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Agenda

Meeting: Dorset Police and Crime Panel

Time: 10.00 am

Date: 1 February 2018

Venue: Committee Room 1, County Hall, Colliton Park, Dorchester, DT1 1XJ

Mike Short (Chairman)	Independent Member
John Adams (Vice-Chairman)	Bournemouth Borough Council
David Brown	Borough of Poole
Norman Decent	Bournemouth Borough Council
Bobbie Dove	Bournemouth Borough Council
Bernie Davis	Christchurch Borough Council
Janet Dover	Dorset County Council
Francis Drake	Weymouth & Portland 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
Ann Stribley	Borough of Poole
Byron Quayle	Dorset County Council
John Russell	West Dorset District Council
David Smith	Bournemouth Borough Council

Notes:

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- **Public Participation**

Guidance on public participation at County Council meetings is available on request or at <http://www.dorsetforyou.com/374629>.

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 29 January 2018, 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
f.d.king@dorsetcc.gov.uk - 01305 224186

Date of Publication:
Wednesday, 24 January 2018

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. **Apologies for Absence**

To receive any apologies for absence.

2. **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.

3. **Minutes**

5 - 12

To confirm and sign the minutes of the meeting held on 10 November 2017.

4. **Public Participation**

(a) **Public Speaking**

(b) **Petitions**

5. **Police and Crime Panel Business Arrangements**

13 - 16

To consider a joint report by the Chairman of the PCP and the Chief Executive, Dorset County Council, setting out some proposed revisions to the formal business arrangements of the Panel.

6. **Proposed Budget and Precept for 2018/19**

17 - 58

To receive and consider the Police and Crime Commissioner's proposed budget and precept requirement for 2018/19 and to independently scrutinise its content to decide upon its appropriateness.

7. **Acting Chief Constable Briefing**

59 - 64

To offer the Panel the opportunity to hear from the PCC's appointment for Acting Chief Constable, James Vaughan, and better understand the leadership he will bring to Dorset Police.

Afternoon Session - from 2.00pm

8. **Police and Crime Plan Monitoring Report**

65 - 98

To receive an update of progress against the Police and Crime Plan Q3 2017/18. Each 'Pillar' of the Police and Crime Plan will be reviewed in turn, supported through a brief introduction from the PCC and the PCP 'Pillar Lead'.

- Pillar 1 – Protecting People at Risk and Harm (Cllr Kerby and Cllr Quayle)

- Pillar 2 - Working with our Communities (Cllr Iyengar and Cllr Davis)
- Pillar 3 – Supporting Victims, Witnesses and Reducing Reoffending (Cllr Pipe and Cllr Manuel)
- Pillar 4 – Transforming for the Future (Iain McVie)

The following documents have been produced documents to support the discussion.

Annex A – Information on knife crime in relation to Domestic Abuse (Pillar 1)
 Annex B – Road Safety Activity and Digitisation of Speed Cameras (Pillar 2)
 Annex C – Problem Solving Forum (Pillar 2)
 Annex D – Commissioning and Grants (Pillar 2)
 Annex E – Alliance Customer Service Team (complaints update) (Pillar 4)
 Annex F – Firearms Licensing Update (Pillar 4)
 Annex G – Budget Monitoring Report (Pillar 4)
 Annex H – Sexual Assault Referral Centre (SARC) Visit – Pillar Lead briefing (Pillar 3)

9. **PCC Review of Police Procurement**

To receive a verbal update from the PCC's Chief Finance Officer on the 'deep dive' review of Police Procurement and agree timelines for presentation of the report for scrutiny by the PCP.

10. **PCP Improvement Action Plan**

99 - 104

To consider the Panels Improvement Plan and agree the key areas of activity for the forthcoming year.

11. **Dorset Police and Crime Panel Work Programme**

105 - 116

To consider the Work Programme for the Panel, including the identification and consideration of any new proposed items for work.

- Appendix 1 – Scoping Document for the Spotlight Scrutiny Review of Body Worn Video Devices.

12. **Election of Chairman and Vice Chairman 'Designate'**

If agreed as part of the proposed changes to Panel Business Arrangements to elect the Chairman and Vice Chairman of the Panel to take charge from the next formal meeting of the Panel.

13. **Questions from Panel Members**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Monday 29 January 2018.



Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Friday, 10 November 2017

Present:

Mike Short (Chairman) (Independent)
John Adams (Vice-Chairman) (Bournemouth Borough Council)
Norman Decent (Bournemouth Borough Council), Bernie Davis (Christchurch Borough Council), Mohan Iyengar (Borough of Poole), Janet Dover (Dorset County Council), Barbara Manuel (East Dorset District Council), Iain McVie (Independent Member), 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), Alexis Garlick (Chief Finance Officer, OPCC), Adam Harrold (Director of Operations, OPCC), John Jones (Assistant Chief Officer, Dorset Police), Jonathan Mair (Head of Organisational Development - Monitoring Officer), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

(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, 1 February 2018.**)

Apologies for Absence

88 Apologies for absence were received from Bobbie Dove, Bournemouth Borough Council, David Brown, Borough of Poole, Andrew Kerby, North Dorset District Council, and Bill Pipe, Purbeck District Council. Substitute, Don McQueen attended for Bournemouth Borough Council.

Code of Conduct

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

Minutes

90 The minutes of the meeting held on 22 September 2017 were confirmed and signed.

Matters Arising

Minute 81 – Police and Crime Plan Monitoring Report - Complaints handling update - The Director of Operations, OPCC advised members that some concerns had been raised that the implementation of the legislation was anticipated to be put back to 2019 which may have implications for the pilot. At the meeting on 1 February 2018 he hoped to be in a position to provide members with a briefing update.

Minute 82 – Grants and Commissioning – The Police and Crime Commissioner (PCC) undertook to share with members further information on monitoring and evaluation of major grants projects.

Minute 83 - Strategic Alliance – More briefings had been held on the proposed convergence and the PCC highlighted to members the history of the merge proposal. It was noted that already 20% of staff worked for the Alliance. A Routemap had now been discussed with the Policing Minister which included 1 Chief Constable and 1

Police and Crime Commissioner for the Dorset, Devon and Cornwall Alliance. A public consultation would be held during next Summer which the Dorset PCC would be leading. Should the work being undertaken across both forces result in a recommendation to pursue a merge, and this option be supported by both the public and the Government, in order for the merge to be completed by November 2019 the Government would need to be in receipt of the relevant paperwork by November 2018.

Following a question from the Chairman regarding consideration being given to harmonisation across the precepts, the PCC advised that an officer from the Devon and Cornwall Force had been tasked with this and it was being worked up in the business case. The Group Manager for Governance and Assurance, Dorset County Council advised that approaches had been made to colleagues on the Devon and Cornwall PCP seeking a meeting to discuss future arrangements and a response was awaited.

Public Participation

91 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.

Financial Report for the Police and Crime Panel - Quarter 2

92 The Panel considered a report by the Chief Finance Officer, OPCC which provided an update on the financial position at the end of September 2017 and the full year forecast compared with the revised budget.

The Chief Finance Officer advised that following the last meeting, income was now being shown separately in the report and as the report was developed, relevant benchmarking would be included in future reports.

Members asked the following questions, which the Chief Finance Officer responded to:-

1. The Quarter 2 finance report highlights that the forecast overspend, after the application of reserves, is now predicted to be £1m from the £885,000 reported at the end of the first quarter. Can the Commissioner provide the panel with reassurance around the mitigation strategy outlined to the panel at its September meeting?

The Force mitigation measures as previously described are continuing and consideration will be given in the review of the medium term financial strategy as to the ongoing measures that will be required.

2. Can the Commissioner verbally explain a little bit more about the role of the Independent Audit Committee and its work in delivering greater Economy, Efficiency and Effectiveness?

The single audit committee (6 people) provides independent assurance to all 4 corporations sole (Dorset OPCC, Dorset Force, Devon and Cornwall OPCC and Devon and Cornwall Force). This is more economic than supporting three separate committees that were previously in place (one in each Force and one

specifically for the Alliance.

Being independent of all the entities they can provide advice to each Force either jointly or independently. This model has worked effectively for some time in Warwick and West Mercia Police Forces who are also in an Alliance. The terms of reference of the Audit Committee are drawn from CIPFA, and HM Treasury guidance. In fulfilling their function they support the work of the corporations sole in delivering economy, efficiency and effectiveness.

These committee positions were advertised and 18 applications were received, there was a shortlisting process and interview were held over 2 days. On completion of this process 6 positions were offered which had resulted in a balanced new committee. The funding for this was being shared between the 4 corporations.

Following a subsequent question about how the Independent Audit Committee would drive effective efficiency and economy, the Chief Finance Officer advised this Panel would provide a wide focus and there was a clear role within its terms of reference regarding value for money. The Director of Operations, OPCC undertook to circulate the terms of reference to members.

Members asked for an update from the Chief Finance Officer on 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. The Assistant Chief Officer advised that there had been an error in the precept report in respect of the Major Operations Reserve, which had been a genuine mistake between the Force and the then Treasurer. The general balances figures had now been changed and the money that was held there had not been included on a line in that particular report. Figures showed that the general balances were £3.6m in February 2016 and £7.5m in February 2017. The Assistant Chief Officer accepted that the reporting of reserves and balances could be improved upon to provide the required levels of confidence and assurance for the Panel and accepted that there had been inconsistencies in the past.

The Chairman highlighted the importance that members of the Panel had confidence and assurance that the figures were consistent and that an omission of £1.2m was of concern.

Following a detailed discussion the PCC undertook to convene an urgent meeting between himself, his Chief Finance Officer, the Chief Constable and the Assistant Chief Officer (ACO) to identify opportunities to improve financial reporting to the Panel and to then reconvene with members of the Panel to address these important issues.

One member from Bournemouth Borough Council made reference to the budget now showing a £2m overspend with reserves to be applied to it and that it appeared that the only mitigation action that had been identified was the use of reserves. The PCC highlighted that workforce management plans were based on assumptions about officer turnover rates but that officers had not been leaving with quite the same regularity as previously, a change in recruitment therefore was a specific mitigation to address the overspend. The forecast overspend was set out in the report along with detailed forecasts, although the pay award was double the amount anticipated when the budget was set.

Following a comment regarding the Net Revenue Expenditure chart in the report and the balance between maintaining the service and maintaining financial control objectives, the PCC noted that Dorset had always traditionally spent a small amount on agency staff. One member felt there was not as much control as there should be in this regard.

In response to a question regarding the minimum revenue provision and whether this would make the position worse in the next financial quarter's report, the ACO confirmed that during the last financial year it was intended to fully finance the capital requirement but, at the end of the year, they had looked to see what alternatives were available. They were currently working with their strategic alliance partners and an external firm experienced in this area. The PCC added that the current financial projections clearly demonstrated that if the proposed merger with Devon and Cornwall did not progress Dorset would have to cut police officers and PCSO numbers.

Resolved

That the PCC would meet with members of the Police and Crime Panel on Friday 8 December 2017, to report back to address members' concerns relating to finance.

Police and Crime Plan Monitoring Report 2017/18 - Quarter 2

93 The Panel considered a report 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 quarterly monitoring report also provided further information and specific focus on protecting people at risk of harm; multi-agency working; Neighbourhood/Community Policing; and the levels of knife crime, which members had asked for further information on.

Following a question from a member from Bournemouth Borough Council about road safety and what actions and activities would contribute to less lives being lost on the roads, a new website or speed cameras? The PCC advised that his forward plan was to digitise speed cameras and had no plans to get rid of them. In respect of cost and maintenance, only a third of cameras were run as their partners said they could not afford to service more. Some cameras were in need of maintenance which was carried out by the Local Authority. In respect of fines, the PCC noted that he would be happy to lobby to keep fines in the County and as traffic units were being merged agreement would need to be reached on a consistent approach to speeds and fees. The money charged for the driver awareness schemes mostly stayed in Dorset and income of around £2m had been ringfenced by the PCC to be spent on road safety.

The PCC undertook to provide a brief update report on the digitisation of speed cameras, and wider funding arrangements for multi-agency road safety arrangements at the Panel's next meeting on 1 February 2018.

Following a discussion about the PCC's next problem solving forum it was felt the focus should be on fly tipping as this affected everyone in the County.

Members of the PCP who were Leads/Champions for each of the 'Pillar Themes' in the PCC's plan were invited to present their updates.

i) Pillar 4 - Transforming for the Future – Iain McVie

- A brief update on drone evaluation and bodyworn cameras be added to the Forward Plan.
- Despite a significant top slice of police funding concern being expressed, the Police ICT company had not delivered many items for Dorset – although 2 projects would be delivered, web storage for bodyworn cameras and video being offered. The PCC undertook to write to the national lead PCC on this in order to provide a timely challenge using the figures referred to by the Independent Member.
- Complaints – the PCC advised that with new legislation going through Parliament, the 2 bodies going forward would have to change. Changes would be coming in respect of measuring which would help address a more customer focus approach. He noted that a large percentage of complaints were bogged down in the mechanics and

work was ongoing to change public perception. An update on this topic to be included in the Panel's Forward Plan.

- Communication and engagement in respect of the merger and how comfortable was the PCC with this in covering such a wide area? The PCC made reference to an area where 1 PCC looked after 3 counties and he had been re-elected so people didn't feel he was too remote. With Devon, Cornwall and Dorset he didn't feel there would be a need for several deputies and that 1 PCC would be sufficient, but the PCC recognised the geographic challenges that this change would bring.

- **Customer Service Improvement Panel update** (Cllr John Russell)
Cllr Russell referred to the most recent meeting feeling overall that there was a positive direction of travel. It had been identified that there was one missing link and that was to get business representation on the Panel. An update on 101 performance was given, nearly half the calls received were judged as excellent and triage answers to calls were very snappy.
The PCC made reference to calls that were deemed as unacceptable and the action that was taken. There was still a need to understand the high percentage of abandoned calls. Some members expressed their continued dissatisfaction at the service, although feedback from other councillors elsewhere in Dorset was that the service had improved. The PCC undertook to share the action plan with members and invited Cllr Smith from Bournemouth Borough Council to join the Customer Services Improvement Panel.

- ii) **Pillar 3 - Supporting Victims, Witnesses and reducing Reoffending** – Cllr Barbara Manuel / Cllr Bill Pipe
Cllr Manuel applauded all the initiatives taken in the report but had some concern about how all the outcomes would be measured e.g. fraud. The PCC advised that he was about to launch a new website regarding fraud which hopefully would help this but accepted that some measures would be difficult to evaluate.

- iii) **Pillar 2- Working with our Communities** – Cllr Bernie Davis / Cllr Mohan lyengar
 - Road safety - different practices between the 2 forces highlighted in the report – is the balance of the work correct and is there a need to equate practices.
 - Cyber crime – thinking about how we can build on sharing awareness and competence in people understanding this area and perhaps move to people's champions in this area? The PCC felt the use of people champions was a good idea along with the use of family members.
 - In respect of other areas to be considered for future problem solving forums, Cllr lyengar undertook to speak with the PCC outside of the meeting.

- iv) **Pillar 1 - Protecting People at Risk and Harm** – Cllr Andrew Kerby / Cllr Byron Quayle
 - In the absence of Cllr Kerby brief reference was made to the recent Modern Slavery seminar and Domestic Abuse Inquiry day.

Following a comment from a member about metrics, benchmarks, risk levels and

measures being included in this report, the Chairman advised that this would form part of the next development stage of the report and had been discussed with the PCC. The Director of Operations agreed that the next version of the report would have updated key performance indicators. The PCC highlighted the potential difficulty of being signed up to a number of targets that the Police were not signed up to. However the PCC recognised the importance of additional information to assist in the evaluation and assessment to judge performance and undertook to make further progress by the Panels next meeting on 1 February 2018.

The Quarterly monitoring report also provided further information and specific focus on key topics that had been requested by the Panel; Protecting People at Risk of Harm; Multi-Agency Working; Neighbourhood/Community Policing; and the levels of knife crime.

Following a discussion about community policing in key town centre areas, the PCC advised that with a lower number of police officers and less funding it was important for people to speak with their MPs about the state of policing in Dorset, he felt it was clear that policing needed more investment.

In response to a question about the reduction of PCSOs and whether this was as a result of a cut in the budget, the PCC advised there was a slight reduction but if the cuts kept coming more police officers and PCSOs would be lost. One member asked if the PCC would encourage the Chief Constable to give additional powers to the PCSOs, which he undertook to review next year on behalf of the Panel.

In respect of the funding it was suggested that if members had improved sight of more detail on the costs taken out (e.g. top slicing) before the funding reached the OPCC it would give a better understanding. The PCC welcomed this suggestion and agreed to review the presentation of this within the precept report in February 2018. The PCC encouraged Panel members to lobby MPs to make the case of a need for increased funding.

Following a question from a member about an amnesty on knife crime, the PCC advised that this was an operational call but if knife crime continued to increase there could be a need to convene a scrutiny panel to investigate further. Knife crimes in dwellings in Dorset were higher than the national average and officers were continuing to look into this and domestic abuse in more detail and undertook to report back to members.

One member made reference to Stop and Search and how Dorset had one of the highest stop and search ratios in the country for black people. The PCC advised that he had recently taken over the chairmanship of the Stop and Search Panel to try to address this and would be issuing a press release on this area shortly.

The Chairman thanked the PCC for a very informative and detailed report.

Resolved

1. That the PCC undertook to raise with the Chief Constable next year the issue of giving additional powers to PCSOs.
2. The PCC undertook to share the action plan for the Customer Service Improvement Panel with members.
3. The PCC agreed to further development work to incorporate specific metrics, risk levels, benchmarks and measures into the future quarterly monitoring reports.
4. It was agreed to review the presentation of the precept report to highlight specifically the levels of funding 'top slicing' for national and other initiatives.

Work Programme

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

on into 2018.

Following discussion the following items would also be scheduled into the work programme:-

- Road Safety Activity and Speed Cameras
- Body Worn Cameras and Drone evaluation
- National ICT projects
- Domestic Abuse benchmarking in relation to knife crime.

Panel members were also updated on the content of their forthcoming training session on 8 December 2017. The Chairman encouraged all to attend in order to maximise the contribution and benefits that could be achieved from the session to support the Panels continuous improvement agenda.

Resolved

That the work programme be updated accordingly.

Questions from Panel Members

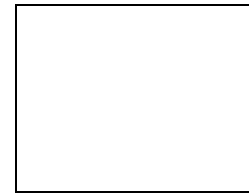
95 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 12.55 pm

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Agenda item:

Dorset Police and Crime Panel



Date of Meeting	1 February 2018
PCP Lead Member Officer	Mike Short – Chairman of the PCP Chief Executive - Dorset County Council
Subject of Report	PCP Business Arrangements
Executive Summary	<p>At the recent Police and Crime Panel (PCP) training session actions were identified that are aimed at improving the business arrangements of the Panel.</p> <p>These include the following actions:</p> <ul style="list-style-type: none"> i) To include a provision for ‘Substitutes’ to be appointed to deputise as necessary on the PCP. ii) To consider adjustments to the timing of the Panels formal schedule of meetings. iii) To amend the timing of the election of the Panels Chairman & Vice Chairman. <p>These proposals feature in the PCP Improvement Action Plan report, which is included elsewhere on the agenda for this meeting. These proposed changes are briefly referenced as part of key action 5, ‘<i>Further refinement of the Panels ‘Modus Operandi’.</i></p>
Impact Assessment:	<i>Equalities Impact Assessment:</i> There are not considered to be any issues associated with this report.
	<i>Use of Evidence:</i> The proposals are based upon summary notes which captured the key outcomes from the training session.

	<p><i>Budget:</i> There are not considered to be any additional costs associated with the proposals.</p> <p><i>Risk Assessment:</i> Having considered the risks associated with this decision (<i>using the County Council's approved risk management methodology</i>), the level of risk has been identified as:</p> <p>Current Risk: MEDIUM Residual Risk: LOW Other Implications: None</p>
Recommendation	<p>That the Police and Crime Panel endorses and approves:</p> <p>i) The proposed changes to the business arrangements of the Panel and which aim to improve its efficiency and effectiveness.</p>
Reason for Recommendation	To support and develop the effectiveness of the Police and Crime Panel.
Appendices	None
Background Papers	PCP Improvement Action Plan
Report Originator and Contact	<p>Mike Short MBE Chairman of the Police and Crime Panel</p> <p>Mark Taylor Group Manager – Governance & Assurance Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk</p>

1. Introduction

- 1.1 The Police and Crime Panel remain committed to continuous improvement and, where necessary, will look to make changes which seek to improve the business arrangements of the Panel.
- 1.2 Areas identified for improvement are contained in the 'PCP Improvement Action Plan', which is included elsewhere on the agenda for this meeting.
- 1.3 Certain proposed changes, which have previously been identified and discussed by the Panel, were revisited at the recent PCP Training session held on 8th December 2017. These proposals, which are summarised below, have now been brought to a formal meeting of the Panel for endorsement / approval.
- 1.4 These proposals are aimed at helping to ensure that the Panel can discharge its statutory duties in both supporting and scrutinising the Police and Crime Commissioner.

2. Proposed Changes

2.1 The PCP Improvement Action Plan summarises proposed key actions for the Panel against 5 headings. The proposed changes contained in this report relate to Action 5 – Further Refinement of the Panels ‘*Modus Operandi*’.

2.2 The proposed changes are summarised as follows:

i) To include the provision of ‘Substitutes’ to be appointed to deputise as necessary on the PCP.

The PCP’s current membership is made of a Panel of 17. This meets the legislative requirements, as set out in the Police and Social Reform Act 2011, satisfying the local authority representation and political balance requirements, as well as the appointment of 2 independent members.

Previous discussion in the Panel has indicated a desire for a ‘substitute member’ to be formally appointed to act as a deputy in circumstances where the substantive member is unable to attend. This change seeks to preserve the appropriate level of democratic representation at Panel meetings.

If approved, for this change to work, direct responsibility for delegation would be placed on the substantive panel member to:

- Provide notification of their non-attendance direct to the Chair and Panel Secretary by e mail.
- Contact their nominated ‘substitute’ to adequately brief them, prior to the meeting, to ensure that the substitute is fully informed so that their involvement can be meaningful and of benefit to the residents of Dorset.

ii) To consider adjustments to the timing of the Panels formal schedule of meetings.

The current cycle of Panel meetings has been in place since the inception of the PCP. It has been suggested that some revision to the existing schedule would better correlate the timing of the Panels meetings with its oversight and scrutiny responsibilities in respect of the Police and Crime Plan quarterly monitoring reports.

Therefore, except for the Precept Meeting, which must remain as currently scheduled to ensure statutory requirements are met, it is proposed that the further meetings of the Panel are arranged equidistant across the year. This would result in a meeting schedule as follows:

Quarter One (1 st Jan to 31 st March)	–	Mid-April
Quarter Two (1 st April to 30 th June)	–	Mid-July
Quarter Three (1 st July to 30 th Sept)	–	Mid-October
Precept / Quarter Four (1 st Oct to 31 st Dec)*	–	Start of February

(Note: * The Precept meeting will take place as the sole item in the morning, with other business being scheduled in the afternoon)

In addition, and in line with current arrangements, if necessary the Panel reserves the option to add extra meetings to consider any items of 'urgent business' (e.g. *Chief Constable, Senior Officer appointments etc.*)

The Panel will also continue to hold its informal 'PCP Briefing & Training Sessions' to provide additional support and development time.

iii) To amend the timing of the election of the Panels Chairman & Vice Chairman.

Since its inception the election of the PCP Chairman & Vice Chairman has taken place at the Panel's June meeting. This is generally the tradition within local authority settings to reflect the council election cycle which is held in May.

However, as the local elections are only generally held on a four-year cycle, it has been suggested that the Panel consider holding the elections for its Chair/Vice-Chair at the end of the precept meeting in early February to appoint 'designate' roles who will then formally take over at the Panels next meeting (e.g. in April).

It is considered that this revised arrangement would allow for additional certainty. It will also allow a period of transition, providing an opportunity for the incoming Chair/Vice-Chair to:

- Shadow the outgoing Chair/Vice Chair.
- Be formally briefed on the relevant issues by the:
 - Outgoing Chair PCP.
 - OPCC.
- Shape and agree the Panel's agenda and business activity for the forthcoming year.
- Be fully prepared for the Chair's/Vice Chair's initial PCP meeting.

3. Conclusion

3.1 The Police and Crime Panel are invited to consider the proposed changes and give their endorsement / approval to adopting these for implementation with immediate effect.

3.2 These changes are an important element of the Panels commitment in seeking to improve the efficiency, effectiveness and impact of the work of the Panel going forwards.

Mike Short MBE
Chairman of the Police and Crime Panel

Jonathan Mair
Clerk to the Police and Crime Panel

February 2018



AGENDA NO: 6

POLICE AND CRIME PANEL - 1 FEBRUARY 2018

PRECEPT 2018/19, BUDGET 2018/19 AND MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2022/23

REPORT TO THE POLICE AND CRIME PANEL BY PCC CHIEF FINANCE OFFICER

PURPOSE OF THE REPORT

This report sets out the proposed precept for 2018/19 for the Police and Crime Commissioner for Dorset for consideration by the Police and Crime Panel.

[The Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012](#) require the PCC to notify the panel of the proposed precept for 2018/19 by the 1st February 2018, which it must review by 8th February. The Police and Crime Panel can either approve the proposed precept or veto it. A two thirds majority of the Police and Crime Panel is required to veto any precept proposal. In the event of a veto the PCC must present a revised precept by 15th February, which the Panel must review and report on by 22nd February, which the PCC must respond to by 1st March, at the latest. To facilitate this process a reserve date for a second meeting of the Panel has been set at 19th February.

1. BACKGROUND

- 1.1 The PCC within each force area has a statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the police to account on behalf of the public. The PCC is the recipient of funding relating to policing and crime reduction, including government grant and precept and other sources of income. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, or in accordance with any grant terms.
- 1.2 In accordance with the provisions of Section 32 of the Local Government Finance Act 1992 the PCC is required to set a balanced budget. In addition, Section 26 of the Police Reform and Social Responsibility Act 2011 establishes the PCC as a precepting authority for the purposes of the 1992 Act.

2. POLICE AND CRIME PLAN

- 2.1 The proposed budget is designed to support the priorities of the Police and Crime Plan 2017 – 2021 which takes into account the strategic priorities of key local partners and is

underpinned by a number of more specific and detailed commitments made by the Police and Crime Commissioner.

- 2.2 The [Police and Crime Plan](#) is a statement of strategic intent for policing in Dorset, set around four key themes. These are:



- 2.3 A number of more detailed commitments underpin the Police and Crime Plan, these include aspirations to protect the Police Budget as follows:

- Maintain Dorset Police as a debt free organisation.
- Uphold the position of prudence – adequate reserves and a balanced budget.
- Continue to fight for Dorset to receive a fair share of the Police Funding Formula allocation in the future.
- Look to share budgets with other agencies, especially Local Authorities to deliver a shared service.

3. PROVISIONAL SETTLEMENT FOR 2018-19

- 3.1 The provisional Police Finance Settlement was received on 19 December 2017. As in previous years the final settlement may not be received until after the notification to the Panel of the PCC's proposed precept, however there is no indication that the funding position will change (and there would need to be a substantial change to impact on the precept proposals).

- 3.2 In the Provisional Settlement [Written Statement](#), there is recognition of a shift in the pattern of demand on police time and resources. Demand on the police from crimes reported to them has grown and shifted to more complex and resource intensive work such as investigating child sexual exploitation and modern slavery. At the same time the terrorist threat has changed.

- 3.3 The key elements for 2018/19 are:

- The same amount of Core Government Grant funding in 2018/19 as in 2017/18
- The same amount of Capital Grant in 2018/19 as in 2017/18
- PCCs to retain the full benefit of any local growth in Council Tax base
- Precept referendum limits increased to £12 p.a. for Band D council tax

- £50m additional Government funding for counter- terrorism policing (bringing the total to £757m including £29m for an uplift in armed policing from the Police Transformation Fund).
 - £130m increased investment in national priorities
 - It is now intended that the funding formula will be revisited at the next Spending Review (2020)
- 3.4 In addition, the Government intends to maintain the protection of a broadly flat police grant in 2019/20 and repeat the same flexibility of the precept i.e. allow PCCs to increase their Band D precept by a further up to £12 in 2019/20
- 3.5 The increase in 2018/19 funding to PCCs must be matched by a serious commitment from PCCs and chief constables to reform by improving productivity and efficiency to deliver a better, more transparent service to the public, with three clear priorities:
- i) To seek and deliver further cost efficiencies, particularly in the areas of procurement, driving down back office costs and making best use of estates.
 - ii) A modern digitally enabled workforce that allows frontline officers to spend less time dealing with bureaucracy and more time preventing and fighting crime and protecting the public.
 - iii) Greater transparency in how public money is used locally; improving transparency around reserves through enhanced guidance and through national publication of comparable reserves data, and HMICFRS are also consulting on plans for Force Management Statements, which could make more information on police forces available to the public

Progress against all of these areas is well advanced, with more specific information provided in Appendix 2.

- 3.6 The Council Tax Legacy Grants relating to Council Tax Freeze grants from 2011/12, 2013/14, 2014/15 and 2015/16 as well as Local Council Tax Support funding are still separately identifiable in 2018/19 and have remained the same in cash terms as for 2017/18.

Top-Slicing / Re-allocations

- 3.7 In 2018/19 the top-slices/reallocations total £945m, £133m higher than 2017/18 (£812m).

Police Funding	2017/18 (£m)	2018/19 (£m)
Reallocations and adjustments	812	945
PFI	73	73
Police technology programmes	417	495
Arm's length bodies	54	63
Strengthening the response to Organised Crime	28	42
Police transformation fund	175	175
Special Grant	50	93
Pre-charge bail	15	4

3.8 The Police Technology Programmes reallocation has increased by £78m; primarily to meet additional costs associated with ESN.

4. SETTING THE PRECEPT

4.1 The precept decision for 2018/19 needs to consider both the immediate and the medium term resourcing requirements to enable the delivery of the Police and Crime Plan in the context of the changing and increasing demands on policing.

4.2 In recognition of this, the Government has provided additional flexibilities in lifting the referendum cap for police council tax precepts in the [Provisional Settlement](#) by up to £12 per annum in 2018/19, and has indicated that the same flexibilities will be available for 2019/20 if clear and substantial progress is made against agreed milestones on productivity and efficiency.

4.3 The Dorset Police and Crime Commissioner precept for 2017/18 is £194.58 per annum (£16.22 per month) for a Band D average. This comprises between 10% and 12% of total Council Tax bills.

2017/18 Band D Council Tax						
Authority	PCC	Fire	Local Council	Unitary/ County	Total	PCC % of total
Bournemouth	£194.58	£70.59		£1,357.65	£1,622.82	12%
Christchurch	£194.58	£70.59	£194.99	£1,326.87	£1,787.03	11%
East Dorset	£194.58	£70.59	£212.32	£1,326.87	£1,804.36	11%
North Dorset	£194.58	£70.59	£121.96	£1,326.87	£1,714.00	11%
Poole	£194.58	£70.59		£1,320.57	£1,585.74	12%
Purbeck	£194.58	£70.59	£182.42	£1,326.87	£1,774.46	11%
West Dorset	£194.58	£70.59	£139.75	£1,326.87	£1,731.79	11%
Weymouth and Portland	£194.58	£70.59	£295.12	£1,326.87	£1,887.16	10%

- 4.4 The referendum threshold for Local Government core council tax increases for 2018/19 has been set in line with inflation at 3% (from 2%).
- 4.5 The council tax base is forecast to increase by 1.4% in 2018/19 and the Medium Term Financial Strategy assumes that growth will continue at a rate of 1% p.a. The details of the tax base assumptions are provided at Appendix 1.
- 4.6 The total Collection Fund surplus, representing the difference between budgeted and actual amounts of council tax collected by councils, is currently estimated at £841k although not all councils have confirmed their final estimates yet. The assumptions used for the budget are provided at Appendix 1. To the extent that final figures vary from the budgeted assumptions this will initially be managed through the General Balances reserve, with consideration in year as to any revisions to the budget if the variation is significant.
- 4.7 The Government calculations for maintaining funding for Police services rely on the maximum increases to the precept being adopted, and consequently, an increase of £12 to the average Band D precept is being proposed, which is deemed necessary to meet the budget requirements. This produces a Band D Council Tax of £206.58 per year.
- 4.8 Sensitivity analysis shows that relatively small changes in council tax can have a material impact on funding for the service. Each £1 of council tax per year will provide £286k of council tax income. This is less than 2 pence per week / 8 pence per month. Over the 4 year medium term strategy period £1 per year of council tax would provide almost £1.2m.
- 4.9 Similarly, 1% of council tax increase will provide £554k of council tax income. This is less than 4 pence per week / 16 pence per month. Over the 4 year medium term strategy period 1% per year of council tax would provide almost £2.3m.

5. FUNDING

- 5.1 All policing related funding comes initially to the PCC for him to commission services as appropriate. This includes:
- Police Allocation Formula grant which includes Police grant, redistributed business rates, and legacy council tax freeze grants
 - Specific Grants
 - Policing Precept

Office of the Police and Crime Commissioner

- 5.2 A small element of the Police Revenue Grant / Precept is used to fund the Office of the Police and Crime Commissioner and to directly commission some services.
- 5.3 The Community Safety Fund was received as a specific grant until 2014/15 but was then rolled into the Police Revenue Grant. Additionally, the funding for a number of other similar services originally commissioned within Dorset Police were transferred to the PCC in 2014/15 so that all community related expenditure can be prioritised and monitored in one place. These funds are now allocated under the umbrella of the Safer Dorset Fund.
- 5.4 A local innovation fund was established in 2014/15 to smooth the cessation of the Community Fund, and to allow for the pump-priming of local innovation and technology initiatives; initially including the purchase of body worn cameras and mobile devices. In 2015/16 this sum was allocated to other projects, including partly funding the new Victims Bureau and continuing some projects initially funded from the Victims Competed Fund. This was continued in 2016/17 with a smaller allocation to the Victims Bureau and the balance used to pump prime new initiatives. In 2017/18 the decision was taken to maintain the balance of the fund pending the OPCC internal review of the commissioning process, and the planned shift away from grant giving (see Agenda item 8d for further information), ready for a launch of commissioned services in 2018/19.
- 5.5 The total allocation for the OPCC, incorporating the commissioned services and the local innovation fund will be £2.271m for 2018/19.
- 5.6 Specific grants have been received by the PCC since 2014/15 from the Ministry of Justice (MoJ) for the commissioning of Victim services and Restorative Justice services. These are ring-fenced and will again be spent directly by the PCC. The largest area of expenditure in the Victim Support contract which was previously commissioned directly by the MoJ. Notification has been received that allocations for 2018/19 will be £897,135.
- 5.7 All of the remaining Police Revenue Grant / Precept and the other specific grants will be passed to the Chief Constable for the commissioning of police services.
- 5.8 A summary of the funding assumptions for the budget requirement for 2018/19 is shown overleaf:

Funding & Budget Requirement	2017/18	2018/19
	£m	£m
Police Allocation Formula grant	65.668	65.668
Policing precept	54.819	59.006
Collection Fund surplus	0.770	0.841
Total BUDGET REQUIREMENT	121.257	125.515
OPCC – net expenditure budget	2.271	2.277
CHIEF CONSTABLE- net expenditure budget	118.986	123.238

6. NET EXPENDITURE BUDGET REQUIREMENT

- 6.1 A report setting out more detail on the budget requirements for 2018/19 and Medium Term Financial Strategy is provided at Appendix 2. This provides the underlying assumptions and the forecast net costs for both the revenue and capital budgets, including how the requirements for reform by improving productivity and efficiency to deliver a better, more transparent service to the public will be achieved.

It should be noted that there is still a forecast Deficit in years 3 and 4 of the plan.

- 6.2 The capital programme that is presented will be reflected in the cash flow forecasts, prudential indicators and Treasury Management Strategy, which will be reported to the Independent Audit Committee at its meeting on 13th March. The Prudential Code has been adopted, which requires all capital financing decisions to be affordable, prudent and sustainable.

7. RESERVES AND RISKS

- 7.1 The Minister's written statement to the provisional settlement reflected an increased focus on Reserves and Balances, viz:

“Greater transparency in how public money is used locally. It is necessary for police to hold financial reserves, including primarily for contingencies, emergencies and major change costs. As at March 2017 police forces held usable resource reserves of over £1.6bn. This compares to £1.4bn in 2011. Current reserves held represent 15% of annual police funding to PCCs. There are wide variations between forces with Gwent for example holding 42% and Northumbria holding 6%. This is public money and the public are entitled to more information around police plans for reserves and how those plans will support more effective policing. So we will be improving transparency around reserves in the new year through enhanced guidance and through national publication of comparable reserves data.”

- 7.2 This is further evidence of the challenges to PCCs to ensure that reserves levels are not excessive (also see Appendix 3). Clearly, amongst PCCs, there is a wide variety of circumstances and reserves positions.

- 7.3 In preparation for the 2018/19 Budget and Medium Term Financial Strategy the Reserves Policy has been reviewed and is provided at Appendix 4. This includes a risk assessment to ensure that the general balances and specific reserves are adequate.
- 7.4 The forecast reserves positions are provided at Appendix 2 – Appendix G.

8. USE OF THE 2017/18 PRECEPT INCREASE

- 8.1 4,485 responses were received to last year's public consultation, with 80% supporting a rise of £3.80 for the year based on a band D household. This reduced the impact of further cuts in central funding and provided the flexibility to enable Dorset Police to invest in protecting adults at risk of harm, improving volume crime capability and embracing new technology.
- 8.2 The increase of 2% in the policing element of council tax generated an extra £1.04m which offset the reductions in grant from the Home Office. Savings in other areas allowed investment in:-
- Protecting adults at risk of harm: Including enhancing our ability to prevent and investigate abuse of older people, which is a trend in Dorset and nationally.
 - Improving our response to common, non-emergency types of crime: Investing in Appointment Cars to visit victims and take details at prearranged times.
 - Continue to embrace new technology: Including further enhancements to Dorset Police's website, such as the ability to make payments online rather than by post.

9. PUBLIC CONSULTATION

- 9.1 On 20 December 2017, the Office of the Police & Crime Commissioner launched a public consultation on the policing precept proposals for 2018/19. Local people were asked whether they agreed that policing in Dorset requires more investment and whether they would be prepared to pay an additional £1.00 per month to support policing in Dorset.
- 9.2 Online and face-to-face consultation is being carried out across the county up to 28 January 2018. At the time of writing this report 78% of respondents have expressed a willingness to pay an additional £1.00 per month to support local policing. An even higher proportion of respondents – 90% - agreed that policing in Dorset requires more investment. The final results of the consultation will be provided to the Panel in due course.

10. ROBUSTNESS OF THE ESTIMATES

- 10.1 The [Local Government Act 2003 \(Section 25\)](#) requires all Financial Officers with 'Section 151' responsibilities to make a statement with regard to the robustness of estimates and the adequacy of reserves at the time the budget is set. The Police and Crime Commissioner has a statutory duty to have regard to the report when making decisions about the calculations.

- 10.2 There are also a range of other safeguards aimed at ensuring authorities do not over-commit themselves financially. These include:
- The Chief Financial Officer's powers under section 114 of the Local Government Act 1988, which require a report to the Authority if there is or is likely to be unlawful expenditure or an unbalanced budget;
 - The Local Government Finance Act 1992 which requires a local authority to calculate its budget requirement for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires an authority to budget to meet its expenditure after taking into account other sources of income. This is known as the 'balanced budget requirement'; and
 - The Prudential Code, introduced under the Local Government Act 2003, which applies to capital financing and treasury management decisions from 2004/05 onwards.
- 10.3 Whilst the budget assumptions are considered achievable, some budgets are subject to a higher degree of estimation as actual expenditure can only be determined by factors outside the Police and Crime Commissioners' control, for example major inquiries. In addition the most significant risks are identified in the medium term financial strategy (s10, Appendix 2).
- 10.4 There is evidence in the current year monitoring that budgets are likely to be overspent this year, resulting in additional call on reserves at the year end. The budget for next year relies on the continued delivery of savings particularly in relation to the Strategic Alliance, workforce management and the "budget challenge" to reduce supplies and services costs by a further £850k next year.
- 10.5 As detailed in the latest financial monitoring report (elsewhere on this agenda) enhanced budget monitoring procedures have been agreed, and their implementation will support the effectiveness of the financial control systems which are vital to support the robustness of the budget, and ensure the delivery of the savings assumed.
- 10.6 Reserves are discussed above, and the Reserves Policy for 2018/19 and the associated risk assessment are provided at Appendix 4. The forecast reserves are considered to be adequate.
- 10.7 Within the context of the overall budget and reserve levels, the Chief Finance Officer is able to provide assurance on the robustness of the estimates made for the purposes of the budget calculation for next year.

11. RECOMMENDATIONS

- 11.1 The Panel are invited to support an increase in precept for 2017/18 of £12 per annum.
- 11.2 For the purposes of issuing a report to the Commissioner on the proposed precept, the Police and Crime Panel is recommended to endorse the council tax requirement and the basic amount of council tax for police purposes in Dorset for 2018/19 as presented in Appendix 1.

Alexis Garlick

CHIEF FINANCE OFFICER FOR THE POLICE AND CRIME COMMISSIONER

18 January 2017

Members' Enquiries to: Alexis Garlick, CFO Dorset OPCC (01202) 229096

Appendices

Appendix 1: Council Tax Requirement for 2018-19

Appendix 2: Police Budget Requirement 2018-19

Appendix 3: Reserves – APCC letter

Appendix 4: Reserves Policy 2018/19 including budget risk assessment

DORSET POLICE AND CRIME COMMISSIONER - COUNCIL TAX REQUIREMENT

Appendix 1

2017/18	BUDGET SUMMARY	2018/19	2018/19
£		£	£
121,257,300	Budget Requirement		125,515,257
	<u>Police Allocation Formula (PAF)</u>		
40,659,454	Police Grant (Home Office)	40,659,454	
17,089,676	Redistributed business rates (DCLG)	17,089,676	
7,918,574	Legacy Council Tax Grants	7,918,574	
65,667,704	Total funding		65,667,704
55,589,596	To be met by Council Tax payers		59,847,553
(770,243)	Less: estimated surplus on Collection Fund		(841,176)
54,819,353	PRECEPT REQUIREMENT		59,006,377

PRECEPTS						
Authority	2017/18		increase in tax base%	2018/19		Estimated Surplus on Collection Fund
	Tax Base	PCC Precept		Tax Base	PCC Precept	
Bournemouth	61,759.22	£12,017,109	1.7	62,781.20	£12,969,340	£82,216.00
Christchurch	19,624.00	£3,818,438	1.7	19,948.00	£4,120,858	£38,081.00
East Dorset	37,043.00	£7,207,827	1.8	37,708.00	£7,789,719	£62,741.00
North Dorset	25,910.10	£5,041,587	0.6	26,057.10	£5,382,876	£74,895.00
Poole	56,366.00	£10,967,696	1.4	57,181.00	£11,812,451	£154,108.75
Purbeck	19,052.10	£3,707,158	0.7	19,182.31	£3,962,681	£14,014.00
West Dorset	41,255.60	£8,027,515	1.3	41,782.20	£8,631,367	£226,884.00
Weymouth and Portland	20,721.30	£4,031,950	1.3	20,994.70	£4,337,085	£188,236.00
Total	281,731.32	£54,819,280	1.4	285,634.51	£59,006,377	£841,175.75

COUNCIL TAX								
Band	A	B	C	D	E	F	G	H
2017/18	£129.72	£151.34	£172.96	£194.58	£237.82	£281.06	£324.30	£389.16
<i>Increase (6.17%)</i>	<i>£8.00</i>	<i>£9.33</i>	<i>£10.67</i>	<i>£12.00</i>	<i>£14.67</i>	<i>£17.33</i>	<i>£20.00</i>	<i>£24.00</i>
2018/19	£137.72	£160.67	£183.63	£206.58	£252.49	£298.39	£344.30	£413.16
<i>Per month</i>	<i>£11.48</i>	<i>£13.39</i>	<i>£15.30</i>	<i>£17.22</i>	<i>£21.04</i>	<i>£24.87</i>	<i>£28.69</i>	<i>£34.43</i>

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Dorset Police

BUDGET 2018/19 AND MEDIUM TERM FINANCIAL STRATEGY

STRATEGIC ISSUES FOR CONSIDERATION

The report provides the final 2018/19 budget requirement, setting out the assumptions used in calculating the budget. The report highlights the anticipated funding gap in future years, and potential mitigating action. This has been agreed by the Joint Executive Board on 22 January.

1. INTRODUCTION

- 1.1. Work in preparing the 2018/19 revenue budget requirement and Medium Term Financial Strategy (MTFS) for Dorset Police is complete, with a final budget requirement now available.
- 1.2. Estimates continue to be applied in respect of anticipated Council Tax surplus and taxbase figures, although these are expected to be finalised before the end of January.
- 1.3. The draft government funding settlement was received on 19th December 2017, setting out revenue grant funding at a higher level than previously anticipated, and a higher referendum limit on Council Tax precept.
- 1.4. This paper presents this final budget requirement and funding information.
- 1.5. Also included is a summary of the capital programme that is proposed for 2018/19 and beyond, and the projected balances on reserves.
- 1.6. The budget projections include information relating to 2018/19, and the three years beyond to give the indicative MTFS. The 2018/19 budget, and 2019/20 budget present a balanced position. The subsequent two years are showing significant pressure.

2. SUMMARY FINANCIAL POSITION

- 2.1. The paper presents a balanced budget for the first two years of the MTFS, following by a projected deficit in the second two years, as set out below.

	NB: 17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's
Funding	121,257	125,515	129,126	131,024	132,979
Budget Requirement	121,257	125,515	129,126	132,781	135,334
Projected Shortfall	0	0	0	1,757	2,355

- 2.2. The budget requirement is fully informed by the operational and organisational requirements of the Force. Key areas included in the budget requirement are:

- Full implementation of the Operational Business Design (OBD) model, which is designed to reduce demand on front line officers by adopting a new approach, including a new deployment allocation system for certain types of activity. OBD improves the workforce allocation and workforce mix to better deliver the required Police and Crime Plan outcomes.
 - Funding for the PRISM change programme, including the roll out of body worn video, a new Command and Control system, and other technological developments such as a common Command Centre platform with Devon and Cornwall Police. PRISM will deliver vital change to improve operational efficiency and effectiveness.
 - Continued delivery of business cases, including cashable savings, under the Strategic Alliance with Devon & Cornwall Police. The Alliance increases operational capacity and capability, while delivering efficiencies in support service delivery.
 - Revenue funding of the capital programme, to ensure a sustainable core capital programme, maintaining Force assets to an appropriate level.
- 2.3. The budget requirement, and future funding position, contain numerous assumptions, which are summarised at Appendix A.

3. FUNDING

Police Grant

- 3.1. The Government's draft funding settlement was announced on 19th December 2017. The settlement set out individual Force funding for 2018/19 only, including revenue and capital grants.
- 3.2. The revenue grant for Dorset Police has been set at the same cash level as was received in 2017/18, with a total grant of £65,667,704. This is slightly higher than had previously been estimated. The settlement also indicated that 2019/20 grant would be 'broadly flat'.
- 3.3. On the basis of this settlement, future year grant funding estimates have been revised to also reflect a future cash standstill position. The current estimate of Police Grant is shown below:

	NB:				
	2017/18	2018/19	2019/20	2020/21	2021/22
	£m's	£m's	£m's	£m's	£m's
Police Grant	65.7	65.7	65.7	65.7	65.7
Change	-	0.00%	0.00%	0.00%	0.00%

- 3.4. Council Tax Precept

- 3.5. A significant element of the Government's draft budget settlement was an increase in the referendum limit for 2018/19 and 2019/20. Police and Crime Commissioners will be able to increase their Council Tax precept by up to £12 per annum for Band D Council Tax. For Dorset Police this is equivalent to a 6.17% increase in precept in 2018/19.
- 3.6. The funding forecasts within the MTFs assume a £12 precept increase in 2018/19 and 2019/20, followed by 2% increases thereafter.
- 3.7. In his Ministerial Statement, the Minister for Policing and the Fire Service set out the commitment to improve productivity and efficiency that he expects to see from PCCs and Chief Constables in recognition of the additional funding available to forces. Three priority areas have been set, which will be monitored during 2018/19, and the achievement of which may have an impact on 2019/20 funding, including the ability to raise precept by a further £12.
- 3.8. The priorities are:
- A. Seek and deliver further cost efficiencies
- 3.9. *"Forces will need to make greater use of national procurement through lead forces to make these savings. We are providing support through the Police Transformation Fund and we will also help establish a force-led National Centre of Excellence to drive down back-office costs, and make best use of estates."*
- 3.10. Dorset Police have an excellent track record in delivering efficiencies, having delivered in excess of £40m savings and efficiencies since 2010. The 2018/19 budget includes a savings target of £0.85m against ICT, estates, and transport to be delivered largely through procurement savings.
- 3.11. The Alliance with Devon and Cornwall Police is delivering efficiencies in back office service provision, with improved resilience and reduced costs. This includes work to converge ICT systems, delivering financial savings.
- 3.12. The Force estates strategy sets out the approach to use of premises in Dorset Police, which enables a fit for purpose estate that is subject to continual review. The MTFs anticipates significant capital receipts, and further investment in the estate to support the strategy.
- B. A modern digitally enabled workforce that allows frontline officers to spend less time dealing with bureaucracy and more time preventing and fighting crime and protecting the public
- 3.13. *"We will work with policing to set up a specialist team to make sure all police forces have access to, and make use of, the best mobile working apps to enable forces to free up extra hours to spend at the frontline."*
- 3.14. Dorset Police have invested significantly in mobile policing over the last few years. This includes the roll out of new smart phones, and creation of new operational mobile applications allowing officers access to systems while on

duty without the need to return to a station. Further opportunities to strengthen mobile capabilities have been funded within the MTFS.

C. Greater transparency in how public money is used locally. It is necessary for police to hold financial reserves, including primarily for contingencies, emergencies and major change costs.

- 3.15. "...we will be improving transparency around reserves in the new year through enhanced guidance and through national publication of comparable reserves data. HMICFRS are also consulting on plans for Force Management Statements, which could make more information on police forces available to the public"
- 3.16. Dorset Police regularly publish reserves information, including as part of the MTFS, and in quarterly updates to the Police & Crime Panel. The Force, working with the Office of the Police and Crime Commissioner, will ensure compliance with the new guidance when available, and seek ways to improve transparency where possible.
- 3.17. Final taxbase and Council Tax collection fund surplus figures have been received, and are included within the MTFS. The figures show that the taxbase increase will be 1.39%, and the surplus will be £0.8m. The current year projections have been amended to reflect this latest information, but future years estimates remain at 1% taxbase increase and £400k surplus.
- 3.18. Future estimated precept income is therefore as follows:

Funding	NB:				
	17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's
Council tax increase at £12 18/19 & 19/20 & 2% thereafter	54,819	59,006	63,058	64,956	66,912
Estimated surplus on Council Tax Collection	770	841	400	400	400
Total Precept Funding	55,589	59,848	63,458	65,356	67,312

Funding Summary

- 3.19. The total anticipated funding available that will create the net budget requirement for 2018/19 and beyond is shown below:

	NB:				
	2017/18 £m's	2018/19 £m's	2019/20 £m's	2020/21 £m's	2021/22 £m's
Police Grant	65.7	65.7	65.7	65.7	65.7
Council Tax	55.6	59.8	63.4	65.3	67.3
Total Funding	121.3	125.5	129.1	131.0	133.0

4. BUDGET REQUIREMENT

- 4.1. The budget requirement for 2018/19 has now been finalised. The budget is business led, having been constructed to reflect operational and organisational requirements, including OBD, Strategic Alliance and PRISM.
- 4.2. Each budget line has been recalculated based on need, being informed by historical spend and future known or expected changes. Savings, where possible and not subject to policy decisions, have been removed as part of the budget calculation process.
- 4.3. The budget requirement calculations presented here have been fully recalculated since the 2017/18 MTFS. A high level summary of the budget requirement is shown at Appendix B, and key aspects are detailed in the following paragraphs.

Police Officer Pay

- 4.4. The budgets for police officer pay, on costs, and allowances have been drawn up based on an approved design, which takes full account of OBD, and realised savings achieved under the Alliance. The number of officers consists of officers paid for directly by Dorset Police (ie as 'employees'), less those recharged to Devon & Cornwall Police as part of the Strategic Alliance. The number currently recharged is 9.7 FTE.
- 4.5. The number of police officers on which the budget is based is shown below, identifying those posts which are charged out under the Strategic Alliance arrangements:

	2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE
Total Employed Officers	1,211	1,202	1,196	1,194

- 4.6. As shown above, the budget has been reduced to remove Strategic Alliance police officer savings, and increased for the additional requirements of OBD.
- 4.7. The anticipated Alliance police officer savings, in full time equivalent officer numbers and in financial savings, are shown overleaf.

	2018/19		2019/20		2020/21		2021/22	
	FTE	£000's	FTE	£000's	FTE	£000's	FTE	£000's
Delivered	(12.3)	(659)	(15.7)	(836)	(17.6)	(937)	(18.2)	(968)
Locked Down	(3.6)	(216)	(4.2)	(253)	(4.8)	(290)	(5.4)	(328)
Approved DBC	(0.6)	(33)	(1.0)	(73)	(1.2)	(87)	(1.4)	(102)
Remaining DBCs	0.0	0	(3.8)	(189)	(7.6)	(378)	(7.6)	(378)
	(16.5)	(907)	(24.7)	(1,351)	(31.2)	(1,692)	(32.6)	(1,775)

- 4.8. The Intelligence and Major Crime business cases are excluded from the above, and staff costs of those business cases have also been excluded from the budget requirement.

4.9. A full schedule of business cases to which the above table relates is shown at Appendix C.

4.10. The estimated leavers included within the budget for each year are shown below. These assume that the majority of officers will leave at the earliest of their age / service eligibility, although does assume that some will leave earlier.

	2018/19	2019/20	2020/21	2021/22
	FTE	FTE	FTE	FTE
Normal Retirements	46.4	46.5	34.2	36.1
Ill Health Retirements	7.0	7.0	7.0	7.0
Resignations / transfers out	23.0	23.0	23.0	23.0
	76.4	76.5	64.2	66.1

4.11. The following number of new officers are expected to be recruited during 2018/19:

	Number to be Recruited
Probationers	36
Transferees / direct entry	7
Police Now	8
Total Recruitment	51

4.12. Finance are working with Resourcing in respect of the above recruitment schedule to ensure the necessary officers are recruited within budget.

Police Officer Overtime

4.13. The police overtime budgets are under significant pressure in 2017/18, with an anticipated overspend in excess of £0.5m. Overtime is a vital resource, allowing much needed flexibility of operational deployment. It is anticipated that OBD, along with continued focus on this area by Commanders and the Resourcing Team, will enable spend in this area to reduce. However, there is clearly an underlying resourcing issue to resolve, and therefore an additional allocation of £0.25m will be made available for overtime with effect from 2018/19.

Police Staff

4.14. The police staff budget takes account of known and anticipated movements under the Alliance, and the associated recharging requirements. It also includes the effect of OBD, including Police Community Support Investigators.

4.15. The schedule at Appendix D shows the forecast future Strategic Alliance staff savings that have been included within the budget.

4.16. The Alliance business cases that would incur significant growth in police staff numbers have been excluded from the budget at this stage. These business cases are Intelligence and Major Crime.

- 4.17. The allocation of workforce resources in the 2018/19 budget is shown below. This includes officers and staff, and reflects the net effect of posts charged to and from Devon & Cornwall Police under the Strategic Alliance.

Operational	57%
Operational Support	34%
Organisational Support	9%
	100%

Pay Award

- 4.18. The budget requirement has been constructed on the basis of a 2.0% pay award annually from 2018/19. This pay award estimate was based on current and future inflation actuals and projections, and is in line with national view of PCC Treasurers.
- 4.19. The Autumn Budget provided some indication that public sector pay awards may be expected to exceed 1% next year, with a reiteration that the government has moved away from the 1% basic public sector pay award policy. The Budget documents state that the Secretary of State will make the final decision on pay award, following the pay review body's recommendations, *taking into account their affordability*.
- 4.20. The assumption of 2% takes account of the Autumn Budget information, considering a potential assessment of affordability, and the funding available through the settlement and potential precept increase. The 2% also includes consideration of current and projected inflation, including future pay inflation.
- 4.21. The 2017/18 pay award for police officers included a 12 month 1% non-consolidated element. It is currently anticipated that the police staff pay award may be the same, based on the employers side offer, although negotiations have not concluded in this respect.
- 4.22. It is assumed that the 2018/19 effect of this non-consolidated element will be funded from general balances.

Income Generation

- 4.23. Considerable effort has been focussed over the last three years on maximising income generation opportunities. This has included consideration of further sponsorship.
- 4.24. Opportunities for 'discretionary' income generation are severely limited. However, Dorset Police is in the top quartile nationally for income from sales, fees, charges and rents. A schedule of this income is attached at Appendix E.
- 4.25. Dorset has historically received comparatively low income from 'reimbursed services', including provision of police officers to events, mutual aid income, and secondments to other forces. This income will increase into the future as

the Alliance and regional collaboration develop, although clearly linked to additional expenditure in these areas.

Budget Challenge

- 4.26. The Force is committed to ensuring it continues to drive efficiencies from the budget. In previous years, the Force has applied a 'risk line' of £0.5m to the revenue budget, to be funded from in year savings. For 2018/19, this risk line will be replaced by more targeted reviews, with the aim of achieving £850k, focussing on the following areas:

	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's
<u>ICT – Cost of change</u>				
Reduction in external charges relating to cost of change, with a move to using more existing internal resources	(250)	(250)	(250)	(250)
<u>ICT – Licences</u>				
To review and reduce / renegotiate of licences held	(100)	(100)	(100)	(100)
<u>Estates</u>				
To review and reduce maintenance and utility costs	(200)	(200)	(200)	(200)
<u>Transport</u>				
To realise further savings from the use of telematics	(100)	(100)	(100)	(100)
<u>Furniture and Equipment</u>				
To reduce the cost and volume of new purchases, including procurement savings	(200)	(200)	(200)	(200)
	(850)	(850)	(850)	(850)

- 4.27. Each of the above areas clearly contains an element of risk, and will require careful monitoring. However, an assessment of the budgets for each suggests that reductions in the order of those shown above are likely to be achievable.

5. CAPITAL PROGRAMME

- 5.1. A summary of the proposed capital programme and associated funding is set out overleaf, with funding also shown. The table shows that the current programme can be fully funded up to 2022/23.

	17/18 Base £000's	B/fwd from 16/17 £000's	Released back to reserve £000's	Slippage into 2018/19 £000's	NB: 17/18 £000's	18/19 (inc b/fwd) £000's	19/20 £000's	20/21 £000's	21/22 £000's	22/23 £000's
<u>Capital Programme</u>										
ICT	1,720	4,189	0	(3,924)	1,985	4,034	680	700	1,120	730
Body Worn Video	0	0	0	0	0	897	209	235	262	194
Estates	870	879	(700)	(381)	668	731	1,110	370	380	390
Vehicles Replacements	1,260	750	(400)	(335)	1,275	1,516	961	991	921	951
Other Capital	270	1,045	(210)	(480)	625	720	220	200	200	200
Total Capital Programme	4,120	6,863	(1,310)	(5,120)	4,553	7,898	3,180	2,496	2,883	2,465

<u>Funding</u>										
Grant	474	0	0	(62)	412	412	412	412	412	412
Revenue Funding	0	0	0	0	0	709	1,109	1,619	1,619	1,619
Capital Financing Reserve	0	1,826	0	(1,624)	202	4	0	0	0	0
Capital Receipts Reserve	3,645	5,037	(1,310)	(3,434)	3,939	6,773	1,659	466	852	434
Total Funding	4,120	6,863	(1,310)	(5,120)	4,553	7,898	3,180	2,496	2,883	2,465

5.2. Excluded from the above programme is existing funding for Emergency Services Network (ESN), which has been treated as an additional requirement, due to the need to identify additional funding. Further work will be required over the coming year on a funding strategy for ESN.

5.3. The schedule below identifies potential capital growth requirements, which are currently unfunded within the MTFS and therefore excluded.

	17/18	18/19	19/20	20/21	21/22	22/23
	£000's	£000's	£000's	£000's	£000's	£000's
Emergency Services Network (ESN)	0	1,726	1,971	1,707	992	0
Customer Relationship Management System	0	114	333	61	61	61
Tasking System	0	158	28	28	28	28
Digital Evidence Management	0	130	22	22	22	22
Training	0	54	36	0	0	0
ICT Convergence Activity	0	799	1,435	600	450	450
National Projects	0	126	200	207	23	0
Digital /Average Speed Cameras	0	1,000	0	0	0	0
Total Potential Growth Requirements	0	4,107	4,025	2,625	1,576	561

5.4. The key issue in considering the above growth requirements is how each will be financed, and in particular whether to borrow or use reserves to fund specific schemes. This is subject to ongoing work, but the financing of any additional capital schemes will inevitably have a revenue implication – whether servicing debt repayments or replenishing reserves that have been earmarked for existing schemes. The financing of the Capital programme is considered in more detail in the Treasury Management Strategy. The Prudential Code requires that all capital expenditure and financing should be prudent, affordable and sustainable. Capital Strategies will also be a requirement from 2018/19.

5.5. The unfunded capital programme is subject to review, and will be subject to individual business cases and assessment need and of funding requirements on a scheme by scheme basis.

5.6. For clarity, the above financing requirement is excluded from the MTFS. None of the potential growth requirements are shown as funded.

5.7. The full funded capital programme is shown at Appendix F.

6. RESERVES

6.1. The current projection of reserves over the next five years is summarised below and shown in more detail at Appendix G:

	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
Capital Financing Reserve	1.8	0.0	0.0	0.0	0.0
<i>Earmarked Reserves held for Revenue Purposes</i>					
Workforce Change Reserve	2.7	1.8	0.9	0.5	0.0
Major Operations Reserve	1.2	0.8	0.8	0.8	0.8
Budget Management Fund	0.0	0.0	0.0	0.0	0.0
Revenue Support Reserve *	0.0	0.0	(1.0)	(0.9)	0.0
General Balances	7.4	5.8	5.4	5.4	5.4
Total Useable Revenue Reserves	13.1	8.4	6.1	5.8	6.2
Capital Receipts Reserve	3.9	1.1	2.3	0.9	0.9
Total Useable Reserves	17.0	9.5	8.3	6.7	7.1

* This will be offset against General Balances as opposed to carrying a negative reserve in these years.

6.2. The above schedule and appendix have been adjusted to reflect the current capital financing arrangements.

7. MTFS SUMMARY

7.1. The final 2018/19 MTFS, based on current funding assumptions and budget requirement, is shown below:

	NB: 17/18 £000's	18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's
Funding	121,257	125,515	129,126	131,024	132,979
Budget Requirement	121,257	125,515	129,126	132,781	135,334
Projected Shortfall	0	0	0	1,757	2,355

7.2. The above schedule clearly shows that the 2018/19 budget can be balanced, as can the 2019/20 budget, both on the assumption that a £12 precept increase is approved. However, significant pressure remains on the last two years of the MTFS.

8. MITIGATION FOR FUTURE YEARS MTFS DEFICIT

8.1. Although the first two years of the MTFS period can be balanced, there remains a projected shortfall in the following two years. There have clearly been numerous estimates applied to arrive at these figures, which will be subject to change. Significant estimates applied, which could materially affect the future year projections are:

- The approval of merger plans with Devon & Cornwall Police, or the further development of Alliance arrangements
- The achievement of Alliance savings earlier, or later, than currently anticipated

- The potential for pay awards to be agreed at levels below or in excess of 2% in future years
 - The potential for the Police Grant settlement to be above or below the level estimated
 - The potential for the Council Tax referendum limit to be reduced or increased in future years
 - The potential for further surplus / taxbase changes
- 8.2. Although the above issues could improve – or worsen – the projected deficit position, it is necessary at this stage to consider mitigating action required to address it on the basis of current estimates.
- 8.3. The key contingency is workforce reductions. In the event that current future year deficit projections are realised, it would be possible to balance 2020/21 and 2021/22 financial gap by around 90 posts.
- 8.4. The organisation will be subject to continued targeted review, whether through the Alliance or otherwise, which is expected to drive out further efficiencies. In the event that the future year deficit remains, such efficiencies may need to be converted to cashable savings if required to meet the financial gap, rather than enhance operational effectiveness.
- 8.5. The resultant MTFS would then balance across the four years, although would require some use of balances to smooth the timing of change, as shown below:

	NB:				
	17/18	18/19	19/20	20/21	21/22
	£000's	£000's	£000's	£000's	£000's
Total Projected Shortfall	0	0	0	1,757	2,355
Less Reduction in workforce	0	0	0	(1,370)	(2,742)
Smoothing through use of balances	0	0	0	(387)	387
Total Funding	0	0	0	0	0

- 8.6. For the purposes of this MTFS, it is not currently proposed that future year workforce reductions are part of the formal plan, but remain a contingency measure pending further clarity on future year funding and budget requirements. Any further reductions, such as indicated here would clearly have organisational and operational consequences, and alternative models may be possible that achieve the same financial outcome.

9. RISKS

- 9.1. There are clearly numerous risks relating to the 2018/19 budget estimate and future MTFS calculations. The assumptions used in the calculations are based on the latest information available, but all assumptions remain subject to change and challenge.
- 9.2. There are also potential risks in the realisation of savings, from the Strategic Alliance and other areas, and changes to the police officer workforce. Workforce risks include changes in numbers of police officer leavers, delivery of recruitment targets, and numbers of officers on secondment.

- 9.3. Continued monitoring of the financial position, and regular updates of the MTFS to reflect emerging information will be essential in managing the financial position over the next few years.

10. CONCLUSION

- 10.1. This paper sets out the draft 2018/19 budget position and Medium Term Financial Strategy for Dorset Police. It presents a balanced budget position for 2018/19 and for 2019/20, with financial pressure showing in the subsequent two years.
- 10.2. The key assumptions in achieving this position are a £12 increase in precept in 2018/19 and 2019/20, realisation of Alliance savings, and a 2% annual pay award.
- 10.3. The Force also has capital growth ambitions which are not funded within the projected shortfall, most significantly ESN. This growth, if agreed, will require financing or reallocation of existing resources.
- 10.4. There are a number of issues that will affect the projected deficit in future years, either positively or adversely. In the event that the deficit in future years is realised, workforce reductions may need to be considered at the appropriate time.

Author

Neal Butterworth
Head of Finance
18 January 2018

Sponsor

John Jones
Director of Finance

APPENDIX A

SCHEDULE OF KEY BUDGET ASSUMPTIONS

This schedule identifies the key assumptions used in the ongoing calculation of the 2018/19 budget. Where possible, information relating to the assumptions currently used in Dorset budget preparation have also been shown for information. Changes to previous assumptions have been highlighted.

- Government Police Grant funding will remain static in cash terms in 18/19 and thereafter (*D&C - same assumption*)
- Council Tax will increase by £12 in 2018/19 and 2019/20, and 1.99% for each year thereafter (*D&C - same assumption*)
- Counter Terrorism specific grant will remain at the same level as received in 2017/18 in future years (*D&C - same assumption*)
- A 1.4% increase in taxbase is assumed for 2018/19, followed by annual 1.0% increases annually (*D&C – 2.0%*)
- A £0.8m surplus on collection funds is assumed in 2018/19, followed by annual surpluses of £0.4m (*D&C £2.0m*)
- Capital Grant funding will remain fixed at the 2017/18 amount of £0.417m (*D&C £1.104m*)
- Proposed savings from the Strategic Alliance will be achieved in line with the figures presented to the Programme Direction Group in September 2017. (*D&C - same assumption*)
- Turnover on police officers takes into account officers leaving at their 30 year service date, plus an estimate for ill health retirements, transfers out and resignation (*D&C - same assumption*)
- The base budget requirement assumes that a 2.0% pay award will be applied on 01 September 2018 and in each subsequent year for police officers and police staff. (*D&C - same assumption*).
- The employer's current contribution to the police staff pension scheme will be 12.4% plus agreed contributions to deficit, as below

	Dorset			
	17/18	18/19	19/20	20/21
LGPS Base Contribution	12.40%	12.40%	12.40%	12.40%
Plus Repayment of LGPS Deficit (approximate cash contribution £000's)	399	916	1,480	1,728

NB: D&C			
17/18	18/19	19/20	20/21
14.10%	14.10%	14.10%	14.10%
2,016	2,064	2,113	2,163

- Police Officer pension contributions have been assumed to remain at 24.2% throughout the period of the MTF5 (*D&C - same assumption*)
- Inflation has been applied only to budgets that are subject to inflationary pressures at a notional rate of 1.0%, except where individual rates are known, or can be separately estimated due to particular inflationary pressures. Actual CPI for December 2017, published on 16 January 2018, was 2.7% (*D&C - same assumption*)
- Future investment income assumes an interest rate achieved of 0.90%. The current actual bank base rate is 0.50% (*D&C - same assumption*)
- The capital programme will be financed by capital grant, capital receipts and revenue financing through direct contributions, and use of reserves (*D&C - same assumption*)

APPENDIX B

REVENUE BUDGET

		18/19 £000's	19/20 £000's	20/21 £000's	21/22 £000's
Pay & Employment Costs	Police Officer Pay	66,130	65,310	66,156	67,405
	Police Officer Overtime	2,599	2,691	2,784	2,967
	Police Staff Pay	36,070	37,294	38,578	39,164
	Police Staff Overtime	598	602	606	610
	Restructure, Training & Conference Fees	851	866	879	893
	Police Officer Injury/Ill Health/Death Pensions	1,522	1,612	1,705	1,799
	Other Employee Expenses	1,374	1,587	1,895	2,203
	Pay & Employment Costs Total	109,143	109,962	112,603	115,042
Overheads	Premises Related Expenditure	12,683	12,911	13,141	13,378
	Transport Related Expenditure	2,180	2,224	2,269	2,315
	Supplies and Services	9,957	10,069	10,093	10,216
	Third Party Payments	4,559	4,584	4,614	4,614
Overheads Total	29,379	29,789	30,117	30,522	
Grant, Trading & Reimbursement Income	Government & Overseas Funding	(6,574)	(6,574)	(6,576)	(6,579)
	Interest/ Investment Income	(160)	(160)	(160)	(160)
	Local Government Specific/Partnership Funding	(456)	(456)	(458)	(461)
	Reimbursed Services - Other	(71)	(71)	(71)	(71)
	Reimbursed Services - Other Police Forces	(495)	(509)	(519)	(532)
	Reimbursed Services - Other Public Bodies	(2,415)	(2,412)	(2,415)	(2,226)
	Sales, Fees, Charges and Rents	(3,841)	(3,867)	(3,932)	(3,937)
Special Police Services	(292)	(294)	(297)	(300)	
Grant, Trading & Reimbursement Income Total	(14,304)	(14,344)	(14,429)	(14,266)	
Capital Financing and Contributions	Loan Charges	123	123	123	123
	Minimum Revenue Provision	527	527	17	17
	Revenue Contribution to Capital	709	1,109	1,619	1,619
Capital Financing and Contributions Total	1,359	1,759	1,759	1,759	
Transfers to / (from) Reserves	(2,339)	(317)	454	0	
Transfers to / (from) Reserves Total	(2,339)	(317)	454	0	
Total Force	123,238	126,849	130,505	133,057	
Office of the PCC	1,278	1,278	1,278	1,278	
PCC Commissioning	999	999	999	999	
Total OPCC	2,277	2,277	2,277	2,277	
Grand Total	125,515	129,126	132,781	135,334	

APPENDIX C

SCHEDULE OF POLICE OFFICER ALLIANCE SAVINGS

	2018/19		2019/20		2020/21		2021/22	
	FTE	£000's	FTE	£000's	FTE	£000's	FTE	£000's
DELIVERED								
Operations Command	(0.74)	(64.4)	(0.83)	(72.5)	(0.83)	(72.5)	(0.83)	(72.5)
ANPR	(0.31)	(17.8)	(0.36)	(20.5)	(0.41)	(23.2)	(0.41)	(23.2)
Audit, Insurance and Risk								
Dogs	(1.08)	(50.6)	(1.20)	(56.6)	(1.33)	(62.7)	(1.33)	(62.7)
Turnaround IOM	(0.45)	(20.2)	(0.50)	(22.4)	(0.55)	(24.7)	(0.55)	(24.7)
Administration								
Finance								
Information Assurance								
Prevention	(1.14)	(78.8)	(1.30)	(90.1)	(1.46)	(101.4)	(1.46)	(101.4)
Transport								
Roads Policing	(5.75)	(276.3)	(6.46)	(310.2)	(7.17)	(344.7)	(7.17)	(344.7)
Operation Planning	(0.54)	(30.9)	(0.61)	(35.2)	(0.68)	(39.5)	(0.68)	(39.5)
ICT								
Business Support Services								
People services	(2.30)	(117.3)	(4.41)	(225.6)	(5.16)	(263.7)	(5.75)	(293.7)
Firearms ARV	(0.00)	(2.1)	(0.00)	(3.1)	(0.00)	(4.2)	(0.01)	(5.3)
Information Management Phase 2								
	(12.30)	(658.6)	(15.68)	(836.2)	(17.61)	(936.6)	(18.20)	(967.6)
LOCKED DOWN								
Professional Standards	(1.35)	(84.0)	(1.62)	(100.8)	(1.89)	(117.6)	(2.16)	(134.5)
Firearms Licensing								
Business Change	(2.23)	(131.7)	(2.58)	(152.3)	(2.93)	(172.8)	(3.27)	(193.4)
	(3.58)	(215.7)	(4.20)	(253.1)	(4.82)	(290.4)	(5.44)	(327.9)
APPROVED DBC								
Corporate development	(0.49)	(29.6)	(0.88)	(53.3)	(1.03)	(62.2)	(1.18)	(71.1)
Resource Management	(0.24)	(14.6)	(1.18)	(70.9)	(1.39)	(83.1)	(1.59)	(95.4)
EPT / FSG / Marine	(0.50)	(26.9)	(0.66)	(35.1)	(0.76)	(40.8)	(0.87)	(46.6)
SFO	1.07	50.4	2.13	99.9	2.42	113.7	2.71	127.2
Alcohol Licensing	(0.40)	(12.5)	(0.43)	(13.5)	(0.47)	(14.6)	(0.50)	(15.6)
	(0.57)	(33.1)	(1.03)	(72.8)	(1.24)	(87.0)	(1.44)	(101.6)
REMAINING DBC'S (not yet approved at AEB)								
CMCU	0.00	0.0	(3.78)	(189.1)	(7.56)	(378.2)	(7.56)	(378.2)
	0.00	0.0	(3.78)	(189.1)	(7.56)	(378.2)	(7.56)	(378.2)
TOTAL	(16.45)	(907.4)	(24.69)	(1,351.2)	(31.23)	(1,692.2)	(32.64)	(1,775.3)
NB: Excluded as staff effect also excluded								
Intelligence	(10.51)	(535.5)	(13.45)	(685.1)	(15.45)	(786.8)	(17.42)	(887.7)
Major crime	(2.65)	(134.5)	(3.74)	(189.8)	(4.31)	(218.4)	(4.87)	(246.8)

APPENDIX D

**SCHEDULE OF FUTURE ALLIANCE SAVINGS INCLUDED
WITHIN THE POLICE STAFF PAY BUDGET**

	2018/19		2019/20		2020/21		2021/22	
	FTE	£000's	FTE	£000's	FTE	£000's	FTE	£000's
LOCKED DOWN								
Professional Standards	2.49	74.8	2.49	74.8	2.49	74.8	2.49	74.8
Firearms Licensing	(1.91)	(37.8)	(1.91)	(37.8)	(1.91)	(37.8)	(1.91)	(37.8)
Business Change	(0.37)	6.9	(0.37)	6.9	(0.37)	6.9	(0.37)	6.9
	0.21	43.9	0.21	43.9	0.21	43.9	0.21	43.9
APPROVED DBC								
Corporate development	0.45	8.1	0.45	8.1	0.45	8.1	0.45	8.1
Resource Management	3.54	8.1	3.54	8.1	3.54	8.1	3.54	8.1
EPT / FSG / Marine								
SFO								
Alcohol Licensing	0.11	2.0	0.11	2.0	0.11	2.0	0.11	2.0
	4.10	18.2	4.10	18.2	4.10	18.2	4.10	18.2
REMAINING DBC'S (not yet approved at AEB)								
Corporate Communications	(1.45)	(50.7)	(1.45)	(50.7)	(1.45)	(50.7)	(1.45)	(50.7)
Criminal Justice	(6.73)	(235.7)	(6.73)	(235.7)	(6.73)	(235.7)	(6.73)	(235.7)
Victims/witnesses	(1.18)	(41.3)	(1.18)	(41.3)	(1.18)	(41.3)	(1.18)	(41.3)
Estates	(2.64)	(92.3)	(2.64)	(92.3)	(2.64)	(92.3)	(2.64)	(92.3)
CMCU	0.00	0.0	(14.61)	(511.3)	(14.61)	(511.3)	(29.21)	(1,022.5)
Information management Phase 3	(0.86)	(29.9)	(0.86)	(29.9)	(0.86)	(29.9)	(0.86)	(29.9)
Custody								
Evidential Property	(0.03)	(1.2)	(0.03)	(1.2)	(0.03)	(1.2)	(0.03)	(1.2)
	(12.89)	(451.0)	(27.49)	(962.3)	(27.49)	(962.3)	(42.10)	(1,473.5)
	(8.57)	(389)	(23.18)	(900)	(23.18)	(900)	(37.79)	(1,411)

APPENDIX E

SCHEDULE OF BUDGETED INCOME – SALES, FEES, CHARGES AND RENTS

	2017/18 Budget £000's	2018/19 Budget £000's
Accident Reports	80	80
Childcare Voucher Scheme	330	330
Driver Awareness Scheme	3,000	3,000
Firearms Certificates	167	86
Foreign Nationals Registration / Pedlars	32	30
Administration Charges	3	3
Alarm System Charges	30	30
Boarding Up	1	0
Disclosure of information	60	10
Fingerprinting Fees	3	0
Premises Service Charge	77	40
Miscellaneous Income / Sales	13	1
Radio Masts and Equipment Hire	50	51
Rents & Lettings	47	49
Sale of Vehicles	50	50
Stores External Income	1	0
Subject Access Requests Income	5	3
Training Course Income	44	1
Vehicle Recovery	77	77
Total Income from Sales, Fees, Charges and Rents	4,071	3,841

NB: Sales, Fees, Charges and Rents Per HMIC Value for Money Profiles 2017/18

Dorset Police Actual Budget £m	Average £ per head of population			Difference	
	Dorset Police £'s	All Forces £'s	Most Similar Group £'s	All Forces £m's	Most Similar Group £m's
4.0	5.2	2.9	2.6	1.8	2.0

APPENDIX F

CAPITAL PROGRAMME - DETAIL

Funded Capital Programme	NB: 2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Vehicles						
Vehicle Replacement Programme	1,275	1,516	961	991	921	951
Minor Building Works						
General Building Adaptations	340	350	360	370	380	390
Electricity Supply Work	65	215	0	0	0	0
Costs of Premises Disposal / Relocation	263	166	0	0	0	0
Total Minor Building Works	668	731	360	370	380	390
Major Building Works	0	0	750	0	0	0
ICT						
IS Peripheral Replacement	162	270	280	290	300	300
Server Replacements	100	110	120	130	140	150
Networks	100	100	100	100	100	100
Other ICT Convergence	61	239	0	0	0	0
Broadband Expansion	30	0	0	0	0	0
Data Storage	40	0	0	0	0	0
Camera Offence Processing Software	0	199	0	0	0	0
Mobile Phone Examination	0	20	0	0	0	0
Voluntary Tagging	0	30	0	0	0	0
Premises Entry System	44	44	0	0	0	0
PSN compliance work	26	0	0	0	0	0
ANPR Network	40	85	0	0	0	0
Operating system upgrade	0	80	0	0	0	0
Mobile Policing (inc tablet computers)	182	180	180	180	180	180
PRISM / Smarter Systems Investment	1,200	3,574	209	235	662	194
Total ICT	1,985	4,931	889	935	1,382	924
Equipment						
General equipment	112	(13)	50	50	50	50
Gym Equipment	28	17	20	0	0	0
TSU Equipment	67	63	50	50	50	50
CCTV	0	213	0	0	0	0
Digital Camera Upgrades/Average Speed	0	340	0	0	0	0
Taser replacement Programme	348	100	100	100	100	100
Drones	70	0	0	0	0	0
Total Equipment	625	720	220	200	200	200
Total Funded Capital Programme	4,553	7,898	3,180	2,496	2,883	2,465

APPENDIX G

RESERVES AND BALANCES

	Earmarked Revenue Reserves						Capital Reserves		General Balances £m's	Total Reserves & Balances £m's
	Capital Financing Reserve £m's	Workforce Change Reserve £m's	Major Operations Reserve £m's	Budget Management Fund £m's	Revenue Support Reserve £m's	Total Revenue Reserves £m's	Capital Grant £m's	Capital Receipts Reserve £m's		
Balance as at 31/03/17	1.83	2.67	1.20	0.00	0.00	5.69	0.00	3.88	7.42	16.98
2017/18										
Budgeted Applications	(0.36)	(0.88)	0.00	0.00	0.00	(1.24)	0.00	0.00	0.00	(1.24)
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.12	0.00	1.12
Financing Capital programme	(0.20)	0.00	0.00	0.00	0.00	(0.20)	(0.42)	(3.94)	0.00	(4.56)
Transfers	0.00	0.00	0.00	0.47	0.00	0.47	0.00	0.00	(0.47)	0.00
Support to revenue budget	(1.26)	0.00	(0.40)	(0.47)	0.00	(2.12)	0.00	0.00	(1.12)	(3.24)
Balance as at 31/03/18	0.00	1.79	0.80	0.00	0.00	2.59	0.00	1.06	5.83	9.48
2018/19				0.00						
Budgeted Applications	0.00	(0.88)	0.00	0.00	0.00	(0.88)	0.00	0.00	(0.42)	(1.30)
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.98	0.00	7.98
Financing Capital programme	(0.00)	0.00	0.00	0.00	0.00	(0.00)	(0.42)	(6.77)	0.00	(7.19)
Support to revenue budget	0.00	0.00	0.00	0.00	(1.04)	(1.04)	0.00	0.00	0.00	(1.04)
Balance as at 31/03/19	0.00	0.91	0.80	0.00	(1.04)	0.66	0.00	2.27	5.41	8.34
2019/20										
Budgeted Applications	0.00	(0.46)	0.00	0.00	0.00	(0.46)	0.00	0.00	0.00	(0.46)
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.36	0.00	0.36
Financing Capital programme	0.00	0.00	0.00	0.00	0.00	0.00	(0.42)	(1.66)	0.00	(2.08)
Support to revenue budget	0.00	0.00	0.00	0.00	0.14	0.14	0.00	0.00	0.00	0.14
Balance as at 31/03/20	0.00	0.45	0.80	0.00	(0.90)	0.35	0.00	0.97	5.41	6.73

APPENDIX G (Cont.)

	Earmarked Revenue Reserves						Capital Reserves		General Balances £m's	Total Reserves & Balances £m's
	Capital Financing Reserve £m's	Workforce Change Reserve £m's	Major Operations Reserve £m's	Budget Management Fund £m's	Revenue Support Reserve £m's	Total Revenue Reserves £m's	Capital Grant £m's	Capital Receipts Reserve £m's		
Balance as at 31/03/20	0.00	0.45	0.80	0.00	(0.90)	0.35	0.00	0.97	5.41	6.73
2020/21										
Budgeted Applications	0.00	(0.45)	0.00	0.00	0.00	(0.45)	0.00	0.00	0.00	(0.45)
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.00	0.35
Financing Capital programme	0.00	0.00	0.00	0.00	0.00	0.00	(0.42)	(0.47)	0.00	(0.88)
Support to revenue budget	0.00	0.00	0.00	0.00	0.90	0.90	0.00	0.00	0.00	0.90
Balance as at 31/03/21	0.00	0.00	0.80	0.00	0.00	0.80	0.00	0.85	5.41	7.06
2021/22										
Budgeted Applications	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.85	0.00	0.85
Financing Capital programme	0.00	0.00	0.00	0.00	0.00	0.00	(0.42)	(0.85)	0.00	(1.27)
Support to revenue budget	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Balance as at 31/03/22	0.00	0.00	0.80	0.00	0.00	0.80	0.00	0.85	5.41	7.06
2022/23										
Budgeted Applications	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grants and contributions received	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.00	0.00	0.42
Capital receipts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Financing Capital programme	0.00	0.00	0.00	0.00	0.00	0.00	(0.42)	(0.43)	0.00	(0.85)
Support to revenue budget	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Balance as at 31/03/23	0.00	0.00	0.80	0.00	0.00	0.80	0.00	0.41	5.41	6.63

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Mr Roger Hirst
Mr Paddy Tipping
Association of Police & Crime Commissioners
Lower Ground, 5-8 The Sanctuary
Westminster, London
SW1P 3JS

Reference: M11738/17

Friday 17th November

Thank you for your letter dated 11 October 2017 regarding police force reserves and for the accompanying reserves survey. I am grateful for the time you and PCC Treasurers have taken to collate this information.

This information dovetails with the programme of engagement I have led with policing to build a clearer picture of the demand on forces, their resilience and how changes in demand can be managed by improvements in efficiency and productivity, and prudent use of reserves. I have spoken to policing leaders in each of the 43 police forces of England and Wales ahead of the 2018/19 police funding settlement as part of this process.

PCCs collectively hold more than £1.6 billion in usable resource reserves. Your work highlights that part of these are earmarked for useful purposes such as enhancing mobile working and delivering transformation. To fully understand a force's financial position and their plans to improve services to the public, a member of the public or a Minister needs access to high quality information about why a PCC holds such earmarked reserves, and what their future plans for them are.

There are already many areas which provide details of their reserves plans. However, I would like every PCC to produce clear, easily understandable explanations of the rationale for holding reserves that have been earmarked for a particular purpose, and for how these reserves will be used over time. This will enable members of the public to be able to understand the link

between financial reserves held and the service delivered. To achieve this, I propose to strengthen Home Office statutory guidance on transparency around reserves by amending the Financial Management Code of Practice.

While police reserves figures are published in annual statements of account, it is difficult for members of the public to easily obtain information on reserves figures and compare their local PCC's reserves to others. Therefore, the Home Office will publish the latest police reserves data on police.uk, providing one place where individual PCC reserves levels as well as the national picture can be understood more easily.

Together, these measures will contribute to a wider understanding of police finance and enhance accountability around public money.

My officials will be in contact with you and the PCC Treasurers Society to discuss this further.

A handwritten signature in blue ink that reads "Nick Hurd". The signature is written in a cursive, slightly slanted style.

Nick Hurd MP

RESERVES POLICY 2018/19

Purpose

- 1 This policy sets out the PCC's approach to the management of general balances and earmarked reserves.

Background

- 2 Sections 32 and 43 of the Local Government Finance Act 1992 require precepting bodies to have regard to the level of resources needed to meet estimated future expenditure when calculating the annual budget requirement. This is further supported by the balanced budget requirement: England, sections 31A, 42A of the Local Government Finance Act 1992. Moreover as part of the budget setting process, the Chief Financial Officer is required to comment on the adequacy of reserves. This relates to earmarked reserves as well as the General Balance, and is a critical part in making the statutory Section 25 judgement on the robustness and sustainability of the PCC's budget proposals.
- 3 This policy has regard to [LAAP Bulletin 99](#) 'Local Authority Reserves and Balances', issued in July 2014.

Types of Reserves

- 4 Reserves are sums of money held to meet future expenditure. When reviewing the medium term financial plan and preparing the annual budget PCCs should consider the establishment and maintenance of reserves.
- 5 Reserves can be held for three main purposes:
 - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
 - a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves;
 - a means of building up funds, often referred to as earmarked reserves to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.
- 6 CIPFA recommends that for each earmarked reserve held there should be a clear protocol setting out:
 - the reason for / purpose of the reserve;
 - how and when the reserve can be used;
 - procedures for the reserve's management and control; and
 - a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

Responsibilities

- 7 The respective responsibilities in relation to reserves are set out in the Financial Regulations (see Appendix A).
- 8 The PCC will not plan to hold significant reserves above those required by the Medium Term Financial Plan.
- 9 In considering earmarked reserves, the Chief Financial Officer will have regard to relevant matters in respect of each reserve, and will advise the PCC accordingly.
- 10 The key principles to be adopted in setting reserves are:

General Balances

The PCC will seek to maintain a general reserve at between 3% and 5% of Net Revenue Expenditure. This will be supported by an annual budget risk assessment which will also identify the need for any specific earmarked reserves.

Earmarked Reserves

The need for earmarked reserves will be assessed annually through the budget setting process, to confirm the continuing relevance and adequacy of each earmarked reserve in addition to identifying any new reserves that may be required.

- 11 This Policy will be reviewed annually by the OPCC Treasurer and consulted on with the Force Chief Finance Officer and the Joint Executive Board.
-

2018/19 Budget – Reserves Assessment

The assessment of reserves for the 2018/19 budget takes into account the key financial risks arising, as identified in the Budget 2018/19 and Medium Term Financial Strategy [update] report.

Risk title	Financial risk	Mitigation
2017/18 outturn	Force overspends higher than estimated resulting in further diminution of opening reserves.	Review minimum reserve requirements. Force – close management of costs.
Police Officer numbers	The workforce turnover assumptions are not achieved, resulting in an overspend.	Set realistic budget & maintain adequate General Balances. Monthly monitoring and cost reduction plans.
Police overtime costs	Costs continue to run higher than budget.	Set realistic budget & maintain adequate General Balances. Monthly monitoring and management actions.
Police staff pay	Police staff pay may vary to the estimates used.	Set budget based on workforce design task and finish group.
Strategic Alliance savings	Savings not achieved in either amount or timescales assumed.	Earmarked reserve for one-off costs (workforce change). Close management to ensure savings are delivered. Maintain adequate General Balance to cover potential slippage.
Government Police Grant funding	Reductions may be higher than estimated.	Use Provisional settlement figures for budget preparation.
Council tax base	1% annual increases may not be sustained.	Use final Council tax base figures as far as possible.
Pay award	A 2.6% increase wef Sept 2018 may not be affordable.	Keep under review in final stages of setting budget and may need to reduce assumption and carry some of this risk
Pension	Employer’s contribution to scheme increases at next triennial review.	Keep under review and develop further savings plans as required.
Inflation	Notional rate of 1 % insufficient.	Maintain adequate General Balance.
Capital programme & financing	Capital programme is not sustainable	Develop Capital Strategy (incl. disposals) in 2018. Maintain Capital financing reserve.
Major operations	Costs and timing are unpredictable.	Earmarked reserve.
Other – including lower income, Brexit, insurance	Estimates used for budget could prove to be optimistic	Maintain adequate General Balances

Proposed Earmarked Reserves

Name of earmarked reserve	Purpose	Opening balance 1 April 2017	Target level
Capital financing Reserve	To fund capital investment.	£1,826k	[£1.3m p.a.]
Major Operations Reserve	To meet the costs of major policing operations.	£1,200k	Between £600k and £1.2m [maximum 1% of Net Revenue Expenditure]
Workforce Change Reserve	To fund one-off and transitional costs of change programmes including the Strategic Alliance with Devon & Cornwall Police.	£2,665k	Nil by 2021
Budget Management Fund	To hold year end underspends for carry forward to the following year.	Within General Balance	nil annually
Revenue Support Fund	To smooth the impact of ongoing funding reductions as a result of the national reduction in public service spending in line with the medium term financial plan.	nil	As determined in the medium financial planning process.

B4 MAINTENANCE OF BALANCES AND RESERVES

Overview

9. The Commissioner must decide the level of general reserves he/she wishes to retain before he/she can decide the level of Council Tax precept. Reserves are maintained as a matter of prudence. They enable the organisation to provide for cash flow fluctuations and unexpected costly events and thereby help protect it from overspending the annual budget, should such events occur. Reserves for specific purposes may also be maintained where it is likely that a spending requirement will occur in the future.

Responsibilities of the Treasurer

10. To advise the Commissioner on reasonable levels of balances and reserves.
11. To report to the Commissioner on the adequacy of reserves and balances before he/she approves the annual budget and precept.
12. To approve appropriations to and from each earmarked reserve. These will be separately identified in the Annual Statement of Accounts.

Responsibilities for the Director of Finance

13. To ensure that the annual revenue budget is sufficient to finance foreseeable operational needs without having to request additional approval.
14. To present a business case to the Treasurer and Commissioner for one-off expenditure items to be funded from earmarked and/or general reserves.

Responsibilities of the Commissioner

15. To approve a policy on reserves and balances, including the minimum acceptable level of general balances.
16. To approve the creation of each earmarked reserve. The purpose, usage and basis of transactions should be clearly identified for each reserve established.
17. To approve the allocation of monies to and from general and earmarked reserves, as part of the annual budget setting process.

C6 TREASURY MANAGEMENT AND BANKING ARRANGEMENTS

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Responsibilities of the Audit Committee

11. To consider any policy or strategy regarding loans, investments or borrowing.
12. Consider any policy or strategy regarding reserves.

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AGENDA NO: 7

POLICE AND CRIME PANEL - 1 FEBRUARY 2018

CHIEF CONSTABLE BRIEFING

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To offer the Panel the opportunity to hear from Deputy Chief Constable James Vaughan, the PCC's choice for the role of Acting Chief Constable.

1. INTRODUCTION

- 1.1 The Dorset Police Chief Constable, Debbie Simpson QPM, was employed on a fixed-term five year contract starting in February 2013. The PCC and Chief Constable have mutually agreed that this contract should be extended by a period of two months, until April 2018, to allow the Chief Constable the opportunity to oversee the end of the 2017/18 financial year, and to provide a stable platform to handover to her successor.
- 1.2 Following this agreement, there will be an automatic vacancy in the role of Chief Constable from 07 April 2018. At this time the PCC will appoint an Acting Chief Constable. Further rationale on this decision is provided at section 3.
- 1.3 As the established Deputy Chief Constable of Dorset Police, James Vaughan is best placed to perform this role.

2. BACKGROUND

- 2.1 Section 41 (1) of the Police Reform and Social Responsibility Act 2011 (PRORA 2011), states:

"The appropriate deputy chief constable of a police force may exercise or perform any or all of the functions of the chief constable of the force –

- (a) during any period when the chief constable is unable to exercise functions, or*
- (b) at any other time, with the consent of the chief constable."*

This provision applies in the case of a Chief Constable retirement, and allows for a Deputy Chief Constable to step into a vacant role.

- 2.2 In line with national guidance (Police Negotiating Board, Circular 08/4) when someone is acting up for more than 56 days consecutively, they should be temporarily promoted from day one of the appointment. Therefore, James Vaughan will be temporarily promoted to the rank of Chief Constable, and become the Acting Chief Constable of Dorset Police from 7 April 2018.

- 2.3 In usual circumstances following a Chief Constable retirement, the PCC would hold an open recruitment process, identify the preferred candidate and notify the Police and Crime Panel to confirm the permanent appointment to Chief Constable. The Panel would hold a confirmation hearing, and would have the power to veto the appointment should they wish (PRsRA 2011, Schedule 8).
- 2.4 In the unique circumstances following the announcement by the Chief Constables of Dorset Police and of Devon & Cornwall Police to explore further collaborative working, including the option of a full merger, there is a possibility that Dorset Police might not exist as a legal entity post May 2020.
- 2.5 With this in mind, the PCC has deemed it appropriate to appoint an Acting Chief Constable for Dorset Police, for an extended period, until the potential outcome of the alliance/merger development work has become clear.
- 2.6 An acting appointment to Chief Constable is not subject to the provisions of PRsRA 2011, Schedule 8. To be clear this means that there is no requirement for a confirmation hearing, or specifically for:
- The PCC to notify the Police and Crime Panel of a proposed Chief Constable appointment, and of the relevant details of the candidate; and
 - The Panel to review the proposed appointment, and to make a report to the PCC on said appointment.
 - And, following this, the Panel has no power to veto the appointment.
- 2.7 However, for the sake of transparency and scrutiny the PCC and the Deputy Chief Constable desire to hold an extraordinary and voluntary process to allow the Police and Crime Panel the opportunity to hear from the proposed Acting Chief Constable and better understand the leadership and vision he will bring to Dorset Police.

3. RATIONALE

- 3.1 PCCs are required to adhere to legal requirements relating to the appointments they make. The College of Police “Guidance for the Appointment of Chief Officers” outlines the principles which underpin effective appointments, noting that the three principles of merit, fairness and openness must be observed, as follows:
- 3.2 Merit
The appointee must be the candidate who best meets the agreed and published requirements of the role. It is also desirable that the successful candidate is chosen from a sufficiently strong and diverse pool of eligible applicants.
- 3.3 Fairness
The process of assessing candidates’ skills and qualities against the agreed and published requirements of the role must be objective, impartial and applied consistently to all candidates.
- 3.4 Openness
Information about the requirements of the role and the appointment process must be available to all prospective candidates. The role should be advertised in a way which ensures that all those who are eligible are likely to see the advert. The aim of the advert should be to attract a strong field of potential candidates.
- 3.5 Whilst temporary and acting appointments are, as mentioned previously, covered by Section 41 of the PRsRA 2011, the above framework is a helpful basis on

which to provide the rationale surrounding the decision to offer a temporary promotion.

3.6 Merit

James Vaughan has been the substantial Deputy Chief Constable for Dorset Police since 2013, and has worked as a Deputy Chief Constable across both Dorset Police and Devon & Cornwall Police as Chief Operating Officer for the last 12 months.

Chief Constable appointments are a matter for the relevant PCC, but not only is DCC Vaughan the preferred candidate for the Dorset PCC; but also the Dorset Chief Constable, the Devon & Cornwall PCC and the Devon & Cornwall Chief Constable.

The PCC has taken the decision to not make an appointment from an external pool of candidates for reasons largely relating to the ongoing alliance and merger work. An incoming Chief Constable would be required to very quickly get to grips with a complex set of structures and simultaneously be responsible for driving forward the alliance and merger work. Given the critical importance of maintaining a strategic focus on the successful delivery of this work, the PCC has determined that at this time it would be detrimental to make an appointment from outside the Alliance.

On that final point, DCC Vaughan is also the agreed choice of the Devon & Cornwall Deputy Chief Constable, with whom this appointment was discussed ahead of the announcement being made.

Finally, the PCC also took informal, but confidential, soundings from other senior officers both in the South West region and wider. The collective view was that DCC Vaughan was best placed to take on this role, and furthermore it was also apparent that should an open recruitment process have taken place it would be very likely that DCC Vaughan would stand unopposed.

3.7 Fairness

Due diligence with respect to the eligibility and legal requirements relating to Chief Constable appointments have been referred to for best practice purposes, although it must be noted that these do not apply in the case of temporary promotions.

Under Schedule 8 of the PRSRA 2011, a PCC must not appoint a person to be a Chief Constable unless that person is, or has been, a constable in any part of the United Kingdom.

Regulation 11 of the Police Regulations 2003 (noted in Home Office Circular 21/2012), specifies that the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC) must be satisfactorily completed before a person may be substantively appointed to a rank higher than that of Chief Superintendent.

Appointments to chief officer posts are also subject to regulations under Section 50 of the Police Act 1996. These regulations provide the Secretary of State with powers to define specified eligibility requirements for appointment and holding the office of constable and aspects of terms and conditions amongst other provisions.

Finally, in making appointments, provisions of the Equality Act 2010 and the Data Protection Act 1998 must be complied with to ensure compliance with the public-sector Equality Duty, which places a legal duty on public authorities to take account of the need to eliminate unlawful discrimination, harassment and victimisation as

well as to promote equal opportunities and encourage good relations between persons who share a relevant protected characteristic and those who do not.

3.8 Openness

In usual circumstances the PCC would have undertaken a full open recruitment process, as has happened previously in 2013. However, for the reasons provided, these are not usual circumstances.

One of the factors the PCC considered in making his decision was the recent College of Policing research finding confirming the lack of available Chief Officer candidates in recent years; and of the Home Secretary's call for the service to widen the talent pool and bring in suitable qualified individuals from a diverse range of backgrounds, including from outside policing.

Whilst the PCC is fully committed to the principles of openness and cognisant of the benefits that an external candidate might bring to the role of Chief Constable, pursuing this option was not deemed appropriate at this time for both strategic and exigent operational concerns.

4. **RELEVANT INFORMATION**

4.1. Whilst Schedule 8 of the PRSRA 2011 does not apply in this circumstance, the PCC is content to supply the relevant information as set out. The name of the person proposed to be appointed, the criteria used to assess their suitability and why the person satisfies those criteria are provided in section 3.

4.2. The terms and conditions on which the appointment will be made are as for the existing Chief Constable. For reference, Chief Constables salaries are determined by the size of the force and level of crime demand, and are set nationally by the Police Remuneration Review Body and the Senior Salaries Review Board. Additionally PCCs have discretion to vary the salary of the Chief Constable by up to 10% at the time of appointment. The Chief Constable salary is £152k.

5. **NEXT STEPS**

5.1. The Chief Constable has announced her upcoming retirement and her last day will be 6 April 2018.

5.2. The Deputy Chief Constable will be temporarily promoted as of 7 April 2018, and become the Acting Chief Constable for Dorset Police.

5.3. Chief Officer appointments below the rank of Chief Constable are a matter for the Chief Constable, and the PCC will inform the Dorset Police and Crime Panel as further decisions are made.

6. **RECOMMENDATIONS**

6.1 Members are invited to note this update in relation to the Chief Constable.

SIMON BULLOCK
CHIEF EXECUTIVE

Members' Enquiries to: Simon Bullock, Chief Executive (01202) 229084

Media Enquiries to: Sue Bloss, Head of Communications and Engagement (01202) 224405/229092

Appendix A - Deputy Chief Constable James Vaughan Biography

Deputy Chief Constable James Vaughan began his career in Wiltshire, where he started in 1992 working in various uniform and detective roles in the northern part of the county.

On promotion he served as a Detective Sergeant and Detective Inspector in Swindon up to 2005, when he was selected to join the High Potential Development Scheme.

As a Chief Inspector he undertook the role of staff officer to the Chief Constable and later led the centralisation of roads policing within the Operations Division.

Promoted to Detective Superintendent in 2007, James led Wiltshire's response to major, serious and organised crime and delivered significant capability development, whilst leading and managing numerous murders and other major crime investigations.

Upon promotion to Chief Superintendent, James led the development of Citizen Focused Policing, Partnerships and Safer Neighbourhoods across Wiltshire and was later the Head of Criminal Investigation.

In 2011, James successfully completed the Strategic Command Course. He joined Dorset Police as Assistant Chief Constable in May 2012.

Following promotion to Deputy Chief Constable in 2013, James has led on strategic change, planning, performance, professional standards, people and community focus, and media and communication.

James has also led various regional collaboration programmes including the forensic service collaboration and the strategic alliance with Devon and Cornwall Police. In his national capacity he is the NPCC Lead for Forensic Procurement and Market Development.



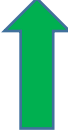












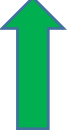
In February 2017 James took up a new role as Deputy Chief Constable (Chief Operating Officer) for the Dorset, Devon and Cornwall Strategic Alliance.

James holds a Masters Degree in Criminology and Police Management and has published research on his academic interests in child homicide.

James is married to Sacha and has five children. He enjoys natural history, music, sports and has an aspiration to keep fit!

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POLICE & CRIME PLAN MONITORING REPORT – QUARTER 3 – 2017/18

 <p>PROTECTING PEOPLE AT RISK OF HARM</p>	<p>Vulnerability; Prevention; Early Intervention</p>	<p>Mental Health; Drugs; Alcohol;</p>	<p>National Issues; Local Approaches</p>	 <p>WORKING WITH OUR COMMUNITIES</p>	<p>Road Safety</p>	<p>Cyber-Crime</p>	<p>Engagement; Problem Solving</p>
<p>Headlines:</p> <ul style="list-style-type: none"> • Coercive & Controlling Behaviour • Support for Alliance sexting campaign • Lobbying CCG over CSA victim support services • Independent Review of Mental Health Act (MHA) 1983 • High Intensity Network (HIN) initiative 				<p>Headlines:</p> <ul style="list-style-type: none"> • Alliance Road Safety business case approved • Dorset Roadsafe website relaunch scheduled • Friends Against Scams / SCAMBassadors • Dorset Cyber Alliance launched • Problem Solving Forums and South West Portwatch Scheme launched 			
 <p>SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING</p>	<p>Victims & Witnesses</p>	<p>Offender Management & Rehabilitation</p>	<p>Restorative Justice</p>	 <p>TRANSFORMING FOR THE FUTURE</p>	<p>Funding & Resources</p>	<p>Technology & Innovation</p>	<p>Service Improvement</p>
<p>Headlines:</p> <ul style="list-style-type: none"> • MoJ confirms PCC funding for victim support services • Victims Advocate pilot scheme work ongoing • Use of Force consultation completed • Deaths in Custody report published • Hate Crime Awareness Week and Restorative Justice 				<p>Headlines:</p> <ul style="list-style-type: none"> • Grant Settlement & Precept Consultation • Community Grant Scheme relaunched • HMICFRS Force Management Statement consultation • PCC reducing national responsibilities • Customer Service Improvement Panel 			

POLICE & CRIME PLAN MONITORING REPORT – QUARTER 3 – 2017/18



Vulnerability;
Prevention;
Early Intervention

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Headlines:

- Coercive & Controlling Behaviour
- Support for alliance sexting campaign
- Lobbying CCG over CSA victim support services
- Agreement to continue funding ISVA services
- Adult return home interviews
- Working Together to Safeguard Children consultation

Activities and Achievements:

- The OPCC is working with the Force and Bournemouth University on a project to develop animations on coercive and controlling behaviour for launch at the High Sheriff's lecture in March 2018
- PCC has agreed to contribute funding towards an alliance Sexting awareness raising campaign to launch in February
- PCC has agreed to continue funding both the Adult and Child Independent Sexual Violence Advisor (ISVA) services
- Concerns raised with the Clinical Commissioning Group (CCG) over the lack of commissioning of services for child victims of sexual abuse and the PCC having to plug such gaps
- OPCC working with the Force to explore the potential for an adult Return Home Interview initiative for missing persons, similar to that already in place for children and young people
- PCC responded to the consultation on changes to the Working Together to Safeguard Children statutory guidance

Key Indicators:

- % people feeling safe in Dorset: **98%**
- Recorded Hate Crime (YTD): **+10.8%**
- Recorded Hate Incidents (YTD): **+61.1%**
- *POLIT activity TBC*
- *SSCT activity TBC*
- HMICFRS PEEL Effectiveness 2016 Rating: **GOOD**

Risks and Challenges:

- Increasing demand versus reducing resources;
- Issues relating to hidden vulnerability and under-reporting of issues

Key PCC Commitments:

- Provide resources to the Force to identify new crime trends
- Increase the size of POLIT
- Increase the size of the SSCT
- Aspiration to create a Vulnerable Persons Directorate
- Continue to provide Safeguarding oversight and scrutiny
- Ensure police work in partnership to tackle Modern Slavery
- Work with partners to provide enhanced support for veterans

POLICE & CRIME PLAN MONITORING REPORT – QUARTER 3 – 2017/18



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Mental Health;
Drugs;
Alcohol

Headlines:

- Support for World Mental Health Day
- Independent Review of Mental Health Act (MHA) 1983
- High Intensity Network (HIN) initiative
- PCC steps down from national PCC lead role

Key Indicators:

- Detainees under MHA (YTD): **2**
- *High Intensity Network cases:* **0**

Activities and Achievements:

- The OPCC supported events at Bournemouth University to mark World Mental Health Day, including a talk by Frank Bruno; the PCC also attended the College of Policing / NPCC Conference on Mental Health in Oxford
- The PCC welcomed the announcement of the independent review of the Mental Health Act 1983 and has written to the chair, Sir Simon Wessely, offering his support and initial observations
- The PCC has agreed to fund one police officer for a year to undertake a High Intensity Network (HIN) Serenity Integrated Monitoring (SIM) initiative – providing specialist support for high intensity mental health crisis cases
- PCC has handed over the national portfolio lead for mental health to Kent PCC Matthew Scott

Risks and Challenges:

- Demands placed on police resources in responding to mental health issues;
- Engagement with health partners over roles, responsibilities and access to services

Key PCC Commitments:

- Expand work keeping repeat victims with serious mental illness safe
- Lobby to end use of police custody as a 'place of safety'
- Set up joint working initiatives across blue-light services to meet Policing & Crime Act 2017 requirements



National Issues;
Local Approaches

Headlines:

- Reassurances sought over UBER operations in Dorset
- Reassurances sought over Water Safety Plans locally
- Libor Fund application unsuccessful

Key Indicators:

- Serious Sexual Offences: **+71.5%**
- Recorded Domestic Abuse Incidents: **+9.4%**
- Recorded Domestic Abuse Crimes: **+3.7%**
- Victim Surgeries held (YTD): **12**
- HMICFRS PEEL Effectiveness 2016 rating: **GOOD**

Activities and Achievements:

- Following the TfL decision to revoke UBER’s licence in London the PCC wrote to all Dorset local authorities seeking reassurance that any concerns over UBER’s operations are fully considered and mitigated against before allowing them to operate locally. All have responded providing reassurance and stating that the ongoing London case is being monitored
- The PCC wrote to all Dorset local authorities raising concerns over their lack of Water Safety Plans, an issue highlighted following a tragic case brought to a recent PCC Surgery. Positive responses received from Bournemouth and the Dorset Councils Partnership; Poole awaiting the outcome of the local authority merger proposals; No other response to date
- Despite positive feedback the application to the Libor Fund, via the Safer Dorset Foundation, was unsuccessful. The OPCC continues to engage with the Armed Forces Covenant to support veterans in Dorset

Risks and Challenges:

- Recorded crime increases and impact on public confidence
- Recorded ASB increases and engagement with partners

Key PCC Commitments:

- Increased crime reporting in areas such as domestic abuse, sexual offences, exploitation, elderly abuse etc
- Hold agencies to account who have a role in reducing crime
- Pay due regard to the Strategic Policing Requirement (SPR)
- Lobby Government to improve port security

POLICE & CRIME PLAN MONITORING REPORT – QUARTER 3 – 2017/18



WORKING WITH OUR COMMUNITIES

Road Safety

Cyber-Crime

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Headlines:

- Alliance Road Safety business case approved
- Dorset Roadsafes website relaunch scheduled
- Friends Against Scams / SCAMBassadors
- National Business Crime Centre Hub launched
- Dorset Cyber Alliance launched

Key Indicators:

- Roadsafes website visits: **0**
- Winter Drink/Drug Drive campaign:
- Summer Drink/Drug Drive campaign:
- Cyber Crime Officer - Engagements: **200+**
- Cyber Crime Officer – Event Attendees: **5,500+**
- Cyber Crime Officer – Social Media Reach: **2,000,000+**

Activities and Achievements:

- The redesign of the Dorset Roadsafes website remains on track, with population anticipated in November/December and go-live scheduled for January 2018
- The Alliance Executive Board has approved the Detailed Business Case (DBC) to align road safety activity across Dorset, Devon & Cornwall
- The PCC has signed up to support the Friends Against Scams initiative implemented by the National Trading Standards Scams Team. Linked to this he has also become a 'SCAMBassador', joining a network of people with influence who can raise the profile of scams and the responses to them
- The Force and OPCC are engaged with the National Business Crime Centre (NBCC) Hub which launched in October
- In November the PCC was guest speaker at the launch of the Dorset Cyber Alliance, a private and public sector initiative to protect and support businesses online

Risks and Challenges:

- Reputational risk and public opinion (speed enforcement)
- Alliance business case implications
- Resources to effectively educate and enforce the 'fatal five'
- Resource and technical knowledge
- Local versus national response
- Targeted scams and fraud
- Public concerns over fraud and cyber-crime

Key PCC Commitments:

- Commission wider provision of driver training schemes
- Redesign Dorset Roadsafes website as a centre of excellence
- Raise driver awareness on risks of poor decision making
- Lobby Government to lower the drink-drive limit
- Expand availability of drug-driving kits
- Continue the pan-Dorset awareness raising campaign
- Continue to educate young people on online risks
- Ensure businesses are better supported

POLICE & CRIME PLAN MONITORING REPORT – QUARTER 3 – 2017/18



WORKING WITH OUR
COMMUNITIES

Page 70

Engagement;
Problem Solving

Headlines:

- First PCC Problem Solving Forum held
- Melcombe Regis Community Capacity Building worker
- South West Portwatch Scheme launched
- Abandoned money funds community projects
- Summer event consultation evaluation produced

Key Indicators:

- Public contact cases recorded (YTD): **648**
- Public contact cases resolved (YTD): **437**
- Website page views (YTD): **42,250**
- Twitter reach (YTD): **249,369**
- Facebook reach (YTD): **143,058**

Activities and Achievements:

- In conjunction with Bournemouth CVS, the first Problem Solving Forum was hosted, focusing on homelessness and the associated community safety implications. An action plan has now been developed and circulated
- The PCC has now agreed funding for the Melcombe Regis Community Capacity Building worker for two years
- The PCC and Poole Harbour Watch supported the launch of the alliance South West Portwatch scheme which provides a more effective way for the police, partners and marine communities to share intelligence and respond to threat, risk and harm more efficiently
- An unclaimed £90,000 found abandoned in Christchurch was awarded to the PCC via the Police Property Act. Half of the money has been awarded to support fire and rescue service initiatives around heath fires and the SafeWise charity. The remaining £45,000 has been invested into the PCC's Community Grant Scheme which was relaunched in November
- The OPCC have completed an evaluation of our summer engagement activity and have used the findings to inform our future engagement strategy

Risks and Challenges:

- Balancing demand in specific areas with available resource
- Recent reports of increase in rural crime locally
- Costs and implementation of technology potentially required to facilitate online engagement activity

Key PCC Commitments:

- Establish a Problem Solving Forum and potential fund new approaches identified as a result
- Extend engagement with the business community and appoint a Business Crime Champion
- Fund extra Marine Unit post
- Create a Rural Crime Team
- Enhance community engagement including use of webchats and online services



SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Victims & Witnesses

Headlines:

- MoJ confirms PCC funding for victim support services
- Victims Advocate pilot scheme work ongoing

Key Indicators:

- Victim Surgeries held (YTD): **12**
- Victim Support - Cases Created (YTD): **10,554**
- Victims Bureau – Cases Managed (YTD): **23,249**
- Victim Satisfaction (Overall Service): **77.2%**
- Victim Satisfaction (Being Kept Informed): **71.0%**

Activities and Achievements:

- The Ministry of Justice have confirmed PCC funding of £897k for victim support services for 2018/19. Of this, £835k is for victims services and £62k for child sexual abuse (CSA) services
- Work continues on scoping the Victims Advocate pilot scheme which has been awarded with £120k of Police Transformation Fund (PTF) grant over two years

Risks and Challenges:

- Demand v resources
- Lack of providers willing/able to tender for victim support services contract
- PCC not able to directly hold CJS partners to account for performance

Key PCC Commitments:

- Establish a repeat victim champion
- Improve systems to avoid double/triple booking of court rooms
- Lobby Government to sponsor a pilot Victims Lawyer scheme



SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

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Offender Management &
Rehabilitation

Restorative Justice

Headlines:

- Use of Force consultation completed
- Deaths in Custody report published
- Hate Crime Awareness Week and Restorative Justice

Key Indicators:

- ICV Scheme – No. of Visits (Q3): **26**
- ICV Scheme – Detainees Interviewed (Q3): **112**
- *Restorative Dorset referrals (YTD):*
- OoCD Scrutiny Panel – Cases Reviewed (YTD): **57**
- *UoF Scrutiny Panel TBC:*
- *S&S Scrutiny Panel TBC:*

Activities and Achievements:

- 1,621 people completed the PCC’s survey on Use of Force providing valuable insight into the public’s understanding and opinions around Taser, firearms and handcuffing. These findings complement new national guidelines requiring the Force to record and publish quarterly data on the use of force. In particular, the survey results will inform the work of the Use of Force Scrutiny Panel which further enhances public scrutiny of this key area of police activity and the impact it can have on public confidence in policing
- Dame Angiolini’s long awaited report into Deaths in Custody was published in October. The PCC welcomed the report and expressed support for its recommendations despite the strain that these may place on the police and other public sector partners
- Hate Crime Awareness Week in October provided the PCC with the opportunity to promote the Restorative Dorset service and to highlight how restorative justice approaches can be utilised in resolving incidents of hate crime

Risks and Challenges:

- Resettlement prisons for Dorset offenders remain out of county which present challenges with engagement
- Transforming Rehabilitation reforms and challenges relating to the CRC model of delivery

Key PCC Commitments:

- Explore ways to reduce reoffending through mentoring
- Expand tagging of offender
- Explore behaviour changing courses for offenders
- Work with the CRC to improve peer and public mentoring
- Explore extension of AFCB Community Project
- Expand Neighbourhood Justice Panels (NJPs) across Dorset;
- Expand RJ meetings between victims and offenders



TRANSFORMING FOR THE FUTURE

Funding & Resources

Technology & Innovation

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Headlines:

- Autumn Statement
- Grant Settlement & Precept Consultation
- Community Grant Scheme relaunched
- Annual Audit Letter 2016/17 issued
- HMICFRS Force Management Statement consultation
- National Policing Technology Portfolio SW Roadshow

Activities and Achievements:

- The PCC responded the Chancellor’s Autumn Statement expressing disappointment that crime or policing was not referenced at all
- The Police Grant Settlement announced in December did not provide any additional funding for central government police grant, but has increased flexibility for PCCs to raise the local policing precept by £12 per year. The PCC launched his public precept consultation in the context of these developments
- The PCC has relaunched his Safer Dorset Fund Community Grant Scheme, providing financial support to voluntary and community sector organisations delivering projects that meet one or more of the Police and Crime Plan priorities
- KPMG have issued their Annual Audit Letter for 2016/17 and have raised no significant concerns
- The PCC has responded to the HMICFRS consultation on Force Management Statements which are due to come into effect from April 2018
- The OPCC was represented at the recent South West roadshow of the National Policing Technology Portfolio

Key Indicators:

- Total Establishment FTE (6.11.17): **2,422.8**
- OPCC Budget (as % of total): **1.5%**
- OPCC Staff Costs (as % of total): **0.5%**
- OPCC Commissioning Spend (YTD): **£1,673,169**
- HMIC PEEL Efficiency 2017: **GOOD**
- *BWV data TBC*
- *Drone Unit data TBC*

Risks and Challenges:

- Continued pressures on the police budget
- Q2 full year forecast predicts £1m overspend
- Officer numbers currently exceed FTE establishment
- Lack of SDF activity to date and associated reputational risk
- Challenges in implementing further green initiatives
- Continued pressure on budgets and resources and restrictions this may place on attracting new joiners to the service

Key PCC Commitments:

- Increase frontline resources;
- Uphold the position of prudence/spend public money wisely
- Lobby for a fairer Police Funding Formula
- Independent review of the OPCC
- Pledge to keep NPTs and the PCSO role
- Look to share budgets and service delivery with partners
- Enhanced IT; BWV & Drones
- Create Safer Dorset Foundation
- Leadership, supervision and innovative recruitment
- Reduce Carbon Footprint
-



TRANSFORMING FOR THE FUTURE

Service Improvement

Headlines:

- PCC reducing national responsibilities
- Customer Service Improvement Panel
- Response to Bournemouth Local Plan Review consultation
- Home Office consultation on police ‘super complaints’

Key Indicators:

- 101 call answering – timeliness (Excellent/Good): **72%**
- Complaint Files Dip-Sampled (YTD): **18**

Activities and Achievements:

- With the retirement of the Deputy PCC, and developments in exploring a merger between Dorset and Devon & Cornwall Police, the PCC announced his decision to step down from a number of national portfolios in order to concentrate on local issues
- The Customer Service Improvement Panel has overseen a review and development of a new 101 performance monitoring regime
- The PCC has responded to the consultation on the Bournemouth Local Plan Review, highlighting the need to fully consider any implications for infrastructure and in particular the impact on policing and other emergency services. Similar points are regularly raised in consultations on other area local plans across Dorset
- A response has also been submitted on the Home Office proposals for the framework to support the ability for ‘super complaints’ about policing to be raised and considered appropriately

Risks and Challenges:

- Challenges relating to recruitment, retention and training of call-handling staff
- Negative publicity regarding the 101 service and associated impact on public confidence
- Implications of police complaints changes on the PCC and OPCC in terms of resourcing, outcomes and reputation
- Tight timescales for implementation of pilot initiative

Key PCC Commitments:

- Create a 101 Service Improvement Panel
- Make the OPCC the initial point of contact for police complaints
- Volunteer Group to observe/listen to contact with the police

AGENDA NO: 8

POLICE AND CRIME PANEL - 1 FEBRUARY 2018

REPORT BY THE POLICE AND CRIME COMMISSIONER

POLICE AND CRIME PLAN MONITORING REPORT (ANNEXES)

Protecting People at Risk of Harm

- a) Benchmarking information on knife crime in relation to Domestic Abuse

Working with our Communities

- b) Road Safety Activity and Digitisation of Speed Cameras
- c) Problem Solving Forums Forward Look
- d) Commissioning and Grants Update

Supporting Victims, Witnesses and Reducing Reoffending

Transforming for the Future

- e) Alliance Customer Service Team (Complaints) Update
- f) Firearms Licensing Review Follow Up
- g) Budget Monitoring Report

Members' Enquiries to: Simon Bullock, Chief Executive
(01202) 229082

Media Enquiries to: Sue Bloss, Head of Communications and Engagement
(01202) 224405/229092

ANNEX 8a) - Benchmarking information on knife crime in relation to Domestic Abuse

Information provided as part of the Police and Crime Panel Monitoring Report Quarter 2 stated that, in relation to knife crime, domestic abuse incidents occurring inside the home accounted for 24% of the reviewed crimes.

A query was raised seeking to understand how this rate related to the national average.

Unfortunately, this information is not reported nationally in the same way, and therefore it is not possible to carry out any national benchmarking.

ANNEX 8b) - Road Safety Activity and Digitisation of Speed Cameras

To update members on the current road safety partnership arrangements in Dorset and plans to move towards digital speed enforcement devices.

1. BACKGROUND/INTRODUCTION

1.1 Following discussions at the last meeting of the Police and Crime Panel in November 2017 this report provides a brief update on the current road safety partnership arrangements in Dorset, plans to digitise speed cameras, and future Alliance developments.

2. PARTNERSHIP ARRANGEMENTS

2.1 Dorset Road Safe (DRS) is the Strategic Road Safety Partnership for Dorset. Membership of DRS consists of Dorset Police, the Police and Crime Commissioner (PCC), Bournemouth Borough Council, the Borough of Poole, Dorset County Council, Dorset and Wiltshire Fire and Rescue Service, Public Health Dorset, Safewise, the Highways Agency and the Crown Prosecution Service (CPS).

2.2 The primary aim of DRS is to reduce the number and severity of preventable deaths and injuries on local roads. All partners have a responsibility to contribute towards this aim, especially local authorities who have a statutory duty in this respect. Key activities are focused around three main strands – education, enforcement and engineering.

2.3 The six strategic priorities for DRS are:

- Pedestrian and cyclist casualties, especially in urban areas
- Better road safety education and training for children, learner and young drivers
- Motorcycle casualties, particularly young scooter riders and adult riders on larger bikes
- Rural road KSIs
- Careless or dangerous road user behaviour
- Illegal and inappropriate speed

2.4 The Strategic Partnership meets twice a year and oversees delivery against the strategic aims and priorities. This includes tasking the DRS tactical group to deliver tailored interventions to meet both strategic and local priorities. The tactical group meets monthly, with one in four meetings also constituting the Road Death Overview Panel (RDOP).

2.5 Dorset Police enforcement activity includes operation of the No Excuse campaign and team. Initially launched in 2010, No Excuse was relaunched in 2014 to provide renewed focus and resource in tackling the 'fatal five' factors contributing towards collisions – drink and drug driving, speeding, driver distractions, careless driving, and not wearing a seatbelt. The team also lead on specific operations such as Operation Dragoon which targets high risk and most prolific road offenders in order to confront and change dangerous driver behaviour, along with supporting any associated criminal proceedings.

2.6 As with all areas of the public sector in recent years, funding and resourcing for road safety activity is challenging. Whilst councils contribute assets, education and engineering to the partnership, their financial contributions have decreased significantly over the last few years, as highlighted in the table overleaf;

Year	Local Authority Financial Contribution
2010/11	£1,563,000
2011/12	£852,000
2012/13	£727,000
2013/14	£503,000
2014/15	£285,000
2015/16	£95,000
2016/17	£0
2017/18	£0

2.7 Enforcement cameras and associated hardware were purchased by the local authorities prior to the partnership arrangements being put in place, it has been agreed by the partnership since 2010 that Dorset Police would maintain and use the cameras and retain all cost recovery from any offences detected.

2.8 Driver education and training courses are also delivered by DRS via Dorset Police. The income generated from offence related courses essentially funds all partnership road safety activity.

3. DIGITISATION OF SPEED CAMERAS

3.1 DRS currently has 65 fixed speed camera sites and 21 fixed red light camera sites. However, in practice DRS operate 17 core fixed speed camera sites (5 in each council area and two at Chideock) and up to four fixed red light cameras (across the County) on a daily basis.

3.2 Cameras are located where local authority partners have recommended placement based on a scoring matrix which takes into account factors including collisions and casualties, complaints about speeding or community concerns, offences detected, road layout and engineering (junctions, signals etc), speed limits, school locations and other risk elements.

3.3 Each camera site is serviced by 35mm wet film which needs developing. DRS currently has 25 serviceable speed camera units and 10 red light camera units, with those cameras not used in core sites rotated around a reserve list of sites for each council area. All cameras require annual calibration by an external supplier.

3.4 It has been agreed that suppliers will now move from wet film safety cameras to digital devices. A number of factors have driven this decision, including reducing/removing repairs to equipment, and the anticipated future difficulties in obtaining 35mm wet film. It has been recommended that average speed cameras be utilised where practicable although the costs to install these at all sites across Dorset would be prohibitive.

3.5 A business case for upgrading from analogue to digital cameras is currently going through internal Force governance, with an anticipated cost of £1.3 million. Funding of £300,000 has already been set aside and DRS are also looking towards Highways England for potential additional funding.

3.6 Fixed road safety assets are deployable 24 hours a day, 365 days a year and are a vital tool in contributing towards decreasing KSIs locally. I will naturally keep Panel Members updated on the progress of the business case and the digitisation programme.

4. ALLIANCE DEVELOPMENTS AND FUTURE ARRANGEMENTS

4.1 As part of the alliance arrangements between Devon & Cornwall and Dorset work has been ongoing to look at the potential alignment of road safety activity across the two force areas. The Collisions and Tickets Section / Central Ticket Office (CATs / CTO) detailed business case has just been approved by the Alliance Executive Board and includes a number of key recommendations, including:

- A single partnership across the alliance based on the Dorset operating model
- Alignment of speed enforcement thresholds across the two force areas
- Alignment of offence and diversion course delivery
- Alignment of course fees across the alliance
- Dorset to join the National Driving Offenders Rehabilitation Scheme (NDORS)

4.2 This work now moves into the planning and implementation phase with an expected phased delivery of aligned functions across 2018 and 2019. It is recognised that there are likely to be some sensitivities around some of the proposals and planned changes and both PCCs will play an active role in engaging with all key stakeholders accordingly.

ANNEX 8c) – Problem Solving Forums Forward Look

To provide an update on the PCC's Problem Solving Forum, a series of workshops held with the voluntary and community sector to identify opportunities for joint work in tackling some of the persistent problems facing the wider public sector.

Background

The inaugural PCC Problem Solving Forum (PSF) focused on homelessness, and was hosted by and in partnership with Bournemouth Council for Voluntary Service's (CVS) Criminal Justice Forum. The event was attended by representatives from 22 voluntary sector organisations across Dorset providing a range of services including: advice, support mentoring and advocacy, emergency provision, drug and alcohol services, funding, outreach work, housing associations and specialist work with offenders and ex-offenders.

Presentations from both the voluntary sector – Shelter and Clinks, and statutory agencies – Public Health Dorset, the PCC (including Dorset Police data) and Bournemouth Borough Council set the current scene. These were followed by workshop sessions across four themes of Health, Housing, Support and Finance (including education, employment, training and benefits). The workshops identified issues, including gaps, and then identified some potential actions to address the issues.

Next steps

A draft report of the first forum was produced and is currently being reviewed by participants. Following this, an action plan involving both statutory agencies and voluntary organisations will be developed in the next few months – through the creation of a steering group.

Forward Look

Potential future topics are fly tipping, travellers, cycling and rural crime issues. It is proposed that the next Forum will be held in April/May on the topic of business/rural crime. To that end, discussions around business/rural crime are taking place, including with the FSB and Dorset Rural Crime Partnership to ensure the pertinent issues are identified and considered. This will also support the research work that the PCC is supporting through the National Rural Crime Network (NRCN).

ANNEX 8d) - Commissioning and Grants Update

To detail the process that the OPCC adheres to when commissioning projects under the Major Grant Scheme, and provide information relating to the commissioned projects and how they are monitored. Also included within this report is summary information relating to the Proceeds of Crime Act (POCA) and income generation within the OPCC and Dorset Police.

Introduction

The Safer Dorset Fund Major Grant Scheme has been established by the PCC to commission projects in areas of need that align to the Police and Crime Plan priorities.

The OPCC Policy and Commissioning Teams work together with partner agencies to identify potential gaps in service provision, to find sustainable solutions, and commission organisations or partners to provide appropriate services. The OPCC works with a wide range of partner agencies, locally, regionally and nationally. A list of PCC commissioned projects can be found in Appendix A.

Major Grant Scheme Processes

There are two ways in which the PCC commissions projects, a grant giving approach and a formal commissioning approach. The PCC's Commissioning Team administers the Major Grant Scheme and has built processes to account for either approach.

1. Grant Giving:

Grant Giving is appropriate for low cost proposals and/or when there is only one known service provider capable of providing the service. The procedure followed for Grant Giving is as follows:

- 1) Charity/Organisation completes a grant proposal form in its entirety
- 2) The Commissioning Team carry out an initial assessment to ensure the form is complete and the outcomes are in-line with the Police and Crime Plan priorities. This is done with the use of a scoring matrix which evaluates how the project meets the Police and Crime Plan priorities, number of beneficiaries, localities covered and outcomes.
- 3) Approved proposals are then submitted to the Senior Management Team (SMT) and PCC for final scrutiny and approval.
- 4) Upon approval the Commissioning Team will hold discussions regarding the outcomes/deliverables and formalise this in a grant agreement, which is signed by both the funded organisation and the PCC.

2. Commissioning:

The commissioning process is used when the PCC's Commissioning and Policy Teams identify a gap in service provision and find a potential solution to fill this gap. Suppliers will be invited to bid for this work against a pre-written service specification through a formal procurement process.

The formal procurement process is generally used when the value of a project is £100,000 or higher, but can also be used when there are two or more known providers who are capable of providing a service. A brief summary of the procedure for this process is as follows:

- 1) Commissioning and Policy Teams identify gaps in provision.
- 2) Highlight gap to PCC and SMT and seek approval to proceed.
- 3) Work with partners to find the best solution to fill the gap.
- 4) Build a service specification.
- 5) Run a competitive procurement process; invitation to tender, bids, evaluation, award.
- 6) Final recommendation submitted to PCC for approval prior to contract commencement.

The PCC and SMT have made the decision to increasingly adopt a more formal commissioning approach, as opposed to grant giving. Due to this change in process the scheme has recently had its name changed to “The Priority Commissioning Scheme” to better reflect its activities.

Monitoring of Commissioned Projects

The OPCC imposes conditions on all funded organisations to provide regular monitoring reports against specific agreed outputs and outcomes. Once reports are received they are checked against the agreed outcomes to ensure compliance.

Where possible the OPCC will attend review meetings with the service provider and also attend partnership boards with partner agencies to discuss performance and impacting factors.

Example of Monitoring:

The Shores (Sexual Assault Referral Centre) – SARC provides Forensic Medical Examinations and counselling services for victims of sexual assault.

The OPCC Commissioning Team attends quarterly performance meetings with NHS England, G4S, and the Southwest Police Procurement Team. G4S report on their service delivery and performance against the agreed outputs and outcomes. NHS England are the contract lead for the SARC contract, but due to the nature and value of the contract the OPCC attends each meeting to ensure G4S are meeting their contractual obligation.

Examples of the performance data received from G4S are:

- FME Response Time (from call to attendance)
- Victims personal data (gender/age/ethnicity)
- Relationship to suspect (acquaintance/stranger/partner/relative)
- Offence Type (rape/sexual touching)
- Location of offence

Proceeds of Crime Act (POCA)

The PCC receives on average £1,000 per month from the sale of property seized relating to crime (property other than found – POTF).

‘Mattress Money’

Dorset and Wiltshire Fire and Rescue Service (DWFRS) recently discovered £90,000 under a bed in a derelict home that was to be used for a fire training drill. Despite an 18-month investigation, the owner was not identified and the courts formally awarded the money to the PCC under POCA.

The PCC allocated 50% of the £90,000 to DWFRS as the organisation that discovered the funds; which has in turn has decided to allocate these funds for an Urban Heath Partnership Firewise Co-ordinator and a SafeWise Volunteer Co-ordinator. These are summarised overleaf.

Project Title	Project Summary	Amount commissioned	Police & Crime Plan Theme
Firewise Co-ordinator	Co-funding of a coordinator to identify and implement interventions to minimise heathland fires started by arson	£6,000	Working with Communities
SafeWise Volunteer Co-ordinator	Increasing the capacity for SafeWise to provide fire and road safety educational support for children and young people.	£39,000	Working with Communities

The remaining £45,000 has been utilised to fund the PCC's Community Grant Scheme. This scheme has been established as a funding source for voluntary and community sector organisations to deliver projects that meet one or more of the Police and Crime Plan priorities. Applying organisations can apply for funding for projects between £100 and £3,000. Details of this scheme can be found on the PCC's website:

<https://www.dorset.pcc.police.uk/working-in-partnership/approach-to-commissioning/community-grant-scheme/>

Other Income Generation

PCC Income Generation

The Police Transformation Fund (PTF) bid for a Victims Advocate pilot scheme has been successful, with £120,000 being awarded over two years. Work is now focused on drawing up a detailed delivery plan for the pilot which seeks to extend existing victim support into the court itself, including help in giving evidence and providing additional information. It is anticipated that a project officer will be recruited to oversee this work and the implementation of the pilot scheme.

Dorset Police Income Generation

The main sources of income generation for Dorset Police are the Dorset Road Safe Department and Firearms Licensing.

Dorset Road Safe generate a large amount of income through penalty tickets issued for traffic offences, although the income generated is used to fund the department with no other department benefiting from this source.

Firearms Licensing generate a small amount of income through fines and licence applications, however the income that is raised doesn't cover the departmental costs and runs at a loss.

It should be noted that whilst reasonable avenues for income generation are pursued, results are variable, and therefore these cannot be relied upon to reduce any budget deficit.

Appendix A

Summary List of Commissioned Projects

Project Title	Lead Organisation	Project Summary	Amount commissioned	Police & Crime Plan Theme	Area covered
Victim Services	Victim Support	Providing emotional and practical support to victims of crime in Dorset	£438,466.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
The Maple Project	Dorset Police	The Maple Project ensures that women, men and children whose lives are affected by domestic abuse will receive a high level of support and protection and perpetrators are held accountable for their actions and behaviour	£175,000.00	Protecting People at Risk of Harm	Pan-Dorset
The Shores (Dorset SARC)	NHS England (subcontracted to G4S)	Provision of a Sexual Assault Referral Centre (SARC) Manager and Forensic Medical Examiners for victims of sexual assault	£85,000.00	Protecting People at Risk of Harm	Pan-Dorset
Drug (& Alcohol) Intervention Programme	Public Health Dorset	Provision of appropriate support to people within the criminal justice system with substance misuse issues	£100,000.00	Protecting People at Risk of Harm	Pan-Dorset
Safe Schools and Communities Team (SSCT)	Dorset Police	SSCT provide targeted interventions to young people and the wider community, helping to reduce and prevent crime and ASB	£78,149.00	Protecting People at Risk of Harm	Pan-Dorset
Dorset Combined Youth Offending Service (YOS)	Bournemouth Borough Council	Supporting the YOS to provide interventions that reduce and prevent offending/reoffending by children and young people within the criminal justice system	£75,301.00	Protecting People at Risk of Harm	Pan-Dorset
Consultation Groups	Dorset Police	Enabling Dorset Police to consult with appropriate and experienced organisations representing harder to reach communities	£20,000.00	Working with Communities	Pan-Dorset

Restorative Dorset	Borough of Poole Council	Providing a pan-Dorset Restorative Justice (RJ) and restorative mediation capability for victims of crime and anti-social behaviour	£119,696.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
Independent Sexual Violence Advisors (ISVAs)	NHS England (subcontracted to G4S)	Provision of ISVAs to provide targeted support to victims of sexual violence, including providing advice regarding the criminal justice process	£90,000.00	Protecting People at Risk of Harm	Pan-Dorset
Missing Young People	Bournemouth Borough Council (subcontracted to Barnardos)	Providing a Return Home Interview (RHI) service for children previously reported as missing, including identification of risks of Child Sexual Exploitation (CSE)	£30,000.00	Protecting People at Risk of Harm	Pan-Dorset
Crest Analysis Tool	Crest Analytics	Enabling the analysis of local data from different datasets, in order to increase effectiveness across multi-agency criminal justice organisations	£28,500.00	Transforming for the Future	Pan-Dorset
Rape Crisis - Counselling Services	Dorset Rape Crisis Support Centre (DRSCS)	Providing immediate and ongoing support to victims and survivors of sexual violence, including longer-term specialist support	£35,000.00	Protecting People at Risk of Harm	Pan-Dorset
Boscombe Community Safety Accreditation Scheme (CSAS)	Bournemouth Borough Council	Enabling accreditation of non-police employed staff in order to enhance the delivery of community safety interventions within Boscombe	£10,000.00	Working with Communities	Bournemouth
Victims' Bureau	Office of the Dorset Police & Crime Commissioner (OPCC)	Enabling direct contact by Dorset Police with victims of crime, including providing updates on progress of relevant cases through the criminal justice system	£127,762.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
Circles Southwest	Circles UK	Circles UK provide dedicated interventions for perpetrators of sexual abuse wishing to live offence free lives	£10,000.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset

LGBT Outreach Worker	Intercom Trust	Providing appropriate support to members of the LGBT community within the community safety and criminal justice environment in Dorset	£8,800.00	Working with Communities	Pan-Dorset
Street Sex Case Manager	Bournemouth Borough Council	Helping to reduce the impact on the local community and to help individual sex workers wishing to live offence free lives	£9,000.00	Protecting People at Risk of Harm	Pan-Dorset
Ugly Mugs	National Ugly Mugs	Protecting sex workers from dangerous individuals	£3,000.00	Protecting People at Risk of Harm	Pan-Dorset
Killed or Seriously Injured - Bereavement Support	BRAKE	Providing emotional and practical support to families of people killed or seriously injured on Dorset's roads	£2,000.00	Working with Communities	Pan-Dorset
Learning Disabilities Advisors	Bournemouth People First	Providing targeted support to victims of crime with learning difficulties, including providing advice regarding the criminal justice process	£17,000.00	Working with Communities	Pan-Dorset
Dorset Watches	Association of Dorset Watches (ADW)	Enabling coordination between the member watch schemes operating across Dorset	£2,500.00	Working with Communities	Pan-Dorset
Melcombe Regis Capacity Worker	Weymouth & Portland Borough Council	Community Worker to engage with communities in the Melcombe Regis area of Weymouth	£4,000.00	Working with Communities	Weymouth & Portland
Operation Galaxy Analyst	Bournemouth Borough Council	Dedicated analytical provision supporting the multi-agency approach to housing-related community safety issues within Boscombe	£17,500.00	Working with Communities	Bournemouth
National Police Chaplaincy	Association of Police & Crime Commissioners (APCC)	Providing emotional and practical support to police officers and staff	£2,000.00	Working with Communities	Pan-Dorset

Commissioning Analysis	Safer Poole Partnership - Borough of Poole Council	Delivery of a comprehensive needs analysis across multiple disciplines that impact upon community safety in Dorset	£7,140.00	Transforming for the Future	Pan-Dorset
Firewise Co-ordinator	Dorset & Wiltshire Fire & Rescue Service (DWFRS)	Co-funding of a coordinator helping to identify and implement interventions to minimise heathland fires started by arson	£6,000.00	Working with Communities	Pan-Dorset
SafeWise Volunteer Co-ordinator	Dorset & Wiltshire Fire & Rescue Service (DWFRS)	Increasing the capacity for the centre to provide educational support for children and young people, regarding fire safety	£39,000.00	Working with Communities	Pan-Dorset
Community Speed Watch	Dorset Roadsaf	Enabling Dorset Roadsaf to support community-based teams operating across Dorset, to deter speeding motorists	£5,300.00	Working with Communities	Pan-Dorset
Electronic Tagging	3M	Electronic Tagging of offenders	£18,000.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
MASH CSA Mapping	Borough of Poole Council	Funding for the MASH to carry out Child Sexual Assault Mapping and awareness raising activities.	£37,200.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
Children & Young Person ISVA	Dorset Rape Crisis	Specialist Independent Sexual Violence Advisors to provide support and counselling services to child and young person victims of Sexual Assault.	£39,855.00	Supporting Victims, Witnesses & Reducing Reoffending	Pan-Dorset
Alliance Integrated Mentoring Officer	Dorset Police	Specialist member of Police Staff to link in with health support workers. The main cohort of service will be individuals with personality behavioural disorder (PBD) that occupy disproportionate amount of time/demand to primary crisis agencies	£32,000.00	Protecting People at Risk of Harm	Pan-Dorset
Total to date			£1,673,169.00		

Appendix B

Police and Crime Plan Priorities

The below table indicates the total value of projects commissioned against each Police and Crime Plan Priority.

Police and Crime Plan Area	Total Amount Commissioned
Protecting People at Risk of Harm	£712,450.00
Supporting Victims, Witnesses & Reducing Reoffending	£790,979.00
Working with Communities	£134,100.00
Transforming for the Future	£35,640
Total	£1,673,169

ANNEX 8e) – Alliance Customer Service Team (Complaints) Update

To provide information about the complaints reforms introduced by the Policing and Crime Act 2017, along with an update regarding the plans for the Commissioners of Dorset and Devon & Cornwall to pilot an Alliance Customer Service Team across the three counties.

1. BACKGROUND/INTRODUCTION

1.1 In December 2014, the Coalition Government, under Theresa May as Home Secretary, set out intentions to reform the police complaints and disciplinary system. Her Written Ministerial Statement stated:

1.2 *“Reviews show that the police complaints and disciplinary systems do not meet the standards that both the public and the police rightly expect. Those wishing to lodge a complaint find an opaque and bureaucratic system with insufficient independence. The police see a system designed to punish them, rather than one that provides feedback to help them improve performance.”*

1.3 The Policing and Crime Act 2017, which received Royal Assent on 31 January 2017, enacts several changes in respect to police complaints provision. These changes represent an opportunity to enhance customer service currently provided by police forces, and to further ensure that the service builds on a culture of continuous learning and improvement. The reform of police complaints is designed to bring about a system that:

- Is more customer focused, resolving complaints in a timely fashion
- Is less bureaucratic
- Is more transparent and independent with effective local oversight
- Allows for identification of patterns and trends of dissatisfaction
- Is less adversarial for officers

1.4 In short, the Home Office have stated that the ministerial intent has been to encourage innovation and develop a system in which complaints are responded to in a way that improves public confidence and bolsters police legitimacy.

1.5 The Act sets out structural reform of the police complaints system, with PCCs able to choose between three models, as detailed below. The Act further includes changes to the definition of a complaint, allowing forces to resolve issues outside of the complaints system where appropriate, ending the practice of non-recording complaints and changes to streamline the system.

1.6 Under the legislation, which is currently set to go live in Easter 2019, there are three available options of which the first is mandatory:

Model A (mandatory) – all PCCs will have a statutory responsibility for the performance of the local complaints system and will be the relevant review body for those reviews which would currently be heard by the Chief Constable. PCCs will have an appellate role – taking on reviews into cases where Chief Officers would currently hear appeals. This will mean making a judgment on whether the force has taken “reasonable and proportionate” action – and, if not, taking further steps which might include referral to the IPCC, recommendation to investigate or re-investigate, or recommendation of remedial action to the complainant.

Model B (recording) – in addition to the mandatory responsibilities, this involves OPCC assuming responsibility for recording all expressions of dissatisfaction and so enables

PCCs, if they so wish, to seek to resolve issues outside of the formal misconduct system.

Model C (full) – in addition to the responsibility for recording, allows the PCC to undertake the statutory duty to keep the complainant updated through the duration of the complaint.

- 1.7 Having considered the available options, the Police and Crime Commissioner for Dorset and the PCC for Devon and Cornwall, Alison Hernandez, have stated their preference to pursue Model B. They have both determined that this option is likely to meet the Commissioners' oversight requirements, while avoiding additional bureaucracy and complexity for members of the public.
- 1.8 This means, in addition to their statutory responsibility to hold the Chief Constables to account for "the exercise of the chief constable's functions... in relation to the handling of complaints", and becoming the relevant review body for those cases currently heard by the Chief Constables (mandatory), the PCCs would also be responsible for the initial part of the complaints process (recording). This will include the recording of the expressions of dissatisfaction and resolving low level customer service related issues through 'service recovery / triage / informal resolution' processes. Aspects of this work are already underway in both forces.
- 1.9 Following an '8-way' meeting of the four corporations sole, it was agreed that in the spirit of the Strategic Alliance, a pilot of an Alliance Customer Services Team (ACST) will test different methods for recording, handling and resolving expressions of dissatisfaction. This PCC-led team is being overseen by the Dorset OPCC Director of Operations on behalf of both Commissioners. Subject specific tactical assistance is being provided by an Alliance Detective Chief Inspector.

2. PROGRESS AND CONSIDERATIONS TO DATE

- 2.1 To pilot Model B it is proposed that the ACST will become the referral point for all 'expressions of dissatisfaction' received by the four corporations sole. It is proposed that this team, managed by Dorset OPCC, will be formed by six members of staff. This team, which is due to launch this year, will operate from 9am-5pm Monday to Friday and will, following a phased implementation, log and, where possible, resolve expressions of dissatisfaction through interrogation of Force ICT systems and liaison with officers and staff across the Alliance.
- 2.2 It is anticipated that the majority of issues handled by this team will be received following a referral from existing contact management channels, rather than received directly. In practice, this will most often mean that callers are provided with a diary appointment with the ACST by Force call handlers or that electronic correspondence is forwarded by Force colleagues to the ACST in the first instance.
- 2.3 A key part of the pilot is the provision of an analytical resource to support the identification and dissemination of any organisational learning opportunities. It is hoped that the pilot can also be used to explore ways to help shift the cultural focus of the organisation even further away from that of 'blame' and to build a stronger focus on resolution.
- 2.4 The project team have been working to address a number of key for the Pilot to address:
- What constitutes an "expression of dissatisfaction" under the new definition?
 - What is the volume of expressions of dissatisfaction in relation to the old definition of a complaint?

- What constitutes a reasonable and proportionate response to expressions of dissatisfaction?
- How does the customer service interaction feel to the customers?
- What type of analysis can be done with the data gathered under this system and how can this
- What needs to be done to effectively communicate the message to channel all expressions of dissatisfaction through the customer care team both internally and externally?

2.5 There are several additional issues that the project team need to address, most pertinently that the pilot will be operating before legislative changes have come into force, with the result being that some aspects of Model B cannot be fully tested. Wherever possible, these aspects will be 'simulated' to gather data, but it will remain the case during the pilot that complaints will still need to be recorded by the respective forces and that the Chief Constables remain the relevant appeal body.

2.6 The findings of the ACST pilot will be used to produce a comprehensive review and evaluation to assess the progress of the pilot and to ensure that all four corporations sole are prepared for the legislation changes that are due to come into force in 2019. All four corporations sole will be consulted on these detailed findings, and as per established Alliance process, full support will be sought prior to the development of a detailed business case.

2.7 The measures agreed for the pilot do not preclude alternative arrangements being put in place in 2019. In this respect, once the ACST pilot has been established, and has hopefully been shown to deliver service improvements and positive cultural change, a detailed business case will recommend options for how best to continue the arrangements as part of business as usual. This will include consideration of whether to retain operational delivery within the OPCCs; to shift delivery to the forces with an enhanced strategic oversight from PCCs; or a mixed approach for the two Force areas.

3. NEXT STEPS

3.1 The Director of Operations provides regular updates on the progress of the ACST to the two OPCCs, with weekly meetings with the Commissioner to update him of developments.

3.2 The four corporations sole are also updated monthly at the Transformational Prism Board, as an Alliance project with interdependencies on contact management issues. Dorset's Standards and Ethics Board and Ethics and Appeals Sub Committee have also received updates.

3.3 Following the pilot's launch later this year – with the exact date to be determined by Home Office policy announcements, recruitment and technology issues – the Commissioner will provide a further update to Police and Crime Panel Members sharing the initial findings of the initiative.

ANNEX 8f) - Firearms Licensing Review Follow Up

To provide members with an update on the performance of the Firearms Licensing function, following on from the Spotlight Scrutiny Review (SSR) undertaken by members and reported to the Panel in June 2017.

Previously, members undertaking the review on behalf of the Panel (Mike Short, Iain McVie and Cllr Andrew Kerby) concluded that Dorset Police has implemented a series of actions following the 2015 HMIC inspection, and this had led to a reduction in the number of days taken to process applications.

Since the SSR was undertaken, the Firearms Licensing Team has “gone live” as an Alliance department (in November 2017), although full alignment of the functions across the three counties will not occur until November 2018.

Firearms Licensing demand is high-volume and atypical, varying greatly over a five year period. This is due to an extension in certificate periods from three to five years by the Home Office in 1995, meaning that no renewals became due in 1998 and 1999. The renewals due during these years were delayed, overlaying them onto renewals already due in the following years. This created an anomalous demand pattern, as the number of renewals in years one to three of the five year cycle are, on average, twice that of years four and five.

Total firearms licensing demand is also difficult to predict with accuracy due to there being no control of the number of new applications that might be received. For the year 2017/2018 to date, Dorset Police has received 4,463 applications which include firearm and shotgun grant and renewal applications, registered firearms dealers, explosives applications, visitor permits, temporary firearm/shotgun permits, and firearms variations.

At the time of writing there are six files awaiting submission to Chief Officers for revocation / refusal decisions with approximately 40 case review files awaiting completion.

The performance figures for 2016/17 and 2017/18 (to date) indicate sustained improvement in the average wait times for a grant (new) application – of around 110 days in 2016/17 compared with around 90 days for 2017/18 to date. Performance figures for renewals are broadly comparable in both years. On most occasions applications are processed within the expected time limits.

The OPCC continues to monitor this area, and recognises that further changes elsewhere may impact on the performance of the unit. Specifically, GPs are required to notify police of any concerns around certificate holders which, together with a requirement for a certificate holder to disclose to police any relevant medical issues, may result in the need for a medical report. In June 2017, PCCs and Chief Constables were written to by the British Medical Association (BMA) where they suggested they will start charging police for information requests. This has created a delay in processing applications, and is currently the subject of discussion between the BMA and the National Police Chiefs' Council.

ANNEX 8g) – Budget Monitoring Report

To provide an update on the financial position at the end of November 2017 and the full year forecast compared with the revised budget.

1. NET REVENUE EXPENDITURE

- 1.1. Net Revenue Expenditure in the year to November was £80,030k which is 65% of the full year Revised Budget.
- 1.2. The Forecast for the full year is predicting a net overspend of £1,123k, after a planned increased transfer from reserves of £1,656k. (This compares with a forecast overspend of £1,048k in the Q2 report). Any overspend at the year-end will reduce General Balances. More detail is provided in Appendix 1.

NET REVENUE EXPENDITURE (NRE)	Spend to date £000's	2017/18 Revised Budget £000's	2017/18 Latest Forecast £000's	Variance (under) /over spend £000's
OPCC	1,361	2,582	2,582	0
FORCE	78,669	120,385	123,164	2,779
Total NRE	80,030	122,967	125,746	2,779
Reserves - transfers to / (from)	(1,195)	(1,710)	(3,366)	(1,656)
TOTAL	78,835	121,257	122,380	1,123

2. CAPITAL EXPENDITURE

- 2.1. The capital budget position is provided in Appendix 1, para 3.8

3. USABLE RESERVES

- 3.1. The latest forecast reserves are provided in the Budget and Medium Term Strategy report and are not repeated here.

4. OTHER FINANCE RELATED ISSUES

- 4.1. The Provisional Settlement was announced on 19th December and is discussed more fully in the Precept report elsewhere on this agenda.
- 4.2. The Reserves Policy has been reviewed and updated for 2018/19 and will be reported to the Independent Audit Committee in March. It is also included as an appendix to the Precept report.
- 4.3. The Treasury Management Strategy, including the Investment Strategy, Borrowing Strategy and prudential indicators will be reported to the Independent Audit Committee in March.

5. REPORT DEVELOPMENT

- 5.1. As previously reported the presentation of financial information to the Police and Crime Panel is under review, together with the underlying processes for the preparation of information with a view to ensuring the accuracy, timeliness and relevance of the information being provided.
- 5.2. Towards the objective of ensuring that financial reporting is not only accurate and timely but also comprehensive, consistent and comparable, the Joint Executive Board have agreed that changes will be made as follows:
 - Timetable of meetings will be revised to ensure that financial reports to the Police and Crime Panel have been reviewed by the appropriate internal boards first;
 - For internal reporting, a standard set of tables in excel, will be adopted, to ensure completeness, consistency and comparability; and
 - A budget decisions log will be maintained as one point of reference for changes from Original Budget.

Annex 8g) Appendix 1: Financial Forecast 2017/18

1. The forecast outturn for 2017/18, as at the end of month 8 is shown in the summary table below. Overall Dorset Police are predicting an overspend of £1.1m (0.93%).

	Type	Original Plan £000's	Revised Plan £000's	Spend to date £000's	Forecast £000's	Adverse / (Favourable) £000's
Office of the Police and Crime Commissioner						
Income	Grants and other income	(898)	(898)	(449)	(898)	0
Expenditure	OPCC	1,267	1,130	653	1,130	0
	Commissioning & Partnerships	1,902	2,349	1,157	2,349	0
OPCC NET SPENDING		2,271	2,582	1,361	2,582	0
Chief Constable						
Income	Specific Government Grants	(7,217)	(7,217)	(4,789)	(6,848)	369
	Other income:					
	Partnership Funding	(561)	(451)	(421)	(632)	(182)
	Reimbursed Services - Other	(79)	(79)	(360)	(141)	(61)
	Reimbursed Services - Police Forces	(250)	(250)	(134)	(928)	(677)
	Reimbursed Services - Public Bodies	(1,777)	(1,790)	(3,326)	(2,218)	(428)
	Sales, Fees, Charges and Rents	(4,070)	(4,070)	(2,956)	(3,797)	273
	Special Police Services	(272)	(272)	(333)	(402)	(130)
Total CC income		(14,227)	(14,130)	(12,320)	(14,965)	(835)
Expenditure						
Pay & Employment Costs	Officer Pay - Direct Costs	64,014	64,014	43,739	66,266	2,252
	Officer Overtime	2,489	2,527	2,394	3,503	976
	Injury / Ill Health Pensions	1,687	1,687	824	1,430	(257)
	Police Staff - Direct Costs	37,240	38,894	24,567	37,275	(1,619)
	Police Staff - Alliance recharges	(633)	(2,931)	(2,747)	(4,209)	(1,278)
	Temporary or Agency Staff	61	61	665	1,152	1,091
	Police Staff Overtime	345	340	430	674	334
	Other Employee Expenses	1,003	974	685	1,070	96
	Restructure & Training	619	628	618	856	228
		106,826	106,193	71,176	108,016	1,823
Overheads	Premises Related Expenditure	12,839	12,845	8,656	12,636	(210)
	Supplies and Services	3,978	3,814	3,639	5,129	1,315
	Communications & Computing	4,233	5,082	3,353	5,069	(13)
	Partnership and Collaboration	4,391	4,391	2,718	4,530	139
	Transport Related Expenditure	2,193	2,191	1,503	2,179	(11)
		27,634	28,324	19,870	29,543	1,219
CHIEF CONSTABLE NET SPENDING		120,233	120,387	78,726	122,594	2,207
Financing and Investment Income and Expenditure						
	Interest / Investment Income	(130)	(130)	(53)	(73)	57
	Capital Financing	128	128	(4)	643	515
Net Financing and Investment Expenditure		(2)	(2)	(56)	570	572
NET REVENUE EXPENDITURE		122,501	122,967	80,030	125,746	2,779

NET REVENUE EXPENDITURE		122,501	122,967	80,030	125,746	2,779
MOVEMENTS IN RESERVES						
	Transfers to Reserves	0	0	0	0	0
	Transfers from Reserves	(1,244)	(1,710)	(1,195)	(3,366)	(1,656)
NET REVENUE EXPENDITURE AFTER USE OF RESERVES		121,257	121,257	78,835	122,380	1,123

2. Office of Police and Crime Commissioner

2.1. The forecast for the OPCC budget is currently under review with the expectation that there will be unspent commissioning funds to be carried forward at the year end. This will be managed through the budget management earmarked reserve.

3. Chief Constable

Employee Costs

3.1. Overall employee costs are projecting an overspend of £1,823k.

3.2. Police officer pay and on costs is currently predicting a net £2,252k overspend. The key reason for this is that officer numbers remain at a level well in excess of the 1,200 FTE establishment. Officer numbers as at November are 1,252 and are forecast to reduce to 1,241 by year end. The budget assumed that there would be 100 leavers in the current financial year; this was revised down to 74 this month. Leaver numbers continue to be lower than expected and the forecast to year end reflects this.

3.3. Police officer overtime is forecast to overspend by £976k.

3.4. Police Staff pay is predicting an underspend of £2,897k, which includes costs recharged to Devon and Cornwall as part of the Alliance arrangements. Across the Force and the Alliance, there are a number of vacancies, due in part of the restructure of departments that have only recently gone live in the Alliance.

3.5. Staff overtime, and 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 £1,428k which reflects the demands faced by these departments to maintain performance with fewer than budgeted staff, and the expenditure is financed by vacancies in police staff posts.

Overheads

3.6. The principle issues within the non-pay budgets are in relation to the supplies and services, including the requirement to achieve £436k savings within the year. The Assistant Chief Officer has put in place specific controls over the purchase of supplies and services. The effects of these controls are now being seen with a reduction in the forecast this month.

Capital Financing

3.7. The minimum revenue provision charge for 2017/18 is now reflected in the Accounts. This is to be funded from the Capital financing reserve in 2017/18 and has been built into the revenue budget from 2018/19.

Capital Projects

3.8. The Dorset Police capital programme currently totals £9.7m. A review was recently undertaken of the programme which resulted in Dorset Police being able to remove £1.3m from the budget and transfer to the Capital financing reserve.

Capital Programme	Original Budget £000's	Brought Forward from 2016/17 £000's	Return to Reserve £000's	Total Budget £000's	Forecast Spend £000's	Variance Over/ (Under) £000's
Vehicle Replacement Programme	1,260	750	(400)	1,610	1,275	(335)
Minor Building Works	870	879	(700)	1,049	668	(381)
ICT						
<i>Smarter Systems Programme</i>	390	2,609	0	2,999	1,082	(1,917)
<i>Duty Management System</i>	0	730	0	730	300	(430)
<i>Other ICT</i>	1,330	850	0	2,180	603	(1,577)
Total ICT	1,720	4,189	0	5,909	1,985	(3,924)
Equipment	270	1,045	(210)	1,105	625	(480)
Total	4,120	6,863	(1,310)	9,673	4,553	(5,120)
Funded By						
Home Office Grant					412	
Capital Receipts & Asset Disposal					4,141	
Transfers to / (From) Reserve					0	
Total					4,553	

3.9. 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. The revised programme currently projects slippage of £5.1m which will be carried forward to fund ongoing programmes in 2018/19.

3.10. The main causes of the slippage relate to delays in implementation of ICT projects. The ESN programme has an annual allocation of £0.5m but due to delays in the national programme £1m will be carried forward to 2018/19. The earliest transition date for Dorset Police is expected to be Spring 2020.

COMMENTS ON A GUIDED VISIT TO “THE SHORES” SEXUAL ASSAULT
REFERRAL CENTRE, [SARC] BOURNEMOUTH BY CLLRS BILL PIPE AND
BARBARA MANUEL IN DECEMBER 2017

The SARC, or Sexual Assault Referral Centre adjacent to Bournemouth Police Station is a dedicated site for the reporting and gathering of evidence of sexual assaults upon both the male & female gender. The centre has an “Open Door” policy of self-referral as well as one of referral by others [police and other agencies] throughout Dorset. Once contact with the civilian reception team is made by the victim, a dedicated SOLO [Sexual Offences Liaison Officer] will begin the important task of collecting forensic evidence and is accompanied and aided in this task by a dedicated doctor from the Royal Bournemouth hospital. Family rooms are provided for the gathering of video testament and ultra-sterile examination rooms are available with sterile connecting passages for the collection of vital forensic evidence.

To enable useful forensic evidence to be collected, it is vital that victims report these offences as soon as possible. The forensic time scales for certain types of rape and serious sexual assault are as follows:

- Vaginal Rape-7 days
- Anal Rape-3 days
- Oral Rape-2 days, and
- Digital Penetration-2 days

The centre is staffed by four dedicated SOLO police officers of Detective Constable rank and civilian reception staff. A female Detective Constable showed us all of the facilities at the SARC over a two hour period. Our impression was that both the civilian staff & our police guide were “happy with their lot” in terms of facilities, staffing, workload, financial provision and the vital cooperation provided by other agencies.

Once evidence is gathered, a feedback form is given to victims to report back upon their experience at the SARC. All comments are quickly acted upon by the full team in order to make the experience better for future users.

We plan to make visits to the Victims Bureau, the Victims Champion, Crown Court to see how video evidence impacts upon witnesses and to meet with the Court Witness Care Service.

Cllr Bill Pipe and Cllr Barbara Manuel

Circulation: - Police & Crime Commissioner; PCP Panel Members

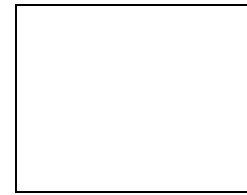
Dorset Police and Crime Panel – 1st February 2018

Pillar 3 – Supporting Victims, Witnesses and reducing Reoffending

Pillar Lead Briefing Note

Agenda item:

Dorset Police and Crime Panel



Date of Meeting	1 February 2018
PCP Lead Member Officer	Mike Short – Chairman of the PCP Chief Executive - Dorset County Council
Subject of Report	PCP Improvement Action Plan
Executive Summary	<p>A key aspect of the Police and Crime Panels commitment to continuous development is to hold regular training sessions. These sessions enable the Panel to reflect upon its role, actively review the contribution it makes and, where necessary, identify areas for improvement.</p> <p>The Panels latest training session on 8 December 2017, included a workshop session which lead to the compilation of a draft 5 Point Action Plan. This Plan seeks to improve the effectiveness and impact of the work of the Panel going forwards.</p> <p>The 5 key action points that were identified can be summarised as follows;</p> <ol style="list-style-type: none"> 1. Improved use and application of the available skills and knowledge. 2. Preparation for the potential impacts and implications of Local Government Reorganisation. 3. Preparation for the potential impacts and implications from a Police Force Merger. 4. Improved communications and extended Partnership Working. 5. Further refinement of the Panels <i>'Modus Operandi'</i>. <p>It was agreed that this would be reported to a full meeting of the Police and Crime Panel to seek collective agreement and commitment to its content.</p>

Impact Assessment:	<i>Equalities Impact Assessment:</i> There are not considered to be any issues associated with this report.
	<i>Use of Evidence:</i> The proposals are based upon summary notes which captured the key outcomes from the training session.
	<i>Budget:</i> Other than Panel member and officer time there are not considered to be any additional costs associated with the proposals.
	<i>Risk Assessment:</i> Having considered the risks associated with this decision (<i>using the County Council's approved risk management methodology</i>), the level of risk has been identified as: Current Risk: MEDIUM Residual Risk: LOW Other Implications: None
Recommendation	That the Police and Crime Panel supports: i) The content of the PCP Improvement Action Plan, which seeks to support the Panels clear commitment to continuous improvement.
Reason for Recommendation	To support and develop the effectiveness of the Police and Crime Panel in order to enhance the Panel's statutory mandate requirements and to provide value for the residents of Dorset.
Appendices	None
Background Papers	Summary training session notes - 8 th December 2017
Report Originator and Contact	Mike Short MBE Chairman of the Police and Crime Panel Mark Taylor Group Manager – Governance & Assurance Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk

1. Introduction

- 1.1 The Police and Crime Panel holds regular training sessions to deliver against its commitment to continuous development. These sessions enable the Panel to reflect upon its role, actively review the contribution it makes and, where necessary, identify areas for *overall* improvement.
- 1.2 Training is important to ensure that the Panel members are kept up to date on specific emerging legislation; are aware of the wider national context; have access to information on best practice work; and to discuss and share views on opportunities to improve local arrangements.
- 1.3 This helps to ensure that the Panel are able to discharge its statutory duties in both supporting and scrutinising the Police and Crime Commissioner.

2. Reflections on the Previous year's activities

- 2.1 The Panel has been successful in delivering the five key actions it set itself for 2017. This has been achieved through the positive relationships that have been established between the PCP and the PCC/OPCC, which had been identified in the 2016 survey, and have been strengthened further over the past year. These benefits were clearly demonstrated through the attendance and support provided directly by the PCC, the OPCC Chief Executive and Treasurer at the Panel's latest training session. Their insightful contribution and input was gratefully received; it has directly helped to inform the Panels Improvement Plan.
- 2.2 The key 'overarching principles' which were agreed by the Panel to guide its work are now clearly being reflected in practice. These include:
 - Focusing on less, but working more thoroughly in the forward plan and committee.
 - Undertaking more proactive scrutiny work, clearly focused on improving outcomes for Dorset such as the lobbying of the Home Office.
 - Having clarity on the rationale and scope of items for coverage through the use of key lines of enquiry e.g. in scrutinising development of the Strategic Alliance and the spotlight scrutiny review of Firearms Licensing.
- 2.3 All the above aimed at seeking to deliver clear conclusions and recommended areas for improvement for the PCC at the Panel meeting.
- 2.4 Another of the Panel's targets for 2017 was to review the nature and content of quarterly reports, as well as other papers provided by the OPCC. It is therefore pleasing to report that, through close liaison and working with the OPCC, the quarterly monitoring information has also seen significant change and improvement during the year. These now deliver a much clearer link to both the structure and specific content of the Police and Crime Plan, thereby providing a focused and improved basis for support and scrutiny. Engagement with the OPCC to develop and refine these reports further will continue in order to ensure that the information presented to, and received by, the Panel is of high quality.
- 2.5 In addition, the PCP's website has also been reviewed and improved.
- 2.6 The formation, establishment and appointment of the Panels 'Pillar Leads' approach is also of particular note. These roles will help to ensure that active and timely oversight, support and scrutiny can be given to the specific

elements contained within the PCC's new Police and Crime Plan. This will help to identify and assess delivery against the highest priority activities.

- 2.7 Good practice that has been identified from other Panels has also been developed in Dorset, including balancing the PCP's roles of challenge and support and actively seeking to form relationships where initiatives require partnership working. These will also continue to be key areas for focus as the Panel moves forward.

3. Forward Look

- 3.1 Whilst it is right to recognise and celebrate the Panel's successes during last year, it remains important that the Panel continues to work hard to maximise the influence it can have in delivering good outcomes for the benefit of the residents of Dorset.

- 3.2 In pursuit of its commitment to continuous improvement, the Panel held its most recent training session on 8 December 2017, which was structured as follows:

Purpose: "To identify how Dorset PCP can do business better."

Utilising the guiding principles of "*Review; Consolidate and Plan*", the Panel covered the following 3 key topics;

- i. OPCC – A View of the PCP from the "Other Side"
- ii. PCP Review – "what does good look like?"
- iii. An Overview from the Pillar Leads

- 3.3 The outcomes from the session have enabled the Panel to build upon the foundations achieved from the production of last year's Improvement Plan and identify some further areas for specific focus for the Panel in its work going forwards. These are briefly set out in the following section.

4. Improvement Action Plan

- 4.1 A summary of the specific areas that have been identified for inclusion in the PCP Improvement Plan 2017-20, are as follows:

- i) Improved use and application of the available skills and knowledge**
 - *E.g. A skills audit; continuous improvement, evaluation and self-assessment to help with capacity building and the development of skills, knowledge and experience of the Panel, especially given the anticipated changes in political structures, policing accountability and reporting (to HMICFRS and by the OPCC) and the changing nature of crime.*
- ii) Preparation for the potential impacts and implications of Local Government Reorganisation**
 - *Assess the legislative requirements and the development needs of the Panel in the light of local government reorganisation in the county (e.g. smaller membership and changed composition).*

- iii) **Preparation for the potential impacts and implications arising from a Police Force Merger**
 - *Consider the changes and development needs of the Panel in the light of the potential merger between Dorset and Devon and Cornwall Police Forces (e.g. continuing joint scrutiny of the Strategic Alliance; the potential for a merged Panel etc.) to deliver our collective statutory obligations.*

- iv) **Improved Communications and extended Partnership Working**
 - *E.g. A communications strategy to build a higher public profile and to better engage with the public, whether in attending or watching webcast meetings; providing insights and evidence to councillors in their Division(s); using social media or participating in consultation (e.g. through the ‘working with communities’ pillar and the associated themed meetings etc.).*

 - *Undertake further work to improve two-way communications between the Panel members and their respective councils. To engage with Community Safety Partnerships; the Community Safety and Criminal Justice Board; the PCC’s Audit Committee; Crime and Disorder Reduction Overview and Scrutiny Committees; Neighbourhood Watch; Community Speed Watch; and others in seeking to share collective knowledge and maximise outcomes.*

- v) **Further refinement of the Panels ‘Modus Operandi’**
 - *Changes to the Panels Local Procedure Rules, including the appointment of substitute members, the timing of the election of Chairman and Vice Chairman etc.*

 - *A refreshed cycle of meetings; the meeting on the precept and budget must take place within a statutory period, but the other four meetings can be programmed to reflect the publication of quarterly reports, monitoring delivery of the Police and Crime Plan and other key outcomes.*

 - *Panel management of its own forward plan; including more proactive scrutiny, thematic agenda items, as well as the use of pre-meetings and key lines of enquiry, not only in formal meetings of the Panel but in other ways of working.*

 - *Ensuring an appropriate level of clarity and procedures and wider Panel engagement about procedures further to the positive introduction of pillar leads, covering Panel expectations, ways of working and reporting e.g. capturing feedback from very successful site visits and meetings.*

5. Conclusion

5.1 The Police and Crime Panel has a clear commitment to continuous improvement.

5.2 This Improvement Action Plan is an important element of this commitment as it seeks to improve the effectiveness and impact of the work of the Panel going forwards.

5.3 The Panel are therefore requested to consider the proposed 5 areas identified for specific attention and to commit their time and efforts to the necessary activity in order to achieve successful implementation.

Mike Short MBE
Chairman of the Police and Crime Panel

Jonathan Mair
Clerk to the Police and Crime Panel

February 2018

Dorset Police and Crime Panel



Date of Meeting	1 February 2018
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	<ol style="list-style-type: none"> i. To plan the work of the Panel for the year; ii. To note meeting dates for 2018.
Appendices	<ol style="list-style-type: none"> 1. The Forward Plan for Dorset Police and Crime Panel. 2. The scoping document for the Spotlight Scrutiny Review of Body Worn Video Devices.
Background Papers	None
Report Originator and Contact	<p>Fiona King, Senior Democratic Services Officer Tel: 01305 224186 Email: f.d.king@dorsetcc.gov.uk</p>

- 1.1 The Dorset Police and Crime Panel Work Programme is detailed in the attached Appendix.
 - 1.2 In addition the Panel are requested to consider and approve a proposed spotlight scrutiny review of Body Worn Video Devices as set out in Appendix 2. This directly contributes to the Panel's active liaison and oversight of Pillar 4 – Transforming for the Future.
 - 1.3 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.
 - 1.4 However it is important that the Panels Work Programme retains sufficient flexibility to ensure that it can prioritise and consider any emerging issues.
 - 1.5 Panel members are therefore invited to review their Work Programme and identify any amendments or additions they wish to make.
- 2. Future meeting dates**
- 2.1 Members are asked to confirm the following dates for the remainder of 2018 in their diaries:-
 - Monday 19 February 2018 – Confirmation Hearing for Chief Constable
 - 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

February 2018



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
- iii) Domestic Abuse
- iv) Missing Persons
- v) Proposed merger for Dorset and Devon and Cornwall Police



Date of Meeting	Item / Issue for Review		Purpose / Key Lines of Enquiry (KLOE)	Lead Panel Member / Officer(s)
FORMAL PANEL MEETING Monday 19 February 2018 (10:00 am)	Confirmation Hearing for the Chief Constable		To consider the PCC's recommendation for the appointment of Chief Constable.	OPCC
FORMAL PANEL MEETING Tuesday 26 June 2018 (10:00 am)	1.	Police and Crime Monitoring Report (including an update on Drone Evaluation, National ICT Projects)	To receive an update of progress against the Police and Crime Plan Q4 2017/18. <i>(To incorporate updates on specific topics requested at the meeting held 101117.)</i>	OPCC
	2.	Police and Crime Plan 2017/21	To receive an update from the PCC on any emerging areas and areas of refresh for the Police and Crime Plan.	OPCC
	3.	PCC's Draft Annual Report 2017/18	PCC to present his draft Annual Report to the Panel for scrutiny and to receive feedback.	OPCC
	4.	Strategic Alliance Project Update	To receive a further update on the progress of the Strategic Alliance against the PCPs established key lines of enquiry.	OPCC
	5.	Spotlight Scrutiny Review of Body Worn Video Devices and Drone Evaluation	To consider the findings and any recommendations from the Scrutiny Review.	PCC – Pillar Lead 4
	6.	Police Procurement	To consider the findings of the PCCs Challenge review of Police [procurement arrangements to ensure that Police procurement is providing value for money.	OPCC



FORMAL PANEL MEETING Thursday 27 September 2018 (10:00 am)	1.	Police and Crime Monitoring Report	To receive an update of progress against the Police and Crime Plan Q1 2018/19.	OPCC
FORMAL PANEL MEETING Tuesday 13 November 2018 (10:00 am)	1.	Police and Crime Monitoring Report	To receive an update of progress against the Police and Crime Plan Q2 2018/19.	OPCC
INFORMAL SESSION Friday 7 December 2018 (10:00 am)	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 		Panel Members / Support Officers <i>(OPCC input may also be requested as appropriate and / or External Advisors)</i>

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

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Dorset Police and Crime Panel Scrutiny Review - Planning & Scoping Document

Body Worn Video Devices

<p>What is the Purpose of the Review?</p>	<p>Purpose: To review the Police and Crime Commissioners (PCC's) arrangements which ensure a reduction of threat, risk and harm to the public through an efficient and effective body worn video system.</p>
<p>What are the Criteria for Selection?</p>	<p>Rationale for topic selection:</p> <ul style="list-style-type: none"> i) The PCC has identified previous council tax increase to provide funding for Dorset Police to have body worn video devices and a spotlight scrutiny will test the value for money of this targeted investment for the public. ii) To assess the impact on public confidence in the police on behalf of the public; iii) Provides an opportunity for the Panel, in its capacity as 'critical friend', to seek assurance. iv) Provides a focused review mechanism through which to drive improvement and confidence in public services.
<p>What are the Indicators of Success?</p> <ul style="list-style-type: none"> • <i>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</i> 	<p>Success Factors: The review will seek to establish whether:</p> <ul style="list-style-type: none"> i) An effective system exists? ii) A clear & accessible system is in place? iii) An efficient system of deployment, use, accountability, storage and retrieval of evidence is in operation? iv) Appropriate and proportionate risk assessment methodology is used? v) Verification and checking procedures exist?





<p>What Methodology / Approach is to be followed?</p> <ul style="list-style-type: none"> • <i>What types of enquiry will be used to gather evidence.</i> 	<p>Scrutiny Approach: It is proposed that a short, focused and timely ‘Spotlight Scrutiny Review’ approach is utilised on this occasion.</p> <p>The PCP Lead for Pillar Four of the PCC Police & Crime Plan will form a Task & Finish Group to work with the Office of the Police and Crime Commissioner (OPCC) to perform this review exercise.</p> <p>The Group will utilise a structured approach, offered through the application of the Outcome Based Accountability (OBA) methodology, to assist in its work.</p> <p><u>Supporting Key Lines of Enquiry (KLOE)</u> <i>(for discussion with the PCC)</i></p> <ul style="list-style-type: none"> ○ <i>What is the current position (baseline) / history (trend)?</i> ○ <i>Is the system efficient and effective, in particular usage, storage and retrieval of data</i> ○ <i>What’s helping and hindering the use of BWV?</i> ○ <i>Is use of BWV making a difference?</i> ○ <i>Is investment in BWV delivering Value for Money?</i> ○ <i>What additional information / research is needed?</i> ○ <i>Who are the key partners we need to be working with?</i> ○ <i>What could work to turn the trend in the right direction?</i> ○ <i>What is the PCP’s role and specific contribution?</i>
<p>What specific resources & budget requirements are there? <i>What support is required for the review exercise?</i></p> <ul style="list-style-type: none"> • <i>specialist staff</i> • <i>any external support</i> • <i>site visits</i> • <i>consultation</i> • <i>research</i> 	<p>Resource requirements: There are not considered to be any additional costs associated with the proposed review exercise.</p>





<p>Are any Corporate Risks associated with this Review? <i>Identify any weaknesses and barriers to success</i></p>	<p><i>(Note: This will need to be verified against the PCC's Risk Register)</i></p>
<p>Who will receive the review conclusions and any resultant recommendations?</p>	<p>The outcomes from this review exercise will be presented to the Police and Crime Panel. A copy of the report, together with any recommendations for improvement as agreed by the PCP, will be communicated to the PCC for formal consideration.</p>
<p>What is the Review Timescale?</p>	<p>This 'Spotlight' scrutiny review will be a short, focused and timely piece of work. The aim is to progress this work, in conjunction with the OPCC, over the coming weeks. The intention is to present a summary of the outcomes to the PCP meeting in <u>June 2018</u> Dependent upon the outcomes from the review a decision will be taken as to whether there is a need to schedule any follow-up work to verify any necessary areas for improvement.</p>
<p>Who will lead the Review Exercise?</p>	<p>The PCP nominated representatives for this review will be:</p> <ul style="list-style-type: none"> ○ Iain McVie – PCP Independent Member
<p>Media Interest / Publicity</p>	<p>Media Interest Assessment: This review exercise has been classified as <u>LOW</u> when assessed against wider public interest. Will this review be subject to a press embargo? No Who is the lead communications contact? - Sarah Johnstone (DCC Communications Manager) Who is the designated spokesperson for the Scrutiny Review (Elected Member & Officer)? - Iain McVie (PCP Member representative) - Mark Taylor (PCP Officer representative)</p>





Completed by: Date: January 2016	Iain McVie PCP Independent Member Mark Taylor – PCP Lead Officer
Approved by PCP Committee Date:	February PCP Meeting

DRAFT