



## **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

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### **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;

<b>Year</b>	<b>Local Authority Financial Contribution</b>
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.

<b>Project Title</b>	<b>Project Summary</b>	<b>Amount commissioned</b>	<b>Police &amp; Crime Plan Theme</b>
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**

<b>Project Title</b>	<b>Lead Organisation</b>	<b>Project Summary</b>	<b>Amount commissioned</b>	<b>Police &amp; Crime Plan Theme</b>	<b>Area covered</b>
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
<b>Total to date</b>			<b>£ 1,673,169.00</b>		

## Appendix B

### Police and Crime Plan Priorities

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

<b>Police and Crime Plan Area</b>	<b>Total Amount Commissioned</b>
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
<b>Total</b>	<b>£1,673,169</b>

## 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.