

# Public Document Pack



# Agenda

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Meeting: Dorset Police and Crime Panel

Time: 10.00 am

Date: 26 June 2018

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

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

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## Notes:

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- We can provide this agenda and the reports as audio tape, CD, large print, Braille, or alternative languages on request.

- **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 21 June 2018, and statements by midday the day before the meeting.

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**Debbie Ward**  
Chief Executive

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**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](http://Dorsetforyou.com) and the list of disclosable pecuniary interests is set out on the reverse of the form.

## 3. **Terms of Reference**

To note the Panel's Terms of Reference:-

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

## 4. **Minutes**

To confirm and sign the minutes of the meeting held on 1 February 2018.

**5. Public Participation**

**(a) Public Speaking**

**(b) Petitions**

**6. Local Government Reorganisation (LGR) Implications and Considerations for the Police and Crime Panel** 19 - 36

To consider a report from the Clerk to the Panel.

**7. PCC's Draft Annual Report 2017/18** 37 - 52

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

**8. Police and Crime Plan 2017/21** 53 - 76

To consider a presentation by the Police and Crime Commissioner.

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

**9. Police and Crime Plan Monitoring Report** 77 - 128

To receive an update of progress against the Police and Crime Plan Q4 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 to support the discussion.

Annex A – Finance update

Annex B1 – Drone Evaluation

Annex B2 - ICT Projects

Annex C – Update on Force Management Statement

Annex D1 – Update on Staff Referrals to Occupational Health

Annex D2 – Alliance Health and Wellbeing Statement

Annex E1 – Strategic Alliance Update (Pillar 4)

Annex E2 – Merger update (Pillar 4)

Annex E3 – Impact on Proposed Merger (Pillar 4)

Annex F – Update on Capital Strategy (Pillar 4)

Annex G – Digitisation of Speed Cameras (Pillar 4)

Annex H - Spotlight Scrutiny Review of the Disclosure and Barring Service – Pillar Lead briefing (Pillar 1) (verbal update)

**10. Police Procurement - Vehicle Fleet Deep Dive** 129 - 132

To consider a report from the Police and Crime Commissioner.

**11. Spotlight Scrutiny Review of Body Worn Video Devices**

To receive a verbal update from the Pillar Lead for Transforming the Future.

**12. Complaints update**

To receive an update from the Chairman of the Panel of any non-criminal complaints that have been received by the Panel in respect of the PCC.

**13. Work Programme**

133 - 138

To consider the Work Programme for the Panel.

**14. Questions from Panel Members**

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Thursday 21 June 2018.

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### Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Thursday, 1 February 2018

#### Present:

Mike Short (Chairman) (Independent Member)  
John Adams (Vice-Chairman) (Bournemouth Borough Council)  
David Brown (Borough of Poole), Bernie Davis (Christchurch Borough Council), Francis Drake (Weymouth & Portland Borough Council), Mohan Iyengar (Borough of Poole), 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), Christopher Wakefield (Bournemouth Borough Council) and David Smith (Bournemouth Borough Council)

#### Officers Attending:

Simon Bullock (Chief Executive, OPCC), Alexis Garlick (Chief Finance Officer, OPCC), Adam Harrold (Director of Operations, OPCC), Jonathan Mair (Head of Organisational Development - Monitoring Officer), Adam Richens (Finance Officer, Borough of Poole), Debbie Simpson (Chief Constable), Mark Taylor (Group Manager - Governance and Assurance), James Vaughan (Deputy Chief Constable), Martyn Underhill (Police and Crime Commissioner) 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 **Tuesday, 26 June 2018.**)

#### Apologies for Absence

1 Apologies for absence were received from Bobbie Dove, Bournemouth Borough Council, Janet Dover, Dorset County Council, Norman Decent, Bournemouth Borough Council and Andrew Kerby, North Dorset District Council.

#### Code of Conduct

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

#### Minutes

3 The minutes of the meeting held on 10 November 2017 were confirmed and signed.

The Chairman highlighted to members that this would be the last meeting for the Chief Constable and offered his thanks to her from the Panel and from the people of Dorset for a total of 35 years of public service.

#### Public Participation

##### 4 Public Speaking

There were no public questions received at the meeting in accordance with Standing Order 21(1).

There were no public statements received at the meeting in accordance with Standing Order 21(2).

##### Petitions

There were no petitions received at the meeting in accordance with the County

Council's Petition Scheme.

### **Police and Crime Panel Business Arrangements**

5 The Panel considered a joint report by the Chairman and the Chief Executive, Dorset County Council which featured a number of proposals arising from actions that had been identified at a recent training session for all members.

The proposals included:

- the provision of substitutes to be appointed to deputise as necessary on the PCP;
- the timings of the Panel's formal schedule of meetings; and
- the timing of the election of the Panel's Chairman and Vice-Chairman.

### **Resolved**

That the proposed changes to the business arrangements of the Panel be approved.

### **Reason for Decision**

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

### **Proposed Budget and Precept for 2018/19**

6 The Panel considered a report by the PCC's Chief Finance Officer which set out the proposed precept for the Police and Crime Commissioner for Dorset.

Members were advised that the precept decision for 2018/19 needed to consider both the immediate and the medium-term resourcing requirements to enable the delivery of the Police and Crime Plans in the context of the changing and increasing demands on policing.

The Commissioner addressed members about the rationale for the proposed precept increase and considerations involved in this process prior to taking any questions and his opening address is attached as an Annexure to these minutes.

The Chief Constable highlighted to members that it had been a challenging year and the Force was continuing to see an increase in the demand for services. The types of crime being reported and investigated were more complex and time consuming, especially the requirement to meet disclosure legislation; she cited the need to review large amounts of digital data in order to secure a robust case for prosecution. This, along with reductions in services elsewhere continued to be a challenge but added that it was important to keep up with change. She highlighted the increase of staff referrals to Occupation Health which was now up by 40% on previous years; driven by the fact that for every 10 officers there were 20 issues to be dealt with. Whilst officers prioritised in terms of threat, harm and risk, there was concern that work on low level crime (ie Anti-Social Behaviour etc) was taking too long to be addressed due to a lack of resources. She went on to explain the detail of Organisational Business Development (OBD) and how this work-stream would bring the necessary relief to operational planning and hence enhanced utilisation of frontline staff; in summary, it was about using existing resources more effectively. She cited diary cars 'a triage system'; and the need to build (and understand) capacity and capability as methods already being utilised as part of OBD. She highlighted the Multi-Agency Safeguarding Hub (MASH) capabilities and how they were now able to offer a better service to people to help them to do their job better. She also highlighted the work of the Strategic Alliance, which was delivering savings and greater efficiencies.

The Chief Constable had formally requested that the PCC follow government guidelines and seek the full £12 precept increase this year, as this would help with the implementation of OBD and lead to greater productivity. From an operational



perspective, whilst she felt it was imperative to continue mainstream change she also stressed the need to deal with the here and now and protection of the public.

The Chief Finance Officer, OPCC highlighted the key elements in her report and noted that the precept represented a small amount of whole council tax bill (around 10/12% dependent on the council). Therefore, although this equated to just over a 6% increase on the current Police precept of £194.58 per year (£16.22 /month) – it was likely to increase a total Band D council tax bill by only 0.6% – 0.7%. The publication of data on reserves was now available online which confirmed Dorset's reserves were lower than the national average. As part of the budget preparation work, the Reserves Policy had been updated and this would be considered by the Audit Committee in March. The reserves policy was fully compliant with relevant guidance and met the transparency requirements set out by the Minister.

The final 2018/19 Police Settlement was announced recently in a written ministerial statement, and confirmed the proposals announced in the December 2017 Provisional settlement. The budget presented was stretched and there would be pressure in future years; but with the proposed precept rise, the budget was balanced for 2018/19. This statement relied on strong budget management, the achievement of savings, and the requested full increase in the precept.

The PCC circulated to members a copy of his consultation information. The document detailed more responses than last year, although quite similar views. The result was that 79% of respondents were content to pay an additional £1 per month to support policing in Dorset.

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

**Question 1:** In a nutshell can the Police and Crime Commissioner set out why he has chosen to propose an increase in the police precept of £4.2m which equates to £12 per annum or 6.17% for a Band D property.

*Although this had been mainly answered during the presentation, the Chief Finance Officer explained that the formal recommendation to the Panel had to meet very clear regulations in terms of council tax and precept setting that focussed on Band D precept, the statement of £12 was a requirement of what had to be set out.*

The Chair stated that the Demand model for Dorset Police was a useful tool. He questioned how does the PCC intend to develop the necessary work to understand 'demand' cost; and pilot identified estimated 'demand' against priorities and budget in order to assist with future budget costings? Whilst the Panel acknowledged that this was a difficult requirements, the Deputy Chief Constable outlined that National direction from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for the development of Force Management Statements (FMS) should assist in identifying the cost of demand. The Chief Constable added that it was important to do this on a national basis, giving the ability to compare with other forces. The Chair requested that Demand cost issue be added to the Panel's future work plan, with a short initial briefing note compiled for the Panel's meeting in June.

**Question 2:** Can the Police and Crime Commissioner outline the alternatives that he considered before coming to the decision to propose a 6.17% increase in the 2018/19 police precept.

*Again, whilst much of this had been covered by the PCC in his speech, he added there would be consequences if the precept was not agreed; a possible reduction in the service to the public being the most important element. If there was just a 2% precept rise, it would reduce the contributions to the capital programme, make PRISM*

*unaffordable, potentially reduce the work force and the OBD model would have to be scaled back, thereby defeating any planned efficiency measures.*

Following a question about where in the accounts the sale of police stations was shown, the Chief Finance Officer advised that for commercial reasons the specific locations associated with capital receipts were not published, but could be seen in the capital receipts reserves movement.

In respect of sharing budgets with other agencies, the PCC advised he would like to share more and that MASH were good examples of this. He explained some of the work undertaken with other local authorities and the Fire Service but noted that, in the current climate it was difficult to look at co-funding with the private sector.

**Question 3:** Is it possible for the Police and Crime Commissioner to outline how he proposes to use the extra £4.2m raised in 2018/19 by the Dorset Police precept.

*Although this was mostly covered in the PCCs speech, the PCC added that Devon and Cornwall had carried out a similar consultation and were also requesting a £12 precept increase for an equivalent Band D property at their PCP meeting shortly.*

*The Chief Constable stressed the important point that this was not extra funding it was just closing the gap. If there had only been a 2% rise it would have left a £5m gap which would have to be filled by reducing capabilities etc and difficult choices would have had to been made.*

The Chair asked what the financial value of a 2% rise across the Dorset Police work force equated to. It was confirmed that it was roughly £2m per annum and therefore some 50% of the proposed precept request would be absorbed through staff pay rises.

**Question 4:** Can the Police and Crime Commissioner outline the steps he is taking to increase productivity and efficiency and improve transparency which appears to be a condition set down by the Secretary of State in allowing the £12 per annum Council Tax flexibility provided to Police and Crime Commissioner for 2018/19. It would also be helpful to clarify the impact these savings are having on the precept as proposed.

*In addition to the points raised in the PCCs speech, the PCC referred to the inclusion of the proposed merger this represented homegrown productivity and efficiency. In terms of transparency, four scrutiny panels had been set up with members of the public sitting on them. Procurement was a key area in which to seek savings. In terms of borrowing key to this was the approval of strategies and the Prudential Code set out clear indicators which was how thresholds were set. Borrowing would be for capital purposes and had to be prudent, affordable and sustainable, with an acceptable level of risk.*

The assumed proposed uplift in 2019/20 was predicted on 'progress' as outlined by the Secretary of State's conditions. The Chairman asked what guidance had Central Government given in order to confirm that 'clear and substantial progress was made against agreed milestones on productivity and efficiency' had been achieved? The Chief Constable advised that guidance had been requested but that some of the principles would be outlined in the new Force Management Statement (FMS). The OPCC undertook to provide members with an update on FMS at their June meeting.

**Question 5:** In regards to the stated £850,000 of Budget Challenge efficiencies and the savings from the Strategic Alliance can the Police and Crime Commissioner outline what sensitivity analysis has been undertaken to ensure that the budget assumptions are realistic.

*The Chief Finance Officer advised that specific target areas had been identified by the Force as achievable but there was some risk. Within that there were fairly well developed ideas as to how those savings would be achieved. Some were obviously more easy to achieve than others, but they were confident that the savings identified were realistic.*

*The PCC added that there were contingency plans if savings were not delivered as expected such as early management intervention. There was a risk assessment within the reserves policy and the General Fund Balance, which would need to be used to cover any undelivered savings.*

**Question 6:** Can the Police and Crime Commissioner clarify the impact on frontline policing of the proposed increase in the Police precept.

*The Chief Constable explained that they were trying to balance all operational requirements, both high harm and volume crime, and OBD would help in that respect. They were not yet on top of cyber and fraud and more work was needed on this. With the caveat of operational policing and the changing of Chief Constable she gave assurance attendance at shoplifting, for example, would still occur where appropriate.*

Following a question about the consultation and the specific questions asked and that in spite of the proposed increase there was still a plan to reduce the Force by 17 officers, the Chief Constable advised that the Force was funded for 1200 officers. In order to recruit it takes about 2 years to have enough officers ready, so predictions of leavers was an important indicator of how many officers were needed to replace those exiting the Service. Those predictions had overestimated the level of natural wastage recently, and therefore the Force was slightly over the 1200 establishment figure. This small, and planned, decrease, sees the Force going down to the predicted establishment figures.

In respect of police staff, the PCC advised he was not looking to decrease further other than planned changes either with the Alliance or via workforce changes in OBD. The Chief Constable added that police numbers had been cut over the past few years in respect of back office staff and it was becoming increasingly difficult to look at the numbers in isolation in respect of the Alliance and proposed merger these days, down to 'hosting' arrangements in place between the Forces.

In response to a question about the numbers of frontline police in particular areas and the potential harm to the business community, the PCC advised that often this can be about perception, and that given the shift to online crime, he considered officers working in online investigations teams to be frontline. The Chief Constable made reference to other teams and areas that now made up these frontline teams. This was one of the issues that OBD would be seeking to achieve; it was about new ways of working.

Following a reference to the proposed Centre of Excellence the Deputy Chief Constable confirmed this was not a new quango being set up. The aim was to drive down the costs of procurement and he felt it was a sensible and prudent way forward.

In respect of the Emergency Service Network (ESN), this had been discussed with the minister recently where concerns were voiced. This had been highlighted as a financial risk.

**Question 7:** Can the Police and Crime Commissioner set out why the Police Budget is underpinned by a commitment to being debt free. This is exemplified by the decision to set aside £709,000 as a revenue contribution to capital when other capital resources are potentially available to cover the 2018/19 planned capital expenditure.

*The Chief Finance Officer highlighted that it was important not to forget that everything was paid for ultimately by the revenue account, it was therefore a matter of timing and that all expenditure had to be matched by incomings. The circumstances when borrowing was appropriate was highlighted but they were not looking at a need to borrow in this period. In respect of PFI, it was recognised that this was an element of Dorset Police's longer term financial commitments, but had pre-dated the PCCs term, but was reflected in the Treasury Management Strategy.*

Following a question about capital projects being unfunded within the MTFs it was noted that ESN and digital speed cameras would pose an impact if not delivered. It was agreed to add an item on the Capital Strategy to the forward work programme.

**Question 8:** Can the Commissioner outline why he feels it is necessary to plan for a further £12 per annum increase (5.8%) in the police precept for 2019/20 and what alternatives he will be pursuing.

*The PCC advised that this dependent upon the prevailing circumstances; the requirement to meet the Secretary of State's guidelines and other issues (e.g. the proposed merger and therefore could not make a decision on this as yet.*

One member congratulated the PCC on the level of responses with his consultation and noted that a high percentage of the responders were aged 65 and above. The PCC reported that he had completed a number of face to face consultations which were usually in the daytime at supermarkets etc which could account for the higher age, but noted that online responders were generally younger. He recognised the importance of targeting the 18-30 section of communities.

The Chairman felt it would be helpful to add an item to the work programme in respect of the increase of staff referrals to Occupational Health, in light of the Conef Constable's statement of a 40% increase.

Following a discussion about speed awareness courses and the associated income that this generated, the PCC highlighted the importance of speed cameras becoming digitalised but a business case for this had not yet been completed. He stressed that revenue was not the driving force for this; the aim was to keep people safer on the roads.

Following a vote the Panel:-

#### **Resolved**

1. That the increase in the precept of £12 per annum on a Band D property for 2018-19 be supported.
2. That for the purposes of issuing a report to the Commissioner on the proposed precept, the Panel endorsed the council tax requirement and the basic amount of council tax for police purposes in Dorset for 2018-19.

#### **Reason for Decisions**

The Police and Crime Panels (Precepts and Chief Constable Appointments) regulations 2012 required the Police and Crime Commissioner to notify the panel of their proposed precept for 2018-19 by 1 February 2018. This then needed to be considered by the Police and Crime Panel who could either approve the proposed precept or veto it. A two thirds majority of the Police and Crime Panel was required to veto any precept proposal.

#### **Acting Chief Constable Briefing**

- 7 The Panel considered a briefing report which offered members the opportunity to hear from the Deputy Chief Constable, James Vaughan, the PCC's choice for the role of Acting Chief Constable.

The PCC advised that the current Chief Constable's contract had been extended by a period of 2 months to allow her the opportunity to oversee the end of the 2017/18 financial year, and to provide a stable platform to handover to her successor.

The PCC offered his thanks to the Chief Constable for her service since her appointment in 2013.

He explained the rationale for appointing James Vaughan as Acting Chief Constable, with an emphasis on the need to retain flexibility due to the ongoing discussions in respect of a merger with Devon and Cornwall. However the PCC confirmed that if the merger option was not successful then he would advertise for a permanent position.

The Chair asked the PCC if he was able to reassure the Panel that the proposed approach was in compliance with the regulations and that he had sought advice from the appropriate authorities? The Chief Executive, OPCC confirmed that the proposed approach was compliant with regulations.

James Vaughan thanked the PCC for the opportunity to step up to this role of leading the Force. He paid tribute to the current Chief Constable who he felt had been an outstanding Chief Constable for this county. He had worked well with the Chief Constable over the years and felt he represented continuity to the Force. He added that he had been in policing for 26 years and had worked across 3 Forces. He was passionate about the opportunity that the role presented and his contribution to making a difference. His current roles of Deputy Chief Constable across Dorset, Devon and Cornwall Forces also presented stability and good foundations to support the merger discussions.

Members' welcomed and supported the PCCs pragmatic approach to this appointment and unanimously supported the appointment of James Vaughan to the post of Acting Chief Constable, citing his outstanding service and credentials for the role.

### **Noted**

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

8 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 on the progress with the Strategic Alliance work, road safety activity and digitisation of speed cameras and a follow-up on the Firearms Licencing Review, following on from the Spotlight Scrutiny review undertaken by members and reported to the panel in June 2017. The report also included an Alliance Customer Service Team (complaints) update.

Members also considered a briefing note from Cllr Barbara Manuel and Cllr Bill Pipe, in their roles as pillar 2 leads for supporting victims, witnesses and reducing reoffending, following a visit to 'The Shores' Sexual Assault Referral Centre (SARC) in Bournemouth.

The PCC highlighted areas of work under each of the pillar themes whilst 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 1 - Protecting People at Risk and Harm** – Cllr Andrew Kerby / Cllr Byron Quayle

The PCC expressed concern about Domestic Homicide Review (DHR) disclosures. He felt there was a need to ensure appropriate and early

disclosure with public service individuals and he was due to meet with local MPs to discuss this further.

He advised members he was in the process of creating a suicide prevention plan for the County and noted that there was already a water plan in place for the County.

The Chair sought views from the PCC on the use of Taser in a Mental Health environment. The PCC advised that the way Taser was used had changed in the last couple of years, but in a Mental Health environment it was very challenging. He stated that a working group had been created to look at this issue.

ii) **Pillar 2- Working with our Communities** – Cllr Bernie Davis / Cllr Mohan Iyengar

The PCC advised they were still looking at fly-tipping but that the next topic for a forum would be business crime and rural policing.

In respect of traffic road safety, it was noted that the website looked very different and was now maintained 365 days a year and giving regular information for members of the public. The PCC confirmed he was still pushing new initiatives and that it was work in progress. He added that if additional resources materialised through the digitisation of speed cameras, it would be utilised specifically on road safety with the aim of reducing accidents.

In respect of business and rural crime and policing and future 'problem solving forums', it was suggested that a forward plan be prepared with themes as appropriate to aid discussions and help communities to plan and problem solve at the appropriate time. Cllr Iyengar and Cllr Davis undertook to take this forward, discuss with members and the PCC and then bring back to the Panel.

iii) **Pillar 3 - Supporting Victims, Witnesses and reducing Reoffending** – Cllr Barbara Manuel / Cllr Bill Pipe

The PCC highlighted his pilot victim's advocate scheme. He made reference to stop and search which was very contentious, but highlighted the 40% increase in knife crime in Dorset which reflected the same nationally. Policing in Dorset had to change due to government changes and a new knife crime strategy was due to be published shortly.

Cllr Smith had recently joined the 101 Customer Service Panel and had found the meeting very useful. The PCC explained that other scrutiny Panels were starting to build nicely and were highlighted, the PCC invited members to observe scrutiny panel meetings.

Cllr Manuel reflected on her and Cllr Pipe's visit to 'The Shores' and were very impressed with the care and thoroughness of referrals. Their only query was there appeared to be no follow up given to feedback. They planned to visit other areas and report back. The PCC advised that Victims' Commissioner, Helen Newlove, was due to visit the County shortly and was keen to meet with some victims and hear their experiences. He undertook to let members know the date.

Following a question about the possibility of another Shores project in Dorset, the PCC advised that there was not a requirement for another, they were commissioned by the Clinical Commissioning Group (CCG) and were geographically based. The PCC remained eager to identify appropriate

locations for centres such as these.

iv) **Pillar 4 - Transforming for the Future** – Iain McVie

The PCC highlighted drones and bodyworn cameras and noted that Dorset Police were leading in digital ways of working. In respect of complaints these were dip sampled by members of the public and officers were waiting for further legislation on this. A new complaints model was awaited in respect of appeals as at present trained observers only checked the process and not the subject. With regards to the process there would be a separation when the complaint came for review and it would not be somebody employed by the Force making the review. The Chief Executive, OPCC advised that this was something that the government was asking PCC's to undertake and they would be following direction from them.

In respect of firearms licensing, the PCC highlighted 2 issues, staff recruitment and a national debate between the National Police Chiefs Council and the British Medical Association in relation to charging to undertake a medical report on fitness to hold a firearms certificate. This was as yet unresolved and was work in progress. The PCC agreed to confirm the 'financial gap' between the income derived from Firearms licences and the costs of the service. The PCC also agreed to follow-up on any lobbying activity to create the National Licensing System and any proposed increase in fees to reduce the financial gap.

Following a conversation regarding the 101 Customer Service Panel, it was noted that whilst there was good work being done there were no routine measures in place to assess caller satisfaction. The PCC advised that he was looking at ways to achieve this making reference to text, skype and webchats.

The Chairman welcomed the budget monitoring section of the report and the improvements in financial reporting. He highlighted Page 95 para 3.6 of the report, which stated that the ACOs controls in supplies and services had seen a reduction in forecast this month. Since November 2017 the revised plan had increased by circa £1m, the forecast had leaped from £3.72m to £5.12m and the projected overspend was now £1.32m. He requested some clarity at the next meeting on this issue. The Chair also questioned why the minimum revenue provision charge for 2017/18 only now, for the first time, was reflected in the accounts. The Chief Finance Officer explained that when the budget was set for 2017/18 the minimum revenue charge was not planned for and when the accounts were closed at 2016/17 there was a £2.2m increase in the capital financing requirement, therefore a revision to the budget was required.

**Noted**

**PCC Review of Police Procurement**

- 9 The Chief Financial Officer for the PCC updated members on the 'deep dive' review of Police Procurement.

The PCC apologised to members that the timetable for this had slipped as a result of preparations for the budget. He undertook to bring a report to members in readiness for their June 2018 meeting. However, it was noted that there was a particularly heavy workload in finance at present with statutory deadlines that had to take priority.

**Noted**

**PCP Improvement Action Plan**

- 10 The Panel considered a report which highlighted the 5 key action points, identified by members at their latest training session, which sought to improve the effectiveness and impact of the work of the Panel. The Panel fully supported the proposed

improvements and welcomed the delivery of those improvements over the past 12 months.

**Resolved**

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

**Reason for Decision**

To support and develop the effectiveness of the Police and Crime Panel in order to enhance the Panel's statutory mandate requirements and to provide value for the residents of Dorset.

**Dorset Police and Crime Panel Work Programme**

11 The Panel considered and agreed its Work Programme for the remainder of 2018.

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

- As the precept had been agreed there would be no need for the reserve meeting on 19 February 2018.
- Officers would be liaising with the OPCC to change timing about the timing of PCP meetings to fit more coherently with the OPCC Monitoring report
- Spotlight Scrutiny on bodyworn cameras; Iain McVie would meet with the OPCC and report back to the 26 June 2018 meeting.
- Police Procurement added to 26 June 2018 meeting
- Spotlight Scrutiny Review of the Disclosure and Barring Service – Byron Quayle to provide an update
- Digitisation of speed cameras – Business Case
- Update on the Force Management Statement
- Capital Strategy
- Staff referrals to Occupational Health

Following a discussion about prisons for Dorset prisoners, the PCC confirmed that the Verne prison on Portland had now been recategorised to accept prisoners rather than immigration detainees. But he had been advised that whilst the Ministry of Justice were reviewing prisons this would not mean the prison would be accepting Dorset prisoners. The PCC would be engaging with Richard Drax MP to continue lobbying in this area. The Chairman offered the support of the Panel in this regard.

The Monitoring Officer, Dorset County Council advised members that they were still awaiting a final decision in respect of LGR from the Secretary of State. When this was received it would have an implication for the Panel and would be looked into when/if the change was definitely happening. He explained the issue of timescales in order to address elections in constituent councils. Following a question about a possible merger with Devon and Cornwall PCP, the Monitoring Officer advised that if a positive decision was given there would be a need to press ahead with those arrangements in the first instance, this could be considered at a later stage. It was confirmed that initial discussions had taken place between the Dorset and Devon and Cornwall PCPs.

The Group Manager for Governance and Assurance, Dorset County Council highlighted the importance of ensuring that members networked well across the different Boards and Panels, and for the pillar leads to meet to ensure all understood each other's roles to avoid any duplication.

**Resolved**

That the work programme be updated accordingly.



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

12 **Resolved**

1. That Mike Short be elected Chairman Designate for the remainder of 2018/19
2. That John Adams be appointed Vice-Chairman Designate for the remainder of 2018/19.

**Reason for Decisions**

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

**Questions from Panel Members**

- 13 No questions were asked by members of the Panel.

Meeting Duration: 10.00 am - 3.15 pm

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# Dorset Police and Crime Panel



Date of Meeting	26 June 2018
Officer	Clerk to the Panel
Subject of Report	<b>Local Government Reorganisation (LGR):</b> Implications and considerations for the Police and Crime Panel
Executive Summary	<p>As a direct result of the announcement by the Secretary of State in February 2018, regarding a change to the future structure of Local Government in Dorset, the Police and Crime Panel needs to review and seek agreement to amend its composition and arrangements to meet its statutory requirements from April 2019.</p> <p>This duty is contained in Schedule 6 of the Police Reform and Social Responsibility Act 2011 ('the Act') which provides that a Police and Crime Panel must make 'Arrangements and Rules of Procedure for the Panel'.</p> <p>Ultimately these formal procedures will need to be discussed and adopted by the Police and Crime Panel at its first meeting after the May 2019 elections. However, prior to this, the Shadow Councils and their respective Executives will need to consider and approve the arrangements to ensure they are set up on a safe and legal basis and agree a 'host authority' to deliver future support and advice to the Panel.</p> <p>Whilst not totally prescriptive, the legislation provides a clear framework for governance, which includes expectations around Panel membership being applied in relation to the number and type of local authorities in the police force area. The fundamental duties, roles and responsibilities of a Panel are also clearly laid out, which then need to be delivered via representation with the necessary attributes, skills and knowledge to aid its effectiveness.</p>

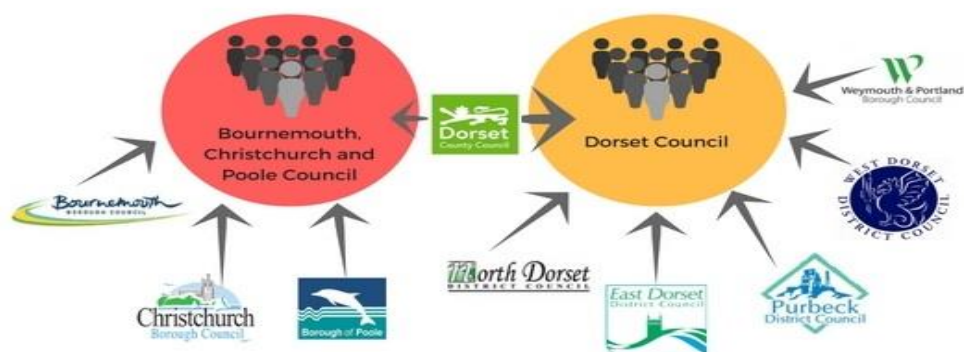
	<p>The Panel should also seek to meet the required political balance, although best practice is clear that the Panel should operate and conduct its business on a non-political basis.</p> <p>In considering this report the Panel must also be mindful of the announcement by Dorset and Devon &amp; Cornwall Police and Crime Commissioners and Chief Constables to consider a merger of the Forces and OPCCs. The recent submission by the above of an outline business case to the Home Office provides clear evidence of intent. However, reorganisation of the PCP due to LGR will take precedence. The new PCP will take forward the Police Merger work stream.</p> <p>The information provided in this report has therefore been prepared at an early stage to assist the current Panel in arriving at recommendations to the LGR Shadow Councils to assist them in their decision-making process.</p>
<p>Impact Assessment:</p>	<p><i>Equalities Impact Assessment:</i> Schedule 6 of the Police and Reform and Social Responsibility Act 2011 ('the Act') provides that a Police and Crime Panel must make Panel Arrangements and Rules of Procedure for the Panel. The need is one that is prescribed by law and has not been the subject of an equality impact assessment.</p> <p><i>Use of Evidence:</i> This report draws upon the requirements of Schedule 6 of the Police and Reform and Social Responsibility Act 2011 ('the Act') and supporting documentation produced by the Local Government Association.</p> <p><i>Budget / Risk Assessment:</i> There are not considered to be any budget implications because of these changes as the budget for the Police and Panel is received as a Home Office grant, with no indication (at this stage) of any proposed reductions in this funding. The risk assessment associated with these changes is also considered to be low.</p>
<p>Recommendation</p>	<p>That the Panel consider the issues outlined in this report and make recommendations to the new Dorset Shadow Councils to satisfy the requirements of the Police Reform and Social Responsibility Act 2011 on:</p> <ol style="list-style-type: none"> <li>1. the future 'membership and status' of the Police and Crime Panel.</li> <li>2. meeting the 'duty to produce a balanced panel' through an appropriate allocation of seats.</li> <li>3. A draft set of 'Rules of Procedure' for consideration by the Panel at its first meeting after April 2019.</li> <li>4. the appointment of a 'Host Authority' to deliver support and advice to the Panel.</li> </ol>

Reason for Recommendation	To ensure that, following local government reorganisation, the Dorset Police and Crime Panel continues to comply with the statutory requirements, operating on a safe and legal basis and is fit for purpose.
Appendices	Appendix 1: A summary – <i>What is required by Law?</i> Appendix 2: Draft ‘Rules of Procedure’
Background Papers	<a href="#">Dorset PCP – Statement of Purpose</a>  <a href="#">Police Reform and Social Responsibility Act 2011</a>  <a href="#">Local Government Association - Police and Crime Panel arrangements and the balanced appointment objective</a>
Report Originator and Contact	Mark Taylor, Lead Officer (Dorset County Council - Group Manager, Governance & Assurance) Tel: 01305 224982 Email: <a href="mailto:m.taylor@dorsetcc.gov.uk">m.taylor@dorsetcc.gov.uk</a>

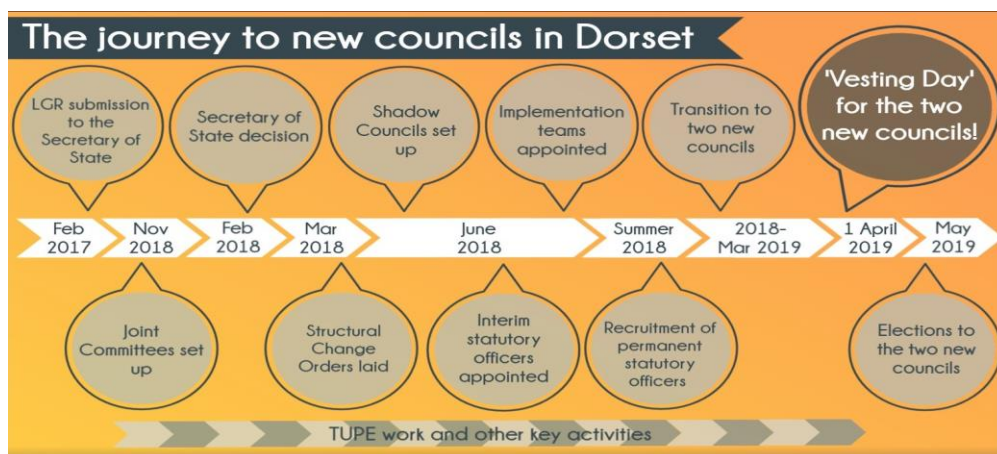
## 1. Introduction

- 1.1 In February 2018 the Secretary of State agreed that the current nine councils across Dorset will be dissolved at the end of March 2019 and two new organisations, known as Dorset Council and Bournemouth, Christchurch and Poole Council will come into effect from 1 April 2019.

### How we're moving to two brand-new councils



- 1.2 On 26 May 2018 the Bournemouth, Dorset and Poole ‘Structural Changes Order 2018 (SCO) became law. The SCO provides the high-level requirements and approach to putting the new councils in place. The second stage is to agree additional specific orders known as ‘Consequential Orders’, these will also be laid before Parliament.



## 2. Local Government Reorganisation – Implications for the Police and Crime Panel

2.1 With the journey to new councils in Dorset underway, the Panel needs to consider its future composition and representation. Schedule 6 of the Police Reform and Social Responsibility Act 2011 ('the Act') sets out the legislative framework and provides that a Police and Crime Panel must make '*Arrangements and Rules of Procedure*' for the Panel.

2.2 Future Panel *Arrangements and Rules of Procedure* will need to be endorsed and adopted by the new Police and Crime Panel at its first meeting. Beforehand, the new Shadow Councils must approve the method of approach to ensure a safe and legal basis from April 2019.

2.3 Therefore members of the existing Police and Crime Panel, who have the prerequisite knowledge and expertise of its operation, will consider the relevant legislation, debate options and make recommendations to help inform the Shadow Councils in arriving at the best solution.

2.4 In summary 'the Act' (*paragraph 3 'Establishment and maintenance of panels'*) requires the local authority or local authorities which such a police area covers must:

- i) establish and maintain a police and crime panel for the police area and,
- ii) make the panel arrangements for the police and crime panel.

2.5 Paragraph 4 of 'the Act' '*Membership & status*' sets out the respective make-up of the panel; with the allocation of seats applied to the number and type of local authorities in the police force area. It states:

- Where a force area consists of 10 or fewer authorities, the minimum number of members of the PCP will be 10 (with each authority having at least one member). This does not include the two-required independent co-opted members (or any additional co-optees)
- Where a force area consists of more than 10 authorities, there will be as many members as there are local authorities in the force area, plus the two-required independent co-opted members (and any additional co-optees)

- 2.6 Therefore, in the case of Dorset, a minimum of 10 members plus (*at least*) 2 independent co-opted members will be necessary if we are to comply with legislative requirements.
- 2.7 This can be achieved through an allocation of 5 seats to each of the two new council areas. The existing two co-opted members will retain their membership, as their current terms of office do not formally expire until 2020. This would help to ensure some knowledge, experience and continuity on the new panel.
- 2.8 This approach will provide an opportunity to preserve geographical representation from the previous 'district/borough regions' in the new Council areas.

**BCP Council** **5 seats**  
*Bournemouth (2), Christchurch (1) and Poole (2)*

**Dorset Council** **5 seats**  
*North Dorset (1), West Dorset (1), Weymouth and Portland (1), East Dorset (1), Purbeck (1)*

**Co-opted Independent** **2 seats**

**Revised PCP Membership** **12 seats**

- 2.9 This would deliver a reduction in Panel membership from the current 17 to 12, directly contribute to a key principle of the LGR submission, to deliver more efficient public-sector governance arrangements.
- 2.7 However, the Panel may wish to pursue a more radical approach. This could perhaps allow for a greater parity between seats allocated to elected members and co-opted members. This could take the form of a 3 (or 4) from each new Council, plus 3 (or 4) co-opted independent members. Equally Panel members may have other options that they wish to put forward and debate? However, if support for an alternative model does exist, the Panel needs to be aware that any departure from 'the Act' (i.e. fewer than 10 members) must seek and gain approval from the Secretary of State.

***Other Factors / Considerations relevant to the decisions:***

- 2.8 The Panel should also be mindful of the announcement by Dorset and Devon & Cornwall Police and Crime Commissioners and Chief Constables to consider a merger of the Forces and Office of the Police and Crime Commissioners (OPCC).
- 2.9 The recent submission of an outline business case to the Home Office provides clear evidence of intent. These are separate issues, and restructuring of the panel due to LGR will take precedence. The proposed Police merger does have consequences on the future make-up of the Panel, but not until early 2020.
- 2.10 Initial discussions have been held with Devon & Cornwall Police and Crime Panel. It has been agreed that a joint working group will be established to

monitor progress and steer policy for any necessary change. Terms of reference have been drafted and shared.

**3. Political Balance** (*‘the Act’ Paragraph 31 – Duty to produce balanced panel*)

3.1 The legislation seeks to enshrine the principle of ‘balanced appointment objective’. This includes:

- i) represent all parts of the relevant police area
- ii) the political make-up of the local authority or local authorities (*when taken together*)
- iii) have the skills, knowledge and experience necessary to discharge its functions effectively.

3.2 When considering the relatively small size of the Panel, it is easy to see how the criteria outlined above can be difficult to fully meet. It is also important to recognise that the requirement to meet the required ‘political balance’ also needs to be balanced against best practice; the Panel should operate and conduct its business on a non-political basis in order to be fully effective in providing support to, and scrutiny of, the OPCC.

3.3 Therefore, whilst the upper limit on the size of the panel is 20 and under Section 31 (para 4) of Schedule 6 can look to co-opting additional members to the panel if it would help to meet the balanced appointment objective, unduly increasing the size of a panel needs to be treated with caution to ensure it remains proportionate and effective.

3.4 In simple terms, when determining political balance on the panel, representation is determined through a calculation of the numbers of seats held by each political party on each council within a force area. Seats are then allocated accordingly; Either in proportion to the total number of seats held by each political party on each of the constituent local authorities in a police area, or the Panel can decide to apply this proportion across the entire police force area.

**4. Rules of Procedure** (*‘the Act’ paragraph 25*)

4.1 The Panel are required to establish and adopt ‘Rules of procedure’ in order to structure and guide its operational governance arrangements.

4.2 These cover various areas of activity, including the appointment, resignation and removal of a member to chair the panel; the method of making decisions; the formation of sub-committees etc.

4.3 The Panels current established Rules of Procedure are considered to be both relevant and fit for purpose, not least as they have been the subject of regular review and update since the Panels inception in 2012.

4.4 For ease of reference a copy of the Panels current Rules of Procedure are included as Appendix 1 and are recommended for adoption by the new Panel.



**5. Host Authority – Panel Support Arrangements, Budget and Cost**  
(‘the Act’ paragraph 11 ‘Costs of the panel’; paragraph 20 ‘Provision of financial and other resources’; paragraph 28 ‘Promotion of, and support, for Panels’)

- 5.1 Since the governments’ formal implementation of Police and Crime Commissioners, back in May 2012, and the associated duty to establish Police and Crime Panels to support and scrutinise their activity, Dorset County Council has acted as ‘host authority’ for the Panel. The County Council has provided the majority of officer and democratic support; facilities for formal panel meetings; organised training; ad-hoc workshops; provided budget and grant management; the payment of allowances and expenses etc.
- 5.2 The only exception to this is the panel's current financial advisor who works for Poole & Bournemouth Councils. This alternative arrangement was specifically put in place to ensure a healthy independence, as the County Councils financial advisor also acted as Treasurer to the PCC. This is no longer an issue as the PCC has subsequently appointed a separate post within the OPCC.
- 5.3 The Home Office provide an annual grant (*approximately £70K*) to contribute to the running costs of the Panels activity.
- 5.4 The Shadow Councils will therefore need to formally determine which of the new councils is best placed to support the Police and Crime Panel and act as ‘host authority’ going forwards.

**6. Conclusion**

- 6.1 The preparations to support the successful implementation of local government reorganisation in Dorset is underway.
- 6.2 The following table, setting out a timeline of a key actions, has been included to provide a structured overview of an approach to completing the necessary tasks. The time between the meeting of the Panel and the final deadline for commenting on draft orders is short, only three days.

Ref	Activity	Lead	Engagement	Timeline
1	PCP receive and consider a LGR Panel implications report	Chair / Clerk / Lead Officer	PCP	26-06-2018
2	PCP makes recommendations on its future arrangements to the Shadow Authorities	Chair / Clerk / Lead Officer	PCP Membership	26-06-2018
3	Shadow Council Governance Task and Finish Group	Clerk to the PCP	Shadow Council(s) (Executive(s))	29-06-2018

LGR - Implications and considerations for the Police and Crime Panel

	input to draft consequential orders.			
4	New Councils established			01-04-2019
5	Council elections		Councils	02-05-2019
6	Council nominations formally made and notified to the PCP	Clerk to the PCP	Councils	May 2019
7	First meeting of the new PCP	Clerk to the PCP	PCP	May / June 2019

6.3 The members of the existing Police and Crime Panel, who have the prerequisite knowledge and expertise of its operation, are asked to consider the relevant legislation and debate options in order to make recommendations to help inform the Shadow Councils in arriving at the best solution for the people of Dorset.

**Clerk to the Police and Crime Panel  
June 2018**

## Appendix 1

### A summary - What is required by Law?

- 6.1 The Panel Arrangements and Rules of Procedure make provision for carrying out the functions (including special functions) of the Panel, including the scrutiny of the police and crime plan, the scrutiny of the annual report, the scrutiny of senior appointments and the issuing of precepts. They also detail the procedures relating to the handling of complaints and conduct matters.
- 6.2 **Police Reform and Social Responsibility Act 2011**
- Special Function – to review and make a report or recommendation on the draft Police and Crime Plan, or any draft variation, given to the Panel by the PCC – s28(3)(a)
  - To review, put questions to the PCC at a public meeting, and make a report and/ or recommendation/s (as necessary) on the Annual Report – s28(4)
  - Special Function – to hold a confirmation hearing and review, make a report, and/ or recommendation/s (as necessary) in respect of proposed senior appointments made by the PCC – s28(5), Schedule 1, para 9 – 11
  - Special Function – to review and make a report on (and if necessary veto) the proposed appointment of the Chief Constable – s28(5) and Schedule 8
  - Review and report on the PCC’s proposals to remove a Chief Constable – Schedule 8, para 15
  - Special Function – to review and make a report and/or recommendation/s (as necessary) (and if necessary veto) on the proposed level of precept – s28(5) and Schedule 5
  - To review and scrutinise decisions made, or other action taken, by the PCC about the discharge of the PCC’s functions – s28(6)
  - To fulfil functions in relation to complaints about conduct matters, in accordance with the responsibilities accorded to the Panel by the Police Reform and Social Responsibility Act 2011 – Schedule 7, para 3
  - Suspend the PCC on their being charged – s30
  - To appoint an Acting PCC if necessary – s62
  - Publish any reports and recommendations made – s28(7) to (9)
- 6.3 Supporting Powers
- Require reasonable information – s13
  - Require the relevant PCC and their staff to attend to answer questions – s29(1)
  - Require a response in writing to a report or recommendation – s29(3)
  - Request the relevant Chief Constable to attend on the same occasion as the PCC to answer any question – s29(6)

*Further information can be obtained via the following link (add link) to the legislation. Specific support and guidance can be from Mark Norris, LGA Policy [Mark.Norris@local.gov.uk](mailto:Mark.Norris@local.gov.uk)*

**DORSET POLICE AND CRIME PANEL  
PROCEDURE RULES**

**1. Host Authority Procedure Rules**

- 1.1. These procedure rules are to be read in conjunction with those of the Host Authority. Where the Police and Crime Panel Procedure Rules differ from those of the Host Authority then the Police and Crime Panel's Procedure Rules shall apply in place of those of the host.

**2. Chairman of the Police and Crime Panel**

- 2.1. The chairman and the vice chairman of the Police and Crime Panel will be appointed **on an annual basis**.
- 2.2. **To allow for a suitable transition and familiarisation period, the Panel will appoint to the roles of chairman and vice chairman 'designate' at its first formal meeting of the calendar year, with those appointed formally taking up their roles at the next meeting. ~~in June of each year~~**
- 2.3. **Appointment to these positions will be considered** from amongst all members of the Panel, including **the** independent non-local authority co-opted **panel members**.
- 2.4. In the event of the resignation of the chairman or removal of chairman, a new chairman will be **selected and** appointed at the next meeting.

**3. Meetings of the Police and Crime Panel**

- 3.1. There shall be a minimum of four ordinary meetings of the Police and Crime Panel held in public in each municipal year to carry out the functions of the panel. In addition, extraordinary meetings may be called from time to time.
- 3.2. An extraordinary meeting may be called by the chairman, by four members of the panel or by the Monitoring Officer of the Police and Crime Commissioner.

**4. Quorum**

- 4.1. A meeting of the full Police and Crime Panel cannot take place unless at least nine members drawn from at least five of the nominating local authorities are present.
- 4.2. **Substitutes (only for elected member representatives) are permitted to attend and vote on behalf of a substantive panel member, with a duty being placed on the substantive panel member to suitably brief their substitute.**

- 4.2 A meeting of a sub-committee or a task group cannot take place unless at least three members are present.

## **5 Officers**

- 5.1 The Chief Executive of the Host Authority **will either act as (or formally appoint) is the Clerk to the Police and Crime Panel and will ensure the necessary advice and administrative support is in place. This will include, but is not limited to, the Panels financial advisor.** ~~Financial advice will be provided by the Borough of Poole's Chief Financial Officer. Administration and other support services will be provided by the Host Authority.~~

## **6. Work Programme**

- 6.1 The Police and Crime Panel will be responsible for setting its own work programme taking into account the priorities defined by the Police and Crime Commissioner. In setting the work programme the Police and Crime Panel will also take into account the wishes of its members.
- 6.2 The work programme must include the functions described in the terms of reference for the panel.

## **7. Agenda Items**

- 7.1 Any member of the Police and Crime Panel shall be entitled to give notice to the Chief Executive that he or she wishes an item relevant to the functions of the panel to be included on the agenda for the next available meeting.

## **8. Reports from Police and Crime Panel**

- 8.1 Where the Police and Crime Panel make a report to the Police and Crime Commissioner, it may publish the report or recommendations.
- 8.2 The Police and Crime Panel must by notice in writing require the Police and Crime Commissioner, as appropriate, within one month of the date on which it receives the report or recommendations to
- a) Consider the report or recommendations.
  - b) Respond to the Police and Crime Panel indicating what (if any) action the Police and Crime Commissioner proposes to take.
  - c) Where the Police and Crime Panel has published the report or recommendations, publish the response.
  - d) Where the Police and Crime Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.

- 8.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).
- 8.4 If the Police and Crime Panel cannot unanimously agree on one single final report to the Police and Crime Commissioner then one separate report may be prepared and submitted for consideration along with the majority report.

## **9. Police and Crime Commissioner and Officers Giving Account**

- 9.1 The Police and Crime Panel may scrutinise and review decisions made or actions taken in connection with the Police and Crime Commissioner's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the Police and Crime Commissioner, and members of that commissioner's staff, to attend before the panel (at reasonable notice) to answer any questions which appear to the panel to be necessary in order to carry out its functions.
- 9.2 Where the Police and Crime Commissioner, or a member of that commissioner's staff, is required to attend the panel under this provision the chairman will inform them in writing giving, where practical, 15 days notice of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the panel. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.
- 9.3 Where, in exceptional circumstances, the Police and Crime Commissioner is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the chairman of the panel.
- 9.4 If the Police and Crime Panel require the Police and Crime Commissioner to attend before the panel, the panel may (at reasonable notice) request the Chief Constable to attend before the panel on the same occasion to answer any questions which appears to the panel to be necessary in order for it to carry out its functions.

## **10 Attendance by Others**

- 10.1 The Police and Crime Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the panel and officers in other parts of the public sector and may invite such people to attend.

## **11. Sub-Committees, Task Groups and Lead Member Roles**

- 11.1 Time limited task groups may be established from time to time by the Police and Crime Panel to undertake specific task based work.
- 11.2 The special functions of the Police and Crime Panel may not be discharged by a sub-committee of the panel or a task group.

11.3 In this paragraph 'special functions' means the functions conferred on a Police and Crime Panel by

- a) Section 28(3) of Police Reform and Social Responsibility Act (scrutiny of Police and Crime Plan).
- b) Section 28 (4) of Police Reform and Social Responsibility Act (scrutiny of annual report).
- c) Paragraphs 10 and 11 of Schedule 1 of Police Reform and Social Responsibility Act (review of senior appointments).
- d) Schedule 5 of Police Reform and Social Responsibility Act (issuing precepts).
- e) Part 1 of Schedule 8 of Police Reform and Social Responsibility Act (scrutiny of appointment of the Chief Constable).

11.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.

11.5 Substitutes may take the places of substantive members of the Complaints Sub Committee and act in their places as if they had been appointed to the Sub Committee.

11.6 The Police and Crime Panel may appoint lead members to take specialist responsibility within designated themes.

## **12. Carrying out 'Special Functions'**

Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedure outlined at (7).

### **12.1 Senior appointments**

12.1.1 The panel has powers to review the Police and Crime Commissioner's proposed appointments of Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner. The panel is required to hold public confirmation hearings for these posts.

12.1.2 The panel will be notified of the need for a confirmatory hearing in respect of proposed senior appointments made by the Police and Crime Commissioner. This will be held at the next available meeting of the panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged.

12.1.3 With regards to the appointment of the Chief Constable, the panel is required to hold a hearing within the period of three weeks from the day on which the panel receives notification from the Police and Crime Commissioner.

12.1.4 Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment.

## LGR - Implications and considerations for the Police and Crime Panel

Following this hearing, the panel is required to review the proposed appointment and make a report to the commissioner on the appointment.

12.1.5 For a confirmatory hearing for the proposed appointment of the Chief Constable, in addition to the requirement to review and report, the panel has the power to veto the appointment.

12.1.6 Having considered the appointment, the panel will be asked to either:

- a) support the appointment without qualification or comment;
- b) support the appointment with associated recommendations, or
- c) veto the appointment of the Chief Constable (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

12.1.7 If the panel vetoes the appointment of the candidate, the report to the commissioner must include a statement that the panel has vetoed the appointment with reasons.

### **12.2 Suspension of Police and Crime Commissioner**

12.2.1 The Police and Crime Panel may suspend the Police and Crime Commissioner if it appears to the Panel that:

- a) the Commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years

### **12.3 Appointment of an Acting Police and Crime Commissioner**

12.3.1 The Police and Crime Panel must appoint a person to act as Police and Crime Commissioner if:

- a) no person holds the office of Police and Crime Commissioner
- b) the Police and Crime Commissioner is incapacitated, or
- c) the Police and Crime Commissioner is suspended.

12.3.2 The Police and Crime Panel may appoint a person as acting commissioner only if the person is a member of the Police and Crime Commissioner's staff at the time of the appointment.

12.3.3 In appointing a person as acting commissioner in a case where the Police and Crime Commissioner is incapacitated, the Police and Crime Panel must have regard to any representations made by the commissioner in relation to the appointment.

12.3.4 The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events:



- a) the election of a person as Police and Crime Commissioner;
- b) the termination by the Police and Crime Panel, or by the acting commissioner, of the appointment of the acting commissioner;
- c) in a case where the acting commissioner is appointed because the Police and Crime Commissioner is incapacitated, the commissioner ceasing to be incapacitated, or
- d) in a case where the acting commissioner is appointed because the Police and Crime Commissioner is suspended, the commissioner ceasing to be suspended.

#### **12.4 Proposed precept**

12.4.1 The Police and Crime Commissioner will notify the Police and Crime Panel of the precept which the commissioner is proposing to issue for the coming financial year. The panel must review the proposed precept and make a report including recommendations.

12.4.2 Having considered the precept, the Police and Crime Panel will either:

- a) support the precept without qualification or comment;
- b) support the precept and make recommendations, or
- c) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

12.4.3 If the panel vetoes the proposed precept, the report to the commissioner must include a statement that the panel has vetoed the proposed precept with reasons. The panel will require a response to the report and any such recommendations.

#### **12.5 Complaints**

12.5.1 Non-criminal complaints in relation to the Police and Crime Commissioner or other office holders can be considered by the Police and Crime Panel through a hearing. The panel can examine this through a sub-committee following the procedure rules (9).

12.5.2 A Police and Crime Panel may suspend the Police and Crime Commissioner if it appears to the panel that

- a) the commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years.

12.5.3 The suspension of the Police and Crime Commissioner ceases to have effect upon the occurrence of the earliest of these events:

- a) the charge being dropped;
- b) the Police and Crime Commissioner being acquitted of the offence;
- c) the Police and Crime Commissioner being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
- d) the termination of the suspension by the Police and Crime Panel.

12.5.4 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

## **12.6 Suspension and removal of the Chief Constable**

- 12.6.1 The panel will receive notification if the PCC suspends the Chief Constable.
- 12.6.2 The PCC must also notify the panel in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.
- 12.6.3 The PCC must provide the panel with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.
- 12.6.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the panel accordingly (the 'further notification').
- 12.6.5 Within six weeks from the date of receiving the further notification the panel must make a recommendation in writing to the PCC as to whether or not she/he should call for the retirement or resignation. Before making any recommendation the panel may consult the chief inspector of constabulary, and must hold a scrutiny meeting.
- 12.6.6 The scrutiny hearing which must be held by the panel is a panel meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.
- 12.6.7 The panel must publish the recommendation it makes on its website and by sending copies to each of the authorities, and by any other means the panel considers appropriate.
- 12.6.8 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:

LGR - Implications and considerations for the Police and Crime Panel

- (a) at the end of six weeks from the panel having received notification if the panel has not by then given the PCC as to whether or not she/he should call for the retirement or resignation, or
- (b) the PCC notifies the panel of a decision about whether she/he accepts the panel's recommendations in relation to resignation or retirement.

12.6.9 The PCC must consider the panel's recommendation and may accept or reject it, notifying the panel accordingly.

12.6.10 In calculating the six week period, the post-election period is ignored.

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## AGENDA NO: 7

### POLICE AND CRIME PANEL – 26 JUNE 2018

#### DRAFT ANNUAL REPORT 2017/18

#### REPORT BY THE POLICE AND CRIME COMMISSIONER

#### PURPOSE OF THE REPORT

*To present the Draft Annual Report 2017/18 for consideration by the Dorset Police and Crime Panel in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011.*

#### 1. BACKGROUND

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

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

1.2 The draft Annual Report for 2017/18 is therefore presented at Appendix A for the Panel's consideration. In accordance with the Act, members of the Panel are invited to review the report and to make any recommendations to the Office of the Police and Crime Commissioner (OPCC) for consideration in the final editing process.

#### 2. DRAFT ANNUAL REPORT FOR THE 2017/18 FINANCIAL YEAR

2.1 The Annual Report is an important summary document of the PCC's activity over the course of the previous financial year. The report provides a high-level overview of the PCC's work over the last financial year and compliments the more detailed quarterly performance reports that the Panel receive at each meeting.

2.2 The draft presented is a text only document at this stage, providing Panel members with a sense of the content that will be included in the final version. I am mindful that previous versions have been text heavy and am keen that this year's report is more accessible and easier to digest. I am also looking to ensure a greater consistency in approach across the Police and Crime Plan, the Annual Report, and my quarterly update reports to the Panel.

#### 3. CONSIDERATION BY THE PANEL

3.1 I welcome the opportunity for Panel members to review the Annual Report and to provide their feedback and recommendations prior to finalising the document. I trust that the Panel will be supportive of my approach and welcome the opportunity to comment and shape the report at this early draft stage.

3.2 I would ask for any feedback to be provided to the Chief Executive by Friday 27 July 2018. This can then be fully considered by my office and assimilated in the final Annual Report ahead of publication in the autumn.

#### **4. RECOMMENDATION**

4.1 Members are recommended to consider my draft Annual Report for the financial year 2017/18 and to provide feedback and recommendations as appropriate.

#### **MARTYN UNDERHILL POLICE AND CRIME COMMISSIONER FOR DORSET**

Members' Enquiries to: Simon Bullock, Chief Executive (01305) 229084  
Press Enquiries to: Susan Bloss, Head of Communications & Engagement  
(01305) 229095

#### Appendices

Appendix A – Draft Annual Report 2017/18

Office of the Police & Crime Commissioner

**“MAKING A DIFFERENCE”**

**ANNUAL REPORT**  
**2017-18**



# CONTENTS

<b>Foreword</b>	<b>3</b>
<b>Police &amp; Crime Plan Progress</b>	<b>4</b>
Protecting People at Risk of Harm	4
Working with our Communities	6
Supporting Victims, Witnesses & Reducing Reoffending	8
Transforming for the Future	10
<b>Key Information &amp; Links</b>	<b>12</b>
<b>Contact Us</b>	<b>13</b>
<b>Accessibility Statement</b>	<b>14</b>



## FOREWORD

[Add PCC image]

PCCs reflections on the last year – progress made, challenges ahead etc

- Austerity
- Demand v Resources – threat, risk & harm
- Changing landscapes – Merger; Local Government Reform etc
- Thanks to officers, staff, partners & Panel

*Martyn Underhill was elected as Dorset's first Police and Crime Commissioner in November 2012 and was successfully re-elected in May 2016. Currently one of only three independent PCC's, Martyn is a former police officer having joined the Metropolitan Police in 1979 and retired as a Detective Chief Inspector from Sussex Police in 2009. As PCC Martyn has been particularly passionate about increasing the support and service provided to victims of crime, improving the response to people suffering from mental ill health, maintaining a visible local police presence during a sustained period of austerity and investing in the future of policing in Dorset, both in terms of equipment and technology and in officers and staff.*

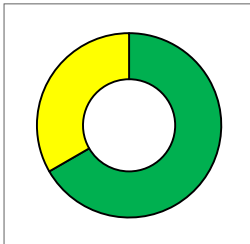
## PROTECTING PEOPLE AT RISK OF HARM

*“Protecting the public from harm is, and will always be, a core police duty. However, the demands placed on the police have shifted greatly in recent years and resources need to be effectively targeted on the basis of threat, risk and harm.”*

*Protecting those most at risk of harm and most vulnerable to crime is a key strand of this Plan and will be an area of focus for the duration of this term of office.”*

Police & Crime Plan 2017-2021

### Police & Crime Plan Progress



21 PCC Commitments

- PCC funding for Independent Sexual Violence Advisors (ISVAs), including an additional Children and Young Persons ISVA
- PCC funding for Acts Fast to provide support to family members of child sexual abuse victims
- Exploring the potential for an adult Return Home Interview (RHI) scheme for missing persons, similar to existing arrangements for children and young people
- PCC funding for a High Intensity Network (HIN) initiative providing support for high intensity mental health crisis cases
- Lobbying of local authorities over concerns regarding UBER operations and Water Safety Plans
- Ongoing lobbying to Government over port security
- POLIT & SSCT staff resources increased
- Significant reductions in the use of police custody as a ‘place of safety’ for individuals suffering mental ill health crisis

### Commissioning & Grants

£220,467 spent in 2017/18 – includes:

- Safer Schools & Communities Team (SSCT)
- Missing Child Return Home Interviews & CSE Service (Barnados)
- Drug & Alcohol Intervention Teams
- Alliance Integrated Manager (AIM) / High Intensity Network (HIN) – mental health
- Street Sex Worker Case Manager
- National Ugly Mugs Scheme

### **Scrutiny**

- Development of a Hate Crime Scrutiny Panel
- PCC Challenge over Firearms Licensing arrangements
- HMIC PEEL Vulnerability Inspection report – Dorset Police graded as GOOD
- Call for the Government to review the use and effectiveness of spit guards and evaluate this against possible alternative solutions to protect police officers from being bitten or spat at
- Protecting Vulnerable People Board
- Police and Crime Panel scrutiny of PCC commitments and Plan progress

### **Engagement**

- Police & Crime Plan ‘ask the expert’ launch event
- National Crime Agency annual PCC engagement day
- Alliance sexting campaign – PCC funding provided
- Prejudice Free Hate Crime Conference – PCC guest speaker

### **Partnerships**

- Cut Your Strings’ coercive and controlling behaviour campaign – PCC support
- National Sexual Abuse & Sexual Violence Awareness campaign – PCC support
- Dorset MIND #Day2Day campaign regarding mental health in the workplace – PCC support
- World Mental Health Day with Bournemouth University
- Modern Slavery Conference (Borough of Poole) – PCC supported and closed the event
- #RU2Drunk initiative in Weymouth

[Add images & case studies]

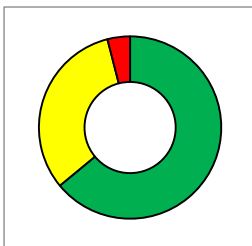
## WORKING WITH OUR COMMUNITIES

*“An essential part of my role involves acting as a link between the public and police service, and also as a facilitator in bringing local partners together to tackle shared priorities, issues and concerns.*

*I will therefore continue to work with Dorset Police and other agencies locally, regionally and nationally to keep our communities safe. I am particularly keen to engage with community members to help them work together with the police and partners to tackle the issues most affecting them.”*

Police & Crime Plan 2017-2021

### Police & Crime Plan Progress



25 PCC Commitments

- New road safety website launched
- Close Pass cycle safety initiative launched
- Continued in-principle funding for BRAKE agreed to support victims and families of serious road traffic collisions
- PCC signed up to support the national Friends Against Scams campaign, including becoming a SCAMBassador, and guest speaker at the Dorset Cyber Alliance launch
- PCC Problem Solving Forums successfully launched
- Availability of drug-driving kits to officers expanded
- Force business crime champion appointed; engagement with the recently launched National Business Crime Centre (NBCC) hub; ongoing involvement in the development of Action Fraud and its service to victims of fraud and online crime

### Commissioning & Grants

£108,159 spent in 2017/18 – includes:

- Community Speedwatch programme
- National Chaplaincy Scheme
- LGBT Outreach Worker
- Association of Dorset Watches (ADW)
- Boscombe CSAS
- Melcombe Regis Capacity Worker – Weymouth
- Operation Galaxy – Bournemouth

### **Scrutiny**

- Community Safety and Criminal Justice Board (CSCJB) providing co-ordination of local community safety and criminal justice activity across partners
- Equality & Confidence Board – monitoring Force performance with regard to public confidence and police engagement with local communities
- Stop & Search Scrutiny Panel
- PCC Surgeries and public contact
- Police & Crime Panel scrutiny of PCC's discharge of responsibility to consult and engage with the public (including victims of crime)

### **Engagement**

- Police & Crime Plan 'ask the expert' launch event
- Annual Engagement Report 2017/18 published
- Council tax precept consultation to inform the 2018/19 precept decision
- Summer engagement programme completed
- Dorset drink-drive consultation
- PCC funding contribution towards two National Rural Crime Network (NRCN) research projects – a national rural crime survey, and exploring domestic abuse in rural areas

### **Partnerships**

- Community Safety Partnerships (CSPs)
- Community Safety & Criminal Justice Board (DCJB)
- Dorset Strategic Road Safety Partnership (DSRSP)

[Add images & case studies]

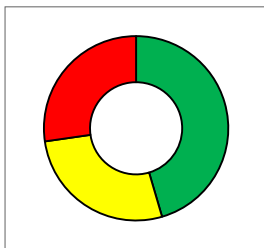
## SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING

*“Support for victims and witnesses of crime was a priority for me in my first term of office, and remains just as important now. I am therefore determined to work with the Chief Constable to provide a policing service that is valued by people in Dorset and in particular by victims of crime.”*

*This theme also looks at offending and steps that can be taken to break the cycle of reoffending and rehabilitate our most prolific and regular offenders. I am also keen to explore with partners and local employers further ways to divert young people who may be at risk of offending away from criminal activity.”*

Police & Crime Plan 2017-2021

### Police & Plan Progress



11 PCC Commitments

- PCC commissioning of victim support services – contract extended by a further 12 months to September 2019
- Police Transformation Fund (PTF) grant secured for scoping and piloting of a Complainant Advocate scheme to further support vulnerable victims in court
- Victims Bureau continues to provide information and support to victims of crime and won the Police Support Volunteer Team of the Year 2017 award
- Restorative Dorset launched as a pan-Dorset restorative justice (RJ) and mediation service. This includes the provision of Neighbourhood Justice Panels (NJPs) and post-conviction RJ
- Joint OPCC/Dorset Police Victims’ Champion appointed

### Commissioning & Grants

£1,133,314 spent in 2017/18 – includes:

- Maple Project; The Shores; Independent Sexual Violence Advisors (ISVAs)
- Children and Young Person ISVA
- Child Sexual Assault Mapping Project
- Victims Bureau; Victim Support Services
- Sexual Assault and Child Sexual Assault Counselling Services
- Acts Fast – support for non-abuse parents/families of child sexual assault victims
- BRAKE – Road Traffic Collision (RTC) support for victims

### **Scrutiny**

- Police & Crime Panel scrutiny of PCC commitments and Plan progress
- Dorset Criminal Justice Board (DCJB)
- Out of Court Disposal Scrutiny Panel
- Independent Custody Visiting (ICV) Scheme

### **Engagement**

- Police & Crime Plan 'ask the expert' launch event
- Public consultation on the police use of force, including their understanding and opinions of the use of Taser, firearms and handcuffing
- Hate Crime Awareness week

### **Partnerships**

- Dorset Criminal Justice Board (DCJB)
- Community Safety and Criminal Justice Board (CSCJB)

[Add images & case studies]

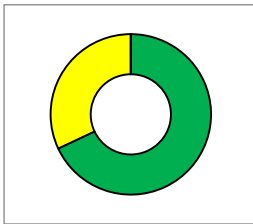
## TRANSFORMING FOR THE FUTURE

*“This theme looks at my roles and responsibilities in ensuring that Dorset Police operates as efficiently and effectively as possible – both now and in the future.*

*The main strands here are essentially focused on people; Information and Communication Technology (ICT); innovation/improvement; and partnerships/collaboration.”*

Police & Crime Plan 2017-2021

### Police & Crime Plan Progress



25 PCC Commitments

- 2017/18 Precept approval
- Weymouth to Dorchester CCTV project gone to tender
- OPCC given national award for transparency
- Annual Audit Letter 2016/17 issued by external auditors with no significant concerns
- PCC support for the consideration of a merger between Dorset Police and Devon & Cornwall Police, potentially building on the existing alliance between the forces
- Review and restructure of the OPCC completed and implemented
- Body Worn Video (BWV) pilots completed in Dorset followed by a tender for an alliance
- Alliance Drone Unit launched
- Safer Dorset Foundation created

### Commissioning & Grants

£35,640 spent in 2017/18 – includes:

- Crest – Dorset Criminal Justice Board (DCJB) Analysis and Monitoring Tool
- Dorset Public Sector Needs Analysis

The PCC has also issued 9 Community Grants since relaunching the scheme during the year, totalling more than £24,000 issued to local projects supporting the Police and Crime Plan objectives.

[Add case studies]



### **Scrutiny**

- Police and Crime Panel scrutiny and consideration of the PCC's budget and precept proposal for 2017/18; plus scrutiny of PCC commitments and Plan progress
- HMICFRS PEEL Efficiency 2017 – GOOD
- Annual Accounts approved
- Strategic Performance Board
- Customer Service Improvement Panel (formerly the 101 Service Improvement Panel)
- Development of the HMICFRS Force Management Statement (FMS)

### **Engagement**

- Precept consultation 2017/18
- Police and Crime Plan 'ask the expert' launch

### **Partnerships**

- Alliance and Merger programme with Devon & Cornwall Police
- South West Regional Collaboration programme

[Add images & case studies]

## KEY INFORMATION & LINKS

**Dorset Police and Crime Commissioner**

[Official PCC Website](#)

**Budget, Finance and Annual Accounts**

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

**PCC Annual Engagement Report**

[Annual Engagement Report 2017/18](#)

**Police & Crime Plan Progress Tracker**

[Delivering the Police & Crime Plan](#)

**Dorset Police and Crime Panel**

[Police and Crime Panel \(Dorset for You\)](#)

**Dorset Police**

[Force Website](#)

## CONTACT US

**Office of the Police & Crime Commissioner for Dorset**

**Force Headquarters, Winfrith, Dorset DT2 8DZ**

**01202 229084**

**[pcc@dorset.pnn.police.uk](mailto:pcc@dorset.pnn.police.uk)**



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### **Accessibility Statement**



If you would like a translation of any part of this document please email us at [translation@dorset.pnn.police.uk](mailto:translation@dorset.pnn.police.uk).

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## AGENDA NO: 8

### POLICE & CRIME PANEL – 26 JUNE 2018

### POLICE AND CRIME PLAN 2017-2021

### REPORT BY THE CHIEF EXECUTIVE

### PURPOSE OF THE PAPER

*This paper updates members of the Police and Crime Panel of a light-touch refresh of the Police and Crime Plan 2017-2021.*

#### 1. BACKGROUND

- 1.1 Police and Crime Plans are a statutory requirement for all police force areas as defined in the Police Reform and Social Responsibility Act 2011. They must be issued as soon as practicable after the Police and Crime Commissioner (PCC) takes office and cover the period up to the end of the financial year in which the next Police and Crime Commissioner election is expected to take place.
- 1.2 The current Police and Crime Plan was published in March 2017 and built on the PCC's commitments following his re-election in May 2016. It is intended to run for the duration of the term of office and beyond the next scheduled PCC election in May 2020.
- 1.3 By way of context, the Police Reform and Social Responsibility Act 2011 requires PCC's to hold their Chief Constables to account for the operational delivery of policing and secure and maintain efficient and effective local policing services. How they plan to do this, the resources they will make available to the police and others and what the PCC's local objectives and priorities will be, are the subject of the Police and Crime Plan.
- 1.4 Quarterly performance reports are submitted to the Panel on performance and progress against the Police and Crime Plan. The statutory Annual Report, which is the subject of a separate report to this meeting, provides an overview of 2017/18 activity against the Plan.

#### 2. PLAN REFRESH

- 2.1 Whilst the main elements of the Police and Crime Plan are designed to remain unchanged the PCC has taken the opportunity to undertake a light touch 'refresh' to ensure that the content remains relevant and that any new or emerging issues since its initial publication are accurately reflected.
- 2.2 A revised draft version of the Plan is attached at Appendix A with proposed changes highlighted in red. In summary, the main amendments are:
  - A recognition of the work currently underway among partners to address **vulnerability** added under Pillar 1;
  - A reference to **serious violence, including knife crime and County Lines**, included under Pillar 1;

- Additional content under Pillar 2 to reflect the PCC's work and engagement on **homelessness**;
- A revised section on **ASB** under Pillar 2 to reflect specific activity concerning **fly-tipping**;  
and
- An update to Pillar 4 reflecting the developments around the **alliance with Devon & Cornwall** Police and the exploration of further opportunities to work more closely in collaboration, including the potential for **merger**.

### **3. PANEL MEMBER FEEDBACK**

- 3.1 The PCC welcomes comments from Police and Crime Panel Members on the refreshed Plan and proposed changes and will consider any such feedback ahead of finalising this version. Please could any views be returned to the Chief Executive by Friday 27 July 2018.

### **4. RECOMMENDATION**

- 4.1 The Panel is asked to note the updates made to the Dorset Police and Crime Commissioner's Police and Crime Plan 2017-2021 and to provide feedback ahead of publication of the final version.

#### **SIMON BULLOCK CHIEF EXECUTIVE AND MONITORING OFFICER**

Members' Enquiries to: Simon Bullock, Chief Executive (01305) 229084  
Press Enquiries to: Susan Bloss, Head of Communications & Engagement  
(01305) 229095

#### Appendices

Appendix A – Draft Police and Crime Plan 2017/2021 (June 2018 Refresh)



# POLICE & CRIME PLAN 2017-2021



Working together for a safer Dorset



# JUNE 2018 UPDATE

DRAFT



**CONTENTS**

	<b>Page</b>
<b>Introduction</b>	<b>4</b>
<b>Theme 1: Protecting People at Risk of Harm</b>	<b>6</b>
<b>Theme 2: Working With Our Communities</b>	<b>9</b>
<b>Theme 3: Supporting Victims, Witnesses and Reducing Reoffending</b>	<b>13</b>
<b>Theme 4: Transforming for the Future</b>	<b>16</b>
<b>How I Will Monitor Performance and Progress</b>	<b>20</b>
<b>Contact Your PCC</b>	<b>21</b>
<b>Accessibility Statement</b>	<b>21</b>

## INTRODUCTION

Welcome to my Police and Crime Plan. It takes into account the strategic priorities of key local partners and is underpinned by a number of more specific and detailed commitments that I made as part of my 2016 election manifesto.

I was delighted to be re-elected Police and Crime Commissioner (PCC) for Dorset in 2016 and continue the work that I started during my first term of office. There remain significant challenges for policing, and for the public sector as a whole, but also opportunities to work together to maintain and improve services. I am committed to exploring these opportunities for the benefit of local people.

Policing has never been so complex, with an ever-changing landscape of crime and demand set against the reality of challenging resources and reduced budgets over recent years. We need to ensure that we are responsive to these changes and prioritise effectively but we also need to have a sense of reality about expectations of the service and what can practically be achieved. Our strategic alliance with Devon & Cornwall is a fundamental element in rising to these challenges locally.

For the police service as a whole, the National Police Chiefs Council (NPCC) and the Association of Police and Crime Commissioners (APCC) have agreed the [National Policing Vision 2025](#). This document sets out the plan for policing over the next 10 years, including transformation of the service, and my own Plan seeks to complement this vision at the local level.

This Police and Crime Plan is a statement of strategic intent for policing in Dorset, set around four key themes. These are:

- Protecting People at Risk of Harm
- Working with our Communities
- Supporting Victims, Witnesses and Reducing Reoffending
- Transforming for the Future

My [2016 Manifesto commitments](#) underpin these themed areas and I am seeking to have implemented all of these pledges by the end of my term of office in 2020. Progress has already been made against some of these commitments but please remember this is a four year Plan. Many of my ambitions will take time to realise and I will work collaboratively with others to make this happen. As before, issues such as mental health and support for victims of crime will remain key priorities.

I will regularly report and update on progress against this Plan throughout the term, including quarterly reports to the Police and Crime Panel and information shared through my website and other formats.

I will also maintain my focus on my core role of representing the people of Dorset and acting as a link between policing and the public, consulting and engaging with our communities, listening to and understanding your issues and concerns, and ensuring that these views are used to help inform high-level decision making. Changes to the handling of complaints about police, which will include greater PCC involvement in the process, is one area that will see enhanced contact with the public and the opportunity to provide increased governance and scrutiny over local policing.

Dorset is a wonderful place and, thankfully, a safe environment for the majority of us that live, work or visit here. Yet crime and community safety still matter and I will strive to keep our local communities safe and supported.



**Martyn Underhill, March 2017**

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## PILLAR 1

### PROTECTING PEOPLE AT RISK OF HARM

Protecting the public from harm is, and will always be, a core police duty. However, the demands placed on the police have shifted greatly in recent years and resources need to be effectively targeted on the basis of threat, risk and harm.

Protecting those most at risk of harm and most vulnerable to crime is a key strand of this Plan and will be an area of focus for the duration of this term of office.

#### Achievements to date:

- **Mental Health** – I have driven significant developments both nationally and locally with regard to the treatment of those suffering from mental ill-health, particularly with regard to their contact with the police. [[Click here to learn more...](#)]
- **Paedophile On-Line Investigation Team (POLIT)** – I have invested in the expansion of the POLIT, with the team already achieving important results locally. [[Click here to learn more...](#)]
- **Dorset Safeguarding: Multi-Agency Hub** - Implementation of the initiative that I have backed to create a multi-agency safeguarding hub in Dorset. [[Click here to learn more...](#)]

Policing alone cannot protect those at risk. I will continue to work with local authorities, the voluntary and charitable sector and partners more widely to support and commission high quality services in order to provide help to those most vulnerable members in our community.

**Strategic Policing Requirement (SPR):** The [SPR priorities](#) identify serious organised crime, child sexual abuse (CSA) and organised cyber-crime as national threats. This theme will look to ensure that Dorset Police contributes to the regional and national focus in these areas as well as tackling issues at the local level.

Whilst it is impossible to cover all aspects of risk and vulnerability in detail in this Plan, this theme will include issues such as:

#### **Safeguarding & Vulnerability**

I will continue to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities. For example, we know that an ageing population is likely to present challenges regarding adults at risk of harm and this is one area where existing arrangements are under review.

More widely, I will continue to work with the police and other statutory partners to explore ways in improving our collective responses to vulnerable members of our community. This is particularly important where individuals may fall below the threshold for statutory interventions but where early action and engagement may prevent escalations in problems and in turn reduce future demand on agencies.

## **Mental Health**

I will campaign locally and nationally for additional investment from health partners in mental health services for adults and children. I will focus on a number of key areas, including:

- Early help and intervention to avoid those with mental health issues becoming victims of crime;
- Provision by health partners of timely therapeutic services such as counselling for victims of serious crime to help them recover from trauma;
- Preventing people from entering custody due to mental health crisis; and
- **Support Dorset Police with initiatives focused on the mental health of officers and staff.**

## **Serious Violence (including knife crime)**

The Country has recently seen increases in serious violence such as knife crime, gun crime and homicide, resulting in the Government's [Serious Violence Strategy](#) as a response. Whilst the nature of the issues faced in Dorset are naturally very different to those experienced in our major cities we do face our own specific challenges locally and I will work with the force and partners to implement appropriate responses.

One area that I am keen to focus on is education and prevention to ensure that younger members of our communities here do not get drawn into the types of behaviours witnessed elsewhere, particularly in feeling the need to carry knives or other weapons to feel safe.

[County Lines](#) is an associated issue, where urban gangs supply drugs to suburban areas and market and coastal towns using dedicated mobile phone lines. This can involve the exploitation of vulnerable adults and children in the movement of drugs and money. County Lines is a genuine threat to all areas, including Dorset, and I will ensure that the police and partners locally, regionally and nationally work coherently to tackle this threat.

## **Fraud**

I will continue to challenge the service provided to vulnerable victims of fraud. As more crime shifts online, it is right that more resources are put into place to tackle this emerging threat. This is especially true as the older population embraces new technology and more criminals exploit the speed, convenience and anonymity of the internet.

## **Modern Slavery**

Living in a modern society it is disturbing to think that slavery, such as forced labour and human trafficking often for the purposes of sexual exploitation, is happening in our communities. I will ensure that the police partner with agencies who are also at the forefront of tackling these crimes, and that work is undertaken to raise awareness so victims can be kept safe and traffickers brought to justice.

**Force priorities:** [Dorset Police](#) has specific plans in place to address sexual violence; domestic abuse; hate crime; child sexual abuse/child sexual exploitation; and modern slavery locally.

### Encouraging reporting of crime, incidents and anti-social behaviour (ASB)

The Chief Constable and I will continue to encourage greater reporting of crimes and incidents – particularly in areas currently widely considered to be under-reported - such as domestic abuse, modern slavery, sexual offences and hate crime.

### Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Vulnerable Persons Directorate** – building on the Dorset Safeguarding multi-agency hub model, an aspiration to introduce a specialist team supporting all vulnerable people.
- **Crime Reporting** – ensuring that as many victims of crime as possible feel able to report these issues, either to the police or a third party.
- **Safe Schools and Communities Team (SSCT)** – increase SSCT resources to help their work in education and raising awareness of the risks posed to young people, particularly online.

During this term of office I will work on these and other initiatives with a view to protecting those most at risk of harm.

**Partner priorities:** Community Safety Partnerships (CSPs) in Dorset have a shared commitment to tackle serious sexual offences (especially against under 18s) and domestic abuse related violent crime. [Criminal justice partners](#) are seeking to identify health, including mental health needs, across the Criminal Justice Service (CJS). These are consistent with the aims of this theme.

## PILLAR 2

### WORKING WITH OUR COMMUNITIES

An essential part of my role involves acting as a link between the public and police service, and also as a facilitator in bringing local partners together to tackle shared priorities, issues and concerns.

I will therefore continue to work with Dorset Police and other agencies locally, regionally and nationally to keep our communities safe. I am particularly keen to engage with community members to help them work together with the police and partners to tackle the issues most affecting them.

#### Achievements to date:

- **Neighbourhood Policing** – Despite stretched resources, the Chief Constable and I remained committed to the Neighbourhood Policing model of community policing. [[Click here to find out more...](#)]
- **Cyber-crime** – I funded the CyberSafe campaign to raise local awareness and the ability for individuals to protect themselves from online crime and threats. [[Click here to find out more...](#)]
- **Rural Crime** – Within the first 100 days of my second term of office, the Force fulfilled my commitment to launch a dedicated Rural Crime Team to specifically address the unique issues and concerns affecting our rural communities. [[Click here to find out more...](#)]
- **Marine Unit** – I have committed specific funding for resources to bolster our Marine Policing response and continue to lobby Government over the important issue of Ports Security. [[Click here to find out more...](#)]

**Strategic Policing Requirement (SPR)** - The [SPR priorities](#) identify terrorism and domestic extremism; serious organised crime; national cyber security; public order; and civil emergencies. This theme will look to ensure that Dorset Police contributes to the national focus in these areas as well as tackling issues at the local level.

Many issues affect local communities in relation to crime and community safety and I will play my part in achieving more effective joined-up responses to these issues, including the following:

#### A Problem-solving approach

I will work with local communities to identify and find sustainable solutions to the issues most concerning and affecting them. Through this approach and associated PCC Innovation Funding I will also provide the resources to support innovative solutions where these are identified.

## **Homelessness**

Homelessness is another issue that has come to the fore recently, with increases experienced locally and nationally in recent years. This is a complex social issue and not one where policing is often considered to play a direct role in addressing. However, homelessness is often one of a number of factors that influence offending and anti-social behaviour and I am keen to work with partners to look at how we can influence these factors and improve outcomes.

One area I am particularly exploring is the local response to homeless veterans who often get drawn into the criminal justice system because of this and other issues that they are experiencing. If successful I am hopeful that some of these initiatives may then be able to be applied to wider cohorts of people experiencing homelessness in Dorset.

## **Volunteers**

Aside from working closely with communities to solve problems, I am delighted when individuals take the next step and become a special constable, police support volunteer, neighbourhood watch member, independent custody visitor or any of the other exciting opportunities to give back something in a unique way. Our volunteers are a vital part of making Dorset safer and everyone has my sincerest thanks and respect.

## **Tackling ASB**

Anti-social behaviour (ASB) remains a genuine issue and blights many people's lives on a daily basis. I will continue to work with partners to tackle ASB and, primarily through Community Safety Partnerships (CSPs), ensure that policing plays an active role in managing ASB across Dorset.

One specific issue that has been highlighted to me in recent times is fly tipping, an unsightly and costly nuisance. Whilst not traditionally a matter for policing the scale of the problem, plus links to other forms of criminality, has resulted in me facilitating work with partners to look at how we can successfully tackle this literal blot on our County.

## **Road Safety**

The number of people killed or seriously injured on Dorset's roads remains too high and is a concern regularly raised by the public. In addition to the existing approaches of education, engineering and enforcement I will look to further enhance driver education and awareness as a means of improving road safety. I intend to explore innovative new ways to improve road user concentration and reduce the risks of serious injury on the roads.



## Cyber-Crime

At the start of my first term of office cyber-crime was viewed as an emerging risk. Now it is very much a potential threat to us all. The threats are numerous and areas of focus will include:

- Maintaining the CyberSafe campaign highlighting the dangers of cyber-enabled crime;
- Educating young people on issues such as online bullying, abuse and sexting; and
- Ensuring that businesses are better supported with regard to online crimes targeted at them.

## Consultation, engagement and accessibility

Ensuring that there remains a meaningful dialogue between the public, myself and the police and exploring new ways of making this happen in order to reach more people. I am mindful of the need to explore different methods of communication and engagement to achieve this, recognising the different needs of our communities.

In addition to working closely with the Dorset Police and Crime Panel, I will particularly strive to ensure that the public are kept more informed about relevant policing issues; that their views are regularly sought; and that they are consulted on any significant changes being proposed to local policing arrangements.

It is fundamental that communities have a strong voice in important local debates that can affect community safety.

## Preventing and detecting crime

I expect the Chief Constable to maintain a focus on the prevention of crime and continue to explore 'what works' and Evidenced Based Policing (EBP) approaches to reducing crime. This will include problem solving approaches and multi-agency solutions.

Where crime occurs, however, it remains important that the police response is appropriate and proportionate and that investigations are effective. I will continue to hold the Chief Constable to account for this aspect of policing delivery.

**Force priorities:** [Dorset Police](#) has specific plans in place to address ASB; dwelling burglary; rural crime; public place violence; and road safety.

### Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Road Safety** – tackling drink and drug driving; enhancing driver awareness and education; and looking at initiatives to improve decision making and prevent road traffic collisions.
- **Safer Dorset Foundation (SDF)** – the SDF has been created to assist the police and partners in preventing crime and empowering individuals and groups to take positive action with regard to community safety.
- **Problem Solving Forum** – I will look to create a Problem Solving Forum to bring together relevant agencies and local people to identify innovative ways to tackle the issues most affecting communities at the local level. PCC Innovation Funding will be available to support these initiatives.
- **Business Crime** – I will appoint a Business Crime Champion and continue to build on relationships with local business organisations to improve the focus and response to traditional and on-line business crime.
- **Public Engagement** – I will continue to take my responsibilities for consulting and engaging with the public seriously and seek new ways to reach more people. I also commit to publishing an annual community engagement report to this effect.

**Partner priorities:** Community Safety Partnerships (CSPs) in Dorset have a shared commitment to tackle ASB and [criminal justice partners](#) are seeking to prevent crime and reduce reoffending. These are consistent with the aims of this theme.

## PILLAR 3

### SUPPORTING VICTIMS, WITNESSES AND REDUCING REOFFENDING

Support for victims and witnesses of crime was a priority for me in my first term of office, and remains just as important now. I am therefore determined to work with the Chief Constable to provide a policing service that is valued by people in Dorset and in particular by victims of crime.

This theme also looks at offending and steps that can be taken to break the cycle of reoffending and rehabilitate our most prolific and regular offenders. I am also keen to explore with partners and local employers further ways to divert young people who may be at risk of offending away from criminal activity.

#### Achievements to date:

- **Victims Bureau** – one of my main commitments in my first term of office, the Victims Bureau, was launched in November 2013 providing greater information and support to victims of crime. [[Click here to find out more...](#)]
- **Victim Support services** – Following national changes I was the first PCC nationally to commission a local Victim Support service in October 2014. [[Click here to find out more...](#)]
- **Voluntary Offender Tagging** – I funded a GPS tagging pilot in 2015 to help deter individuals at high risk of re-offending from lapsing back into an offending lifestyle. [[Click here to find out more...](#)]
- **CJS Performance Management** – I commissioned Crest Analytics to develop a bespoke performance management tool for the Dorset Criminal Justice Board (DCJB). [[Click here to find out more...](#)]

#### Victims and Witnesses

Through the [Dorset Criminal Justice Board \(DCJB\)](#) I will continue to work with all criminal justice partners to improve and enhance the services delivered to victims and witnesses of crime. I am particularly keen to support the delivery of more effective and efficient IT systems in courts to enable the giving of evidence remotely and to ensure more efficient use of court time.

I will of course work with the Government on any plans to give PCCs responsibility for the remaining victim and witness care services which are currently still provided nationally so that we can provide the best possible services for victims and witnesses in Dorset.

I will also work with the Chief Constable to explore the opportunities to improve victim and witness care which may be provided through our strategic alliance with [Devon & Cornwall](#) – identifying areas for collaboration and improvement.

## Offenders

The Chief Constable and I will work with DCJB partners to introduce new services and systems designed to stop people from offending and to prevent reoffending.

We will also work with the [National Probation Service \(NPS\)](#) and the [Dorset, Devon & Cornwall Community Rehabilitation Company \(CRC\)](#) to improve our shared understanding of people who choose to offend. We will seek all opportunities to deliver greater local flexibility in the services they provide to reduce reoffending and improve the quality and effectiveness of interventions.

Within this work I will look to explore areas such as mentoring of offenders, behaviour changing courses and expanding [Neighbourhood Justice Panels \(NJPs\)](#) and [Restorative Justice \(RJ\)](#).

## Integrated Offender Management

The [Integrated Offender Management \(IOM\)](#) unit at any given time deal with approximately 80 of the most prolific acquisitive offenders in Dorset, the majority of who are responsible for crimes such as house burglary or car theft.

These schemes work with offenders at high risk of re-offending (but lower risk of carrying out violent crime) and help them come to terms with their offending behaviour and remove the issues which influence offending.

Critically, on agreeing to be part of an IOM scheme, offenders must agree to take on the responsibility of their own offending. This approach offers significant support to those who continue to engage and the threat of swift justice for those who do not.

## Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Repeat Victim Champion** – I will establish a Repeat Victim Champion to coordinate police and partner interventions for difficult and complex cases.
- **Offenders** – I will explore the use of mentoring to reduce re-offending and also explore referral pathways to divert young offenders from crime.
- **Tagging** – Building on the pilot work already carried out locally, expand the tagging of offenders and lobby Government to change the law to enable the police to insist on certain high-risk individuals being tagged.
- **Victims' Lawyer** – I will lobby Government to sponsor a pilot Victims' Lawyer Scheme in Dorset, similar to the model used in parts of Europe. The Victims' Lawyer would represent victims at all stages of a prosecution, rather than the current system where a victim is only formally recognised by the court upon the conviction of another individual.

**Partner priorities:** [Criminal Justice System \(CJS\) partners](#) are seeking to provide support to victims and witnesses throughout the system and to prevent crime and reduce reoffending. These are consistent with the aims of this theme.

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## PILLAR 4

### TRANSFORMING FOR THE FUTURE

This theme looks at my roles and responsibilities in ensuring that Dorset Police operates as efficiently and effectively as possible – both now and in the future.

The main strands here are essentially focused on people; Information and Communication Technology (ICT); innovation/improvement; and partnerships/collaboration.

#### Achievements to date:

- **Strategic Alliance** – in March 2015 the two PCCs and two Chief Constables entered into a formal strategic alliance between Devon & Cornwall and Dorset. [[Click here to find out more...](#)]
- **Regional Collaboration** – Dorset continues to work collaboratively with South West policing partners on programmes such as forensics and procurement. [[Click here to find out more...](#)]
- **Recruitment** – During my first term of office I reversed the recruitment freeze to ensure new and talented individuals joined the service. [[Click here to find out more...](#)]
- **Investing in technology** – I have also supported significant ICT projects during the first term, including the implementation of a new records management system (NICHE), the development of mobile policing solutions (smart phones and tablets) and the planned introduction of body worn video and drones. [[Click here to find out more...](#)]

#### **Strategic Alliance & Merger with Devon & Cornwall**

The Chief Constable and I formally entered into an alliance with Devon & Cornwall Police in 2015 and all parties remain fully committed to this crucial collaboration.

Since this agreement, work has continued at pace to review our respective working practices and to align these into single, joint alliance functions wherever possible. **Around thirty business A-number-of-these** functions have already gone live, including the **Alliance Operations Department operational policing areas such as roads policing, dogs unit, drones unit, and firearms and armed response vehicles as well as** back office support such as Finance, **HR, IT, Fleet Services and Administrative Support.**

Whilst the alliance has, and will, assist us in making financial savings in a climate of reduced funding, more importantly it has enabled us to rethink how we deliver some services, increase resilience, and deliver a more consistent approach in aspects of policing across the three counties. What it won't do is have a negative impact on frontline policing. **—it is an alliance, not an amalgamation.**

**As a result of this work, the two chief constables, with the full support of both PCCs, announced in September 2017 the intention to explore further collaboration and a closer**

working relationship between the forces – including the possibility of a full merger. In April 2018 the two chief constables, and two PCCs agreed that the outline business case for merger was sufficient that a full business case should be developed and a public and stakeholder consultation undertaken.

This work continues with the ultimate aim of identifying the most sustainable and effective policing model for the three counties in the future. I continue to support this work, as Programme Sponsor, and will ensure that the governance and scrutiny arrangements for the programme remain robust so that any decisions taken are ultimately in the best interests of the public.

### **Listening and Learning**

I will deliver changes to the way in which complaints against the police service are handled, utilising new powers in the [Policing and Crime Act 2017](#), to re-shape the complaints process to make it more responsive to the needs of the public.

I will also work with the Chief Constable to ensure that Dorset Police strives to become a 'learning organisation' – learning from emerging best practice and evidence based research on 'what works' in delivering good outcomes for the public. This will need to reflect the Force's successes as well as when things don't go well or there is a failing – improving strategies to readily recognise when mistakes have been made, provide early remedy, compensate or apologise and then use this as the opportunity to learn and improve.

### **Understanding demand and new or emerging threats**

In the current climate it is crucial that Dorset Police tries to be 'ahead of the curve' with regard to understanding the demands placed on police resources and in the early identification of new threats and risks. I will work with the Chief Constable to provide resources to meet the challenges as new or increased crime trends begin to emerge. The need to engage the public and partners in this journey is of paramount importance.

### **Funding and finances**

I will continue to campaign nationally and locally for changes to the police funding formula so that it better reflects the demands faced by Dorset as a predominantly rural police force.

Unless prevented from doing so by significant cuts from central government, I will maintain Dorset Police as a debt free organisation and continue our prudent approach to financial management, including setting a balanced budget each year with an adequate level of reserves, externally endorsed by [Her Majesty's Inspectorate of Constabulary \(HMIC\)](#).

### **People**

People are our most important asset and particularly in the context of increasing demand and decreasing funds it is hugely important that we take proactive steps to look after them.

I will invest to ensure that the recruitment of new officers and staff continues during the term, allowing the Chief Constable to invest resources in high priority areas and emerging issues.

I will also support the Force to explore the opportunities arising from the College of Policing reviews regarding policing structures and entry and progression into and through the service.

With the Chief Constable I will also work to ensure that the wellbeing of officers and staff is a primary consideration in supporting them to carry out their roles in often extremely challenging circumstances. Examples of initiatives that we have already undertaken in this area include:

- signing up to the [MIND Blue Light programme](#);
- my involvement in a national video encouraging staff to seek help for mental health; and
- training delivered to officers and staff through the Alzheimer's Society to make us a [Dementia Friendly](#) organisation.

As the national PCC lead for mental health I will continue to work hard to improve services for those suffering mental ill health, reduce the demands placed on the police service created by mental health related issues, and improve training for police officers and staff.

### **Information Technology**

I will continue to invest in technology, including the full roll out of mobile data, to increase opportunities for police officers to stay out and about in local areas.

I will also support the commissioning of a new command, control and public contact system as part of our strategic alliance with Devon & Cornwall and work with our regional partners on delivering a new shared emergency service mobile communications system.

### **Partnerships & Collaboration**

I will work with the Chief Constable to fully implement our strategic alliance with Devon & Cornwall – putting service improvement and efficiency at the centre of this work and delivering savings of more than £12million per year when fully implemented by 2021.

We will also work hard to ensure that we fully realise the benefits of other external collaboration programmes and internal reforms. In particular we will support and grow our partnerships with local authorities, fire, health and the voluntary and charitable sectors to explore all opportunities to keep the public safe and improve our efficiency and effectiveness.

### **Doing Things Differently**

More widely, policing continues to be stretched. Crime is shifting online and is becoming more demanding and complex to uncover. Tackling these growing threats requires a different approach to policing. As criminals become more sophisticated, we must stay one step ahead and the way to achieve this is to stand with our partners and create a hostile environment for those who are determined to cause harm in our communities.

This may mean that policing becomes more involved in tackling societal or social justice issues like inequality. It might mean that agencies not currently working alongside us to address issues like drug and alcohol abuse will need to play a greater part.



As the challenge of funding continues, there is a risk that we shrink away from our partners. We must instead recognise where we can work even more closely together to provide more streamlined services. As a local leader I am firmly committed to exploring innovative and ambitious ways to keep offering the best possible service to the public.

### Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Complaints** – taking on an enhanced role with regard to police complaints in line with national Government reforms.
- **Shared resources** – I will explore the potential for pooling and aligning budgets with our partners, which can reduce waste and duplication and ensure that we make the best use of public money.
- **Accessibility** – exploring more ways that I and the Force can engage with the public over the issues that matter most to them.
- **Investing** – In new and improved technology such as body worn video, CCTV and drones, in innovative new evidenced based approaches to tackling crime and community safety issues, and in estates, vehicles and equipment which will deliver better value for money in the long term.

**Partner priorities:** A key priority for [Criminal Justice System \(CJS\) partners](#) is to deliver an efficient and effective end to end criminal justice system in Dorset. This is consistent with the aims of this theme.

### HOW I WILL MONITOR PERFORMANCE AND PROGRESS

I will hold the Chief Constable to account for the provision of an efficient and effective police service in Dorset and delivery against the priority themes identified in this Plan. This will happen in a number of ways:

- **Formal and informal meetings** – I attend or am represented on all strategic-level Force and Strategic Alliance Boards in order to challenge and scrutinise, inform debates and take decisions. Regular informal meetings with key Force personnel also assist me in maintaining day-to-day business.
- **Scrutiny Panels** – I am engaged with, and in some cases have instigated, specific Panels scrutinising key areas of business likely to have a direct impact on the public and influence trust and confidence in the police. These include the use of Stop and Search powers; the police Use of Force (including TASER); the use of Out of Court Disposals; and the **Customer Service Improvement Panel**. ~~101 non-emergency telephone service.~~
- **Issues Under Commissioner Scrutiny (IUCS)** – these are specific issues of a strategic, financial or reputational nature, identified by the public, which I formally raise with the Chief Constable. If accepted, these are then recorded, actioned and monitored through the weekly Joint Executive Board (JEB).
- **PCC Challenge** – an opportunity for me to raise issues relating to cost and efficiency and to challenge the Chief Constable to make improvements accordingly. As with IUCS, these are raised, recorded and monitored through JEB.

The [Dorset Police and Crime Panel](#) will hold me to account for undertaking my statutory responsibilities and for delivery against this Plan. I will therefore work with members and officers of the Panel to develop suitable reporting mechanisms and updates and report to them quarterly on my work and progress. This will complement the Work Programme and Forward Plan that the Panel has implemented to focus their work in scrutinising and, where appropriate, supporting my activities.

I will publish an annual report reflecting on the previous year and recent achievements relating to this Plan. My manifesto commitments will be the primary focus for delivery by my office on a day to day basis and I will use my website and other methods to keep the public updated on this work.

I will continue to engage with as many local people as possible to raise awareness of my role and work and to understand the issues most concerning local communities. I will also use my website, social media and other communication methods to provide relevant and timely information relating to my work. This will build on the success of my first term which included some 40,000 face-to-face interactions and over 250,000 contacts by various other means, including social media and direct contact into my office. This work has been recognised externally by [CoPaCC](#) through their Public Engagement Award (2014), and Transparency Quality Mark (2015, 2016/17 and 2018), and at the 2015 UK Public Sector Communications Awards for my website.

I will remain fully engaged in the governance of key partnership and collaboration activity at the local, regional and national level in order to drive forward shared priorities and initiatives.

I will also work closely with agencies such as [Her Majesty's Inspectorate of Constabulary](#), [Fire & Rescue Service \(HMICFRS\)](#), [Independent Office for Police Conduct \(IOPC\)](#), external and internal auditors, and our independent audit committee members to monitor Force performance and drive continuous improvement.

It is encouraging that public awareness of my role has steadily increased during my time in office and I will work hard to continue this trend in the years ahead. Police accountability has also increased enormously since the introduction of PCCs, in no small part due to increased engagement with local communities. I will strive to improve this further during this term.

### Contact your PCC

**Website:** [www.dorset.pcc.police.uk](http://www.dorset.pcc.police.uk)

**Email:** [pcc@dorset.pnn.police.uk](mailto:pcc@dorset.pnn.police.uk)

**Twitter:** @PCCDorset

**Facebook:** [www.facebook.com/PCCDorset](http://www.facebook.com/PCCDorset)

**Telephone:** (01202 or 01305) 229084

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

**In confidence:** [ContactPCC@PCCDorset.org.uk](mailto:ContactPCC@PCCDorset.org.uk)



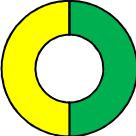

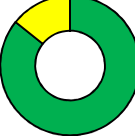
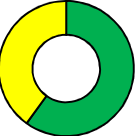
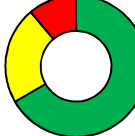
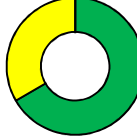


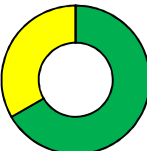

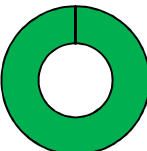
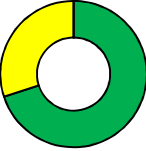
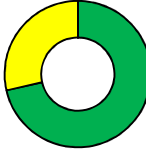

### Accessibility Statement:



TRANSLATIONS  
AVAILABLE

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 <p>PROTECTING PEOPLE AT RISK OF HARM</p>	<p><b>Vulnerability; Prevention; Early Intervention</b></p>	<p><b>Mental Health; Drugs; Alcohol</b></p>	<p><b>National issues, Local approaches</b></p>	 <p>WORKING WITH OUR COMMUNITIES</p>	<p><b>Road Safety; Cyber &amp; Fraud</b></p>	<p><b>Engagement</b></p>	<p><b>Problem Solving</b></p>
							
<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Child Sexual Abuse support projects funded</li> <li>• Controlling &amp; Coercive Behaviour campaign launch</li> <li>• Suicide Prevention Strategy</li> <li>• MIND #Day2Day campaign launch</li> <li>• Hate Crime scrutiny</li> </ul>				<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Dorset Road Safe website re-launched</li> <li>• Drink Drive Limit consultation</li> <li>• Take Five to Stop Fraud campaign</li> <li>• National Rural Crime Network (NCRN) research projects</li> <li>• OPCC engagement activity and summer programme</li> </ul>			
 <p>SUPPORTING VICTIMS, WITNESSES &amp; REDUCING REOFFENDING</p>	<p><b>Victims &amp; Witnesses</b></p>	<p><b>Offender Management &amp; Rehabilitation</b></p>	<p><b>Restorative Justice</b></p>	 <p>TRANSFORMING FOR THE FUTURE</p>	<p><b>Funding &amp; Resources</b></p>	<p><b>Technology</b></p>	<p><b>Innovation &amp; Service Improvement</b></p>
							
<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Victim Support contract extension</li> <li>• PCC Surgeries</li> <li>• Victims Commissioner meeting</li> <li>• ICVA lobbying for sanitary provisions for female custody detainees</li> <li>• Out of Court Disposal Scrutiny Panel annual report</li> </ul>				<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Council Tax Precept consultation and proposal 2018/19</li> <li>• Safer Dorset Fund (SDF) community grant scheme</li> <li>• CoPaCC Transparency Award</li> <li>• PRISM Gateway Review</li> <li>• Stop &amp; Search and Misconduct Panels recruitment</li> </ul>			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



PROTECTING PEOPLE AT RISK  
OF HARM

Vulnerability  
Prevention  
Early  
Intervention

Page 78

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>• Child Sexual Abuse project funded</li> <li>• Domestic Abuse lobbying – refuges and secure tenancies</li> <li>• Controlling &amp; Coercive Behaviour campaign launch</li> <li>• CCG Suicide Prevention Strategy consultation</li> <li>• National Sexual Abuse &amp; Sexual Violence Awareness week &amp; CYP ISVA funding</li> </ul>	% people feeling safe in Dorset	<b>98%</b>	
	Recorded Domestic Abuse Crime (17/18)	<b>+14%</b>	
	Recorded Hate Crime (17/18)	<b>+19%</b>	
	Recorded Hate Incidents (17/18)	<b>+48%</b>	
	HMICFRS PEEL Effectiveness	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£108K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>• The PCC has funded Acts Fast for 2018/19 to provide support to family members of child sexual abuse victims</li> <li>• The PCC has lobbied over proposed changes to supported housing funding to try and ensure that domestic abuse refuge funding remains ring-fenced; he has also raised concerns over potential legislative changes regarding secure tenancies and the impact on victims of domestic abuse</li> <li>• The ‘Cut Your Strings’ campaign was launched in March 2018, raising awareness around coercive and controlling behaviour. A number of partners, including the PCC, provided support to this project</li> <li>• The PCC responded to a suicide prevention strategy developed by the local Clinical Commissioning Group (CCG)</li> <li>• The PCC supported the National Sexual Abuse &amp; Sexual Violence Awareness campaign, coordinated locally through Dorset Rape Crisis Support Centre (DRCSC). This includes funding for another Children and Young Person’s Independent Sexual Violence Advisor (ISVA)</li> </ul>	16. Resources for Force response to new crime trends		
	19. Increase the size of the POLIT		
	21. Increase the size of the SSCT		
	35. Aspire to create a Vulnerable Persons Directorate		
	71. Continue to provide Safeguarding oversight		
	72. Continue to challenge the service provided to vulnerable victims of fraud		
	73. Police work in partnership on Modern Slavery		
	82. Work with partners to provide enhanced support for veterans		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



PROTECTING PEOPLE AT RISK  
OF HARM

Mental Health

Drugs

Alcohol


Page 79

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Transforming Children and Young People’s Mental Health Provision Green Paper</li> <li>MIND #Day2Day Campaign launched</li> </ul>	Detainees under MHA 2017/18	<b>0</b>	
	<i>High Intensity Network cases (pending)</i>		
	HMICFRS PEEL Effectiveness	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£100K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The Government has launched a Green Paper on Transforming Children and Young People’s Mental Health Provision to which the PCC has submitted views</li> <li>Dorset MIND launched their #Day2Day campaign with a video of the PCC talking about his own experience of mental health issues in the workplace. The campaign aims to remove any remaining stigma of discussing mental health at work</li> </ul>	32. Expand work with partners keeping repeat victims with serious mental illness safe		
	74. Lobby to end use of custody as a ‘place of safety’ for those in mental health crisis		
	75. Scope an app to give officers real-time MH advice		
	76. Write to all PCCs re NHS England colour-coding of CCG MH provision		
	77. Write a good practice document for all PCCs re lobbying CCGs and partners over MH provision		
	78. Ensure local MH Concordat arrangements are fit for purpose and reflect new legislation		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



PROTECTING PEOPLE AT RISK  
OF HARM

National  
issues

Local  
approaches

Page 80


Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Firearms Licensing challenge</li> <li>Hate Crime Scrutiny Panels</li> <li>Knife Crime blog</li> <li>Portland Police officers attested to office of constable</li> <li>Annual NCA PCC Engagement Day</li> </ul>	Serious Sexual Offences (17/18)	<b>+26%</b>	
	Domestic Abuse Incidents	<b>+7%</b>	
	Domestic Abuse Crimes	<b>+14</b>	
	PCC Surgeries held (YTD)	<b>17</b>	
	HMICFRS PEEL Effectiveness	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£12K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The PCC has issued a formal challenge to the Chief Constable over firearms licensing arrangements given an increase in complaints around processing times and the risk associated with this area of business</li> <li>The introduction of a Hate Crime Scrutiny Panel is being explored to complement existing CPS arrangements but to focus on cases not reported to the police or other statutory partners</li> <li>The PCC issued a blog on Knife Crime in response to the launch of the Government’s Serious and Violent Crime Strategy. Locally the focus is on prevention to stop fear of knife crime manifesting itself into the carrying of knives and weapons</li> <li>Four Portland Port police officers have now been attested to the office of constable, enhancing their ability to protect the local shore</li> <li>The PCC was represented at the annual engagement day hosted by the National Crime Agency (NCA)</li> </ul>	6. Increased crime reporting eg DA, sexual offences, exploitation, elderly abuse etc		
	7. Hold agencies to account who have a role in reducing crime		
	83. Scope BWV provision for Poole Forum members to record hate crime and incidents		
	84. PCC to scope/fund a Hate Crime Conference in 2018 to include Poole Forum members and others		
	85. Development of an independently chaired PCC Hate Crime Scrutiny Panel		
	67. Pay due regard to the Strategic Policing Requirement (SPR)		
	69. Continue to lobby Government to improve port security		



## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



WORKING WITH OUR  
COMMUNITIES

Road Safety

Cyber-crime

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>• New Road Safety website launched</li> <li>• PCC consultation on drink-driving</li> <li>• Close Pass cycle safety activity</li> <li>• In principle funding for BRAKE</li> <li>• Take Five to Stop Fraud week</li> </ul>	Roadsafe Website page views	<b>4,459</b>	
	Winter Drink/Drug Campaign – charges	<b>85</b>	
	DAS attendees 2017	<b>25,871</b>	
	Cyber-Crime Officer – engagements	<b>+200</b>	
	Cyber-crime Officer – event attendees	<b>+5.5K</b>	
	Commissioning Spend 2017/18	<b>£5K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>• In line with the PCC’s commitment, the new Dorset Road Safe website was launched in March, pulling together information from police, fire and rescue, health and local authority partners. Members of the public can also share information on dangerous drivers or other road safety concerns</li> <li>• A public consultation launched by the PCC on the drink drive limit resulted in the majority of respondents supporting a lower legal threshold. This will inform the PCC’s ongoing lobbying for reducing the drink drive limit</li> <li>• The Close Pass cycle safety initiative continued with an operation carried out in North Dorset</li> <li>• The PCC has agreed in principle to provide funding for BRAKE, a national road safety charity supporting those affected by fatal road traffic collisions</li> <li>• The PCC has supported the Take Five to Stop Fraud initiative, part of wider campaigning work by National Trading Standards</li> </ul>	24. Commission wider provision of driver training		
	25. Redesign the Dorset Roadsafe website		
	26. Raise awareness around poor decision making		
	27. Lobby Government to lower drink-drive limit		
	28. Provide resources to tackle drink-driving		
	29. Undertake a drug-driving awareness campaign		
	30. Expand availability of drug-driving testing kits		
	20. Continue cyber-crime awareness campaign		
	79. Educate young people on online risks		
	80. Better cyber-crime support for businesses		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



WORKING WITH OUR  
COMMUNITIES


Engagement

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Support for NRCN research projects</li> <li>Bournemouth – Op Galaxy; Hotel Watch; Charminster</li> <li>Weymouth – Capacity Building Worker &amp; Hotel Watch</li> <li>Review of SAIL arrangements</li> <li>Council Tax Precept Consultation</li> <li>Planning for summer engagement programme</li> </ul>	Face-to-face engagement reach	<b>+3K</b>	
	Social Media reach	<b>+3.9M</b>	
	Formal Public Consultations	<b>4</b>	
	Public Consultation responses	<b>+10.5K</b>	
	Webchat user engagement minutes	<b>4,010</b>	
	Commissioning Spend 2017/18	<b>£60K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The PCC has agreed to contribute funding towards two National Rural Crime Network projects – a national rural crime survey and research into domestic abuse in rural areas</li> <li>The PCC has agreed to extend funding for an analyst to support Op Galaxy in Bournemouth; The PCC has also supported the launch of a Hotel Watch scheme; and hosted an online Charminster residents meeting</li> <li>In Weymouth the PCC has contributed funding for a Melcombe Regis Capacity Building Worker and also supported the launch of a Hotel Watch scheme</li> <li>The OPCC has been working with partners to review the Safe And Independent Living (SAIL) scheme arrangements</li> <li>Extensive public consultation was undertaken by the OPCC to inform the 2018/19 Council Tax Precept proposal</li> <li>The OPCC summer engagement programme will focus on public views regarding the merger proposal</li> </ul>	1. Enhance how we capture the public's views		
	2. Publish an annual community engagement report		
	23. Build on relationships with business community and improve police response to business crime		
	46. Push several pilot schemes beyond the launch of the Force website, including:		
	47. NPT webchats		
	49. PCC Surgeries online		
	48. PCC webchats		
	50. Contact the police via Skype		
51. Continue bringing the police to the heart of the community			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



WORKING WITH OUR  
COMMUNITIES

Problem Solving

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>• Support for NRCN research projects</li> <li>• Bournemouth – Op Galaxy; Hotel Watch; Charminster</li> <li>• Weymouth – Capacity Building Worker &amp; Hotel Watch</li> <li>• Review of SAIL arrangements</li> <li>• Council Tax Precept Consultation</li> <li>• Planning for summer engagement programme</li> </ul>	Problem Solving Forums held	<b>2</b>	
	Public contact cases recorded (YTD)	<b>861</b>	
	Public contact cases resolved (YTD)	<b>531</b>	
	Commissioning Spend 2017/18	<b>£103K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>• The PCC has agreed to contribute funding towards two National Rural Crime Network projects – a national rural crime survey and research into domestic abuse in rural areas</li> <li>• The PCC has agreed to extend funding for an analyst to support Op Galaxy in Bournemouth; The PCC has also supported the launch of a Hotel Watch scheme; and hosted an online Charminster residents meeting</li> <li>• In Weymouth the PCC has contributed funding for a Melcombe Regis Capacity Building Worker and also supported the launch of a Hotel Watch scheme</li> <li>• The OPCC has been working with partners to review the Safe And Independent Living (SAIL) scheme arrangements</li> <li>• Extensive public consultation was undertaken by the OPCC to inform the 2018/19 Council Tax Precept proposal</li> <li>• The OPCC summer engagement programme will focus on public views regarding the merger proposal</li> </ul>	8. Establish a Problem Solving Forum		
	9. PCC Innovation Fund to fund new approaches identified by Problem Solving Forums		
	22. Appoint a Business Champion to drive a new business crime strategy etc		
	36. Fund an extra post in the Marine Unit		
	37. Create a Rural Crime Team		
	81. Continue to promote and support opportunities for individuals to volunteer with the Force		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



SUPPORTING VICTIMS,  
WITNESSES & REDUCING  
REOFFENDING

Victims &  
Witnesses

Page 84

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Victim Support service contract extended</li> <li>PCC Surgeries</li> <li>Meeting with Victims Commissioner</li> <li>APCC Victims Portfolio Group</li> </ul>	PCC Surgery Attendees (17/18)	<b>20</b>	
	Victim Support – Cases Created (17/18)	<b>14,411</b>	
	Victims’ Bureau – All Contact (Jan-May)	<b>11,630</b>	
	Victim Satisfaction (Overall Service)	<b>77.2%</b>	
	Victim Satisfaction (Kept Informed)	<b>71.0%</b>	
	Commissioning Spend 2017/18	<b>£863K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The PCC has agreed to extend the existing Victim Support contract by a further 12 months to September 2019. This will allow time to review arrangements in both Dorset and Devon &amp; Cornwall, plus the implications of the alliance and possible merger, before initiating the tender process for the next contract</li> <li>Victim Surgeries continue to be held by the PCC where members of the public can raise their issues and concerns relating to their experiences of policing and the wider criminal justice system</li> <li>Along with the Northumbria PCC Vera Baird, the PCC met with Baroness Newlove, the Victims Commissioner, to discuss the Complainant Advocate project</li> <li>The PCC continues to play an active role on the national APCC Victims Portfolio Group</li> </ul>	31. Establish a repeat victim champion to coordinate interventions in complex cases		
	60. Improve systems to avoid double/triple booking of court rooms		
	61. Lobby Government to sponsor a Victims Lawyer pilot scheme ( <i>Complainant Advocate</i> )		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



SUPPORTING VICTIMS,  
WITNESSES & REDUCING  
REOFFENDING

Offender  
Management  
Rehabilitation

Restorative  
Justice

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Sanitary protection lobbying for female detainees</li> <li>Independent Custody Visiting Association (ICVA)</li> <li>Meeting with NPCC Custody Lead</li> <li>Dorset Criminal Justice Board (DCJB)</li> <li>Out of Court Disposal Scrutiny Panel Annual Report 2017</li> </ul>	ICV Scheme – Visits	<b>102</b>	
	ICV Scheme – Detainee Interviews	<b>459</b>	
	Restorative Dorset referrals (RJ & RM)	<b>25</b>	
	OoCD Panel – Cases Reviewed (YTD)	<b>67</b>	
	All Scrutiny Panels – meetings held	<b>11</b>	
	Commissioning Spend 2017/18	<b>£270K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>Working with the Independent Custody Visiting Association (ICVA), the PCC has lobbied for more appropriate sanitary protection arrangements for females detained in custody</li> <li>The PCC remains the Chair of ICVA, promoting the effective provision of independent custody visiting nationally; The PCC also continues to oversee delivery of the ICV Scheme in Dorset</li> <li>The PCC has met with the National Police Chiefs Council (NPCC) lead on Custody to discuss a number of key issues, including mental health</li> <li>Chaired by the Chief Constable, the Dorset Criminal Justice Board (DCJB) continues to provide oversight and scrutiny of the criminal justice system (CJS) arrangements for Dorset. The PCC continues to place an active role on the Board</li> <li>The Chairman of the Out of Court Disposal (OoCD) Scrutiny Panel has published an annual report providing an overview of the Panel’s work throughout 2017</li> </ul>	10. Explore mentoring to reduce reoffending		
	12. Expand tagging of offenders in Dorset		
	13. Lobby Government to change law so police can insist on certain high risk individuals being tagged		
	15. Work with partners to explore more behaviour changing courses for offenders		
	33. Work with CRC to improve peer/public mentoring services		
	34. Explore extension of AFCB referral path for young offenders		
	11. Expand NJPs across Dorset		
	14. Expand RJ meetings between victims & convicted offenders in prison		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



TRANSFORMING FOR THE  
FUTURE

Funding &  
Resources

Page 86

#### Headlines:

- Precept Consultation, Proposal and Approval
- Informal finance briefing to Panel
- Safer Dorset Fund (SDF) Community Grants

#### Key Indicators:

Total Establishment FTE (31.03.18)	<b>2,433</b>	
OPCC Establishment FTE (31.03.18)	<b>18</b>	
OPCC Net Expenditure (as % of total)	<b>1.0%</b>	
OPCC Commissioning Spend (YTD)	<b>£1.67M</b>	
HMICFRS PEEL Efficiency	<b>GOOD</b>	
Commissioning Spend 2017/18	<b>N/A</b>	

#### Activities & Achievements:

- The OPCC completed their annual Precept consultation process which informed the PCC's proposal to the Police & Crime Panel; the Panel endorsed the proposal at their meeting held on 1 February 2018; Linked to this, the OPCC finalised the 2018/19 Council Tax leaflet providing further information to households on the police budget and council tax element of funding
- An informal finance briefing for Panel members was also held during the period to provide further detail and context around funding arrangements and challenges to the police budget
- The PCC has issued 9 Community Grants in 2017/18 since relaunching the scheme, totalling more than £24,000

#### PCC Commitments:

18. Increase resources to frontline policing	
38. Continue to spend public money wisely	
43. Uphold the position of prudence	
39. Undertake independent review of OPCC	
42. Maintain Dorset Police as debt free	
44. Continue to lobby for fairer funding	
52. Pledge to keep NPTs in Dorset	
53. Pledge to keep PCSO role in Dorset	
57. Newly identified resources to be deployed to the frontline	
70. Look to share budgets with other agencies to deliver shared services	

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



TRANSFORMING FOR THE  
FUTURE

Technology

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Weymouth to Dorchester CCTV project</li> <li>Surveillance Commissioner visit</li> </ul>	Drone Unit Deployments	<b>187</b>	
	Safer Drone workshop attendees	<b>400</b>	
	Alliance BWV cameras procured	<b>+2,850</b>	
	HMICFRS PEEL Efficiency	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£28.5K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The Weymouth to Dorchester CCTV project has gone to tender following extensive work by the OPCC with local partners</li> <li>The Surveillance Commissioner visited Dorset in January with a particular focus on the alliance drone unit</li> </ul>	54. Build on IT systems and development to ensure intelligent police deployment and briefings		
	55. Pursue and progress the video enabled court scheme allowing police to give evidence remotely		
	58. Improve IT structures to enable remote remands, court cases and prisoner productions		
	59. Improve IT structures so that police and witnesses can give evidence remotely		
	62. Pursue improved technology for the Force, Alliance and the South West region		
	65. Continue to work to introduce Body Worn Video (BWV) for officers in Dorset		
	66. Continue the drone initiative locally, investing in more advanced drones for operational policing		

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q4 2017/18

RAG Status	
This Period	Last Period



TRANSFORMING FOR THE  
FUTURE

Page 88

Innovation &  
Service  
Improvement

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>• Fire &amp; Rescue Governance consultation</li> <li>• CoPaCC Transparency Award</li> <li>• PRISM Gateway Review</li> <li>• IOPC referral monitoring</li> <li>• Service Animals (Offences) Bill lobbying</li> <li>• Scrutiny &amp; Misconduct Panels recruitment</li> </ul>	101 Timeliness (Excellent/Good)	<b>76%</b>	
	Complaint/Appeal Files Dip-Sampled	<b>32</b>	
	% people feeling safe in Dorset	<b>98%</b>	
	HMICFRS PEEL Effectiveness	<b>GOOD</b>	
	HMICFRS PEEL Legitimacy	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£7K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>• The PCC has responded to a consultation on Fire &amp; Rescue service governance supporting proposals for PCCs to sit on Combined Fire &amp; Rescue Authorities</li> <li>• CoPaCC have awarded the OPCC with a national award for transparency</li> <li>• A Gateway Review of the PRISM project has been undertaken, resulting in enhanced transparency and governance arrangements</li> <li>• Following a spike in Force referrals to the IOPC the PCC is monitoring this more closely to identify if any key trends or issues are emerging, other than changes to reporting requirements</li> <li>• The PCC has lobbied for support for 'Finns Law', a bill proposing that deliberate attacks on service animals be made a criminal offence</li> <li>• Recruitment exercises have been undertaken by the OPCC for Stop &amp; Search Scrutiny Panel members and for the Police Misconduct Panel</li> </ul>	5. Create the Safer Dorset Foundation (SDF) to promote public benefit across Dorset		
	40. Explore opportunities to minimise supervisory costs arising from CoP review of police leadership		
	41. Help the Force develop innovative ways to recruit, retain and develop the best people		
	45. Continue to seek environmentally friendly ways to reduce the Force carbon footprint		
	64. Build on Evidence Based Policing methods and introduce best practice into Dorset		
	1. Create a 101 Service Improvement Panel 51. Volunteer Group to observe police contact		
	2. Make the OPCC the initial point of contact for police complaints		



## ANNEX a) – Finance Update Report

To provide an update on the financial outturn position for the year ended 31 March 2018.

### 1. NET REVENUE EXPENDITURE

- 1.1. The figures contained in this report are consistent with the draft Statement of Accounts published on 31 May, which are currently in the process of being externally audited. The final audited accounts alongside with the external auditor's report will be considered by the Independent Audit Committee on 17 July.
- 1.2. The Original Budget was set in February 2017 at £121.257m. This assumed net transfers from reserves of £1.244m and total Net Revenue Expenditure (NRE) of £122.501m. The Revised Budget includes brought forward OPCC unspent budget from 2016/17 of £0.466m, matched by a transfer from reserves, plus a number of other virements between budget heads that were made during the year (see Appendix a2).
- 1.3. Total Net Revenue Expenditure for 2017/18 was £125.576m making the net transfers from reserves for Revenue purposes £4.319m. More analysis of reserves is provided below.
- 1.4. The revenue outturn position is summarised in the table below (see Appendix a1 for more detail).

NET REVENUE EXPENDITURE (NRE)	Original Budget £000's	2017/18 Revised Budget £000's	2017/18 Outturn £000's	Variance (under) /over spend £000's
OPCC	2,126	2,652	1,794	(857)
FORCE	120,375	120,315	123,782	3,466
<b>Total Net Revenue Expenditure</b>	<b>122,501</b>	<b>122,967</b>	<b>125,576</b>	<b>2,609</b>
Reserves – net transfers	(1,244)	(1,710)	(4,319)	(2,609)
<b>TOTAL</b>	<b>121,257</b>	<b>121,257</b>	<b>121,257</b>	<b>-</b>

### 2. CAPITAL EXPENDITURE

- 2.1. The capital expenditure outturn position for 2017/18 was £3.162m, funded by Government grants and the Capital Receipts Reserve.

Capital Expenditure	Original Budget £000's	Revised Budget £000's	Outturn £000's	Variance Over/ (Under) £000's
Vehicle Replacement Programme	1,260	1,610	1,103	(507)
Minor Building Works	870	1,049	553	(496)
Total ICT	1,720	5,994	890	(5,104)
Equipment	270	1,105	616	(489)
<b>Total</b>	<b>4,120</b>	<b>9,758</b>	<b>3,162</b>	<b>(6,596)</b>
<b>Funded By</b>				
Government Grants	474	412	422	10
Capital Financing Reserve		1,826		(1,826)
Capital Receipts Reserve	3646	7,520	2,740	(4,780)
<b>Total</b>	<b>4,120</b>	<b>9,758</b>	<b>3,162</b>	<b>(6,596)</b>

- 2.2. A number of projects that were budgeted for in 2017/18 that have underspent have requested that the budget be carried forward. This amounts to £6.6m in total.
- 2.3. The main slippage relates to delays in implementation of ICT projects. The go-live date for the Command and Control system (part of PRISM) is now Jan 2019. Work has commenced on the ICCS system, also part of PRISM and it is expected that most of the expenditure will be incurred in 2018/19. The ESN project had an annual allocation of £0.5m. Delays in the national programme require £1m to be carried forward and the earliest transition date for Dorset Police is expected to be Spring 2020.
- 2.4. A review of the capital programme is currently underway, with a view to preparing a comprehensive view of future capital requirements, with a common view of spending profiles across financial years for Alliance projects. Following this, funding and financing strategies will also be refreshed.

### 3. USABLE RESERVES

- 3.1. The outturn position for Usable Reserves is provided in the Table below:

	<b>Opening Balance at 1 April 2017</b>	Transfers to reserves	Transfers from reserves	<b>Closing Balance at 31 March 2018</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Capital Financing reserve	1,826		-1,623	203
Major Operations reserve	1,200		-462	738
Workforce Change reserve	2,665		-855	1,810
Budget Management Fund <sup>1</sup>	0	200		200
Police & Crime Plan reserve <sup>2</sup>	0	857		857
<b>Total Earmarked reserves</b>	<b>5,691</b>	<b>1,057</b>	<b>-2,940</b>	<b>3,808</b>
General Fund balance <sup>3</sup>	7,416		-2,442	4,974
<b>Total Revenue Reserves</b>	<b>13,107</b>	<b>1,057</b>	<b>-5,382</b>	<b>8,782</b>
Capital Receipts Reserve <sup>4</sup>	3,877	74	-2,740	1,211
<b>Total Usable reserves</b>	<b>16,984</b>	<b>1,131</b>	<b>-8,122</b>	<b>9,993</b>

Notes:

1. The Budget Management Fund has been set up to hold year end underspends for carry forward to the following year.
2. A Police and Crime Plan earmarked reserve was set up at the year end. The purpose of this is to fund planned Police and Crime Plan developments. It is expected to be spent across the remaining 2 years of the Police and Crime Plan.
3. The closing General Balance was 4% of Net Revenue Expenditure.
4. Although Capital Receipts from disposals were lower than originally planned for the year, the forecast has been updated and significant receipts are expected in 2018/19.

- 3.2. All of the closing balances are within the Reserve Policy targets. The reserves forecasts will be updated to reflect the outturn position and the reserves strategy refreshed. Plans for the replenishment and maintenance of reserves will be considered alongside other emerging issues for the medium term financial plan.

### 4. OTHER FINANCE RELATED ISSUES

- 4.1. The Treasury Management Outturn report for 2017/18, including the prudential indicators will be reported to the Independent Audit Committee in July.

### 5. REPORT DEVELOPMENT

- 5.1. Work is continuing on report development and alignment of underlying procedures. The Finance team have been focussed on the delivery of the annual accounts recently, but are well advanced in preparations for reporting on 2018/19.

## Annex 8a) Appendix 1: Financial Outturn 2017/18

The draft outturn for 2017/18 is shown in the table below, followed by an explanation of the key variances.

Type		Original Budget £000's	Revised Budget £000's	Full Year Out turn £000's	Adverse / (Favourable) £000's
<b>Office of the Police and Crime Commissioner</b>					
<b>Income</b>	Grants and other income	(898)	(898)	(898)	0
<b>Expenditure</b>	OPCC	1,122	1,200	1,028	(172)
	Commissioning & Partnerships	1,902	2,349	1,664	(685)
<b>OPCC NET SPENDING</b>		<b>2,126</b>	<b>2,652</b>	<b>1,794</b>	<b>(857)</b>
<b>Chief Constable</b>					
<b>Income</b>	Specific Government Grants	(7,217)	(7,217)	(6,803)	414
	Other income:				
	Partnership Funding	(561)	(451)	(676)	(225)
	Reimbursed Services - Other	(79)	(169)	(210)	(41)
	Reimbursed Services - Police Forces	(250)	(250)	(1,041)	(791)
	Reimbursed Services - Public Bodies	(1,777)	(1,790)	(2,579)	(789)
	Sales, Fees, Charges and Rents	(4,070)	(4,070)	(4,057)	13
	Special Police Services	(272)	(272)	(415)	(143)
<b>Total CC income</b>		<b>(14,227)</b>	<b>(14,220)</b>	<b>(15,781)</b>	<b>(1,561)</b>
<b>Expenditure</b>					
<b>Pay &amp; Employment Costs</b>	Officer Pay - Direct Costs	64,014	63,944	66,036	2,092
	Officer Overtime	2,489	2,522	3,917	1395
	Injury / Ill Health Pensions	1,687	1,687	1,572	(115)
	Police Staff - Direct Costs	37,240	35,774	37,718	1,944
	Police Staff - Alliance recharges	(633)	189	(4,122)	(4,311)
	Temporary or Agency Staff	61	61	913	852
	Police Staff Overtime	345	340	686	346
	Other Employee Expenses	1,003	974	928	(45)
	Restructure & Training	619	628	835	207
		<b>106,826</b>	<b>106,119</b>	<b>108,484</b>	<b>2,364</b>
<b>Overheads</b>	Premises Related Expenditure	12,839	12,845	12,255	(591)
	Supplies and Services	3,978	3,818	5,750	1,933
	Communications & Computing	4,233	5,082	5,276	193
	Partnership and Collaboration	4,391	4,481	4,945	464
	Transport Related Expenditure	2,193	2,191	2,289	98
		<b>27,634</b>	<b>28,418</b>	<b>30,515</b>	<b>2,097</b>
<b>CHIEF CONSTABLE NET SPENDING</b>		<b>120,233</b>	<b>120,317</b>	<b>123,218</b>	<b>2,900</b>
<b>Financing and Investment Income and Expenditure</b>					
	Interest / Investment Income	(130)	(130)	(87)	43
	Capital Financing	128	128	651	523
<b>Net Financing and Investment Expenditure</b>		<b>(2)</b>	<b>(2)</b>	<b>564</b>	<b>567</b>
<b>NET REVENUE EXPENDITURE</b>		<b>122,501</b>	<b>122,967</b>	<b>125,576</b>	<b>2,609</b>

<b>NET REVENUE EXPENDITURE</b>		<b>122,501</b>	<b>122,967</b>	<b>125,576</b>	<b>2,609</b>
<b>MOVEMENTS IN RESERVES</b>					
	Transfers to Reserves	0	0	1,057	1,057
	Transfers from Reserves	(1,244)	(1,710)	(5,376)	(3,666)
<b>NET REVENUE EXPENDITURE AFTER USE OF RESERVES</b>		<b>121,257</b>	<b>121,257</b>	<b>121,257</b>	<b>0</b>

## 6. Office of Police and Crime Commissioner

- 6.1. The Office of the Police and Crime Commissioner budget underspent in 2017/18 by £172k, and the Community Safety Fund and Local Innovation Fund allocations underspent by £685k. A transfer has been made to the newly created Police and Crime Pan Reserve to carry forward the combined underspend of £857k. The PCC plans to spend these funds in the next two years.

## 7. Chief Constable

### Income

- 7.1. Income was £1,561k higher than budgeted mainly in relation to reimbursed services (mutual aid and seconded officers) which are difficult to predict and have corresponding costs associated. Government grants were lower than anticipated in the budget.

### Pay & Employment Costs

- 7.2. The outturn for Police officer pay and on costs was £2,092k higher than budgeted. The key reason for this is that officer numbers remained throughout the year at a level well in excess of the 1,200 FTE establishment. Officer numbers at the end of the year were 1,242. The unbudgeted non-consolidated 1% pay award for officers contributed £312k to the overspend.
- 7.3. Police officer overtime at year end was £1,395k overspent which includes overtime on Major Operations. The overtime budget has been increased in 2018/19 by £250k.
- 7.4. Police Staff pay was underspent by £2,367k, 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 to the restructure of departments that have only recently gone live in the Alliance.
- 7.5. 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. This 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

- 7.6. Premises related costs were underspent by £591k. This was mainly due to savings in rents and rates (£350k) together with savings in utilities. There will be a saving in the rents budget in 2018/19 and it is planned that this will be used to help fund the new generator required at Winfrith HQ.
- 7.7. The Supplies and Services key variances are set out in the table below. The most significant variances were one-off in nature. This includes the "Risk Line" that was not specifically allocated during the year, and is explained in more detail below.

Category	Revised Budget £'000's	Outturn £000's	(Under) / Over £000's
Major Operations and Collaborative Activity	870	1,519	649
Risk Line	-435	0	435
Legal Costs	201	571	370
Office Equipment, Furniture & Materials	278	498	220
Consultancy Fees	10	102	92
Subscriptions & Licences	28	96	67
Photocopier & Printing & Stationery	316	378	62
Subsistence	150	200	50
Forensic Costs	74	122	48
Interpreters & Translators	108	139	32
Catering Contracts	18	34	16
Court Costs	23	37	14
Financial Services incl. banking	156	169	14
Custody Costs	83	93	11
Clothing, Uniforms & Laundry	442	453	10
Investigative Expenses	252	244	-8
Police Doctors & Surgeons	875	852	-23
Advertising (non-staff) & Public Relations Costs	69	41	-29
Operational Equipment	300	202	-98
<b>Total</b>	<b>3,818</b>	<b>5,750</b>	<b>1,933</b>

i) Major Operations and Collaborative Activity

Expenditure includes significant use of mutual aid from other forces on a complex murder investigation, and associated additional expenditure on external forensic analysis. A transfer from the Major Operations Reserve was made to mitigate this exceptional cost.

The cost of significant major operations remains a risk every year, and will continue to be closely monitored, and the existing control mechanisms will continue to be applied.

ii) Risk Line

The 2017/18 budget included an in year saving target ('Risk Line') of over £0.5m. While savings were achieved in numerous areas during the year, the savings were primarily used to offset other cost pressures, rather than reduce the specific savings target allocation. As such, the Risk Line allocation was largely unallocated during the year. Savings targets have also been included in the 2018/19 year, but have been targeted to the specific areas of fleet, estates, ICT and procurement. Each area is anticipated to deliver against this target.

iii) Legal Costs

Legal costs were higher at the year end because of the need to make provision for contractual claims.

iv) Office Equipment, Furniture and Materials

Additional one-off expenditure was incurred during 2017/18 on furnishing offices to accommodate estate changes, including the creation of a multi-agency working space in Bournemouth, and changes to allow realisation of asset sales.

- 7.8 Partnerships and collaboration costs were £464k higher than budgeted. The key reason related to the transfer of the Safer Schools and Partnerships team to Devon and Cornwall, under the Strategic Alliance, which was subsequently recharged to Dorset (£0.2m). This cost was budgeted within police staff pay in 2017/18, where there is an equivalent underspend. The budget has been aligned for 2018/19.

The other key variance was in the cost of insurance provision, which was £0.1m higher than originally anticipated. The 2018/19 budget for insurance was increased to reflect anticipated additional costs.

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## Appendix a2 – Adjustments from Original Budget to Revised Budget

	Type	Original Budget	Alliance Recharging	Other adjustments	Revised Budget
		£000's	£000's	£000's	£000's
<b>Office of the Police and Crime Commissioner</b>					
<b>Income</b>	Grants and other income	(898)		0	(898)
<b>Expenditure</b>	OPCC	1,122		78	1,200
	Commissioning & Partnerships	1,902		448	2,350
	<b>OPCC Net Spending</b>	<b>2126</b>	<b>0</b>	<b>527</b>	<b>2,652</b>
<b>Chief Constable</b>					
<b>Income</b>	Specific Government Grants	(7,217)			(7,217)
	Other income:				
	Partnership Funding	(561)		110	(451)
	Reimbursed Services - Other	(79)		(90)	(169)
	Reimbursed Services - Police Forces	(250)			(250)
	Reimbursed Services - Public Bodies	(1,777)		(14)	(1,790)
	Sales, Fees, Charges and Rents	(4,070)			(4,070)
	Special Police Services	(272)			(272)
	<b>Total CC income</b>	<b>(14,227)</b>	<b>0</b>	<b>6</b>	<b>(14,220)</b>
<b>Expenditure</b>	<u>Pay &amp; Employment Costs</u>				
	Officer Pay - Direct Costs	64,014		(70)	63,944
	Officer Overtime	2,489		33	2,522
	Injury / Ill Health Pensions	1,687			1,687
	Police Staff - Direct Costs	37,385	(1,611)		35,774
	Police Staff - Alliance recharges	(633)	822		189
	Temporary or Agency Staff	61			61
	Police Staff Overtime	345		(5)	340
	Other Employee Expenses	1,003		(29)	974
	Restructure & Training	619		9	628
		<b>106,971</b>	<b>-790</b>	<b>-61</b>	<b>106,119</b>
	<u>Overheads</u>				
	Premises Related Expenditure	12,839		7	12,845
	Supplies and Services	3,978		(160)	3,818
	Communications & Computing	4,233	790	59	5,082
	Partnership and Collaboration	4,391		91	4,481
	Transport Related Expenditure	2,193		(2)	2,191
	<b>Overheads Total</b>	<b>27,634</b>	<b>790</b>	<b>-6</b>	<b>28,418</b>
<b>CHIEF CONSTABLE NET SPENDING</b>		<b>120,378</b>	<b>0</b>	<b>-61</b>	<b>120,317</b>
<b>Financing and Investment Income and Expenditure</b>					
	Interest / Investment Income	(130)			(130)
	Capital Financing	128			128
	<b>Total</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>-2</b>
<b>NET REVENUE EXPENDITURE</b>		<b>122,501</b>	<b>0</b>	<b>466</b>	<b>122,967</b>
<b>MOVEMENTS IN RESERVES</b>					
	Transfers from Reserves	(1,244)		(466)	(1,710)
	<i>Net after Use of Reserves</i>	<b>121,257</b>	<b>0</b>	<b>0</b>	<b>121,257</b>

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## **Annex b) (i) - Drone Unit Update report**

*To provide an update on the progress and activity of the Alliance Drone Team during its first year of operation.*

### **Background**

Dorset Police began trialling the use of drones for operational policing purposes in November 2015, as part of the Alliance programme. The six month trial demonstrated the benefits of drone deployment for capturing still or video images on difficult terrain and hard to reach areas – an especially useful tool when used, for example, in support of missing person searches, combatting wildlife crime and even supporting firearms incidents. The use of drones became regularised throughout 2016, resulting in the Alliance launching the country’s first dedicated drone unit in the summer of 2017.

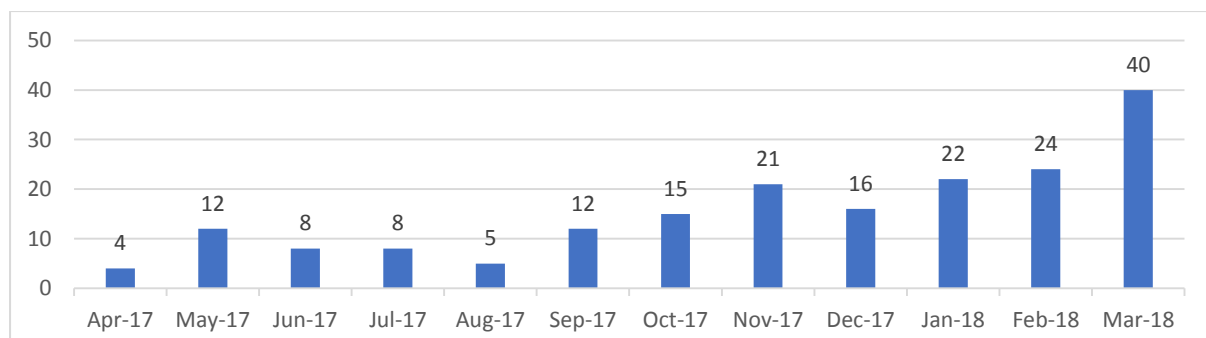
The Alliance Drone Team (ADT) continue to be one of the leading Drone Teams in UK Policing and consists of a manager and two constables operating across the three counties. Over the last year they assisted with training to 36 officers from the Firearms, Roads Policing and Enhanced Policing Teams who are now accredited drone pilots, with further increases anticipated within the next few months.

The National Police Chiefs Council lead for drones is Sussex Chief Constable, Giles York, and there is also an NPCC lead for Organised Crime Groups (OCGs) and the criminal use of drones based in Merseyside. The ADT manager is currently the South West regional lead and chairs meetings every three months as well as attending the NPCC regional chairs meeting to provide an update from the region. He also sits on a national drone training forum. The unit manager meets regularly with the Commercial Aviation Safety Team looking at the development of a specific Police drone, as well as the training portfolio working closely with the Civil Aviation Authority on developing an emergency services operations manual.

Devon & Cornwall Police and Dorset Police are widely regarded as leaders of the police use of drones nationally and have had calls and visits from across the country as well as enquiries from Sweden, Holland, Germany, Falkland Islands, Slovenia, Italy and France. The unit manager has given various presentations to other forces, industry and even the Dubai Police.

### **Deployment and Financial Benefits**

There were a total of 187 deployments for the ADT in 2017-2018, as follows:



In order to try and reduce the costs of the National Police Aviation Service (NPAS) for the Alliance, all requests for air support in non-urgent cases are first reviewed by the ADT. In addition to some of the examples already highlighted, the Unit have been able to assist operational colleagues in areas such as road traffic collision response, crime scene photography and the policing of football matches and major events locally.

It is fully acknowledged that drones will not replace the requirement for NPAS aerial assets. Drones are being deployed in support of NPAS, when NPAS is not available or where tasks are more suited for a smaller aerial platform. The drones are relatively covert and have been deployed in support of surveillance and intelligence gathering. Work is ongoing to further develop the role of drones in operational policing, missing person searches and the deployment of new technology to map fatal road traffic collision scenes using 3D digital scanners.

By taking on many secondary, non-urgent tasking requests it is anticipated that the ADT can realise savings from the NPAS budget of an average of £30,000 per month. This could potentially result in annual savings in the region of £340,000 - £360,000.

Under the NPAS funding model each force pays an upfront cost plus a pay-per-use fee. For 2017/18 this was roughly £1300 per deployment of the aircraft. Had all of the drone tasks identified above been requested from NPAS instead this would have seen an increase of £280,000 in NPAS costs. Factoring in ADT staff costs of approximately £140,000 and initial unit set up costs so far of £75,700, the unit has effectively saved the alliance £64,300 in 2017/18 in real terms. This saving figure is expected to increase significantly in the coming year as the drones take on more and more traditional NPAS tasks and less money is spent on equipment and training.

Other benefits such as court presentation work and reconstructions cannot be given a monetary value, but comments from prosecutions barristers of the excellent footage are invaluable.

### Education

The Drone Team have developed a Safer Drone education programme for those members of the public who fly their own drones. The Safer Drones workshop has been very successful at a local level with approximately 400 people trained in six months, also raising £4,000 in the process. The workshops are endorsed by the Civil Aviation Authority, National Air Traffic Service, and the Association of Remotely Piloted Aircraft Systems.

There may also be the potential to use the workshops as a diversion to prosecution course (similar to existing speed and driver awareness courses) when the new drone bill is introduced. Other forces have already made contact to enquire about the operation of the workshops with a view to implementing them in their own areas.

### Forward Look

A new drone bill is currently going through parliament and should come into force later this year. The offences will be contrary to the Air Navigation Order which are

not well known. The drone unit will lead on training and advice to officers which will primarily involve developing a training package/flow chart for advice to officers

The ADT unit has started delivering a drone awareness course to initial CID course attendees, Firearms Commanders, Public Order Commanders, Force Incident Managers, the High Tech Crime Unit, and Resource Management staff. As the use of drones increases there will be a need for more development and training. There will also need to be more forward thinking in looking at ways that drones can impact further on Police work to save money and increase efficiencies.

#### Examples of work undertaken by the ADT between April – July 2017

- 15 public engagement days which includes four 50th Anniversary events, both County shows, Blue light days, Ocean Festival.
- Numerous training days with ARV, Cliff Rescue, NPAS, Coastguard and EOD.
- Developed a downlink solution for communications with operational commanders which is in its final stages of testing.
- Carried out two Cricket Stadium surveys for A&S police for a major event as NPAS not available.
- Only force to be accredited by the Surveillance Commissionaire for our policies on privacy and our privacy impact assessment.
- Working with Football unit re use of drones for the football season.
- Dealt with 12 reports of drone misuse by the public and issued three warning notices.
- Working with Operation Cobb (badger cull)
- Working with Contingency Planning and Force search lead to create a new policy regarding using drones in missing person searches.
- Working on External media strategy. Overseeing two interviews with press office for BBC and Disney production re a police drone documentary series.
- Working with neighbourhood policing to experiment using drone for Night time Economy in Newquay.

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# PRISM Board - Digital Highlight Report

Overall RAG Status / Trajectory	
This Period	Last Period
Amber	Amber

To show an example of the regular digital highlight report presented to the PRISM Board as an insight into Alliance governance processes. This is not the full version. The report presented has been simplified, and explanations for some of the primary deliverables included.

## Executive Summary – March 2018

The overall RAG status for the Digital Programme remains at Amber.

Work continues to close current activity within records management system (RMS) and Mobile Data projects. The transition of these projects into business as usual (BAU) has been delayed to enable new single projects to be established and governance arrangements to be put in place for any residual activity to be taken forward.

The competition for Body Worn Video was issued in February 2018, and work is ongoing to finalise the Business Case.

New date is currently awaited for the national Airwave replacement project.

## Key Activities – March and April 2018

- **Records Management and Mobile Data:** Close existing projects and transitioning to business as usual (BAU). Decouple residual work to continue beyond closure and agree under which project to be delivered.
- **BWV:** Responses back from competition Mar 18. Detailed Business Case to be finalised with costs from suppliers to be added. Successful bidder to be informed in 1<sup>st</sup> week Apr 18.

## Key Risks and Issues

- **Mobile Data:** Some functionality around automated external email does not work. BT conducting root cause analysis. Not yet available to Mobile Data users.
- **Mobile Data:** Closure risk as there is no one to handover to in BAU.
- **Digital Prog:** HQ Winfrith closure / power feed shut down for up to 5 days in late 2018 for planned maintenance.
- **National Digital:** NLEDS information starting to mature which may impart compressed timelines for unknowns such as training

## Resources

- New Programme Manager (appointed on a temporary basis, starting part-time initially moving to 4 days per week in May).
- Records Management Project Manager moving to Minerva Programme – closure and residual activity to be picked up by alternate resource.

## Deliverables – March 2018

- **Body Worn Video:** completion of BWV tender exercise
- **Records Management** (a system linking crime and incident, custody, investigation and intelligence data): Firmed up delivery approach for 2018 – including running instances on multiple machines; missing people and vulnerability updates, and additional public contact options
- **Mobile Data:** Final release of Mobile software
- **Gazetteer** (a geographical index linked to mapping and dispatch systems): A position paper drafted for presentation to PRISM board.
- **Digital Programme:** Programme level cost breakdown structure to be completed to assure MTFS and planning
- **National Digital Programmes** (there are a total of 19 national ICT projects underway): Continue to mature understanding of the costs and impacts of the National Digital Policing Portfolio, specifically; HO Biometrics, National ANPR, Enabling Services and National Law Enforcement Data System (NLEDS).

Page 101



## **Annex c) – Force Management Statement Update**

*To provide an update on the development of the first Force Management Statement, together with an overview of its likely effect on future force business planning.*

### Background

The concept of Force Management Statements (FMS) was first proposed by the HMICFRS in 2017, with Dorset being one of the pilot forces trialling its development. The FMS is based on the established rail network statements and effectively asks forces to 'self-assess' in five key areas: demand, capability, capacity, serviceability, and security of supply. The demand in particular is based on a projection of the position forces expect to find themselves in, in terms of a three to four year planning horizon.

The statement itself is published on an annual basis, at the end of the financial year. The guidance provided by the HMICFRS suggests that the statement is made by the Chief Constable and is directed to the HMICFRS. The role of the PCC in the process is to agree priorities based on the assessment of demand and the four other pillars of the FMS. The FMS references the Police and Crime Plan but in no way replaces or supersedes it. Sir Tom Winsor has been very clear on this point; commenting that the development of the PCP is a democratic process which must be preserved.

The FMS will not be assessed but will be used to inform the decision-making process in terms of the risk based approach being adopted for the forthcoming integrated PEEL assessment. Effectively, a force with a comprehensive and candid FMS can expect to see a reduced level of inspection compared with a force that either does not recognise its shortcomings or has insufficient plans in place to address them.

### Progress and Considerations to Date

There have been several iterations of guidance to forces which, following feedback, have reduced in terms of prescriptiveness and level of data required. The current guidance that the Force is working to for FMS1, examines several areas of core business, including protecting vulnerable people, ease of contact and prevention. In each case the key questions centre on:

- demand assessment, now and looking forward,
- capability and capacity to meet that demand, both now and moving forward,
- the degree to which any of the identified demand will not be met, and
- the serviceability (welfare and ability) of staff and assets involved in meeting that demand.

Given the three to four year planning horizon, a significant factor in determining demand, capability and capacity has been the prospect of the merger with Devon and Cornwall Police. This has provided a number of challenges. Every attempt has been made to ensure that the FMS for each force looks and feels the same and, where services are aligned, that the same message is provided. More difficult, however, is the requirement to predict future capability due to the lack of certainty firstly about the merger itself, and secondly about structures and governance. Where this is the case, there has had to be an acknowledgment of uncertainty. This is fully understood by HMICFRS who have reassured forces, particularly those that are in strategic alliances and collaborations, that they expect to see a number of gaps in the early FMS and that this should not be seen in too negative a light.

The process of gathering the information needed for the FMS has in itself been valuable. By examining issues broken down by demand, capability, capacity, etc, it has been possible to refocus both performance management and change activity. The FMS guidance provided a business planning model to help embed the new process. This has been adapted by the Force and now provides a platform for a revised force governance and planning cycle which should provide a greater connection between financial planning and operational priority setting and delivery.

The report highlights a number of issues for policing which have been experienced nationally. These include a national shortage of specialist officers, particularly those undertaking armed response roles, and detective officers. There continues to be a level of incoming demand, particularly during busy holiday periods and prolonged warm spells which has the potential to overwhelm forces. There are significant changes in the world of cyber and digital with new technology providing new ways of committing crime this adds to the much talked about increasing complexity of criminal investigation in a digital age. Finally, there is the ever present tension between the police and wider public sector in terms of supporting those in need. Experience has shown that the police tend to identify a significant amount of vulnerability in the community but frequently are faced by a lack of capacity within other agencies to deal with this demand.

### Next Steps

The date of publication for FMS1 is the 16 June 2018. The force is already into the annual cycle for the development of FMS2 which will be published in May 2019.

It is proposed that the Panel receives a copy of the Chief Constable's summary FMS upon completion.



## **Annex d) – Staff Referrals to Occupational Health**

*To provide information about the current level of referrals to the Welfare and Counselling Unit.*

### **1. BACKGROUND**

- 1.1 It is recognised that the health and wellbeing of staff has a crucial role to play in enabling all organisations to achieve their goals. Research continually highlights the impact that good health and wellbeing has on an individual's ability to perform well at work. The police service is no exception to this rule.
- 1.2 The CIPD's *UK Working Lives* survey, published in April, claims that one in four of all workers feel their job negatively affects their mental health. At the same time police forces are operating in an increasingly complex and challenging environment that has increased potential to impact on an individual's physical and mental wellbeing.

### **2. GOVERNANCE**

- 2.1 Through the Strategic Alliance, Dorset Police has been able to develop a joint Health and Wellbeing Strategy with Devon & Cornwall Police. This document provides an evidenced foundation to our commitment to place the health and wellbeing of officers and staff at the centre of what we do.
- 2.2 The overall aim of the strategy is to provide a coherent and coordinated organisational approach to health and wellbeing in the workplace. It provides an over-arching approach that both police forces utilise as a framework to meet their respective organisational needs.
- 2.3 The Health and Wellbeing Delivery Group meet regularly and encompass the complete range of functions and units within the forces. This group, at which OPCC is represented, also liaises with both the HR and the operational delivery of the strategy, including with external clinical and non-clinical suppliers.
- 2.4 A copy of the Strategy and the associated delivery plan are attached as an appendix. Delivery to the workforce is supported by ActivAte 2020, an Alliance programme that focuses on three core elements:
  - Promotion of physical activity;
  - Improved diet and nutrition; and
  - Better sleep quality.

### **3. SUPPORT SYSTEMS**

- 3.1 The work we need our officers and staff to do can be uniquely challenging and at times distressing. As a force with a strong history of supporting its people in roles that have been identified as having a greater potential impact on their physical and psychological wellbeing, we strongly encourage the use of pro-active psychological support. With the increased demands being made on those staff, the requirement for this type of support has naturally increased.
- 3.2 The Welfare and Counselling Unit consists of a single welfare officer and part time administrative support. As well as managing a personal caseload, the welfare officer advises managers about stress and trauma support, delivers associated

training and manages the force Psychological Health Monitoring Programme. The unit also has a strategic role to play in identifying potential adverse force trends.

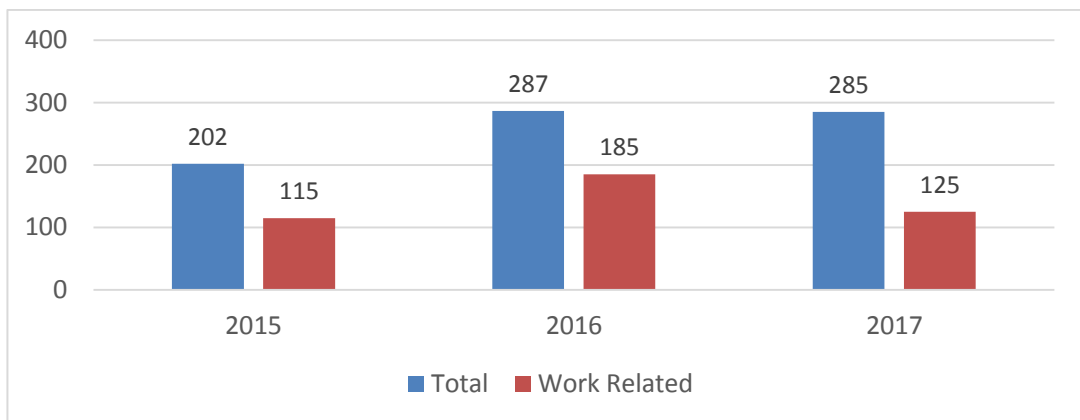
- 3.3 An Employee Assistance Programme complements the work of the Welfare Unit and provides individuals and their managers, with 24/7 support. This service is accessed via telephone initially and then if appropriate provides the individual with face-to-face counselling.

#### 4. WORKLOAD

- 4.1 For the reasons detailed earlier in this report, the Welfare and Counselling Unit has experienced a significant and sustained increase in cases related to psychological issues, as shown below:

2014 – 186 cases  
2015 – 202 cases (9% rise on previous year)  
2016 – 287 cases (42% rise on previous year)  
2017 – 285 cases (0% rise on the previous year)

The breakdown of these cases categorised into work and personal triggers for the last 3 years shows:



- 4.2 Based upon the year-to-date caseload there is a projected annual figure of 370 cases for 2018 (30% increase). Current cases are presenting slightly more personal reasons for referrals than work related.

#### 5. HEALTH AND WELLBEING DEVELOPMENT PLAN

- 5.1 One of the strategic objectives in the force's Wellbeing Development Plan that is linked to the Health & Wellbeing Strategy, is the development of an organisational health and wellbeing culture that embraces good health, good work, good relationships and good specialist support. Professor John Harrison, the Alliance lead for Health and Wellbeing, has based this approach on the nationally recognised 'Work-well Model' and he is being supported in his work by the recent appointment of a dedicated Well-being Manager.

- 5.2 The PCC is determined to make a meaningful difference to the health and wellbeing of the workforce, and is joined in that ambition by the Chief Constable. As a result, the Force has identified a senior resource that is currently preparing business cases to outline new health intervention proposals linked to the joint strategy, which will harness the £250k fund that has been ring fenced by the PCC for this purpose.



# Devon & Cornwall Police and Dorset Police Health and Wellbeing Strategy and Development Plan 2017 - 2020

## Introduction

It is recognised that the health and wellbeing of staff has a crucial role to play in enabling all organisations to achieve their goals. Research continually highlights the impact that good health and wellbeing has on an individual's ability to perform well at work. The police service is no exception to this rule.

The aim of this strategy is to set out the approach that the Strategic Alliance will adopt in regard to health and wellbeing to appropriately support both Devon & Cornwall Police and Dorset Police in achieving their policing priorities.

The strategy recognises the national and regional context in which both forces operate. Furthermore, it includes references to the Department of Health and the Blue Light Wellbeing Framework, which is supported by the National College of Policing and the National Police Chiefs' Council (NPCC).

## Overall aim

The overall aim of this strategy is to provide a coherent and coordinated organisational approach to health and wellbeing (HW) in the workplace. It is an over-arching approach that both police forces may utilise as a framework to meet their respective organisational needs.

The intention is that this is NOT a centrally-driven, top down policy. The central framework is intended to facilitate innovation and entrepreneurship, whereby local command units or police areas take ownership and responsibility for promoting HW in their sphere of influence.

It is intended that individual police officers and police staff assume responsibility for their own HW. Ultimately, both organisations will develop cultures whereby the promotion and maintenance of HW is an integral part of "business as usual".

In taking forward this strategy, Devon & Cornwall Police and Dorset Police will be specifically focusing on the requirements to embed health and wellbeing considerations at all levels of decision making and in managing and supporting the people that work in the respective organisations, in accordance with the joint People Strategy.

## Key Drivers

There are external and internal drivers of this strategy:

### External

There is a general expectation that public services will do more with fewer resources. This means new ways of working for police forces. The nature of policing is changing and will continue to do so as public priorities and expectations change. Working life is changing: people will be expected to work for longer before being eligible to retire. However, it is more likely that people will have portfolio careers with a reduced likelihood of long service with particular organisations. Healthcare delivery is changing. There will be a greater emphasis on primary care and care in the community. Workplaces form part of that healthcare provision and employers will be encouraged to provide healthcare at work, to reduce the demand on NHS services. Prevention of illness will assume a greater role in NHS forward planning.

There is a high-level consensus that there is a strong correlation between HW at work and organisational performance. FTSE 100 companies report on their wellbeing activities to their boards. In the public sector, inspecting bodies now include employee wellbeing assessments as part of their organisational health checks. The HMIC PEEL inspections include wellbeing as an area of enquiry.

Mental wellbeing of employees has become a key concern for employers. The government strategy – *No health without mental health* – highlights that anyone has a 25% risk, on average, of developing a mental health problem at some time in their life. Tackling mental ill health requires partnership working. The Blue Light programme run by MIND, has targeted emergency services to reduce the stigma of mental ill health and to encourage provision of support for sufferers. The Time to Change campaign has conducted health checks in organisations and provided advice on preventing ill health as well as supporting people with mental health problems. Mental ill health is the second-most commonly cited reason for sickness absence and in some organisations it is the most common cause. It is also commonly associated with presenteeism, said to cost organisations at least twice that of sickness absence.

### Internal

Devon & Cornwall Police and Dorset Police are under pressure to respond to policing priorities with reduced resources. This trend is unlikely to change in the foreseeable future. Management of human capital, to deliver services that are heavily dependent on police officers and staff being fit and present at work, will be a pre-requisite for ensuring the resilience of both forces.

Improvement of attendance management has been a driver of investment in health and wellbeing initiatives. Sickness absence is objective and measurable. However, sickness absence rates are influenced by many factors some of which are procedural, some of which relate to work-related hazards and risks and some of which relate to organisational and community cultures. Our sense of wellbeing at work is contingent on how proactive we are in taking responsibility for our own health and our relationship with the organisation in which we work.

There will be continuing pressure to drive down sickness absence rates. The top causes of sickness absence are muscular-skeletal problems and common mental health conditions. An effective strategy for reducing sickness absence rates must address the three components of prevention:

- Primary prevention – promoting good health
- Secondary prevention – early detection of ill health and intervention
- Tertiary intervention – rehabilitation from illness that may be associated with sickness absence, and learning lessons to be used to mitigate or prevent such illnesses.

The Business in the Community Work (BITC) well model used by the force facilitates such an approach. The introduction of the job-related fitness test demonstrates that the service views physical fitness as important. Whilst both forces recognise that such tests present challenges for some, we believe more could and should be done to improve overall activity.

The Time to Talk health check, carried out in Devon and Cornwall, identified actions to be taken to reduce the stigma of mental health. More recently, research carried out by Dr Jonathan Houdmont of Nottingham University and funded by the Devon and Cornwall branch of the Police Federation, highlighted issues of apparent burnout in certain high psychological risk roles. The recommendations for action arising from these reports are all consistent with activities within the area for action of the BITC emotional resilience model.

## Links to other Strategy

This strategy is specifically linked to the following detailed strategy documents:

- Resourcing and Talent Planning;
- Learning and Development;
- Employee Involvement and Engagement;
- Organisational Development;
- Health and safety.

## Key Dependencies

The specific factors that will impact on the delivery of this strategy are:

- Wellbeing is recognised as an operational imperative by all managers and staff
- Future funding of the Centre for Health at Work wellbeing team and health and wellbeing initiatives
- Development of the Strategic Alliance and other collaboration initiatives
- Leveraging resources: partnership working with local and national agencies, maximizing involvement and engagement within the Alliance
- Activity and outputs from the College of Policing, National Engagement and Wellbeing Forum, Wellbeing and Engagement committee of the NPCC

## Strategic Objectives

1. Improvement in global measures of health and wellbeing and emotional resilience.
2. Reduction in numbers of people with sedentary life styles.
3. Further reinforcement of the Centre for Health at Work created to coordinate efforts across the Alliance.
4. Development of an organisational health and wellbeing culture that embraces good health, good work, good relationships and good specialist support.
5. Improved awareness and reduced perceived stigma in respect of mental health.
6. Implementation of the Blue Light Wellbeing Framework developed by the College of Policing and Public Health England.

## Senior Responsible Officer (SRO)

Professor John Harrison Chief Medical Officer for the Strategic Alliance.

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## Evidence Base

The framework for the strategy is based on the Business in the Community Workwell model and the Blue Light Wellbeing Framework.

## Business in the Community Workwell Model

Developed by business for business, and based on robust evidence, the Business in the Community Workwell Model demonstrates the benefits of taking a strategic, proactive approach to wellness and engagement and provides practical support to help businesses take action. Professor Cary Cooper, President of CIPD, has stated that “The Workwell Model highlights the need for collaboration. It’s the employer’s job to create an environment where employees can make healthy lifestyle choices, but employees must take responsibility for their own health and wellbeing”.

The Workwell model has been adapted to focus on emotional resilience. This draws on the collective experience of the Emotional Resilience Steering Group and participating organisations, such as BT, Department of Health, Health and Safety Executive, MIND and the Sainsbury Centre for Mental Health. In the Government’s Mental Capital and Wellbeing Project Final Report (2008), the Steering Group has recommended five simple actions that employers of all sizes and sectors can take to promote wellbeing at work:

- Foster a sense of community
- Get people moving
- Nurture sensitivity in the environment
- Promote learning and development
- Encourage generosity at work

The four main themes of the model are depicted in the figure below. They are good physical health and promoting healthy behaviours, good work and creating a healthy psychological work environment, good relationships with good communication and promotion of social cohesion and good specialist support and management of mental health issues.

### HOW EMPLOYERS AND EMPLOYEES CAN PROMOTE EMOTIONAL RESILIENCE AT WORK



**Figure 1. BITC Workwell model – Emotional Resilience**

The outer ring of the model depicts what employees can do to improve their own wellbeing – the so-called five ways to wellbeing.

## Blue Light Wellbeing Framework

In Spring 2017 the College of Policing released the Blue Light Wellbeing Framework which contains learning from across the service, Public Health England (PHE) and academia to provide forces with a self-assessment tool that sets a new standard for policing. Professor Cary Cooper, President of CIPD, states that "The Blue Light Wellbeing Framework is grounded in this research, together with Public Health England guidance. This framework provides invaluable advice and support in the key areas of leadership, environment and resilience, including some of the new risks faced by staff, such as exposure to indecent imagery. This framework demonstrates the police service's commitment and determination to understand and address the issues affecting its people, so that it can focus investment into prevention."

The framework is divided into the following 6 areas;

- Leadership
- Absence management
- Creating the environment
- Mental health
- Protecting the workforce
- Personal resilience

Each of these areas consists of questions on which the Force is scored as fully developed, in development or undeveloped.

Blue Light peer panels in every region will be being developed to follow established peer review methodology which will apply challenge and support in a very strengths-based approach.

## Where we currently stand

The Alliance-wide health and wellbeing delivery group has been established. It is responsible for the implementation of the strategy in Devon & Cornwall Police and Dorset Police. Its membership includes the respective leads of the health and wellbeing groups established in BCUs and other functions.

Information about health and wellbeing has been collated from varied sources, including workshops at Leading the Force events, focus groups in CIOS, Force engagement surveys, surveys commissioned by the Police Federation, attendance management data, OHSU and wellness team data, TRiM data, data from the job-related fitness test and from adjusted duties. Reports from the HMIC PEEL inspections 2016 show both forces to be at a good standard for wellbeing.

We currently have 32 active gyms across Devon and Cornwall and eight across Dorset. There is a developing network of health and wellbeing champions and a developing peer support network across both forces. A range of specialist support services are available to support the management of mental health, fitness for work and the case management of attendance at work.

January 2017 saw the launch of the Alliance Centre for Health at Work and a new health and wellbeing programme called ActivAte 2020, which promotes physical activity, healthy eating and sleep quality.

Spring 2017 saw the start of an ActiVate 2020 initiative linked to a research project with Exeter University and a fitness application developed by BUPA called 'BUPA Boost'. This is looking into the short and long term health, wellbeing and physical activity levels of a group of people using wearable fitness technology and how this level changes over time.



### Annual Delivery Plan

An annual delivery plan will be produced to prioritise activity and to assist allocation of resources and in February 2017 there was a workshop to assist in scoping activity and to prioritise action for the remainder of 2017/18 and 2018/19.

### Quarterly Performance Review

A dedicated quarterly performance pack will be used to monitor delivery and will provide a mechanism for both forces to review progress of the strategy. This pack will include data analysis, ongoing environmental scanning, a detailed risk register, policy review and progress against the annual delivery plan.

### Delivery mechanisms

A multi-layered approach will be taken to promote optimal involvement and engagement within the Alliance and to leverage delivery efficiently.

- Four delivery work streams linked to the Workwell model addressing good health, good work, good relationships and good specialist support. Each work stream will have assigned leaders and single points of contact.
- Force-wide health and wellbeing programmes as vehicles for achieving strategic aims.
- Local initiatives coordinated by BCU health and wellbeing groups.
- Utilisation of existing facilities and local talent to support activity.
- Partnership working with external agencies, such as Exeter University, Public Health England, Local Authorities and private sector organisations.
- Effective use of technology to promote motivation and involvement, feedback and awareness, and gamification and challenges.

### Success measures

There will be a number of outcomes used relating to the different Workwell model strategic themes to monitor progress against the strategic objective identified in the strategy. Many of these will be reported on in the quarterly packs and will include:

- Good health
  - Current sickness statistics and trends
- Good work
  - Wellbeing measures from the staff survey
  - Levels of internal grievances

- Good relationships
  - Numbers of mediations being undertaken
  
- Good specialist support
  - Numbers of individuals in psychologically high risk roles receiving support
  - Numbers of individuals using the Employee Assistance Programme

## Employee narrative reporting (BITC)

CIPD research shows that investors are interested in human capital management (HCM) information if it is rooted in a business context and provides insight into what drives sustainable organisation performance. Context is critical in terms of explaining the company's current operating environment as well as the challenges it faces and the drivers of performance – past, current and future. Context provides a perspective in which to interpret the data and evaluate management effectiveness. It also impacts on the appropriateness of different approaches at different times. This means that the narrative accompanying any published HCM measures or metrics is arguably as important as the numbers themselves.

Consequently, each set of reporting figures will be accompanied by at least one employee story from the organisation relating to one of the principal areas of the strategy.

Oct-Dec 2017 (Q3)	Jan-Mar 2018 (Q4)	Apr-Jun 2018 (Q1)	Jul-Sept 2018 (Q2)	Beyond
<b>National agenda</b>	<b>National agenda</b>	<b>National agenda</b>	<b>National agenda</b>	
Expansion of Psychological Screening Programme across into D&CP	Completion of Oscar Kilo Blue Light Wellbeing Framework	Collection of OHSU data for HMIC	Review Federation Survey	H1 SMP review
Alliance health and Wellbeing Strategy & Development Plan across D&CP & DP	Psychological sickness Review		Peer Review of Oscar Kilo Blue Light Wellbeing Framework	Consideration of Alliance Health and Wellbeing Charter
College of Policing/ Oscar Kilo draft advice on psychological risk management to be reviewed.	Time to talk day 1 Feb 18			TRiM Review
<b>Dorset &amp; D&amp;C</b>	<b>Dorset &amp; D&amp;C</b>	<b>Dorset &amp; D&amp;C</b>	<b>Dorset &amp; D&amp;C</b>	Review of documented return to work procedures
Roll out of Alliance Resilience Pilot	Analysis of Alliance Resilience Pilot	Development of strategy for delivering mental health training to line managers	Evaluation of DP and D&CP Psychological Screening Programme	Audit of Private medical Intervention outcomes
Expansion of Health and Wellbeing groups into DP	Evaluation of D&CP Peer Support Network	Developing a Macmillan cancer support package	Evaluation and training on use of Risk Assessments in Workplace	
	ActiVate 2020 development plan	Back up Buddy App	Fit Bit - Pilot review	
	Expansion of Healthy Lifestyle Sessions into DP			

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Annex e) (i)

# Strategic Alliance Programme Highlight Report

Overall RAG Status/Trajectory	
This Period	Last Period

## Executive Summary – October – December 2017

- 27 detailed business cases (DBC) approved – Business Change and Alcohol Licensing went live as planned – 19 business areas are now 'live'.
- Force Security Group / Enhanced Policing Team - alternative options are being considered by the business lead.
- Evidential Property, Corporate Comms and Cameras/Central Tickets approved and will now progress through to planning phase.
- Corporate Development put on hold pending further review and to look at future landscape.
- Issues within Intel DBC are still being worked through.

## Deliverables – [January 2018]

- Completion of Information Mgmt phase 1, Fleet, Roads Policing and Ops Planning post implementation reports (PIR) for presentation to Programme Delivery Group in March 2018.
- Open TUPE Consultation for Business Support, FNCB (criminal records) and Cyber.
- Seek direction of travel for armed response uplift.
- Continue to progress Intel DBC in order to achieve closure of formal consultation and lock-down of the structure at JPG.
- Continue to progress Major Crime DBC in order to achieve closure of formal consultation and lock-down of the structure at JPG.
- To consult and review the PIR process in accordance direction from Alliance Executive Board (AEB) December 2017.

## Key Activities – [February 2018]

- To prepare PIR refresh/enhanced review proposal for presentation to AEB in March 2018.
- To prepare Outline Business Case for Core CJ through the governance process – anticipated March/April 2018.
- To begin Resource Management Unit DBC refresh consultation with the business lead.
- To progress Intel DBC to lock-down and implementation.
- To support OPCC DCP in partnership discussions ref Cameras/Central Tickets DBC proposal.
- To review armed response DBC proposals in light of DCP National Armed Uplift requirements.
- To look to expedite build of Niche multi-domain to support Firearms Licensing go-live.
- To progress Major Crime DBC to lock-down and implementation.

## Risk and Issues

- Potential delay in identification and implementation of single records management system.
- The impact of the “merger”. If it is not approved and what does the future look like under Alliance Plus.

## Resources

- Programme Team currently have business change and information management vacancies which are being progressed to recruitment.





## Annex e) (ii)

### **Update on the development of the Strategic Alliance and exploration of a potential merger between Devon & Cornwall Police and Dorset Police**

This report provides the Police and Crime Panel with an update on developments looking into the potential for expanding the existing Strategic Alliance, in particular the exploration of a full merger between Devon & Cornwall Police and Dorset Police. This report focuses in particular on the process for the development and consideration of a business case locally and by government.

#### **Background**

As the Police and Crime Panel are aware, many areas of the two forces are currently fully engaged in the Strategic Alliance which has seen significant efficiencies and better working in the last four years. The PCCs and Chief Constables recognise that the Strategic Alliance has increased resilience, streamlined operational leadership and provided new opportunities all allowing re-investment in services.

In September 2017, the Chief Constables of Devon & Cornwall Police and Dorset Police announced their intentions to explore further collaboration and closer working between the two forces. These plans are supported by the two Police and Crime Commissioners. The collective view is that it is right to explore whether a full merger between the two forces will bring additional benefits above and beyond those that can be achieved through collaboration.

Devon & Cornwall Police and Dorset Police put in place project management and supporting governance for this new exploratory work, with Assistant Chief Constable Sharon Taylor taking on the role of Convergence Director. A monthly Convergence Board chaired by Alison Hernandez, the PCC for Devon and Cornwall, has been established and a weekly Convergence Steering Group chaired by Chief Constable Shaun Sawyer, Devon & Cornwall Police, is responsible for taking forward this programme of work with a view to developing a business case for consideration by October 2018. Martyn Underhill, the PCC for Dorset, is the Sponsor.

## **Developments to date**

The first step in this exploratory work was the development of an outline business case to understand what the potential costs and benefits might be of any merger. In order to achieve any merger there would be a number of procedures and legal requirements which would need to be undertaken ahead of the PCC elections in May 2020.

The PCCs and Chief Constables have held discussions with the Home Office and wider government officials to clarify such requirements and to ensure that all relevant considerations and legal processes are being fully considered as part of the development of the business case. Discussions have also been held with the Ministry of Housing, Communities and Local Government on what processes and procedures would apply for any required aligning of the police element of the council tax precept across both Dorset, and Devon & Cornwall.

The PCCs and Chief Constables have appointed Local Partnerships, a consultancy jointly backed by HM Treasury and the Local Government Association, to develop the outline business case on their behalf, which was considered by the four Corporations Sole and signed off mid-April.

Work is now progressing with Local Partnerships with the development of a full business case which will explore all of the issues, benefits and costs in detail.

## **The full business case process**

Following local agreement, the full business case will need to be submitted to the Home Office for consideration. Subject to Ministerial agreement, Home Office officials would then need to issue an order under Section 32 of the Police Act 1996 to be laid before Parliament. This must be laid by 7 November 2019 at the latest to comply with electoral commission guidelines ahead of the PCC elections in 2020.

The Home Office has requested the full business case by no later than 12 October 2018 to provide sufficient time to complete the required stages within their timeframe.

There are no formal statutory tests for the business case as this exploratory work relates to the potential for a voluntary merger between two policing areas. However, the development of both the outline and any full business case will follow best practice guidance that has been used to shape fire service and police force collaborations elsewhere in the country.

These best practice criteria include tests of a clear economic rationale, clear improvements to the efficiency and effectiveness of both forces, and a positive impact on public safety. In considering any business case the Home Office will want to see sufficient support locally from the public, local Members of Parliament, Local Authorities as well as staff and Unions. There is also an expectation that there will be no clear objection from key policing bodies including Police and Crime Panels, the National Police Chiefs' Council, the College of Policing and/or Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. A programme of



engagement is planned with partners, stakeholders and the public from early June until mid-August 2018.

### **Governance and assurance processes**

Any decision to move to a merged police force across the three counties is a significant one and it is fully recognised by all of the Corporations Sole that clear governance and assurance processes need to be put in place.

There is an overarching set of principles which each of the four Corporations Sole need to see fulfilled in order to gain adequate assurance and be satisfied with any final business case. In particular the respective PCCs will need to ensure that the respective communities that they represent are adequately served by the merger proposals.

There is, pending the full business case, a shared view from the Chief Constables that a merger of the two forces offers the best long-term solution for all communities.

There will be key decision points built into the development of the final business case for merger.

The PCCs will seek assurance at various stages of the process. The Chief Constables will likewise want the same discretion, mindful that all four Corporations Sole will need to express their position prior to the submission of the business case to the Home Office. As a minimum the Commissioners will be seeking assurance once the following are known:

- Public responses to the engagement on the merger
- Council tax alignment
- Clarity on any financial imperatives for each separate police force

The Police and Crime Panel will be provided with an update at the next Panel meeting. For transparency, this paper will be shared with the Dorset Police and Crime Panel and the Devon & Cornwall Police and Crime Panel.

### **Contacts for further information**

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## **Annex e) (iii) - Summary of Impact of the Proposed Merger on the Strategic Alliance Programme**

*To provide an update on the interaction between the alliance and merger programmes.*

*The four corporations sole have determined which elements of the Alliance programme should continue as planned, which should be paused, and which should be moved into the merger programme (pending future decisions).*

There are **three key** reasons why it makes sense to continue with **elements** of the Alliance programme whilst there is ongoing dialogue about the proposed merger between the two forces:

- There are significant savings realised and still to be realised.
- Continuing the programme is an effective way to align departments before a potential merger.
- Exploring a potential merger is not just about financial considerations as progressing the alliance programme assists in enabling the business/operations to perform as a merged or allied force/s. More importantly, it provides positive benefits for staff and enhances staff wellbeing.

Currently there are **19** business areas **live** of which eight have completed their PIRs (11 PIRs are pending). There are **11** business cases at various stages of **consultation and implementation**, four of these are subject to rewrite. There are **7** business cases in **design** and not yet presented for approval.

The following areas will **continue** to be implemented as scheduled:

- Firearms Licensing; Intelligence; Major Crime; Specialist Firearms; Evidential Property; Corporate Comms; Resource Management Unit; Cameras/Central Tickets; Custody (not estates); Command, Control and Public Contact.

The following cases will be **paused** until a decision to merge is determined:

Public Standards (legislation change required), Force Security Group / Enhanced Policing Team, Victims and Witnesses, Custody (estates), Information Management (phase 3) and Serious & Organised Crime.

The following are **remitted** for development as merger products rather than continue as separate DBCs in the Alliance Programme:

Corporate Development, Core Criminal Justice and Estates.

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## **Annex f) – Update on Capital Strategy**

*To provide an update on the requirements to produce a Capital Strategy.*

### **1. INTRODUCTION**

- 1.1 Following consultation in 2017 CIPFA have published revised editions of the Treasury Management Code and the Prudential Code, both of which are required to be adopted by PCCs.
- 1.2 The stated objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of authorities are affordable, prudent and sustainable, and that treasury management and investment decisions are taken in accordance with good professional practice and in full understanding of the risks involved. In exceptional cases the Prudential Code should provide a framework which will demonstrate that there is a danger of not ensuring this, so that the authority concerned can take timely remedial action.
- 1.3 The main changes in the 2017 Prudential Code relate to determining a Capital and Investment Strategy and governance arrangements.
- 1.4 In February 2018 the Ministry of Housing, Communities and Local Government (MHCLG) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).

### **2. CAPITAL STRATEGY REQUIREMENTS**

- 2.1 The Code states the following:

*In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The capital strategy should form a part of the authority's integrated revenue, capital and balance sheet planning.*

### **3. MHCLG INVESTMENT GUIDANCE AND MINIMUM REVENUE PROVISION**

- 3.1 Changes to the Investment Guidance include a wider definition of investments to include non-financial assets held primarily for generating income return and a new category called "loans". The Guidance introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and also specifies additional indicators. Investment strategies must detail the extent to which service delivery objectives are reliant on investment income and a contingency plan should yields on investments fall.

3.2 The definition of prudent MRP has been changed to “put aside revenue over time to cover the Capital Financing Requirement”. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy can no longer be retrospective.

#### **4. IMPLICATIONS**

4.1 Work has commenced to:

- Update the capital expenditure programme of requirements, for an outline 5 year period. There will be more accuracy and focus on the next 1-3 years. This includes Estates and ICT programmes;
- Improve the profiling of capital expenditure requirements across years;
- Consider common elements for Alliance in conjunction with Devon and Cornwall with the aim to reach an agreed forecast of capital spending requirements, agreed profile and agreed prioritisation, and
- Review asset disposal plans and monitoring of capital receipts.

4.2 To support the spending requirements, funding and financing options will be considered in the context of the Revised Prudential Code (Practitioner’s guidance due to be issued in July 2018). It may be necessary to revise the Treasury Management Strategy.

4.3 Capital Strategies will be written, in accordance with latest guidance and proportionate to our circumstances.

4.4 This work is timetabled during 2018 to ensure that the impact of the capital programme on revenue resources is reflected in the next update of the Medium Term Financial Strategy.

4.5 Governance arrangements will also be reviewed to ensure compliance with the Revised Code.

## **Annex G – Digitisation of speed cameras**

*To update members on the plans to move towards digital speed enforcement devices.*

### **Introduction**

Members will recall receiving an update on proposals to digitise speed cameras as part of a wider report on road safety activity at their last meeting in February 2018.

This paper provides a further update on the current position.

### **Update**

The Business Case referred to in the last update was approved by the Force Resource Control Board (RCB) in April and subsequently signed off by the Joint Executive Board (JEB) on 16 April 2018.

The Road Safety Department have since completed writing the full Technical Specification of Requirements and are now working with the South West Police Procurement Department (SWPPD) to finalise purchasing. Procurement Regulations require a mini-competition via the Government framework to take place before the final award of a contract.

The upgrade will concentrate replacing analogue cameras with digital devices at existing speed and red light camera sites in consultation with the respective Local Highway Authority (LHA).

The acquisition of Average Speed Cameras is being carried out separately through negotiations with Highways England, in support of LHA highway developments at new locations. The aspiration is that there will be no cost to Dorset Police for this as any potential average speed camera installation would be part of a wider overall highway project.

As a result, and following some amendments to potential estimated costings from the existing supplier, it is expected that the total cost of the digital upgrade to Dorset Police will be significantly less than initially expected. Final costings are still awaited during/following completion but early indications are that total costs will be around £850k (as opposed to the £1.3M previously anticipated). Members will recall that £300k has already been set aside to fund the upgrade.

The Force are confident that the programme remains on track for the speed and red light camera upgrade to be complete by April 2019.

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## AGENDA NO: 10

**POLICE & CRIME PANEL – 26 JUNE 2018**

**POLICE PROCUREMENT – VEHICLE FLEET DEEP DIVE**

**REPORT BY THE CHIEF FINANCE OFFICER**

### **PURPOSE OF THE PAPER**

*To provide the Panel with an update on the OPCC work to review Dorset Police's vehicle fleet, the vehicle replacement policy, and budgets.*

### **1. BACKGROUND**

- 1.1 The OPCC conducted an initial deep dive into force procurement in September 2017. This was led by the Chief Finance Officer and involved the Dorset Police Assistant Chief Officer (ACO) and Head of Regional Procurement.
- 1.2 This exercise involved the examination of the procurement strategy and process, relevant regulations and an analysis of third party spend.
- 1.3 Following on from this initial review, the Chief Finance Officer highlighted the requirement to examine capital funding for ICT spend in greater detail, which is still underway, and vehicle spend along with a consideration of the vehicle replacement policy, more widely.
- 1.4 It had become apparent that there are numerous vehicles in the fleet which are old, worn, and with faded livery which does not reflect well on the Force's image or the Police Officers' driving experience. However, an underspend against the vehicle budget had also been identified, which merited further examination.

### **2. INTRODUCTION**

- 2.1. The Strategic Alliance operates a Fleet Strategy Board chaired by the Dorset ACO.
- 2.2. Fleet Services is responsible for identifying, procuring, maintaining and disposing of Force vehicles across the county and has a fleet consisting of approximately 500 vehicles. They are also responsible for monitoring the vehicles via the Vehicle Management System and Vehicle Intelligence Data Recorders (VIDR) system.

### **3. VEHICLE REPLACEMENT**

- 3.1. The Fleet Strategy Board has oversight of the vehicle replacement programme for both forces. The programme looks at vehicle class in order to determine the most appropriate replacement plan. There is a general rule in place that vehicles have an optimum age and mileage that is adhered to. Once a vehicle has reached these thresholds they are deemed to be no longer economically viable to keep them in commission. Vehicle replacement cycles can be as short as 18 months and as long as 12 years. Vehicles are then ordered, built up and issued in liaison with the individual service areas.

3.2. These thresholds are:

<b>Vehicle Type</b>	<b>Replacement Mileage</b>	<b>Replacement Age</b>
Response	150,000	10 years
Pool Cars	150,000	10 years
ARV	150,000	10 years
Traffic	150,000	10 years
4x4 / Off Road	150,000	10 years
Motorbikes	60,000	8 years

3.3. Vehicles that have reached the mileage threshold will be replaced regardless of age; however, vehicles that have reached the age threshold that are still in good serviceable condition are put under review. If it is deemed the mileage is low enough and the vehicle is in an acceptable condition the vehicle can be kept in commission beyond the threshold.

3.4. All vehicles beyond the age threshold are maintained to a high standard regardless of age or mileage. If a vehicle becomes uneconomical to repair either through mechanical failure or accident damage it will be removed from fleet.

#### VEHICLE REPLACEMENT POLICY

3.5. There are inevitably concerns from officers and staff regarding the age and condition of vehicles. The management of the fleet and the ISO externally audited processes provides confidence in the process and condition of the fleet. When a vehicle is deemed for replacement the transport department often receive requests for the vehicle to be kept as a 'run on'. An assessment is made and where practical these requests are met. Occasionally the user of a vehicle may not be aware that the vehicle is over establishment and hence may take an inappropriate view of the fleet. It would be entirely possible to remove these vehicles immediately and dispose of through auction. This would however remove a beneficial asset.

3.6. The Dorset Police Fleet Department replaced 58 old and unserviceable vehicles in 2017/18. In the current Fleet there are currently only 12 vehicles over the 150,000 mileage threshold, although 162 are beyond the age threshold.

3.7. To evidence the proactive approach now being taken by the Fleet Department, the 5 year vehicle replacement plan 2018 – 2023, details the full replacement of all vehicles over the next 5 years which are due for replacement in-line with the vehicle replacement thresholds. This plan commits to a schedule of:

<b>Year</b>	<b>No. of Vehicles for Replacement</b>	<b>Value of Vehicles for Replacement</b>
2018/19	38	£889,500
2019/20	48	£927,500
2020/21	44	£795,000
2021/22	35	£723,000
2022/23	22	£461,000
2023 +	222	£4,590,000

3.8. Vehicles are predominantly purchased against national frameworks and the Force is then vulnerable to delivery dates of the supplier. During 2017/18 a specific difficulty arose with a supplier who failed to meet the contractual dates. Action has been taken and penalties applied in order to rectify the issue.

#### **4. UNDERSPEND FOR 2017/18**

- 4.1. For the 2017/18 financial year the Fleet Department was allocated a budget of approximately £1.6m, which included a brought forward amount of £750,000 underspend from 2016/17, to proactively manage the Force's vehicle fleet and management systems. The outturn expenditure for 2017/18 was £1.1m, leaving an underspend of £0.5m, which has been requested to be carried forward.
- 4.2. The actual capital budget to which this refers is operationally used to process replacement vehicles and includes a contingency to replace vehicles written off during the year. The budget also includes provision for the vehicle incident data recorders, workshop equipment and Fleet Management System.
- 4.3. The following reasons have been provided for the 2017/18 underspend:
- £362,000 was allocated for the re-tender of the Force telematics / VIDR system due to the contract with the incumbent coming to cessation. However, upon review the decision was made to extend the contract for a further 12 months to align with the other South West Forces, whose contracts cease in 2019, to give greater economy of scale, and a significant reduction in hardware cost by almost 50%. £32,000 of this budget allocation has been used on the purchase of telematics systems for new vehicles commissioned in this period, leaving an outstanding budget of £330,000 for telematics.
  - There was a significant contractual issue with a supplier not delivering vehicles within their contracted delivery time. This meant that 11 vehicles did not arrive prior to financial year end, totalling £193,359.
  - There were two vehicles which were supposed to be ordered in the 2017/18 period which were not, due to issues with the specification. This amounted to £35,000.
  - A procurement exercise was undertaken for a Fleet Management System, given the current system had identified weaknesses. The results of this exercise were known in February. However delays in the Alliance approval process have resulted in this implementation being delayed.
- 4.4. The deep dive focused on the examination of major items, however, it is further understood that the purchase of ancillary items which were ordered in the 2017/18 financial period but not delivered until post April 2018 could potentially offer further reductions in the underspend.

#### **5. CONCLUSIONS OF DEEP DIVE**

- 5.1. A number of recommendations were made in relation to vehicle replacement:
- A formal Vehicle Replacement Policy (VRP) should be drafted and implemented across the Alliance to ensure efficient and effective management of the vehicle fleet
  - Within this Policy the following should be considered;
    - What vehicles are purchased for each function/purpose.
    - Specific policy on different vehicle groups replacement thresholds (i.e. Response Vehicles, Traffic, ARV, 4x4, Vans, Motorcycles etc).
    - Vehicle resale value should be taken into account when drafting a VRP to ensure optimum performance and financial benefit.
    - Rationale as to why certain vehicle groups may be exempt from the VRP rules.
    - Management of Exemptions - If a vehicle does reach an age threshold but is kept in service, to ensure all equipment and livery condition is reviewed and replaced as necessary.

- Necessary contingency plans when contracted vehicles are unavailable from providers due to unforeseen circumstances.

5.2. The OPCC deep dive concluded that reasonable explanations were provided for the slippage to budget and from contact received with the Fleet Team, OPCC is satisfied that the budget is being adequately controlled and will become better managed as time progresses.

## **6. RECOMMENDATION**

6.1. Members are recommended to note the detail and conclusions of the OPCC deep dive into Dorset Police's vehicle fleet.

### **ALEXIS GARLICK CHIEF FINANCE OFFICER**

Members' Enquiries to: Alexis Garlick, Chief Finance Officer (01305) 229084  
Press Enquiries to: Susan Bloss, Head of Communications & Engagement  
(01305) 229095

# Dorset Police and Crime Panel



Date of Meeting	26 June 2018
Officer	Chief Executive, Dorset County Council
Subject of Report	<b>Dorset Police and Crime Panel Work Programme</b>
Executive Summary	<p>The Dorset Police and Crime Panel’s focus is to scrutinise the actions and decisions of the Dorset Police and Crime Commissioner.</p> <p>Transparency is a key tool for the Panel; ensuring information is available to the public so that they can hold the Commissioner to account for his decisions.</p> <p>The Panel’s current work programme is attached.</p> <p>The programme will be developed and updated over the course of the year to reflect new and emerging areas of work identified by the Panel.</p>
Impact Assessment:	<p>Equalities Impact Assessment: N/A</p>
	<p>Use of Evidence:</p> <p>Information used to compile this report is drawn together from the Committee’s suggestions and priorities for items to be reviewed and scrutinised.</p>
	<p>Budget: No VAT or other cost implications have been identified arising directly from this programme.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p> <p>Other Implications: None</p>

Recommendation	That the Panel's Work Programme be agreed.
Reason for Recommendation	<ul style="list-style-type: none"> <li>i. To plan the work of the Panel for the year;</li> <li>ii. To note meeting dates for the remainder of 2018.</li> </ul>
Appendices	1. The Forward Plan for Dorset Police and Crime Panel.
Background Papers	None
Report Originator and Contact	Fiona King, Senior Democratic Services Officer Tel: 01305 224186 Email: <a href="mailto:f.d.king@dorsetcc.gov.uk">f.d.king@dorsetcc.gov.uk</a>

- 1.1 The Dorset Police and Crime Panel Work Programme is detailed in the attached Appendix.
  - 1.2 The items contained within the programme are those areas that have been specifically identified by the members of the Panel for review, together with statutory items that fall under the remit of the Panel.
  - 1.3 However it is important that the Panels Work Programme retains sufficient flexibility to ensure that it can prioritise and consider any emerging issues.
  - 1.4 Panel members are therefore invited to review their Work Programme and identify any amendments or additions they wish to make.
2. **Future meeting dates**
- 2.1 Members are asked to confirm the following dates for the remainder of 2018 in their diaries:-
    - Thursday 27 September 2018
    - Tuesday 13 November 2018
    - Friday 7 December 2018, Informal Session (Panel training)
    - Thursday 10 January 2019 – Informal budget briefing
    - Friday 1 February 2019, Precept meeting (all day)
    - Monday 18 February 2019 (Reserve date)



# Dorset Police and Crime Panel Work Programme

# Forward Plan

June 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.

Page 136

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

- i) Disclosure & Baring Service (DBS)
- ii) Complaints Management
- iii) 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)
<b>FORMAL PANEL MEETING</b> Thursday 27 September 2018 (10:00 am)	1.	<b>Police and Crime Monitoring Report</b>	To receive an update of progress against the Police and Crime Plan Q1 2018/19.	OPCC
<b>FORMAL PANEL MEETING</b> Tuesday 13 November 2018 (10:00 am)	1.	<b>Police and Crime Monitoring Report</b>	To receive an update of progress against the Police and Crime Plan Q2 2018/19.	OPCC
<b>INFORMAL SESSION</b> Friday 7 December 2018 (10:00 am)		<b>Panel Training Session</b> To provide training for the Panel  <i>For example to;</i> <ul style="list-style-type: none"> <li>- receive updates and presentations on emerging legislation and topical issues</li> <li>- actively support its approach and effectiveness</li> <li>- increase knowledge and awareness on key issues</li> <li>- help develop skills and attributes</li> </ul>		Panel Members / Support Officers <i>(OPCC input may also be requested as appropriate and / or External Advisors)</i>



<p><b>INFORMAL BUDGET BRIEFING</b> Thursday 10 January 2019 (10.00am)</p>	<p><b>Finance Briefing for all members</b></p>		
<p><b>FORMAL PANEL MEETING</b> Friday 1 February 2019 (10.00am)</p>	<p><u>Morning Session</u> <b>Budget Precept</b></p> <p><u>Afternoon Session</u> <b>Police and Crime Plan Monitoring Report</b></p>	<p>To receive and consider the OPCC's proposed budget requirement and to independently scrutinise its appropriateness.</p> <p>To receive an update of progress against the Police and Crime Plan Q3 2018/19.</p>	<p>Office of the Police and Crime Commissioner (OPCC)</p> <p>PCP and OPCC</p>
<p><b>FORMAL PANEL MEETING</b> Monday 18 February 2019 (10.00am) (Reserve date)</p>	<p><b>Reserve date</b></p>		

*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