



## Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ  
on Friday, 22 September 2017

### Present:

Mike Short (Chairman) (Independent Member)  
John Adams (Vice-Chairman) (Bournemouth Borough Council)  
Bernie Davis (Christchurch Borough Council), Mohan Iyengar (Borough of Poole),  
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), David Smith (Bournemouth Borough Council), Ann Stribley (Borough  
of Poole) and Byron Quayle (Dorset County Council)

### Officers Attending:

Martyn Underhill (Police and Crime Commissioner), Simon Bullock (Chief Executive, OPCC),  
Alexis Garlick (Chief Finance Officer, OPCC), Adam Harrold (Director of Operations, OPCC),  
Mark Taylor (Group Manager - Governance and Assurance) and Lee Gallagher (Democratic  
Services Manager).

(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 **Friday, 10 November 2017.**)

### **Apologies for Absence**

77 Apologies for absence were received from Bobbie Dove and Norman Decent  
(Bournemouth Borough Council), and Janet Dover (Dorset County Council).  
Substitute, Don McQueen attended for Bournemouth Borough Council.

It was clarified that the local rules meant that substitutes were not normally part of the  
Panel and as such they would have no voting rights. In terms of future membership, it  
was confirmed that this would be made clear.

### **Code of Conduct**

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

### **Minutes**

79 The minutes of the meeting held on 29 June 2017 were confirmed and signed.

### **Matters Arising**

#### Minute 68 – Police and Crime Plan 2017/21

It was noted that Pillar Lead volunteers would be discussed later on the agenda at  
minute 81. In addition, it was confirmed that an item had been added to the work  
programme for the Panel meeting on 10 November 2017 on Knife Crime.

#### Minute 69 – Police and Crime Plan Monitoring Report

It was noted that new quarterly reporting format and approach would be discussed  
later on the agenda at minute 81.

It was also agreed that an informal meeting would be held between the Chairman and  
the Treasurer to discuss the still extant finance anomaly discussed at the previous  
meeting namely:

- The re-introduction of the Major Operations Reserve of £1.2m and the additional £1.8m in the Capital Cash Flow/Capital Reserves funding line.

A question was asked in relation to 101 calls, noting that the Deputy PCC was no longer in post, in relation to his lead role in the performance of the service. The PCC provided an overview of the service performance improvement and undertook to share data outside of the meeting with all members. It was recognised that Cllr John Russell would continue to attend the Customer Service Improvement Panel which would consider the performance and complaints. An update on complaints handling as the pilot progressed to also be provided for members.

#### Minute 70 – PCC’s Draft Annual Report 2016/17

It was noted that the Panel’s feedback had been considered and included in the 2016/17 Annual report.

#### Minute 75 – Work Programme

The preparations for the Panel Training session on 8 December 2017 were progressing well.

### **Public Participation**

#### 80 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.

### **Police and Crime Plan Monitoring Report**

81 The Panel considered a report by the PCC which informed members of the progress against the Police and Crime Plan and Priorities 2017-21 in order to enable members to scrutinise activity and the achievement of outcomes. The report included changes in the reporting framework to better reflect the performance of the PCC and OPCC against the new plan priorities and commitments, using a new ‘dashboard’ style of narrative.

The Chairman announced that to assist in the active liaison, monitoring and scrutiny of the Police and Crime Plan, the Panel had appointed ‘Leads/Champions’ for each of the four ‘Pillar Themes’ in the Plan as follows:

- i) **Protecting People at Risk and Harm** – Cllr Andrew Kerby / Cllr Byron Quale
- ii) **Working with our Communities** – Cllr Bernie Davis / Cllr Mohan Iyengar
- iii) **Supporting Victims, Witnesses and reducing Reoffending** – Cllr Barbara Manuel / Cllr Bill Pipe
- iv) **Transforming for the Future** – Iain McVie (supported by Mike Short in respect of Finance and Cllr John Russell regarding Customer Service)

The Pillar leads would meet with the PCC prior to the next meeting of the Panel in order to discuss the detail on how this initiative would be progressed.

The Chief Executive of the OPCC expressed thanks to members and officers for their assistance in developing the performance monitoring report into a document which would better report on the activity of the PCC and his office, and could be used internally to reflect back and externally to report on the delivery of Plan.

The PCC provided commentary for members on the performance against each of the Pillars in the Plan. He also clarified that the forecast outturn for Transforming for the Future was an overspend of £885k, not £858k as shown in the report. The Panel discussed the following updates from the PCC:

- Digital Dogs – Dorset was the first Police force in Europe to have two dogs with the capability to ‘sniff out’ digital items. Members were briefed on the role of these dogs in the use of locating mobile devices, USB sticks, SD cards, hard drives, computers and computer chips. The PCC outlined the recent successful use of these dogs in over 50 warrants executed across the UK, including Hampshire, Essex, South Wales and North Yorkshire.
- 101 Service – The development of a 6 month pilot on an ‘Expressions of Dissatisfaction’ initiative to better understand and deal with long term complaints with the aim of recovering service failure early and avoid them turning into long running complaints was noted. The pilot would include 6 existing staff from across the Strategic Alliance.
- Problem Solving Forum – The forum would consider societal issues where there was no single owner, such as homelessness, which whilst not inherently a policing issue did impact on Police activity. The forum would consist of two areas serving the ‘voluntary/third sector’ and ‘statutory agencies and partners’, with the aim of bringing all information together to find solutions in a multi-agency style. The Panel was encouraged to suggest areas of interest to add to the areas already identified of homelessness and fly tipping. A concern was raised about the potential of diverting attention from low level crime when focussing resources on higher priority areas. A further concern was expressed that there was a need to avoid duplication of effort by other partners such as the Community Safety Partnership and Criminal Justice Board. The PCC clarified that there had to be an understanding about the size and scope of what the Police were able to do to meet community needs, but within that there was a lot that could be achieved by partners working together as part of the Problem Solving Forum. Updates would be provided by the OPCC on the PCC Public Solving Forums when they had met. It was recommended by members that Domestic Violence could be one area for this initiative to scrutinise.
- Mental health performance – It was recognised that this area of performance would always remain ‘amber’ and would be unlikely to get to ‘green’.
- Road Safety – Performance in this area took account of ambitious plans which would not all come to fruition yet as there were too many to achieve in a single year. The PCC agreed to discuss his initiatives to improve cycling safety at the 10 November 2017 meeting.
- Financial Performance Information – It was suggested that more financial context should be included in future reports.
- Benchmarking – It was recommended by members that the new report format would benefit from a benchmarking process based on ratios and percentages plus HMIC/other publications.

The finance questions below were asked by Panel members to which the PCC responded:-

**Question 1** - Can the Commissioner explain the rationale and consequences of the extra £1.258m now being drawn down from revenue reserves to support the in-year operating position?

*Answer - Dorset Police faces an overspend in the current financial year, for which there are three main underlying reasons.*

*-The number of police officers currently employed is higher than budgeted due*

*primarily to lower than forecast number of leavers, and also the desire to maximise operational capability during a time of significant change.*

- *Officer overtime has risen significantly in the year to date due to a Category A murder in the county, and a number of terror attacks nationally which have placed the country in an unprecedented state of Critical on 2 occasions in 6 months.*
- *The cost of forensic services to support the significant operations mentioned above.*

*To mitigate the above, the Force has taken the following action:*

- *The recruitment programme for police officers has been reduced during the remainder of the year, with the potential for further reductions if required. The Chairman requested that the OPCC did not endorse a 'turning off of the tap' for recruiting as this might lead to a bow wave of enrolling issues in the future.*
- *Vacancies on many staff areas have been held open for longer than usually anticipated, including in forensics.*
- *The forecast assumes that PCSO recruitment is reduced, reflecting the operational requirements of the Operational Business Design (OBD) work and PRISM. Members of the Panel voiced their concern regarding the possibility of PCSO numbers falling, but were assured by the PCC that this would be closely monitored. Members requested an update on Operational Business Design (OBD) to be included in the updates on 10 November 2017.*
- *£300k has been transferred from the Major Operations Reserve towards the additional costs incurred on the murder investigation and response to the terror attacks.*
- *£958k has been transferred from the capital reserve to further support the cost of change. This funding had been earmarked for this purpose.*

*The last two items are taken from sources of funding that are available for the purpose of supporting revenue. Consideration will be given to the sufficiency of funding within the Major Operations Reserve as part of the annual refresh of the medium term financial strategy.*

The Panel discussed the reporting of reserves and the recognition of planned and unplanned use of reserves in budget planning. It was noted that the reserves detailed mitigating actions, but also referred to some that were not included as assumptions in the tables within the report.

In relation to an aim within the PCC's Plan to increase staffing numbers, it was noted that it was hoped to reach Police Officer numbers of 1250 eventually, but this might not be possible at present due to pressures on the budget including unplanned changes such as the Government's decision to apply an additional in year pay bonus.

**Question 2** - Further to question (1) can the Commissioner explain how the total forecast in-year use of revenue reserves of £2.503m is shown in the table presented at section 7.1 of the PCCs report.

*Answer – The expenditure that relates to the draw down from reserves is being incurred in police officer pay and overtime, and police staff pay. The full £2.503m is*

*£0.9m funding the Alliance programme team*

*£0.345m funding the change team working on Smarter Systems delivery*

*£0.3m Major Operations*

*£0.958m further funding of the wider change programme*

Given the additional comments made under question 1 above, officers undertook to look at the information provided in future reports in order to show greater clarity on reserves.

**Question 3** - As the forecast is now that an unbudgeted amount of £2.143m

(£1.258m plus £0.885m forecast overspend) could need to be drawn from reserves this year, can the Commissioner explain the level of risk this presents to the services provided by Dorset Police.

*Answer - The drawdown of Major Operations funding and support to the change programme shown at question 1 relate to funds available for that purpose and do not in themselves create longer term risk. The residual £885k forecast overspend will continue to be monitored and addressed during the year, with the continued application of relevant expenditure controls.*

*In the event that an overspend remains at the year end, it will be funded from General Balances, which currently stand at £7.4m and are available for general financial risk faced by the Force, such as in year variances. The adequacy of the level of balances, and potential repayment of any significant draw on balances will be considered as part of the Medium Term Financial Strategy refresh.*

*The 2018/19 Medium Term Financial Strategy will consider the longer term financing issues facing the Force, including reserves and capital financing, as well as plans to ensure a balanced budget is achieved in each subsequent year.*

A further question was asked regarding the long term impact of using reserves to fund the current financial position, and what mitigating action would be taken to return reserves to the same level. The PCC highlighted some mitigating action including a reduction in the intake of new PCs and PCSOs, a change of roles such as the introduction of marine PCSOs, the introduction of Diary Cards, as well as other mitigations. It was noted that an update would be provided to the meeting on 10 November 2017.

**Question 4** - Can the Commissioner clarify for the panel the recent announcements on Police pay and the associated funding strategy? It would be particularly helpful to understand if there could be a potential impact on the outputs of Dorset Police.

*Answer - The police officer pay settlement for 2017/18 has been agreed. It consists of a 1% permanent increase to basic pay for officers with effect from 01/09/17, and a bonus payment, equivalent to a further 1% increase, payable monthly – but only until 01/09/18, i.e. a one off bonus. This bonus payment is not pensionable and does not affect overtime. The estimated cost of the bonus will be £0.4m this year, and £0.3m next year. The Home Office is clear that Forces are to cover the cost themselves, which puts another pressure on the Force. It is expected that reserves will be used to cover this additional cost, and consideration is currently being given to how this will best be achieved and the impact of any such funding.*

*The result of the police staff pay negotiations has not yet been announced. However, there is significant risk that the pay award may exceed the budgeted 1%. Negotiations are ongoing, with the staff side seeking 5%. Every additional 1% agreed will cost the force £0.2m in the current year, with the potential for an ongoing £0.3m in each future year.*

**Question 5** - Can the Panel request further detail on the £1m slippage in the capital programme on the "Other ICT" programme?

*Answer - The identified capital slippage at this stage relates to the anticipated delays in the roll out of the national Emergency Services Network (ESN) programme. Funding has been put aside for this significant programme over the last couple of years, and will continue to be put aside to fund the capital implementation costs, although the date at which the hardware and other costs will be incurred is currently expected to be later than originally planned.*

It was suggested that the wording be clarified in future reports to make it clear that the slippage related to a National ICT system implementation. Concern was also expressed that although funding had been put aside the costs could increase due to

the delay in implementation.

In relation to projected overspend on 'suppliers and services' of almost £1m, clarification was sought about how this amount could be so large as this area should be relatively straight forward to plan for and to deal with. It was confirmed that the issue had been identified as an area for management action, and that controls were in place to monitor the spend to bring down to an acceptable level. The next financial update report would provide more detail on the most significant variances to budget in this area.

It was also noted that following a question about the possibility of increasing income, further information would be provided in the next report to the Panel. The PCC welcomed any ideas that the Panel would have in relation to income generation (including what did other Forces do that members should recommend that the OPCC considered).

### **Resolved**

1. That the report be welcomed, including the new reporting method for performance monitoring, including the focus on the pillar themes.
2. That future performance reports make greater reference to financial information.
3. That information on the following areas be included in the next report on 10 November 2017
  - Financial mitigation measures undertaken in the current year, particularly in relation to staffing levels and diary cards
  - Income generation
  - Benchmarking processes based on metrics, ratios and percentages plus HMIC/other publications.

### **Grants and Commissioning Update**

82 The Panel considered a report by the Chief Executive of the OPCC in relation to Government Grants and Commissioning.

Members were informed of the opportunities available to the OPCC for grant funding and community safety funding for PCCs including a range of ring-fenced grants for specific purposes, and non-specific grants such as the Core Police Grant. It was noted that in recent years the level of grant funding had been top sliced and part of this amount was provided as a Police Transformation Fund to those authorities who submitted successful bids for additional funding, but this also funded national initiatives as well. From four recent bids made only one had been successful which would fund a victim lawyer and would provide £120k over a two year period. Unfortunately feedback on unsuccessful bids was not available, but anecdotally it was explained that some would be taken forward as National Crime Agency projects.

The PCC was keen to take opportunities to make strong bids, and the existing Evidence Based Policing Board had been tasked with horizon scanning for future opportunities and supporting the bidding process by generating ideas and developing bids. It was also reported that the use of an App is being explored which could be used to capture ideas from across the entire workforce and enable those people with strong ideas to be involved with developing their ideas into bids.

In terms of the real term impact on finances, the PCC confirmed that only part of the top sliced funding was made available to PCCs and that national lobbying and representations had been made to the Government about this.

In relation to commissioning through the Safer Dorset Fund it was explained that there were two main groups of funding; firstly around £50k was available through a Community Grant Scheme made to voluntary sector organisations for £100-£3000 projects which aligned with the Police and Crime Plan; and secondly there was a

Major Grant Scheme which required more robust bids (30-40 projects) which included collaborative working with partners to meet the strategic priorities of the Police and Crime Plan. The Major Grant Scheme methodology was discussed in detail by members who were satisfied that there was a robust process of bidding, set criteria, implementation, review, evaluation, and assessment of projects to ensure that they delivered against their original aims. It was further explained that evaluation took place on a joint basis where bids included multiple partners. The Community Grant Scheme was less prescriptive in order to encourage communities to come forward with projects and not be discouraged by bureaucracy, but there was still a requirement to evidence outcomes.

The Chairman asked if information could be shared regarding the success of projects against priorities in the Police and Crime Plan and against what was spent, particularly in respect of value for money and return on investments. It was confirmed that evidence was available, and published on the PCC's website, regarding the monitoring and evaluation of projects which would be circulated outside of the meeting.

### **Resolved**

1. That the report be noted.
2. That further information on monitoring and evaluation of major grant projects be shared outside of the meeting.

### **Strategic Alliance**

83 The Panel considered a report by the Chief Executive of the OPCC as an update on the progress of the Strategic Alliance between Dorset and Devon and Cornwall Police forces.

Members were informed that there were 27 business areas approved for inclusion in the Strategic Alliance, with 17 as live areas providing a mixture of operational, support and back-office services. It was confirmed that the timescale, budget and resources all remained on track, and were monitored regularly through a variety of governance structures to the Strategic Alliance Executive Board. There was also a robust risk process in place which was monitored through the Programme Direction Group.

The development of business cases was explained as difficult as there was a need for flexibility to adapt the detail as there were often unknown challenges in developing business areas. A further risk related to the delivery timescales of the business cases. There was also a detailed and robust post implementation review process, but there was a need to get better at measuring and assessing outputs to the public.

The Chief Executive of the OPCC drew attention to the original aim of the Alliance to make 8-10% financial savings, but it was confirmed that the focus was now on service improvements first. Following questioning, it was confirmed that the targets outlined in the report for savings and the impact of transformation were originally felt to be conservative, but actually resulted in being quite accurate.

The programme team working on the Strategic Alliance was made up from seconded staff from across both forces, and there were additional costs of £400k to deliver the overall savings of £10.5m. It was confirmed that the savings achieved of £1.1m to date were not subject to any reduction from redundancy payments or any other factor of change.

The Panel asked for further information to be shared in the next report in relation to the defined outcomes from the changes made so far and how they aligned with the priorities of the Police and Crime Plan, together with the benefits delivered to the wider business, delay in savings from changing business cases, and the impact of restructuring and workforce planning from the savings made.

A question was asked about any future further alliance with other policing areas in the south west region. It was clarified that continued alliance with Devon and Cornwall as the priority, but there were a large number of structures already established which sat well at different levels through regional operational units and the PCC and Chief Constable remained fully committed to further developing regional capability.

**Resolved**

1. That the report be noted.
2. That further information be included in the next report on the Strategic Alliance as outlined in the minute above.

**Protecting Vulnerable People**

84 The Panel considered a report by the Chief Executive of the OPCC regarding the Protecting Vulnerable People portfolio, which included thirteen challenging and complex strands which linked with the Police and Crime Plan.

It was explained that the challenge was how to identify and respond to vulnerable times in people's lives at the right time, largely in areas where there were no criminal justice outcomes. The importance of multi-agency and partner working was highlighted as integral to the success of the work being taken forward. In addition, there was an imperative to encourage reporting by victims and those witnessing vulnerability in others, which would be targeted through campaigns and engagement.

In terms of Panel scrutiny of the portfolio, it was suggested that Domestic Violence be scrutinised through a whole family approach to identify ways to protect families. It was noted that this would be considered at the next meeting on 10 November 2017.

In addition, further information was requested in regard to the missing persons strand of work for the next meeting.

**Resolved**

That the following items be considered by the Panel at its meeting on 10 November 2017:

- Domestic Violence
- Missing Persons

**Police Response Investigation and Safeguarding Model (PRISM) and the Transformation Programme**

85 The Chief Executive of the OPCC introduced a report on Police Response Investigation and Safeguarding Model (PRISM), initiated by PCCs in Dorset and Devon and Cornwall, as a new operating model across the Strategic Alliance from April 2017 which would include the best practices from each of the Dorset and the Devon and Cornwall forces and introduce other new working practices to elevate the Alliance to provide excellent joint services.

Ahead of any formal consultation, engagement had taken place with staff and the public, victims and non-victims about contact channel preferences, which identified the importance of the speed of updates on crimes. Dealing with crimes would be dealt with through a new model with a primary focus on safeguarding, and duties would be shared amongst multiple officers to provide a quicker service.

The Panel welcomed the ambition of the programme and suggested that there would need to be more information provided regarding funding, although it was appreciated that service delivery improvements were the main focus. It was also felt that more information as a driver for staff empowerment and enrichment would be helpful.

The Governance elements of the programme were also summarised, and members



were reminded that this was the beginning of a transformation programme over the next five years. Further detailed work would be undertaken to include financial and risk information as the programme moved forward.

**Noted**

**Work Programme**

86 The Panel considered and agreed its Work Programme for the remainder of 2017. Following discussion, it was confirmed that the following items would be added for consideration on 10 November 2017:

- Pillar lead contributions
- Knife Crime Report

The following items would also be scheduled into the work programme:

- Strategic Alliance moving forward
- Domestic Abuse (Minute 84)
- Missing persons (Minute 84)
- Spotlight scrutiny on Disclosure and Barring Service – to be undertaken by Cllrs Kerby, Quayle and Pipe

**Resolved**

That the work programme be updated accordingly.

**Questions from Panel Members**

87 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 1.15 pm