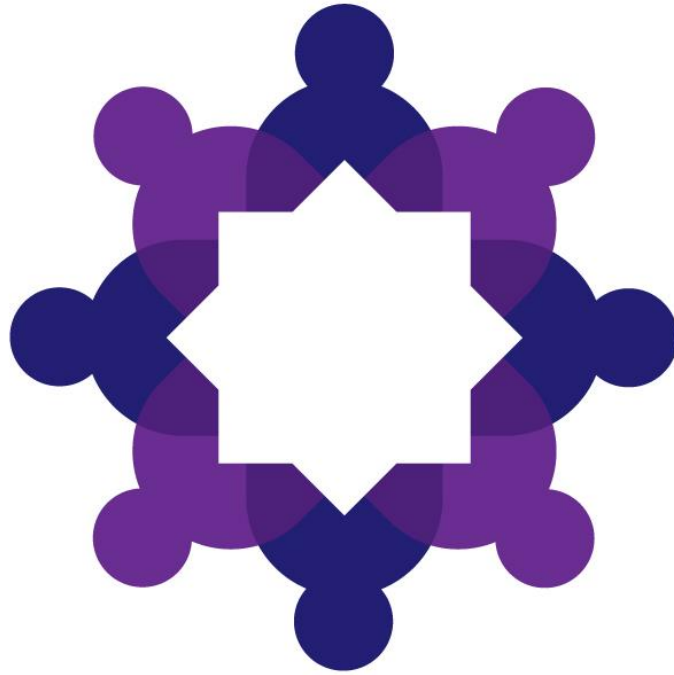
- 4.1 Members are recommended to consider my draft Annual Report for the financial year 2016/17 and to provide feedback and recommendations as appropriate.

MARTYN UNDERHILL POLICE AND CRIME COMMISSIONER FOR DORSET

Members' Enquiries to: Simon Bullock, Interim Chief Executive (01305) 229084
Press Enquiries to: Adam Harrold, Director of Operations (01305) 229084

Appendices

Appendix A – Draft Annual Report 2016/17



DORSET
POLICE & CRIME
COMMISSIONER

Annual Report 2016/17

DRAFT

Introduction

Thank you for reading my Annual Report for 2016/17.

This has been quite a challenging report to pull together for a number of reasons. Firstly, whilst it aims to review progress against my Police and Crime Plan over the previous financial year, the year started with campaigning and PCC elections in May 2016.

Naturally I was delighted to be re-elected and given another term to continue the work that started back in November 2012. However, it also meant that my thoughts turned towards my future plans and priorities based on my manifesto commitment, and the issuing of a new Police and Crime Plan for the second term of office.

Secondly, due to unforeseen personal circumstances, I had to take a step back from the PCC role for a number of months in the autumn and winter. The sudden illness, recovery and recuperation of my wife was a different type of challenge and I am sincerely grateful to my Deputy, Colin Pipe, for standing in for me so capably.

That said, a great deal was still achieved during the year and I have tried to capture a flavour of this by focusing on some key themed areas within this report. Policing, along with the wider public sector has continued to face funding cuts, yet I have managed to balance the books whilst supporting, funding and driving change and improvements to the way policing is delivered locally.

I hope that this Annual Report therefore gives a sense of that progress in some key areas over the last year and indeed the first term of office. Many of the same challenges from the first term remain, but crime, community safety and threats to the public continue to change and evolve as well and I am determined to ensure that the police and other key partners are able to adapt and meet these challenges.

I would like to place on record my extreme gratitude to all the officers, staff, PCSOs, Special Constables and volunteers within Dorset Police who continue to work with great professionalism, diligence and integrity in what are often the most difficult of circumstances. Thank you for all that you do in making Dorset one of the safest places to live, work and visit in the country.

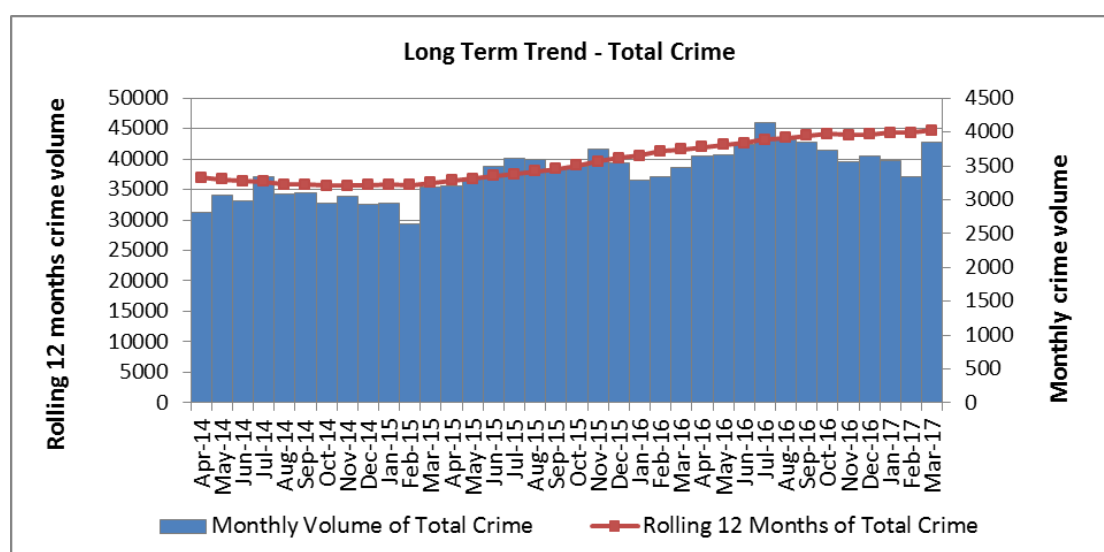
Thank you also to the staff and volunteers of my office – the Office of the Police and Crime Commissioner (OPCC) – for their support in enabling to undertake my role as effectively as I can. I look forward to working closely with them over this term to deliver on my priorities.

Finally, please do continue to share your views, thoughts and concerns with me over the crime and community safety issues most affecting you. I am here to represent you and ensure that the public have a voice in shaping their local

policing services and I am passionate about continuing to do that over the coming years.

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Focus on...Crime and Anti-Social Behaviour (ASB)

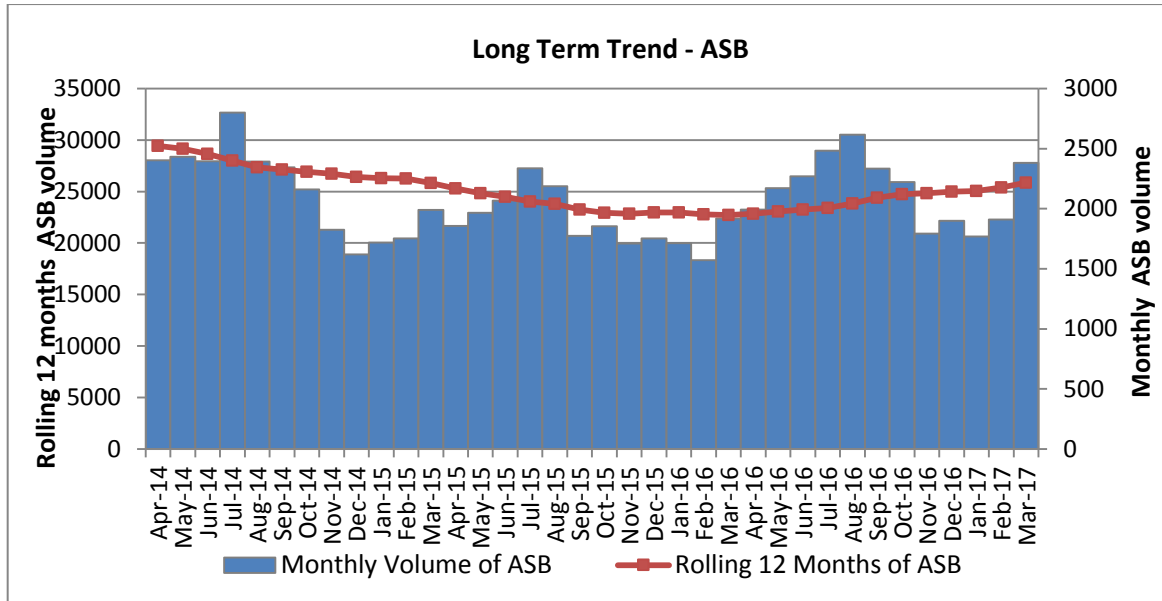


After a number of years of falling crime, Dorset has seen an increase in total recorded crime in the most recent rolling annual figures. This reflects a national trend and is primarily due to improved crime recording practices and an increase in violence without injury offences – which have included a predictable increase in child neglect cases.

I continue to scrutinise and monitor crime recording locally to ensure that this is as accurate as possible and the true nature of crime in Dorset is reflected accordingly, which in turn helps inform decisions relating to resourcing and deployment.

Despite the increase there are a number of positives to draw from the performance of the Force:

- Dorset Police force is ranked 12th nationally for having the lowest crime rate per 1,000 population;
- Dwelling burglary and vehicle crime decreased;
- Positive outcome rates improved slightly;
- Domestic Abuse, serious sexual offences and hate crime all saw increases. However, given that these are areas often suspected of being under-reported I am encouraged that more people now have confidence in coming forward to the police;
- The numbers of people killed or seriously injured on our roads reduced.



Reports of anti-social behaviour (ASB) incidents have also seen an increase in the latest rolling annual figures. ASB is recorded within three categories – personal, nuisance and environmental – with the majority of the increases relating to nuisance or environmental issues.

With many of these non-personal ASB incidents, the responsibility for the issue often does not lie with the Police. I am concerned that the impact of the funding cuts across the public sector is resulting in an increased demand being placed on the police as a result and will therefore continue to work closely with partners locally to resolve these issues.

Focus on...Mental Health

One in four people are estimated to have mental health issues at some point in their lives, and the National Institute for Health and Care Excellence (NICE) estimate that around 90% of the prison population has a diagnosable mental health condition, with 70% having two or more conditions.

According to a 2014 Home Affairs Select Committee review, the reality facing the police service sees mental illness as a factor in anything between 20-40% of police activity.

Policing is a 24/7 service that people in need will go to for help, and this figure will of course include some entirely legitimate use of police time. But we must accept that, as funding for health and social care is increasingly stretched, much of this time is spent staying with people in crisis who should be in the care of other agencies.

I accept this challenge and am mindful of the difficult circumstances facing all safeguarding professionals. This said, we cannot rely on police to take on disproportionate or inappropriate responsibility.

Through chairing the national PCC Mental Health Working Group, I am particularly proud of the role I have been able to play in driving improvements in the way that services are delivered to those suffering mental illness. This culminated in the launch of the Mental Health Crisis Care Concordat in February 2014 - a set of shared national principles establishing a multi-agency response to individuals in mental health crisis.

Locally, I have been determined to reduce the number of times a custody suite is used as a place of safety for those in mental health crisis. This has been achieved through the implementation of an innovative street triage service for Dorset. The project sees mental health practitioners assisting police officers on patrol, providing officers attending incidents with background medical information, advice and if needed, a full assessment regarding the mental health of a person. Primarily, this is about offering the best possible service to vulnerable members of the public as both the Chief Constable and I recognise that, despite the significant training officers receive, police cells will not be the best place for an individual experiencing a mental health crisis.

National data released in September 2016 by the National Police Chiefs' Council (NPCC) shows that in Dorset for the 2015/16 financial year, police custody was used as a place of safety under Section 136 of the Mental Health Act on just 10 occasions. This is a reduction of 83 per cent on the previous year and an overall reduction of 91 per cent since the mental health triage scheme started in 2014. Nationally, we have also seen these numbers fall by two thirds in just two years. I am delighted with this progress.

Training and awareness is also important. In Dorset, all police officers receive bespoke mental health training. Dorset officers are also now receiving an input on recognising the symptoms of acute behavioural disorder in order to

better identify those in mental health crises. This will help reduce the use of police restraint without proper understanding of the cause of behaviour or the consequences for the individual as a result.

The focus is internal as well though, with members of our emergency services statistically more likely to experience a mental health problem than the general workforce. In response, police forces have referred officers to Trauma Risk Management (TRIM) services, supported national initiatives such as 'Time to Talk Day' and set up regular appointments with mental health professionals for officers working in high risk roles, such as child protection and high tech crime.

With the Chief Constable I have also been delighted to join colleagues nationally in signing up to the Mind 'Blue Light Pledge', committing to challenging stigma and promoting positive wellbeing across their organisations.

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Focus on...Supporting Victims

Increasing support available to victims was another key priority throughout my first term and will remain a core focus going forward.

Through the many victims surgeries I have held as Commissioner, it was and remains abundantly clear that being a victim of crime can be deeply distressing and receiving the right support can go a long way. I was the first PCC to locally commission the services of the independent charity Victim Support. Funding allotted to the charity facilitated the doubling of the team to ensure that Victim Support could be more effective than ever before for local victims.

From inception, the service has received 36,750 referrals from Dorset Police, of which 25,857 identified needs. 1,462 children and young people have received support from specially trained case workers, alongside 1,222 victims of domestic abuse and 4,171 families following burglaries. In total, 9,140 hours of face to face and telephone support has been provided. **[Possible infographic]**

Alongside victim care, I was determined to tackle the uncertainty that can create unnecessary anxiety for victims. I commissioned the Dorset Police Victims' Bureau to provide a dedicated team who actively work to keep victims informed during the course of the investigation. They inform victims when a suspect has been arrested, charged or bailed, and notify victims of the bail conditions and the decision regarding case disposal.

Focus on...Road Safety

Dorset Police invests significant resources into policing our roads and officers and staff work hard to catch offenders who break the law. Teams visit schools to educate young people on road safety and dedicated officers and special constables within our No Excuse team target those who flout the law. The team has also recently launched 'Operation Dragoon' which specifically targets the most prolific offenders in the county.

Nevertheless, speeding, drink/drug driving, careless driving, using a mobile phone at the wheel and not wearing a seatbelt are still the five main causes of fatal road traffic collisions. All of these are preventable and all down to poor driver behaviour and decision making.

Robust police action is taken to tackle these issues and I will always support the Force's efforts in this area. Such efforts have included the relaunch of the No Excuse Team, Community Road Safe Evenings and increased provision of Drug Driving testing kits to the police. However, enforcement and driver education are only part of the picture. They do not provide an alternative to the principle that drivers of all vehicles have a fundamental responsibility to behave with due care and attention, to drive safely and ensure they do not put themselves or others in danger.

Drink Driving

Without justification or clear rationale, the drink drive limit in England and Wales remains out of kilter with European standards.

We know that any level of blood alcohol impairs driving. Yet from speaking with local residents throughout my time as Police and Crime Commissioner, it is clear that nobody conclusively knows what they can 'get away with' under the current rules

A lower alcohol limit, where one drink could cost you your license, would more effectively deter motorists from drinking at all before getting behind the wheel. We've already seen this trend in Scotland, where since lowering the legal limit the number of drink driving offences has fallen and more importantly, attitudes have shifted.

Current Government thinking is that rigorous enforcement and severe penalties for drink driving were more effective than changing the drink drive limit. However, we haven't achieved any consistent reduction in drink drive related deaths since 2010 and I question the 'either/ or' approach when both would seemingly provide the strongest deterrent.

I will therefore continue to lobby the Government to lower the drink drive limit to finally send a clear message to drivers that the only safe amount to drink and drive is none.

Focus on...Service Improvement

An essential part of my role is to challenge the Chief Constable and Dorset Police to continuously review and improve their service to the public. Clearly this is made even more challenging in a climate of reduced funding and resources. Some key service improvements over the last year include:

Working with the Alzheimer's Society to create safe havens as part of the wider 'dementia friendly' programme for services and organisations.

The relaunch of the Dorset Police website, making it easier to use, simpler to access relevant information, and developing more 'do it online' facilities – providing more contact options for the public as well as reducing demand in other areas of the business such as call handling.

Creating a new Cyber-Crime Prevention Officer role within the Dorset Police Cyber-Crime Unit, a dedicated resource to help equip members of the public and local businesses with the information and guidance needed to reduce the risk of becoming a victim of on-line crime.

Expanding the Paedophile On-Line Investigation Team (POLIT) to provide an even more robust response to those who view or distribute indecent images of children or who groom, incite or facilitate sexual activity with children through use of the internet.

Launching the 101 Service Improvement Panel, responding to public concerns over the 101 non-emergency telephone service and driving improvements accordingly.

The formation of a dedicated Rural Crime Team to provide dedicated points of contact and a more proactive response to crime and community safety matters most affecting members of our rural communities.

Carrying out a fundamental review and restructure of the Office of the Police and Crime Commissioner (OPCC) to ensure that the right resources are available to support me in delivering my Police and Crime Plan, whilst also providing value for money.

Finally, whilst I do not generally measure the success of Dorset Police through external inspectors, I am pleased that, in 2016, Her Majesty's Inspectorate of Constabulary observed that they were "very pleased with the overall performance of Dorset Police", finding that the extent to which the force is: effective at keeping people safe and reducing crime; efficient at keeping people safe and reducing crime; and legitimate at keeping people safe and reducing crime are all good.

Focus on...Funding and Resources

Austerity has been in place longer than PCCs and has resulted in unprecedented cuts to police funding and resources throughout my terms in office. I have continuously lobbied for fairer funding for policing in general, and Dorset Police specifically – one of the lowest funded forces per head of population in the country.

I have welcomed the Government's review of the police funding formula which has long placed rural forces such as Dorset at a disadvantage. Yet I remain frustrated at the lack of progress so far and the potential direction of travel of the review. Academics from Plymouth University, commissioned by the National Rural Crime Network, reported last year that police funding criteria may still disadvantage rural forces, particularly those with sparse populations.

This is because the Home Office appears to favour using the number of crimes recorded in an area as the principal basis for allocating money. This would mean funding would be disproportionately influenced by volume crimes such as shoplifting. By definition, there are far more of these crimes in urban areas than in rural ones. However, such crimes are not an accurate measure of policing demand and do not reflect its growing complexity or the unique challenges faced by rural areas.

The report also argues that rural areas face additional burdens that should be factored into funding, such as:

- Rural forces often have to 'plug the gap' left by other services such as health and social care whose services can be stretched in isolated areas. Additional responsibilities linked to people with mental health difficulties are particularly noticeable, especially with regard to dementia and missing person cases due to elderly populations;
- Rural forces have to shoulder the cost of significantly higher round-trip distances when attending incidents of crime and anti-social behaviour as well as to road traffic incidents;
- As rural forces tend to have lower officer numbers, the burden per officer is up to 65 per cent higher than for forces nationally, representing an additional challenge for delivering services as well as posing risks to officer and staff welfare;
- Rural forces, particularly those with coastal areas and tourist attractions such as National Parks, experience larger seasonal variations in incidents of crime, ASB and road traffic incidents due to influxes of holiday-makers.

The Government's approach of counting reported crime works against rural forces and skews funding towards areas with high volumes of thefts. This approach doesn't reflect the demands on rural policing or the specific challenge of policing rural populations. The demand placed on our police to protect the public are also growing and ever more complex. It is therefore more important than ever to put forward the case of rural forces and ensure our voice is heard. Along with other Police and Crime Commissioners from other rural areas, I will continue to do exactly that.

Budget and Precept 2017/18

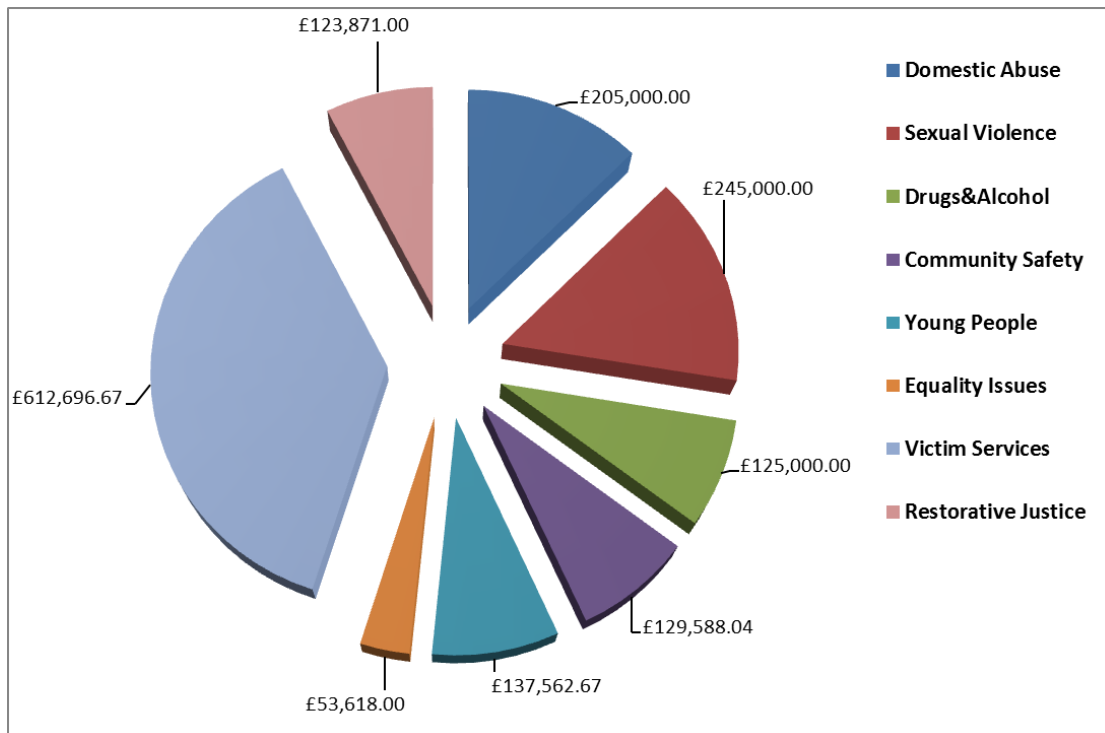
In February I set the annual police budget, including the council tax element of police funding (the precept), which increased by 1.98%. This decision was unanimously supported by the Police and Crime Panel and, in line with the most recent central government funding settlement, offset cuts to maintain a similar overall budget as the year before.

More importantly, nearly 4,500 local people took part in my precept consultation, with 80% supportive of the small increase in order to support Dorset Police. Your continued support for the police in difficult economic and social circumstances is invaluable and I hugely appreciate it.

In raising the precept I specifically agreed to invest this money in three key areas which are increasingly impacting on residents locally - protecting adults at risk of harm; dealing with common, non-emergency crimes; and embracing new technology to meet the challenges of modern policing.

DRAFT

Focus on...Grants and Commissioning



In 2016/17 I committed £1.6 million of funding to services locally, either through commissioned services or the issuing of smaller grants to projects and initiatives.

The chart above shows a breakdown of this spending by themed areas, all of which supported the key priorities and objectives contained in my Police and Crime Plan 2013-2017.

Over 25 commissioned services were supported across the year, including the following:

- Drug Intervention Programme – working with those addicted to drugs and alcohol;
- Safe Schools and Communities Team – providing community safety education and training, restorative justice, and responses to school or internet-related issues affecting young people;
- Dorset Rape Crisis – contributing to the core costs associated with running the Dorset Rape Crisis Support Centre;
- Street Triage – providing frontline police officers with direct access to mental health practitioners and associated information, advice and, where necessary, assessments when responding to incidents;
- Footprints – supporting those who leave custody with the transition back into the community.

Over 40 projects were also supported with small grants of anything between £50 to £3,000 across the County. Details of all the initiatives that were supported are available on my website.

In support of the new Police and Crime Plan I have carried out a review of our commissioning and grants processes to ensure that future funding support is even more needs led and directly in support of my key priorities and commitments.

DRAFT

Find out more...

In addition to the information supplied in this report, you can find a wealth of further information about me and my work online, including:

[Police and Crime Plan](#)

View the current Plan and updates on progress against the key themes, priorities and commitments.

[Police and Crime Plan 2017-2021](#)

[Who we are and what we do](#)

OPCC Staffing Structure
Independent Audit Committee
Ethics and Appeals Committee
Independent Custody Visiting Scheme

[OPCC information](#)

[What we spend and how we spend it](#)

Annual Accounts and Annual Governance Statement
Expenditure over £500
Contracts
PCC and Deputy PCC Salary, Expenses and Allowances

[Financial information](#)

[Commissioning & Grants](#)

Major Grants and Commissioned Services
Community and Small Grants

[Funded projects](#)

[Police and Crime Panel](#)

The scrutiny body responsible for holding me to account for discharging my statutory responsibilities and delivering on my Plan priorities.

[Dorset Police and Crime Panel](#)

Looking Forward

POLICE & CRIME PLAN 2017-2021



My Police and Crime Plan for 2017-2021 will be the focus for the second term of office. Regular updates on progress will be published on my website:

[Police and Crime Plan 2017-2021](#)



Contact your PCC

Website: www.dorset.pcc.police.uk

Email: pcc@dorset.pnn.police.uk

Twitter: @PCCDorset

Facebook: www.facebook.com/PCCDorset

Telephone: (01202 or 01305) 229084

Post: The Office of the Police & Crime Commissioner for Dorset
Force Headquarters
Winfrith
Dorchester
Dorset DT2 8DZ

In confidence: ContactPCC@PCCDorset.org.uk

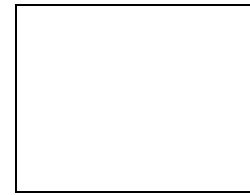
Accessibility Statement:



If you would like a translation of any part of this document please email us at translation@dorset.pnn.police.uk.

Agenda item:

Dorset Police and Crime Panel



Date of Meeting	29 June 2017
Officer	Chief Executive, Dorset County Council
Subject of Report	Firearms Licencing Spotlight Scrutiny Review
Executive Summary	<p>The Police and Crime Panel has committed to a structured process of scrutiny review work. To this end the Panel will recall that it supported a proposal to undertake a spotlight scrutiny review of Firearms Licencing.</p> <p>In undertaking these pieces of work it is important to be clear that any scrutiny review that the Panel commissions is specifically designed to assess the Police and Crime Commissioners role in holding the Police to account. It is not for the Police and Crime Panel to seek to directly hold the Police Force to account.</p> <p>For this particular review the Panel appointed Iain McVie, Mike Short and Cllr Andrew Kerby to form a Task & Finish Group to perform the necessary work.</p> <p>On completion of their work they have compiled their final report, attached at Appendix A, for formal presentation to the Police and Crime Panel.</p> <p>Overall the Group is pleased to report that they have arrived at a very positive conclusion about the outcomes from this review process. It has delivered the Task & Finish Group with a high level of assurance in respect of the current arrangements.</p> <p>Also, in the true spirit of constructive scrutiny, the Panel will see that the Task & Finish Group has included some suggested 'scrutiny observations for</p>

	<p>the Police and Crime Commissioner to consider’, which we hope that he will find helpful.</p> <p>As a further output from their work the Task & Finish Group has also developed a draft review procedure, which is attached at Appendix B. This is designed to briefly set out and structure the approach to future spotlight scrutiny reviews. Formal approval and adoption by the Panel is sought to this procedure.</p>
Impact Assessment:	<p><i>Equalities Impact Assessment:</i> There are not considered to be any issues associated with this report.</p>
	<p><i>Use of Evidence:</i> The review process has been structured and performed to seek the necessary assurances through a focused and proportionate review of evidence against the approved key lines of enquiry.</p>
	<p><i>Budget:</i> Other than member and officer time of the Panel and the OPCC there were no additional costs associated with the review process.</p>
	<p><i>Risk Assessment:</i> Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW Other Implications: None</p>
Recommendation	<p>That the Police and Crime Panel:</p> <ul style="list-style-type: none"> i) Considers the outcomes from the review of Firearms Licencing and seeks any additional clarification it requires from the Task & Finish Group representatives ii) Seeks a view from the Police and Crime Commissioner on the outcomes of the review exercise. iii) Approves the draft procedure which has been developed to structure the approach to future spotlight scrutiny reviews.
Reason for Recommendation	<p>To ensure that the Police and Crime Commissioners oversight of Firearms Licencing is effective.</p>
Appendices	<p>Appendix A – Firearms Licencing Scrutiny Review Appendix B – Spotlight Scrutiny Review – Draft Procedure</p>
Background Papers	<p>Firearms Licencing Scrutiny review scoping document</p>

Report Originator and Contact	Mark Taylor Group Manager – Governance & Assurance Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk
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DORSET POLICE and CRIME PANEL – Scrutiny Review of Firearms Licensing

1. Introduction

1.1. Dorset Police and Crime Panel (PCP) have a statutory responsibility, under the Police Reform and Social Responsibility Act 2011 to scrutinise the Dorset Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and also support the PCC in the effective exercise of his functions (s.28(2)). This responsibility can also include carrying out ‘investigations’ into topics of particular interest, or public concern (s.28 (6)). The guidance to PCP’s (Local Government Association and Centre for Public Scrutiny, Police and Crime Panels Guidance on role and composition, October 2011) suggest that there should be two types of scrutiny. The first is reactive scrutiny, which ‘looks at how services have been delivered in the past, learns and applies lessons from that experience to the future’. The second is proactive scrutiny which ‘engages in current policy development, influencing decisions before they are made’.

2. Context

2.1. As part of the PCP responsibilities Dorset PCP have introduced a work programme to provide structure to how scrutiny is managed (<https://www.dorsetforyou.gov.uk/article/423508/Dorset-Police-and-Crime-Panel-Work-Plan>) and have agreed with the PCC to complete ‘scrutiny reviews’ on agreed areas of business. The first of these being concerned with Firearms Licensing which was identified by the PCC as a specific issue for the Dorset Police and that PCP members were aware of public feedback raising concerns with the arrangements for the grant or renewal of firearms and shotguns licences.

3. Process

3.1. The PCP agreed for Mike Short, Iain McVie and Andrew Kerby to complete the work on behalf of the PCP and agreed a set of key lines of enquiry at its public scrutiny meeting held on the on the 8th September 2016 (<http://dorset.moderngov.co.uk/ieListDocuments.aspx?CId=141&MIId=252&Ver=4>)

3.2. The scrutiny group were provided with an extensive report from Dorset Police via the PCC providing background information and responses to the key lines of enquiry. This document contained some confidential information and a copy can be provided to PCP members by Mark Taylor, Dorset County Council and PCP Lead Officer, should individual PCP members wish to see it.

3.4. The group also used the last independent firearms licensing inspection, ‘Targeting the Risk’, completed by Her Majesty’s Inspectorate of Constabulary (HMIC) in September 2015. (<http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/firearms-licensing-targeting-the-risk.pdf>) and the written response by the Dorset PCC to the points raised in the report by HMIC, dated 20th March 2016 (<http://www.justiceinspectors.gov.uk/hmic/publications/targeting-the-risk/>).

3.5. To then test this information and ensure the PCP met its statutory requirements to scrutinise the PCC, the group met with representatives of the PCC and Dorset Police at Police Headquarters on 15th February 2016. This took the form of a structured meeting where the PCP representatives were able to clarify, question and investigate how the PCC was, and is, ensuring that Dorset Police improve their efficiency and effectiveness of firearms licensing that keeps Dorset safe and provides value for money.

3.6. The scrutiny group to provide a final report for the Police and Crime Panel.

4. Key lines of enquiry (KLOE) scrutiny findings

4.1 An effective and efficient Firearms Licencing system exists in Dorset?

There is clear evidence of an improved licensing system being in place since the 2015 HMIC inspection. Dorset Police have adopted a proportionate response to processing applications, including the need for General Practitioners to be consulted as to the medical suitability of applicants to hold firearms or shotguns lawfully. There is a clear plan in place to further improve performance as the force moves to a joint firearms licensing team with Devon and Cornwall (D&C) Police, who were found to be performing at a higher level in terms of timeliness compared to Dorset Police. The strategic alliance firearms licensing unit commences full operation from October 2017. Whilst the alliance has identified a saving

(13% or £665K over 5 years) for both forces the proposed new structure, staffing and processes proposed with robust accountability are anticipated to ensure an effective and efficient system in the medium and long term.

The PCP scrutiny group fully recognise the importance of the firearms licencing service, but equally acknowledge that its relative priority and the sustainability of its funding allocation cannot be scrutinised in isolation. Police resourcing and deployment decisions will always need to be assessed against other high priority areas of activity when evaluating threat, risk and harm judgements.

The PCP will be interested to see how the new combined department performs and in particular that it continues to provide a service that keeps Dorset safe and is efficient and effective.

Evidence – Force website, HMIC Inspection, Force response and Structured Interview.

4.2 A clear & accessible system is in place?

There is a clear and accessible system in place that members of the public can easily access and that has two way communication between the applicants and the police.

The scrutiny group were pleased to see the work that is being done to increase public consultation and partnership working with individuals and groups within the shooting community, actively seeking feedback which will help to increase understanding and shape future direction.

There are issues with IT that is a national problem with the operability of the National Firearms Licensing Management System (NFLMS) and the introduction of a national on line application. This latter project (E Commerce for Policing) has been suspended and alternative solutions are being explored. This limits some of the anticipated short term efficiency opportunities that were envisaged. There is a need for both the Force and the PCC to continue lobbying central government to ensure an efficient and effective **national IT solution** is implemented that enables on-line processing and payment. The PCP would encourage and support the PCC in any representations made to the Home Office.

Evidence – Force website, HMIC Inspection, Force response and Structured Interview.

4.3 Firearms Licencing in Dorset adheres to the Firearms Act and all relevant legislation.

Firearms Licensing in Dorset clearly adheres to all legislation contained within **over thirty** separate pieces of legislation governing firearms licensing 'supported by the Home Office guidance and by the College of Policing's guidance which is set out in its Authorised Professional Practice'.

Evidence – Force website, HMIC Inspection, Force response and Structured Interview.

4.4. Evidence exists of refusal and removal of firearms licences?

A Temporary Police Sergeant has been added to the unit to improve the level of quality assurance and the prompt progression of revocation or refusal of licences. There is a clear process that adheres to legislation and is overseen by a senior police officer. Good evidence of refusal and revocation were confirmed during the scrutiny process.

Evidence –HMIC Inspection, Force response and Structured Interview.

4.5. Changes introduced have reduced the risk of future backlog?

There has been a reduction in days taken to process applications since the 2015 HMIC inspection and the actions identified by the PCC to the Home Secretary in 2016 have been implemented. In addition to the Temporary Sergeant, two additional temporary police staff positions have been added to ensure performance improves in the short and medium term.

The force have utilised it's improved information system, NICHE to ensure issues of threat, risk and harm involving the ownership or use of legally held firearms and shotguns are robustly managed.

The PCC has also introduced a greater level of accountability on police through his regular performance meetings (Joint Executive Board and Alliance Executive Board) and that firearms licensing remains one of his 'Issues Under Commissioner Scrutiny (IUCS)' to the force on behalf of the public. In turn the force has improved how it manages and accounts for the quality and timeliness of the process with monthly returns to the Chief Officer lead, twice yearly reviews of overall performance and improved line management within the department. This PCP Scrutiny Review confirmed that the PCC has a closed loop process for the scrutiny of Dorset Police and the Strategic Alliance in relation to firearms licencing.

Evidence – HMIC Inspection, PCC letter, Force response and Structured Interview.

4.7. Value for money

There are peaks and troughs of demand for the police and while applicants are charged a nationally set fee to process applications the force has to fund firearms licensing by between £841,700 per annum and £1,350,000 per annum. This money comes from the budget allocated to police by the PCC for meeting a legal policing requirement that provides licensing for the public in the pursuit of a sporting activity or as part of an occupational/work requirement. The scrutiny group acknowledge that the licensing fees are set by nationally but the current level of funding if freed up would equate to between 25 and 30 police officers, based on figures used by the PCC when setting the annual precept. The PCP would encourage and support the PCC in any representations made to the Home Office.

Evidence – Force website, PCC website, HMIC Inspection, Force response and Structured Interview.

5. Observations for future spotlight scrutiny

5.1. The requirement for clear key lines of enquiry and outcomes is crucial to ensuring a proportionate and worthwhile scrutiny exercise.

5.2. That the PCP and PCC agree in advance the most suitable attendees to meet the requirements outlined in the 'Scrutiny Review – Planning and Scoping Document'.

5.3. That the scrutiny activity by the PCP is focussed on the work of the PCC and not stray into a form of inspection of the police service, as there is no legal basis for the PCP that allows this.

6. Scrutiny observations for the PCC to consider

6.1. That the PCC provides an update to the PCP as to the progress and performance of the newly formed strategic alliance firearms licensing department at the end of the 2017/2018 policing plan year.

6.2. That the PCC continues with representations to the Home Office and the Police IT Company to introduce a national on line application, processing and payment system for firearms and shotgun applications and renewals. The PCP would also support any such representations.

6.3. That the PCC continues with representations to the Home Office to set fees at a more appropriate level for occupational and sporting users. The PCP would also support any such representations.

6. Conclusion

This was the first time the PCP have completed a scrutiny review of this type and as with any new process there will always be observations for future reviews. Overall the Scrutiny Group considered this a worthwhile scrutiny activity that has provided both reassurance and highlighted some areas for the PCC to consider in the future.

This report is forwarded for the Dorset Police and Crime Panel to consider at the next full public meeting.

IJ McVie

Independent Member

Dorset Police and Crime Panel

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DORSET POLICE AND CRIME PANEL - SPOTLIGHT SCRUTINY REVIEW PROCESS

PREAMBLE

1. Dorset Police and Crime Panel (PCP) have a statutory responsibility to scrutinise the Dorset Police and Crime Commissioner (PCC), to promote openness in the transaction of police business and to support the PCC in the effective exercise of his/her functions¹. This responsibility can also include conducting reviews into topics of particular interest, or public concern². The guidance to PCPs³ suggests that there should be two types of scrutiny:

- Reactive - This 'looks at how services have been delivered in the past, learns and applies lessons from that experience to the future'.
- Proactive - This 'engages in current policy development, influencing decisions before they are made'.

2. As part of their responsibilities, the Dorset PCP has introduced a forward work programme in order to provide structure to how scrutiny is managed. This programme, in conjunction with OPCC engagement, sets the planning cycle for 'scrutiny reviews' on agreed areas of business.

SPOTLIGHT SCRUTINY REVIEW (SSR) - PURPOSE

3. A Dorset PCP SSR is designed in order to undertake an in-depth exploration on an issue that has been raised by, or is relevant to, the:

- OPCC.
- PCP
- Public

4. The end state of the SSR is a report, compiled by SSR panel⁴ members, that provides the findings and a series of Options for Consideration that the PCC may wish to take forward so as to consolidate or improve a given situation.

PROCESS

5. The following is an outline process for a Dorset PCP SSR:

- Identify the issue to undergo SSR through PCP/OPCC (or sub ctte) analysis.
- Justify the requirement for a review and produce a directive for PCP discussion with draft Key Lines of Enquiry⁵ (KLOE).
- The PCP endorses the requirement to undertake a SSR; review panel members are nominated.
- SSR panel engages with the OPCC if it is to be an item of direct OPCC scrutiny⁶ in order to shape format of review and the pre-scrutiny reader.
- Pre scrutiny reader issued (normally by the OPCC). The pre reader should summarise the issue, provide the background and in depth detail on the current situation; structured around the KLOE.
- SSR panel meets in order to discuss pre reader and finalise the KLOE.
- Hold SSR meeting with OPCC/portfolio holder(s) in order to discuss the subject matter, seek responses and evidence⁷. In addition, the SSR panel is to use this opportunity in order to identify any information requirements necessary to complete the review
- SSR panel meets, confirms findings and produces draft report for comment by OPCC/SSR.
- Issue report to the OPCC/PCP.
- Brief formally the PCP/OPCC on the process, findings and options for consideration from the SSR.
- The PCP revisits the SSR after a reasonable period of time.

¹ Police Reform and Social Responsibility Act 2011 s.28(2).

² Police Reform and Social Responsibility Act 2011 s.28(6).

³ Local Government Association and Centre for Public Scrutiny, Police and Crime Panels Guidance on role and composition, October 2011.

⁴ The report will be written (draft and final copy) by the nominated PCP SSR members.

⁵ The KLOE are the backbone of any SSR. They shape, set boundaries and inform the whole review; they are to be fully effective.

⁶ There may be future issues where the Panel conducts its own scrutiny out with the OPCC and then issues a report to the OPCC for consideration.

⁷ This is the actual review.

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AGENDA NO:

POLICE AND CRIME PANEL: 29 JUNE 2017

RESTORATIVE JUSTICE SERVICE AND REDUCING RE-OFFENDING

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To update members regarding progress on the Police and Crime plan commitments around the use of Restorative Justice, including the expansion of Neighbourhood Justice Panels across Dorset, post-conviction restorative justice, and other initiatives to reduce reoffending.

1. BACKGROUND/INTRODUCTION

- 1.1 Restorative Justice (RJ) is an approach to justice that focuses on the needs of victims, offenders and the involved community, as opposed to simply punishing the offender. RJ is victim focussed and allows victims to fully explain to offenders the real impact of their crime. RJ is shown to improve victim satisfaction and reduce reoffending - this fits directly with the third pillar of the Police and Crime Plan 'supporting victims, witnesses and reducing reoffending'. RJ holds offenders directly accountable to their victims and can bring them together in a facilitated meeting.
- 1.2 The specific commitments made by the PCC in respect of RJ are to:
 - Expand Neighbourhood Justice Panels (NJPs) across Dorset
 - Expand Restorative Justice meetings between victims who request a meeting with convicted offenders in prison
- 1.3 A range of other work is in progress to reduce reoffending.
- 1.4 The specific commitments made by the PCC in respect of reducing reoffending include to:
 - Establish a problem solving forum to identify new ways of dealing with issues
 - Expand tagging of offenders in Dorset Police
 - Work with partners to explore more behaviour changing courses for offenders
 - Explore ways to improve services such as peer mentoring and public mentoring

2. RESTORATIVE DORSET SERVICE

- 2.1 In February 2017 the PCC commissioned the provision of a Dorset wide Restorative Justice (RJ) service for victims and adult offenders of crimes (a

provision for youth offenders already exists). The new service 'Restorative Dorset' is being established to provide RJ for both anti-social behaviour (ASB) and crime at any stage and any type. This service is currently recruiting for two part time RJ co-ordinators, to work across the county.

- 2.2 Any type and/or level of crime is considered if the victim wants it, subject to appropriate risk assessment processes on a case-by-case basis. This includes low level crime through to post-conviction RJ. For pre-sentence RJ to be effective there are still conflicts with the 'Better Case Management' targets for courts and the Government had agreed to look into this nationally. Once resolved there is support from the Dorset Magistrates Bench to move forward on this. The Office of the Police and Crime Commissioner is working closely with the Bench to achieve this.
- 2.3 The service is being staffed by RJ co-ordinators who check referrals, carry out risk assessments and allocate the cases to the appropriate RJ facilitators. The facilitators are volunteers and are/will be provided with supervision, training, peer support/shadowing and mentoring through the RJ Co-ordinators. All facilitators have been/will be subject to police vetting. Some volunteers will be trained to deal with serious and more complex cases such as sexual violence, hate crime and domestic abuse.
- 2.4 The launch of the new service will be in September 2017 and all key stakeholders will be invited and will continue to be updated on the performance and progress of the service. Many stakeholders provide support to the service including funding to and/or support 'in kind' by providing meeting venues for case conferences.
- 2.5 The governance and monitoring of the performance of the project will be reported to the quarterly Victim and Witness Strategy sub-group of the Dorset Criminal Justice Board and the OPCC. A range of performance measures have been identified for measuring the success of 'Restorative Dorset' and are based on those recommended by the Justice Committee's report on RJ and the Government's response in November 2016. Performance of the service will also be reported to the Dorset Community Safety and Criminal Justice Board.
- 2.6 In preparation for the launch event in September, work with partner organisations is in progress, to ensure awareness of staff about the RJ service across all agencies in contact with victims and perpetrators/ offenders of ASB and crime. A 'soft launch' to Dorset Police is in progress over the summer.

3. REDUCING RE-OFFENDING

- 3.1 Currently there are 50 Prolific and other Priority Offenders (PPOs) being managed in Dorset. A number of offenders are wearing a GPS tag on a voluntary basis. Dorset Police has had multiple successes from its voluntary tagging scheme where offenders voluntarily wear tags in a bid to stop re-offending.
- 3.3 The tagging scheme provides offenders with the opportunity to be fitted with a GPS tag for an agreed period while they are on probation or following their release from prison. Initially launched as a trial in Dorset three years ago, the scheme is now regularly used as one of several offender management tools. The tagging initiative is generally provided to offenders who have a disproportionately negative impact on communities from committing crimes such as theft and burglary. As well as deterring offending, in a few cases where bail conditions have been breached, evidence from the tags can help in court, saving the criminal justice system time and money.
- 3.4 60 offenders have been fitted with tags since the scheme has been running and only seven have reoffended whilst wearing the tag. In all but one of those cases the tag evidence prompted a guilty plea and in one case that went to trial, the tag evidence secured a conviction.

- 3.5 In tackling youth offending Dorset Police's Safe Schools and Communities Team (SSCT) use diversionary courses that have been successful in reducing reoffending. These courses are run as two types of workshops on shoplifting and on drugs, using a restorative approach. The SSCT works closely with the Combined Dorset Youth Offending Service (YOS) to use Youth Restorative Disposals (YRDs) as some cases are referred by the YOS to the SSCT workshops. Work is under consideration to tackle Adverse Childhood Experiences (ACE), by proactively identifying young people who have been affected, then through using early intervention and diversion options, known to impact on reoffending rates.
- 3.6 Work to reduce re-offending includes the establishment of a problem solving forum, expanding tagging of offenders in Dorset, identifying options for behaviour changing courses, and exploring 'through the gate' initiatives such as mentoring.
- 3.7 The OPCC is a member of the DCJB's multi-agency Reducing Reoffending Strategy Group. Membership includes probation services, police and local councils – both from community safety and housing. The work is focussed on:
- Promoting joint working approaches to support and develop the pathways that contribute to reducing reoffending and rehabilitation of offenders in Dorset
 - Assessing the extent and effectiveness of services available to meet the needs of offenders and their families to reduce re-offending and lobby to influence this at a national level. Monitoring of female offenders to be included in this
 - Developing the joint Integrated Offender Management (IOM) approach to prioritise those who present the highest risk of reoffending and causing harm
 - Monitoring the supervision of Dorset offenders and the successful completion of their orders/licences

4. NEXT STEPS

- 4.1 Public launch of the new Restorative Dorset service in September 2017
- 4.2 Working with the Council for Voluntary Service and other partners to hold problem solving events. It is anticipated that the various topics this may cover will have an impact on reducing reoffending, the first one will be in the autumn 2017.
- 4.3 Working with Dorset Police and other Criminal Justice agencies to expand the use of tagging of offenders in Dorset. Research into trials and good practice elsewhere will result in a position paper to agree and develop options to move this forward by the end of the summer 2017.
- 4.4 Working with partners to explore ways to reduce reoffending through mentoring, including developing both peer and public mentoring services. This will be for both lower level offenders and 'through the gate' offenders released from prison.

5. RECOMMENDATIONS

- 5.1 Members are invited to note this update in relation to both the establishment of the 'Restorative Dorset' Service and the proposed work on reducing reoffending.

SIMON BULLOCK INTERIM CHIEF EXECUTIVE

Members' Enquiries to: Simon Bullock, Interim Chief Executive (01305) 229084
Press Enquiries to: Beth Davies or Becky Hodson, Communications and Engagement
Officer (01305) 224405/229092

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POLICE AND CRIME PANEL – 29 JUNE 2017

POLICING AND CRIME ACT 2017

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To update Panel Members on the Policing and Crime Act 2017 which received Royal Assent on 31 January 2017.

1. INTRODUCTION

1.1 Members may be aware that the Policing and Crime Act 2017 received Royal Assent at the end of January. The Act includes a number of measures designed to improve police efficiency and effectiveness, enhance accountability and improve public confidence. The nine parts of the Act cover:

- Reforms of pre-charge bail to stop people remaining on bail for lengthy periods without independent judicial scrutiny;
- Greater flexibility for the rank structure and for the conferring of powers on police staff and volunteers;
- A new duty on police, fire and rescue and emergency ambulance services to collaborate in the interests of efficiency and effectiveness, including enabling PCCs to take on responsibility for fire and rescue services where a local case is made;
- Improving the response to those in mental health crisis, including stopping the detention of young people under 18 who are experiencing a mental health crisis;
- Reforms of the police complaints and disciplinary systems;
- Increase the maximum sentence for stalking involving fear of violence from 5 to 10 years;
- Amending the Police and Criminal Evidence Act 1984 (PACE), including to ensure that 17 year olds detained in police custody are treated as children for all purposes;
- Amending the firearms act to close loopholes that can be exploited by criminals and terrorists;
- Confer pardons, subject to conditions, for individuals convicted of now abolished gay sex offences;
- Improve protection for victims of forced marriage.

1.2 The following sections will update more fully on the areas of most interest to this Panel.

2. EMERGENCY SERVICES COLLABORATION

- 2.1 These provisions introduce new duties on police, fire and rescue and emergency ambulance services to keep opportunities to collaborate under review, and further, to enter into collaboration agreements where it is in the interests of their efficiency or effectiveness. This sets a clear expectation that collaboration opportunities should be fully exploited.
- 2.2 The Act also enables a PCC to take on responsibility for the governance of fire and rescue in his or her area, and thus become the Police, Fire and Crime Commissioner ("PFCC"), where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety. PCCs and PFCCs will also be able to make the case to take an additional step to delegate fire functions to a single chief officer for policing and fire under the single employer model. Where a PCC does not take responsibility for the governance of fire and rescue, the amendments to legislation made by section 7 of the 2017 Act will enable them to be represented on a Fire and Rescue Authority (FRA), outside of London, and treated as a member of that authority with voting rights, where an FRA agrees.
- 2.3 The merger of Dorset and Wiltshire Fire and Rescue Services in 2015 means that neither the Dorset nor the Wiltshire PCCs are able to consider a case for a PFCC locally. However, discussions are ongoing regarding the two PCCs potentially joining the Dorset and Wiltshire FRA in the future.

3. COMPLAINTS

- 3.1 The Act introduces the potential for significant structural change regarding the handling of police complaints in response to a number of criticisms of the current system, including inefficiency in the process, a lack of confidence in its effectiveness, the length of time taken to resolve matters and the time involved in dealing with persistent and vexatious complaints.
- 3.2 PCCs will now have the discretion to choose whether to record and determine complaints themselves, or to supervise how their local police force exercises such functions. PCCs will also hear appeals against the handling of complaints deemed suitable for local resolution.
- 3.3 The goal of a more 'complainant-focussed system' will also see changes to the language used, with the abandonment of confusing terms and the extension of the definition of 'complaint' to cover not only the conduct of individual police officers but policing practices and service failure as well. All complaints will now be recorded.
- 3.4 As part of the strategic alliance programme it has been agreed to create a single alliance Professional Standards Department (PSD) for Devon & Cornwall and Dorset Police. PSD covers a number of functions including complaints and misconduct, anti-corruption, vetting, business interests, gifts and hospitality, information security, crime and incident recording, data protection and freedom of information.
- 3.5 Following approval of the PSD detailed business case, work has now progressed to the implementation phase, with an anticipated go-live date for the new single department of April 2018.
- 3.6 Deputy PCC Colin Pipe is also leading on work across the alliance to consider the implications of the Act and to develop and pilot an agreed approach by both PCCs to the future arrangements for receiving, recording, handling and resolving complaints. This will

see the PCC/OPCC playing a more enhanced role in police complaints in the future. It is hoped that this pilot will launch in the autumn of 2017 although delays in the enactment of required secondary legislation may limit some of this activity initially.

3.7 The Panel will be kept updated on progress accordingly.

4. RISK/THREAT ASSESSMENT

Financial/Resource/Value for Money Implications

4.1 None.

Legal Implications

4.2 None.

Implications for Policing Outcomes

4.3 The Act will potentially allow for improved outcomes with regard to police complaints with the opportunity for greater PCC involvement and influence and the streamlining of processes and terminology used.

Equality

4.4 None.

5. RECOMMENDATIONS

5.1 It is RECOMMENDED that this report be noted.

**MARTYN UNDERHILL
POLICE AND CRIME COMMISSIONER**

Members' Enquiries to: Simon Bullock, Interim Chief Executive (01305) 229084
Press Enquiries to: Adam Harrold, Director of Operations (01305) 229084

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AGENDA NO:

POLICE AND CRIME PANEL: 29 JUNE 2017

NOMINATIONS OF CHIEF EXECUTIVE AND CHIEF FINANCE OFFICER

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To notify the Police and Crime Panel of the proposed appointment of Chief Executive and of Chief Finance Officer to the Police and Crime Commissioner. The Police and Crime Panel is invited to consider the proposed appointments and to make recommendations to the Police and Crime Commissioner.

1. INTRODUCTION

1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires the Police and Crime Commissioner (the Commissioner) to notify the Police and Crime Panel (the Panel) of each proposed senior appointment.

1.2 Schedule 1, paragraph 9 of the Act sets out that the Commissioner must notify the Panel of the following information:

- The name of the person whom the Commissioner is proposing to appoint (the candidate);
- The criteria used to assess the suitability of the candidate for the appointment;
- Why the candidate satisfies those criteria; and
- The terms and conditions on which the candidate is to be appointed.

1.3 Schedule 1, paragraph 10 of the Act sets out that the Panel must review the senior proposed appointment, and make a report to the Commissioner to include a recommendation as to whether or not the candidate should be appointed. The report to the Commissioner should be received within a period of three weeks from when the Panel receives notification from the Commissioner of the proposed senior appointment.

1.4 Schedule 1, paragraph 11 sets out the requirement for the Panel to hold a confirmation hearing before making a report to the Commissioner.

1.5 Finally, Schedule 1, paragraph 12 allows the Commissioner the right to accept or reject the Panel recommendation, and sets out the requirement for the Commissioner to notify the Panel of this decision.

2. CHIEF EXECUTIVE

- 2.1. Every Commissioner must have a Chief Executive who supports and advises them in delivering their statutory duties and responsibilities. The Chief Executive works with the Commissioner to enable delivery of their vision, strategy and priorities and facilitate strategic and operational leadership of the office of the PCC. The Chief Executive also holds the role of the Monitoring Officer with a remit to draw to the Commissioner's attention any actual or possible contraventions of law, maladministration or injustice.
- 2.2. The previous Chief Executive left the organisation on 6 May 2016, following the re-election of the Commissioner. Recognising the critical importance of the role and the associated risks of maintaining a gap in senior management, the Commissioner immediately engaged the services of CoPaCC, a specialist organisation with established expertise in policing governance. This organisation both undertook a short-term review of the functioning of the Commissioner's office, the results of which have been previously reported to the panel, and provided a part-time Interim Chief Executive, Simon Bullock, who took up position on 16 May 2016.
- 2.3. The Chief Executive role was widely advertised during September/October 2016, and four candidates were interviewed. The selection panel were unable to support the appointment of a shortlisted candidate; a view shared by the Panel observer.
- 2.4. In early 2017, following conversations with senior leaders in Dorset Police, a potential candidate was identified; however this proposal did not come to fruition.
- 2.5. The Commissioner has nominated Simon Bullock as Chief Executive. The criteria used to assess suitability are laid out in Appendix 1. This decision has been made on the basis of recognising the:
 - positive and beneficial arrangements by which the Chief Executive position has been fulfilled over the previous 12 months;
 - efficient and effective working practices built up within OPCC by the Interim Chief Executive over the previous 12 months;
 - need for the Chief Executive to have strong professional credentials, coupled with an ability to represent the Commissioner in a range of scenarios; and the
 - importance of taking proactive steps to reduce the risk of the unknown given the professional working relationship between the Alliance Commissioners (and Deputy), Chief Constables (and Deputies), other Chief Officers and both Chief Executives and OPCCs.

The Commissioner has also taken the following supporting information into account:

 - the previous attempts and costs incurred in failed recruitment;
 - the ultimately futile series of informal approaches across the public sector leadership in Dorset and beyond to identify potential candidates; and
 - perhaps most importantly, taking into account the views of Dorset Police and PCC leadership, coupled with the current position of Devon & Cornwall OPCC.
- 2.6. The salary for the Chief Executive role has been set at £85,000, plus pension. Unlike other police staff, the role is not subject to annual pay increments. Following the review of senior OPCC roles, the Chief Executive package no longer attracts additional benefits such as a company car or relocation allowance. The Chief Executive will be required to work flexibly, under the direction of the Commissioner.

3. CHIEF FINANCE OFFICER (Treasurer)

- 3.1. Every Commissioner must have a Chief Finance Officer who ensures the financial affairs of the PCC are properly administered and the financial arrangements are in place across the OPCC and Force. The Chief Finance Officer also acts as the Commissioner's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- 3.2. The OPCC, and the previous Police Authority, have had a longstanding arrangement with Dorset County Council to provide the CFO and supporting functions. As the strategic alliance between Dorset Police and Devon and Cornwall Police has matured, a number of back office functions have been aligned, and last year a collaborated finance function was launched. The long term plan was that once this happened, the Commissioner would seek to employ his own CFO rather than rely on the current outsourced arrangement.
- 3.3. The Chief Finance Officer role was widely advertised during December/January 2017, and three candidates were interviewed. The selection panel were unable to support the appointment of a shortlisted candidate; a view shared by the Panel observer.
- 3.4. During January/February 2017, the recruitment task was handed over to executive search agencies, whom were successful in identifying four candidates. These candidates were interviewed and the selection panel was able to identify a preferred candidate for the role, who duly met with the Commissioner who ratified the panel's recommendation.
- 3.5. The Commissioner has nominated Alexis Garlick as Chief Finance Officer. The criteria used to assess suitability are laid out in Appendix 2. This decision was made on the basis of:
 - an initial assessment of candidate suitability against the job description by the recruitment agency, combined with a telephone interview covering career history and skills background;
 - a paper sift by the Interim Chief Executive, Treasurer and Director of Operations to arrive at an interview shortlist;
 - a work sample test requiring candidates to outline their approach to: enable the PCC to provide effective and efficient scrutiny of Chief Constable budgets (where the PCC has limited direct control); and ensure that the services the PCC directly commissions represent and effective use of public money and deliver the desired outcomes;
 - a structured competency interview chaired by the Treasurer, with the other panel members being the Dorset Police Head of Finance and the OPCC Director of Operations;
 - an informal suitability and fit meeting with the PCC, Deputy PCC, Interim Chief Executive and Director of Operations.
- 3.6. The salary for the Chief Finance Officer role has been set at £42,000, plus pension for a 23 hour working week (£70,000 FTE). Unlike other police staff, the role is not subject to annual pay increments. The Chief Finance Officer will be required to work flexibly, under the direction of the Commissioner.

4. RECOMMENDATIONS

4.1 In accordance with the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraph 9 the Panel is invited to:

- a) Review the proposed appointment of Simon Bullock as the Chief Executive to the Police and Crime Commissioner; and make recommendations on this proposed appointment.
- b) Review the proposed appointment of Alexis Garlick as the Chief Finance Officer to the Police and Crime Commissioner; and make recommendations on this proposed appointment.

MARTYN UNDERHILL POLICE AND CRIME COMMISSIONER

Members' Enquiries to: Simon Bullock, Interim Chief Executive (01305) 229084

Press Enquiries to: Adam Harrold, Director of Operations (01305) 229084

Appendices

Appendix 1 – Chief Executive and Monitoring Officer Job Description

Appendix 2 – Chief Finance Officer (Treasurer) and Section 151 Officer Job Description

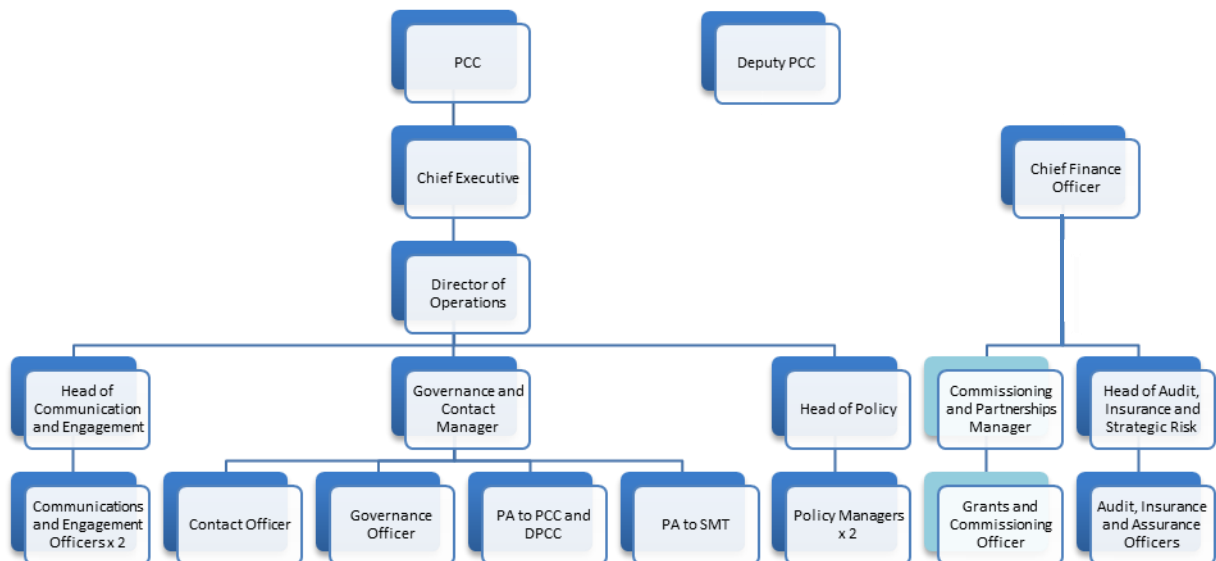
Job Description/Person Specification

Job Title:	Chief Executive and Monitoring Officer
Post Number:	PO2016
Division/Department/Section:	Executive, Office of the Police and Crime Commissioner
Line Manager (Name/Title & Post Number)	Martyn Underhill, Police and Crime Commissioner

1. PURPOSE

- (a) To work with the Police and Crime Commissioner (PCC) to enable delivery against the PCC's vision, strategy and identified priorities.
- (b) To provide effective operational and strategic leadership of the Office of the Police and Crime Commissioner (OPCC) and ensure the provision to the PCC of a wide range of support services encompassing commissioning and partnership, corporate and resource planning, media and communications, community engagement, policy and administrative services.
- (c) To ensure effective liaison with the Force including Chief Officers, with key local and national partners and with the Police and Crime Panel.
- (d) To facilitate effective and appropriate oversight and scrutiny of the Police Force's activities and performance.

2. POSITION IN THE ORGANISATION



The Chief Executive and Monitoring Officer is the Head of Paid Staff for the OPCC with responsibility for all OPCC staff roles and volunteers set out in the organisation chart above.

The post holder will have direct line management of the Director of Operations.

3. MAIN RESPONSIBILITIES

Statutory duties, Leadership and Management

- To carry out the duties of Chief Executive appointed under the Police Reform and Social Responsibility Act 2011, "the Act", to ensure that the OPCC fulfils its functions effectively and efficiently
- To be the Head of the Paid Staff as defined in Schedule 1, Paragraph 6(1)(a) of the Act
- To carry out the statutory duties of the Monitoring Officer to the PCC as defined in Schedule 16, paragraph 202(3) of the Act
- To be the lead strategic adviser to the PCC and to assist the PCC in developing a coherent and effective long term vision and strategy, ensuring the effective delivery of the Police and Crime Plan
- In conjunction with the Deputy Chief Executive, to lead the effective development and delivery of the OPCC's activities and operations
- To provide support to the PCC in respect of all aspects of their statutory responsibilities for the Chief Constable, including recruitment and selection, development and appraisal, complaints and discipline and (if required) termination
- To provide clear and visible leadership to the staff of the OPCC, and to work closely with the Deputy Chief Executive on staff ongoing personal development and training
- To support the PCC in promoting equality and diversity and ensure that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation
- In conjunction with the Treasurer, to ensure propriety in the conduct of the PCC's business including making proper arrangements for tendering procedures and the letting of contracts
- To ensure the OPCC contributes effectively to the national consideration of issues concerning policing and reducing crime.
- To represent the PCC as required at high level meetings with the Home Office, Her Majesty's Inspector of Constabulary, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at regional and national level.

Strategic and Resource Planning

- To co-ordinate work and activity to draft, publish and monitor the Police and Crime Plan.
- To think strategically and guide the OPCC in developing a clear and effective long term vision and strategy, supported by appropriate policies
- In conjunction with the Treasurer, to ensure the monitoring and effective management of the financial planning, budgetary, resourcing and asset management aspects of the OPCC
- In conjunction with the Deputy Chief Executive, to develop planning processes for the future development of the OPCC and ensure effective performance monitoring is in place to review and improve its performance

Governance and Scrutiny

- To support the PCC in holding the Chief Constable to account for the delivery of an efficient and effective police service through the maintenance of an appropriate governance and scrutiny framework
- To ensure effective arrangements are in place to scrutinise Force performance and to monitor the efficient and effective delivery of the Police & Crime Plan and associated delivery plans
- To support the PCC in monitoring the Force's complaints handling arrangements effectively
- To ensure the provision of relevant information and advice to the PCC enabling it to challenge where appropriate the Force's strategic and financial performance.
- To engender continuous improvement and value for money in the OPCC and in the Force
- To service the effective operation of the Joint Independent Audit Committee.
- To develop and maintain a constructive working relationship with the Police & Crime Panel
- To ensure effective arrangements are in place to publish an Annual Report for consideration by the Police and Crime Panel.

Policy and Service Delivery

- To ensure the provision of expert policy advice to the OPCC, including developing an evidence base and position on issues affecting policing and crime outcomes
- To ensure the development of a policy framework allowing the creation, implementation and evaluation of policies, initiatives and strategies across all areas in the Police and Crime Plan and PCC commitments
- To provide oversight of policy, legislative and other developments relevant to the work of the OPCC or Force in order to identify opportunities and likely impacts on the organisations
- To ensure the efficient and timely production of briefings, reports and advice to the Commissioner and other senior members of the OPCC as required

Commissioning and Income Generation

- To ensure the development of effective commissioning and income generation strategies
- To ensure the establishment and delivery of an effective commissioning framework that delivers the vision and priorities of the PCC, the expectations set out in the Police and Crime Plan and efficient and effective services.
- To ensure that effective strategic needs assessments are undertaken which demonstrate the understanding of the communities served, enabling effective budget alignment and prioritisation
- To ensure effective monitoring and scrutiny of commissioned or contracted services
- To develop and sustain effective and dynamic working relationships and collaborative opportunities with key strategic partners, including relevant public and private sector/voluntary organisations, to support the business of the Office of the PCC

Community Engagement, Media and Information

- To ensure the provision of effective arrangements for community engagement, media, communications, information, data analysis and research and to oversee the development and operation of agreed strategies for community engagement, media and communications.
- To ensure the development and implementation of effective two-way community engagement with all sections of the community, encouraging the use of innovative approaches to achieve a high profile for the work and activities and plans of the PCC.
- To support the Police and Crime Commissioner in raising the PCC's profile and communicating their vision, values, activities, achievements and views.
- To keep the PCC apprised of national, regional and local developments so that they are properly advised of new obligations, opportunities and changes in strategy or policy

4. MAIN CONTACTS AND KEY WORKING RELATIONSHIPS

1.	The Police and Crime Commissioner and Deputy Police and Crime Commissioner
2.	Treasurer, Director of Operations and Force Chief Officers
3.	All OPCC staff and relevant Force personnel
4.	Chief Constable, other members of the Chief Officer Command Team and other Senior Officers of the Force.
5.	The Police and Crime Panel and Officers supporting the panel

6.	PCC, Chief Executive and members of the OPCC for Devon and Cornwall, and Chief Constable other members of the Chief Officer Command Team and other Senior Officers of the Devon & Cornwall Police.
7.	Senior officials from national organisations and CJS partners including the Home Office, the Association of Police Authorities and Her Majesty's Inspectorate of Constabulary.
8.	Police and Crime Commissioners, Chief Executives and senior staff from other Offices of the PCC and local authorities.

5. SPECIAL CONDITIONS / ADDITIONAL INFORMATION

The span and scope of this role are extremely wide given the post holder's responsibilities in respect of the governance and accountability arrangements encompassing strategy and resource planning, partnership working, engagement and information management and scrutiny, evaluation and performance. The activities of the Office of the PCC under the leadership of the Chief Executive are key enablers supporting the delivery of the PCC's vision and their strategic and operational priorities and the ways in which they are able to inform, engage and represent the views and interests of the communities served by the Police and Crime Commissioner for Dorset.

This is a senior post with significant responsibility for corporate governance and the overall management and leadership of the Office of the Police and Crime Commissioner, with specific responsibilities falling to the Chief Financial Officer and Director of Operations. The demands of this post may necessitate the regular working of additional hours to carry out these responsibilities, including evening and weekend working when necessary.

A full driving licence is an essential requirement for this post.

6. HEALTH & SAFETY TRAINING

To satisfactorily enable you to undertake the above duties, the Force expects that you will make yourself available to undertake appropriate health and safety management training relevant to your post.

You are advised to read the Force's Health and Safety policy which will give a more in depth description of your full health and safety responsibilities.

7. HEALTH MONITORING

A Health Check is provided to Chief Officers, including the Chief Executive, annually for those over 50 and bi-annually for those under 50. There is also access to the services of a consultant clinical psychologist if requested.

8. VETTING

Enhanced.

9. POLITICALLY RESTRICTED POST

Yes, in accordance with the Police Reform and Social Responsibility Act 2011.

10. TERMS OF APPOINTMENT

This is a senior post with responsibility for the line management and direction of staff working within the Office of the Police and Crime Commissioner. The demands of this post may necessitate the working of additional hours to fulfil these responsibilities, including evening and weekend working when essential. A full driving licence is an essential requirement for this post.

- (a) The spot-rate salary will be £85,000.
- (b) Standard OPCC office hours are 8.40am to 5.00pm Monday to Thursday and 8.40am to 3.40pm on Fridays with 40 minutes for lunch each day, totalling 37 hours. Specific working hours and days will be subject to agreement with the Police and Crime Commissioner, noting section 5 above and 9(c) below.
- (c) This is a senior leadership position and the post holder will be expected to work flexibly in order to deliver the requirements of the role.
- (d) The annual leave entitlement for this post is 32 days on appointment, rising to 35 days after 5 years' continuous service.

10. PERSON SPECIFICATION	
<u>Essential</u> Qualifications/Specific Training/Alternative relevant experience, knowledge, skills which are required for this post	
Criteria to be measured	Competencies Required
Criteria A	<p>Educated to degree standard and/or appropriate professional qualification with at least five years' experience at senior management level and able to evidence a successful track record in developing and delivering strategy and improved performance in a climate of change</p> <p>The postholder must have extensive senior leadership experience in a complex environment at executive director, director or equivalent senior management level and must be able to demonstrate excellent organisational abilities, driven by a commitment to continuous improvement.</p>
Criteria B	<p>Highly developed strategic and analytical skills</p> <p>The postholder must be able to think strategically to develop strategies and plans that will deliver the Police and Crime Commissioner's vision and to develop a clear long-term direction for the Office of the PCC. They must be able to absorb complex information quickly, and must be able to analyse changing situations quickly and accurately and make effective decisions at the right time. They must also be an independent thinker, able to form their own judgements and use persuasiveness and diplomacy to achieve positive outcomes.</p>
Criteria C	<p>Excellent Leadership and Management Skills</p> <p>The postholder must have strong leadership and team management skills, including the ability to inspire team members and develop the potential of staff. They must possess highly developed management skills and be able to provide proactive and expert advice to the PCC.</p>
Criteria D	<p>Excellent verbal and written communication skills</p> <p>The postholder must be a very effective communicator able to communicate difficult ideas to people at all levels from a wide range of organisations. They must be able to present information – both verbally and written – effectively, accurately, concisely and appropriately.</p>
Criteria E	<p>A high degree of political sensitivity</p> <p>The postholder must be able to relate appropriately to, and command the respect of the PCC and colleagues at senior levels of the police service, Members of Parliament, the Home Office and partner organisations. They must have highly developed interpersonal skills and political awareness.</p>
Criteria F	<p>A track record of developing effective networks and good working relationships and partners and stakeholders from a wide range of organisations. A proven ability to persuade and influence</p> <p>The postholder must be able to develop and maintain complex relationships and partnerships with a wide range of different people from different organisations. They must be able to influence the thinking, views and decision making of a wide range of partners and stakeholders both locally, regionally and nationally.</p>

<p>Criteria G</p>	<p>Acts with Professionalism and Integrity</p> <p>The postholder must act with integrity, in line with the values, ethical standards and codes of corporate governance. They will be expected to define and reinforce the high standards of conduct required, demonstrating these personally and fostering a culture of personal responsibility. They must also demonstrate a commitment to promoting equality and diversity and ensuring the Office of the PCC fulfils its legal requirements and follows good practice in these areas.</p>
<p>Criteria H</p>	<p>Committed to Serving the Public</p> <p>The postholder must be able to demonstrate a commitment and ability to promote a real belief in public service, focusing on what matters most to the public and seeking to ensure that the expectations, needs and concerns of different people and communities are understood and addressed.</p>

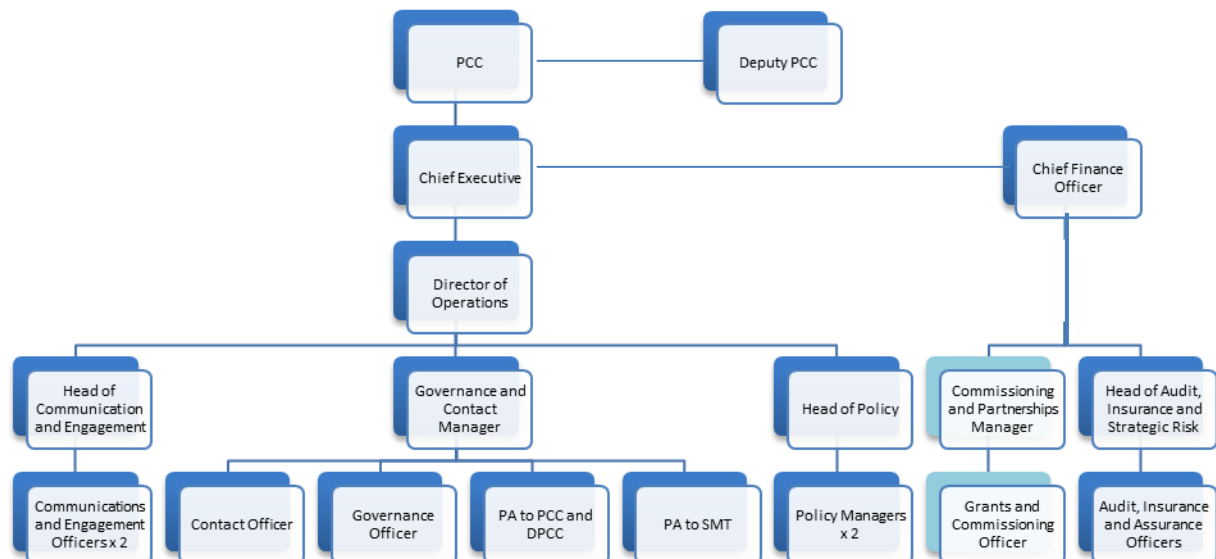
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Job Title:	Chief Finance Officer
Post Number:	PO TBC
Division/Department/Section:	Executive, Office of the Police and Crime Commissioner
Line Manager (Name/Title & Post Number)	Simon Bullock, Interim Chief Executive

1. PURPOSE

- The key purpose of the role is to ensure that the financial affairs of the Dorset PCC are properly administered and that adequate financial management arrangements are in place across the OPCC and Force.
- The Chief Finance Officer (CFO) also acts as the Dorset PCC's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- This is a statutory role and the statutory responsibilities of the CFO of the Dorset PCC are set out in the following legislation:
 - paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
 - section 114 of the Local Government Finance Act 1988.
- This role is the Section 151 Officer for the Police and Crime Commissioner for Dorset.

2. POSITION IN THE ORGANISATION



People who work directly for this post

The Chief Executive and Monitoring Officer is the Head of Paid Staff for the OPCC with responsibility for all OPCC staff roles and volunteers set out in the organisation chart above.

The Chief Finance Officer works alongside the Chief Executive and has statutory responsibility for the financial affairs of OPCC, including oversight of the grants, commissioning, audit, risk, insurance and

assurance functions.

The post holder will have direct line management of the Commissioning and Partnership Manger (pending review), and the Head of Audit, Insurance and Strategic Risk.

3. MAIN RESPONSIBILITIES

**What is the post responsible for?
(INPUT)**

**With what results?
(OUTPUT)**

Strategic and management responsibilities

The Chief Finance Officer is the Dorset PCC's professional adviser on financial matters and will be a key member of the Dorset PCC's Senior Management Team, working closely with the Chief Executive to implement strategy and to resource and deliver the Dorset PCC's strategic objective sustainably and in the public interest.

The provision of sound financial advice to the PCC and Chief Executive.

To be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the Dorset PCC, ensuring that all financial implications, opportunities and risks are fully considered, and align with the Dorset PCC's financial strategy; including leading on development of the Dorset PCC's medium term financial strategy.

The provision of a financial strategy ensuring robust business decisions.

To lead the promotion and delivery by the Dorset PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; including liaise with the Chief Constable's Director of Finance to advise the Dorset PCC and Chief Constable on value for money in relation to all aspects of Dorset PCC and Chief Constable/Force expenditure.

An efficient and effective OPCC that ensures value for public money.

To ensure publication of Statement of Accounts, Treasury Management Strategy, quarterly monitoring reports and other external reporting requirements of the Dorset PCC are completed as required.

Financial controls and statements are completed as required.

Jointly responsible with Director of Finance for commissioning the Internal Audit arrangements, currently undertaken by the South West Audit Partnership (SWAP) and supporting the Audit Committee.

Internal audit functions are carried out efficiently and effectively.

To represent the Dorset PCC at national and regional networks including the Police and Crime Commissioners Treasurers Society (PACCTS).

Dorset PCC contributes to regional and national developments.

Statutory responsibilities	
The Chief Finance Officer of the Dorset PCC is responsible for ensuring that the financial affairs of the Dorset PCC are properly administered and that financial regulations are observed and kept up to date; including ensuring that the funding required to finance agreed programmes is available from government funding, precept, other contributions and recharges.	Statutory financial requirements are fully managed and effected.
To report to the Dorset PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the Dorset PCC or officers of the Dorset PCC, and when it appears that expenditure is likely to exceed the resources available to meet that expenditure.	Areas of financial concern are raised at the appropriate level.
To advise the Dorset PCC on the robustness of the budget and adequacy of financial reserves; and to ensure production of the statements of accounts of the Dorset PCC.	The PCC is provided with sound budgetary advice and guidance.
Ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts; including liaising with the external auditor; advising on the application of value for money principles by the police force to support the Dorset PCC in holding the Chief Constable to account for efficient and effective financial management; and advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.	The PCC is fully briefed on the financial management of Dorset Police, enabling him to hold the Chief Constable account for efficient and effective financial management.
This list of duties is not restrictive or exhaustive and the post-holder may be required to carry out duties from time to time that are either commensurate with/or lower than the grade of the post. In some posts this might include the ad-hoc provision of guidance and informal training of new colleagues.	Completion of duties to meet the needs of the police service.
4. CONTACTS	
1.	The Police and Crime Commissioner, their Deputy and Chief Executive
2.	Dorset Police Director of Finance, Chief Constable and Chief Officers
3.	Joint Independent Audit Committee
4.	National and regional treasurer and finance officer bodies and networks
5.	Local authority and partnership finance leads

5. SPECIAL CONDITIONS/ADDITIONAL INFORMATION

This is a senior post with responsibility for the line management and direction of staff working within the Office of the Police and Crime Commissioner. The demands of this post may necessitate the working of additional hours to fulfil these responsibilities, including evening and weekend working when essential. A full driving licence is an essential requirement for this post.

6. HEALTH & SAFETY TRAINING

To satisfactorily enable you to undertake the above duties, the Force expects that you will make yourself available to undertake appropriate health and safety management training relevant to your post.

You are advised to read the Force's Health and Safety policy which will give a more in depth description of your full health and safety responsibilities.

7. HEALTH MONITORING

A Health Check is provided to Chief Officers, including the Chief Finance Officer, annually for those over 50 and bi-annually for those under 50. There is also access to the services of a consultant clinical psychologist if requested.

8. VETTING

Enhanced.

9. POLITICALLY RESTRICTED POST

Yes, in accordance with the Police Reform and Social Responsibility Act 2011.

10. TERMS OF APPOINTMENT

This is a senior post with responsibility for the line management and direction of staff working within the Office of the Police and Crime Commissioner. The demands of this post may necessitate the working of additional hours to fulfil these responsibilities, including evening and weekend working when essential. A full driving licence is an essential requirement for this post.

- (a) This is a part-time position of 0.6 full-time equivalent (FTE), 23 hours per week.
- (b) The spot-rate salary will be £42,000 (£70,000 pro-rata).
- (c) Standard OPCC office hours are 8.40am to 5.00pm Monday to Thursday and 8.40am to 3.40pm on Fridays with 40 minutes for lunch each day, totalling 37 hours. Specific working hours and days will be subject to agreement with the Police and Crime Commissioner, noting section 5 above and 9(d) below.
- (d) This is a senior leadership position and the post holder will be expected to work flexibly in order to deliver the requirements of the role.

(e) The annual leave entitlement for this post is 32 days on appointment (pro-rata), rising to 35 days after 5 years' continuous service (pro-rata).

10. PERSON SPECIFICATION

Essential Criteria

Essential Qualifications/Specific Training/Alternative relevant experience, knowledge, skills which are required for this post.

Criteria to be measured	Competencies Required
Criteria A	Qualified member of a CCAB accountancy body (preferably Chartered Institute of Public Finance and Accountancy (CIPFA). (The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988.)
Criteria B	Significant experience at a senior level as a finance professional in a public sector organisation, including experience advising political leaders on financial matters and developing financial plans and strategies.
Criteria C	Demonstrable public service ethos and ability to build public confidence in policing and criminal justice systems and services.
Criteria D	Demonstrate experience of commissioning and partnerships at a senior level.
Criteria E	Ability to act with integrity in line with values, standards and codes of corporate governance.
Criteria F	Ability to devise sound and effective financial strategies, and to be innovative in developing better ways to deliver value for money and improved services.
Criteria G	Ability to identify, assess and manage financial risk effectively.
Criteria H	Ability to provide clear, authoritative and impartial advice based on objective financial analysis and interpretation of complex situations.
Criteria I	Ability to operate with sensitivity in a political environment.
Criteria J	Ability to give clear professional advice to political leaders and senior colleagues including the ability to challenge where legal and professional standards are not being upheld.
Criteria K	Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks involved.

Criteria L	Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives.
Criteria M	Ability to network and build effective stakeholder relationships at a local and national level.
Criteria N	Ability to lead and manage staff giving direction but building enthusiasm and commitment, and effectively leading colleagues through change.
<u>Desirable Criteria (if applicable)</u>	
Desirable Qualifications/Specific Training/Alternative relevant experience, knowledge, skills which are required for this post.	
Criteria to be measured	Competencies Required
Criteria O	Ideally experience of public finance within a policing or criminal justice agency.

Dorset Police and Crime Panel



Date of Meeting	29 June 2017
Officer	Chief Executive, Dorset County Council
Subject of Report	Dorset Police and Crime Panel Work Programme
Executive Summary	<p>The Dorset Police and Crime Panel’s focus is to scrutinise the actions and decisions of the Dorset Police and Crime Commissioner.</p> <p>Transparency is a key tool for the Panel; ensuring information is available to the public so that they can hold the Commissioner to account for his decisions.</p> <p>The Panel’s current work programme is attached.</p> <p>The programme will be developed and updated over the course of the year to reflect new and emerging areas of work identified by the Panel.</p>
Impact Assessment:	<p>Equalities Impact Assessment: N/A</p>
	<p>Use of Evidence:</p> <p>Information used to compile this report is drawn together from the Committee’s suggestions and priorities for items to be reviewed and scrutinised.</p>
	<p>Budget: No VAT or other cost implications have been identified arising directly from this programme.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p> <p>Other Implications: None</p>

Recommendation	That the Panel's Work Programme be agreed.
Reason for Recommendation	<ul style="list-style-type: none"> i. To plan the work of the Panel for the year; ii. To discuss arrangements for future venues; iii. To note meeting dates for 2017/8.
Appendices	The Forward Plan for Dorset Police and Crime Panel
Background Papers	None
Report Originator and Contact	Fiona King, Senior Democratic Services Officer Tel: 01305 224186 Email: f.d.king@dorsetcc.gov.uk

- 1.1 The Dorset Police and Crime Panel Work Programme is detailed in the attached Appendix.
- 1.2 The items contained within the programme are those areas that have been specifically identified by the members of the Panel for review, together with statutory items that fall under the remit of the Panel.
- 1.3 However it is important that the Panels Work Programme retains sufficient flexibility to ensure that it can prioritise and consider any emerging issues.
- 1.4 Panel members are therefore invited to review their Work Programme and identify any amendments or additions they wish to make.

2. **Future Venues**

- 2.1 At their meeting on 10 June 2016, members were keen to explore other venues around the county. Enquiries have been made to hold the September meeting in Bournemouth. Members' views are requested on these arrangements and those for future meetings.

3. **Future meeting dates**

- 3.1 Members are asked to confirm the following dates for the remainder of 2017 and for 2018 in their diaries:-

- Friday 22 September 2017, Bournemouth Borough Council, Town Hall
- Friday 10 November 2017
- Friday 8 December 2017, Informal Session (Panel training)
- Thursday 11 January 2018, informal Session (Panel Finance Briefing)
- Thursday 1 February 2018, Budget Precept
- Monday 19 February 2018, Reserve date
- Tuesday 26 June 2018
- Thursday 27 September 2018
- Tuesday 13 November 2018
- Friday 7 December 2018, Informal Session (Panel training)



Dorset Police and Crime Panel Work Programme

Forward Plan

June 2017



Specific issues previously discussed by the Panel for potential further review:

1. **Outcomes from 2017/18 Precept Increase**

- To review the specific outcomes achieved as direct result of additional funding secured through the 2017/18 precept.

2. **Recording of Crime Numbers** (February 2016)

- PCC/PCP Joint Letter to the Home Secretary raising concerns over the approach to recording crime numbers.

3. **Prisons for Dorset Prisoners** (February 2016)

- PCP Letter to the Home Secretary supporting the principle of Dorset prisons for Dorset prisoners.

4. **Port Security in Dorset** (June 2016)

- PCP Letter to the Home Secretary supporting the PCC's concerns over Port Security arrangements.

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Other Issues identified by the Panel for potential future scrutiny (*yet to be scheduled*);

- i) Disclosure & Baring Service (DBS)
- ii) Complaints Management



Date of Meeting	Item / Issue for Review		Purpose / Key Lines of Enquiry (KLOE)	Lead Panel Member / Officer(s)
<p>FORMAL PANEL MEETING</p> <p>Friday 22 September 2017 (10:00 am)</p> <p><u>Venue</u> Bournemouth Borough Council</p> <p>Page 125</p>	<p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p>	<p>Central Government Grants / PCC Grant Funding Allocations</p> <p>Strategic Alliance</p> <p>Police and Crime Plan Monitoring Report</p> <p>Future PCP Membership Arrangements</p>	<p>To confirm that the OPCC has identified and applied for Central Government grants and to review PCC allocated grants to assess the success rate and utilisation of secured funding.</p> <p>To receive an update of the progress and key risks associated with the Strategic Alliance.</p> <p>To receive an update of progress against the Police and Crime Plan Q1 2017/18.</p> <p>To consider potential changes to the PCP membership as a result of Local Government Reorganisation.</p>	<p>OPCC</p> <p>OPCC</p> <p>OPCC</p> <p>Chairman of the PCP</p>
<p>FORMAL PANEL MEETING</p> <p>Friday 10 November 2017 (10:00 am)</p> <p><u>Venue</u> TBC</p>	<p>1.</p> <p>2.</p>	<p>Police Procurement</p> <p>Multi-Agency Working</p>	<p>To consider the findings of the PCC's Challenge review of Police Procurement arrangements to ensure that Police procurement is providing value for money.</p> <p>To consider the arrangements in place for the OPCC to ensure action and effect to ensure effective multi-agency working arrangements are in place.</p>	<p>OPCC</p> <p>OPCC</p>

	3.	Neighbourhood / Community Policing <i>(incl. consultation arrangements)</i>	To receive an overview of the arrangements to seek assurance on the adequacy and effectiveness of stakeholder engagement processes (e.g. communities, schools) and the delivery of outcomes.	OPCC
	4.	Police and Crime Plan Monitoring Report	To receive an update of progress against the Police and Crime Plan Q2 2017/18.	OPCC
Page 126 INFORMAL SESSION Friday December 2017 (10:00 am) Venue Dorset County Council	1.	Panel Training Session To provide training for the Panel <i>For example to;</i> <ul style="list-style-type: none"> - receive updates and presentations on emerging legislation and topical issues - actively support its approach and effectiveness - increase knowledge and awareness on key issues - help develop skills and attributes 	<u>Area(s) of Specific Focus;</u> <ul style="list-style-type: none"> - To review progress against the PCP's Improvement Plan. - PCP 'Self-Assessment' Review (e.g. scrutiny of past, present, future proposed activity) 	Panel Members / Support Officers <i>(OPCC input may also be requested as appropriate and / or External Advisors)</i>
INFORMAL SESSION Thursday 11 January 2018 (10:00 am) Venue Dorset County Council	1.	Finance Briefing	To provide an informal briefing to the Panel members on the financial settlement and budget.	Treasurer to the PCC



<p>FORMAL PANEL MEETING Thursday 1 February 2018 (10:00 am)</p>	<p>1. 2. 3.</p>	<p><u>Morning Session</u> Budget Precept</p> <p><u>Afternoon Session</u> Firearms Licencing Review – Follow-up</p> <p>Police and Crime Plan Monitoring Report</p>	<p>To receive and consider the OPCC's proposed budget requirement and to independently scrutinise its appropriateness.</p> <p>To follow-up the current position on Firearms Licencing following the PCP scrutiny review exercise earlier in the year.</p> <p>To receive an update of progress against the Police and Crime Plan Q3 2017/18.</p>	<p>Office of the Police and Crime Commissioner (OPCC)</p> <p>PCP / OPCC</p> <p>OPCC</p>
<p>FORMAL PANEL MEETING Monday 19 February 2018 (Reserve) (10:00 am)</p>				
<p>FORMAL PANEL MEETING Tuesday 26 June 2018 (10:00 am)</p>				
<p>FORMAL PANEL MEETING Thursday 27 September 2018 (10:00 am)</p>				



FORMAL PANEL MEETING

Tuesday 13
November 2018
(10:00 am)

INFORMAL SESSION
Friday 7
December 2018
(10:00 am)

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Panel Training Session

To provide training for the Panel

For example to;

- receive updates and presentations on emerging legislation and topical issues
- actively support its approach and effectiveness
- increase knowledge and awareness on key issues
- help develop skills and attributes

Area(s) of Specific Focus:

- To review progress against the PCP's Improvement Plan.
- PCP 'Self-Assessment' Review (e.g. scrutiny of past, present, future proposed activity)

Panel Members / Support Officers (OPCC input may also be requested as appropriate and / or External Advisors)

NB: The Police and Crime Panel has produced this Forward Plan as basis for structured and active planning, but it is acknowledged that it will need to remain flexible to ensure that the Panel is able to deal with any emerging issues so that these can be considered and dealt with in a timely manner.

Debbie Ward

Clerk to the Panel