

# Public Document Pack



# Agenda

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Meeting: Dorset Police and Crime Panel  
Time: 10.00 am  
Date: 27 September 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
Mike Byatt	Weymouth & Portland Borough Council
David Brown	Borough of Poole
Les Burden	Borough of Poole
Bernie Davis	Christchurch Borough Council
Norman Decent	Bournemouth Borough Council
Bobbie Dove	Bournemouth 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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- **Public Participation**

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## Public Speaking

Members of the public can ask questions and make statements at the meeting. The closing date for us to receive questions is 10.00am on 24 September 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 and the list of disclosable pecuniary interests is set out on the reverse of the form.

## 3. **Minutes**

5 - 16

To confirm and sign the minutes of the meeting held on 26 June 2018.

## 4. **Public Participation**

### (a) **Public Speaking**

### (b) **Petitions**

## 5. **Proposed Police Merger - Scrutiny of PCC Decision**

17 - 20

To consider a report from the Chief Executive, OPCC on the proposed merger, providing information and an assessment against the Key Lines of Enquiry (KLOEs) agreed by the Panel at its last meeting.

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

21 - 46

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 – Alliance Drone Team

Annex B – Cybercrime update

Annex C1 - ICT Company Update – Benefits Statement

Annex C2 – Dorset Benefits Statement

Annex D - Finance

7. **Spotlight Scrutiny Review - Body Worn Video** 47 - 52  
To receive a report from the Pillar Lead for Transforming the Future.
8. **Work Programme** 53 - 58  
To consider the Work Programme for the Panel.
9. **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.
10. **Questions from Panel Members**  
To answer any questions received in writing by the Chief Executive by not later than 10.00am on 24 September 2018.



### Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Tuesday, 26 June 2018

#### **Present:**

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), Mohan Iyengar (Borough of Poole),  
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) and David Smith (Bournemouth Borough Council)

#### Officers Attending:

Martyn Underhill (Police and Crime Commissioner), Simon Bullock (Chief Executive, OPCC),  
Alexis Garlick (Chief Finance Officer, OPCC), James Vaughan (Chief Constable), Jonathan  
Mair (Service Director - Organisational Development (Monitoring Officer)), Mark Taylor (Group  
Manager - Governance and Assurance), Denise Hunt (Senior Democratic Services Officer)  
and Adam Harrold (Director of Operations, OPCC).

(Note: These minutes have been prepared by officers as a record of the meeting and of any  
decisions reached. They are to be considered and confirmed at the next meeting of the  
Dorset Police and Crime Panel to be held on **Thursday, 27 September 2018.**)

#### **Apologies for Absence**

14 Apologies for Absence were received from Councillors Janet Dover, Bernie Davis and  
Andrew Kerby. Cllr Jon Andrews attended the meeting as a reserve member for Janet  
Dover.

The Chairman welcomed Cllr Burden and Cllr Byatt who were new members of the  
Panel and also thanked, in her absence, Cllr Ann Stribley MBE for her service and  
support to the Panel.

#### **Code of Conduct**

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

#### **Terms of Reference**

16 The Panel received its terms of reference.

#### **Noted**

#### **Minutes**

17 The minutes of the meeting held on 1 February 2018 were confirmed and signed.

Cllr Adams advised the Panel that the National Association of Police and Crime  
Panels, of which the Panel was now a member, had registered as a special interest  
group with the Local Government Association at a cost of £500 to each of its  
members. The Panel confirmed its agreement to this payment being made.

## Public Participation

### 18 Public Speaking

There were two public questions received at the meeting in accordance with Standing Order 21(1). The questions and responses are attached as an annexure to these Minutes.

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.

## Local Government Reorganisation (LGR) Implications and Considerations for the Police and Crime Panel

19 The Panel considered a report by the Clerk to the Panel concerning the need for the Panel to review its composition and arrangements to meet its statutory requirements from April 2019 that sought its views on the size, allocation of seats and rules of procedure in order to make recommendations to the Shadow Councils.

Members commented on whether the geographical spread of seats allocated to the Bournemouth, Christchurch and Poole Shadow Council was the correct approach bearing in mind the local boundary review and felt it more appropriate for the respective Shadow Councils to determine where its future representation would be drawn from.

Some members considered 5 seats for each of the new Councils to be appropriate in ensuring that the Panel remained efficient and effective and reflected the similar population numbers in each of the council areas. However, other members disagreed with this view and considered that a larger number of members would provide a broader geographical spread and attract more BME and minority groups onto the Panel.

Councillor Bobbie Dove proposed that there were 8 seats for the BCP Council {Bournemouth (3), Christchurch (2), and Poole (3)}, 8 for the Dorset Council and 3 Independent Members. This proposal was not seconded.

Cllr Iyengar proposed that consideration be deferred in order to explore ideas further in a workshop setting, which was seconded by Cllr Dove. The Panel was advised by the Monitoring Officer that the Statutory Orders relating to the Panel would be considered in October 2018, allowing time for further consideration by the Panel. However, following a vote, this proposal was not supported by the Panel.

### Resolved

1. That the 'duty to produce a balanced panel' be met by a revised PCP membership of 12 seats on the following basis:- BCP Council (5 seats), Dorset Council (5 seats), Co-opted Independent (2 seats);
2. That a draft set of "Rules of Procedure" are supported for consideration by the Panel at its first meeting after April 2019; and
3. That a 'Host Authority' be appointed to deliver support and advice to the Panel.

### Reason for Decisions

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 in order to support and scrutinise the PCC.

## PCC's Draft Annual Report 2017/18

20 The Panel considered a report by the PCC's Chief Executive that presented the Draft

Annual Report 2017-18 for consideration prior to publication in a months' time.

The Chairman suggested that a summary of the effect of policing on communities was included in the foreward.

**Resolved**

1. That comments by the Panel on the Draft Annual Report are submitted to the Clerk by 6 July 2018; and
2. That the final Draft Annual Report is circulated to the Panel prior to publication.

**Police and Crime Plan 2017/21**

21 The Panel considered a report by the PCC's Chief Executive updating members of a light touch refresh of the Police and Crime Plan 2017-2021, which would be published in a months' time.

The Chairman asked members to provide comments to the Clerk by 6 July 2018 in order to formulate a formal response from the Panel by 27 July 2018.

**Resolved**

That comments by the Panel on the Police and Crime Plan 2017-2021 are submitted to the Clerk by 6 July 2018.

**Police and Crime Plan Monitoring Report**

22 The Panel considered a report informing them of the progress against the Police and Crime Plan and Priorities 2017-21. The report provided information on the financial outturn position for the year ending 31 March 2018, an example of the regular digital highlight report presented to the PRISM Board as an insight into Alliance governance processes, information on the level of staff referrals to occupational health, as well as updates on the following items:-

- Activity of the Alliance Drone Team during its first year of operation;
- Development of the first Force Management Statement including an overview of its likely effect on future force planning business planning;
- The Strategic Alliance Programme highlight report including the impact of the proposed merger between Devon & Cornwall Police and Dorset Police;
- Capital strategy;
- Digitisation of speed cameras.

The PCC highlighted areas of work related to each of the pillar themes with members of the Panel who were leading on each of the themes in the Plan also invited to provide updates.

- a) **Pillar 1 - Protecting People at Risk and Harm** - Cllr Andrew Kerby / Cllr Byron Quayle

The PCC highlighted an opportunity being explored to extend the existing child Multi-Agency Safeguarding Hub (MASH) to include adults and also his work with partners to improve support for war veterans. The PCC had recently received a letter of support from the Government Minister concerning his proposal for a veteran's wing in HMP Portland and the provision of skills training at Bovington and the direction of travel had been positive so far.

Cllr Quayle asked whether there was any support that could be given by the Panel with respect to mental health arrangements reflecting the new legislation.

The PCC advised that Dorset had its own Mental Health Concordat and that children were no longer taken into custody. The current status was assessed as amber due to the ongoing changes and he would inform the Panel if any problems were

experienced in future, particularly in light of the current funding review by the Dorset Clinical Commissioning Group (CCG).

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

The PCC stated that he would be grateful for the Panel's assistance in engaging the public in the consultation on the merger of Devon & Cornwall and Dorset Police during the summer. He also highlighted consultation in relation to lowering of the drink drive limit, the continuation of the drug driving awareness campaign and a new Road Safety Strategy to be published in a few weeks' time. He continued to fund the national road safety charity BRAKE and support the Take Five to Stop Fraud initiative.

He reported that there would be a single online page within a year allowing everyone to go to the same website to contact the police and that would enable Skype to be used. A pilot was taking place in Devon using Skype to provide a witness statements.

The PCC reported that the homelessness Problem Solving Forum held the previous week had been successful. The topic of the next Forum had not yet been agreed and he welcomed any suggestions from the Panel.

Cllr Iyengar made the following suggestions concerning the report:-

- A link between activity and impact on the statistics relating to road safety;
- A measure and target in relation to Cyber Crime that might also include educating young people on the online risks around social media;
- A separate heading for the consultation on the merger of the police forces; and
- Whether Skype was the most appropriate communication platform.

In response the PCC stated that information on Cyber Crime could be accessed from the Action Fraud online reports and he confirmed that information could be included as an annex in a future monitoring report to the Panel. He agreed that information on the proposed merger could be included as a separate item in future and that it would be useful to refer to online platforms rather than a single provider such as Skype.

Cllr Byatt asked whether the OPCC looked at social media posts that commented on the police and the various initiatives as part of its engagement strategy.

The PCC advised that the Police were proficient in scanning social media posts and, although there were not the staff resources available at the OPCC to do this, it benefitted from work undertaken by the Police. He confirmed that any consultation undertaken by the OPCC was across relevant social media channels and had gained the best response rate in the country.

Cllr Dove asked about the reintroduction of traffic initiatives to reduce road deaths, and whether this could be the subject of a Problem Solving Forum.

The PCC responded that such initiatives had been impacted due to the reduction in Local Authority funding that had decreased from £3m (that was ringfenced) to £30k in the past decade as well as a reduction in the number of road safety officers.

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

The PCC reported that Baroness Newlove, the Victims Commissioner, had recently visited Dorset to meet 6 randomly selected victims of domestic abuse and that their praise for Dorset Police had been noted by the Commissioner. The main concerns expressed had been around court delays and treatment of the victim. The PCC had



met Baroness Newlove to discuss the Complainant Advocate Project and a job description was currently being put together for a Complaints Advocate to be funded by central government to assist victims of crime.

Cllr Pipe focussed attention on the red status actions in the area of offender management and rehabilitation and the PCC explained that this was due to the failure of the rehabilitation company operating across the country and that he was therefore unable to influence these areas.

Cllr Pipe asked how the PCC was going to spend the grant from the Ministry of Defence (MoD) and CCG to help the high number of war veterans in Dorset. The PCC advised that a Bournemouth University Covenant Trust bid had acquired funding of £230k, some of this funding would be used for criminal justice and wraparound services for war veterans to help them in their journey back to society. Funding had not been requested from government for a single prison wing as this could be achieved through the OPCC's existing budgets. The Governor of the HMP Portland had indicated that moving veterans to a single wing would reduce incidences of violence and victimisation.

Cllr Pipe and Cllr Manual described their recent visit to the Dorset Victim's Bureau (including Dorset Victim Support) at Gloucester House, Bournemouth, to look at how its services were run and had been impressed with the commitment that was above and beyond expectation. They noted that their caseloads could be high and that an additional officer on the second floor should be considered. They had also observed the second part of the day with Baroness Newlove in Poole when she put questions to police agency workers.

The PCC advised that staffing numbers at the Bureau were currently being addressed as a result of three of its staff members having progressed to police staff posts. An additional Magistrates Court had been agreed as a result of a recent review of the court system in the South West, which was welcomed in reducing incidences of double and triple booking of courts.

a) **Pillar 4 - Transforming for the Future** - Iain McVie

The PCC highlighted 9 community grants that had been issued in 2017/18 and the continuation of the CCTV project in Weymouth and Dorchester.

Iain McVie noted that the total establishment of the Police Force had been over the agreed target and he was therefore concerned about whether a target number of officers would be able to deliver a safe Dorset in light of increasing demand.

The PCC advised that the government was currently considering additional funding to increase the establishment as it was clear that demand was outstripping supply and that a new operating model could resolve this.

Iain McVie advised that his report concerning the spotlight scrutiny of body worn video devices would be available by the end of July 2018 for circulation and could be formally discussed at the next Panel meeting in September 2018.

The PCC agreed with the views expressed by the Panel in relation to increasing his role in the scrutiny of complaints, but there was currently no government guidance or new pilots in place. It would not be appropriate to implement a local system over the short term due to the proposed merger, however, work was ongoing in relation to quick desktop recovery of complaints. He was also interested in capturing the issues that were not subject to a formal complaint by scanning logs and phone calls. In order to provide further reassurance, the PCC advised that he co-chaired the Standards Board when every complaint was scrutinised.

Referring to this issue, Cllr Byatt also drew attention to matters of concern expressed on different online platforms that were outside of the formal complaints process, but which affected public confidence in the Police Force. He asked how the PCC could work towards engaging with people who were dissatisfied when there was not always evidence within media posts to address these issues.

The PCC advised that the Safer Dorset Foundation promoted public safety and that Dorset ranked highest in the UK. The issue of how to recover public confidence was difficult as each person had a different issue, and, although he made the Force aware, he could not hope to have a programme to address the public confidence of 1 million people and a huge number of social platforms.

Members of the Panel asked the following questions to the PCC, who responded accordingly:

## **Finance**

### **1. Police Pay**

- The FTE for Police Officers has been set at 1200 for the last couple of years. Last year's outturn highlighted that the FTE was 1,246 and that this resulted in an over spend of £157k on Officer pay. This year, the FTE is 1,242 and yet the over spend is £2M (including £312k unbudgeted pay award). The outturn for Police Officer pay Financial Year 2016/17 was £63M; for Financial Year 2017/18 it is £66M.

Could the OPCC please outline:

- Why the variance of circa £1.6M over spend between this and last year's outturn for the roughly the same number of Police Officers over establishment?

*PCC Response:-*

*The numbers of officers quoted relate to the FTEs at the respective year ends. The reason for the difference in overspend is that the average number of officers in 2016/17 was c.1209 whereas the average for 2017/18 was c.1249. The trend line in officer numbers was increasing between July 2017 and July 2018 and is now falling. The overspend is mainly a consequence of the rate of leavers being lower in 2017/18 from what had been the experience in the previous 3 years, and a conscious decision not to stop recruitment. [This was enhanced by the presentation by the Chief Constable James Vaughan.]*

### **2. Police Overtime**

- Police Officer overtime pay is £1.3M overspent, giving a total annual overtime budget of £4M (3.3% of net revenue), could the OPCC please highlight:
  - What plans are being put in place to manage police overtime payments, as this is funding that could be used elsewhere?
  - Why, when force manpower in FTE terms is buoyant, is the overtime budget exceeded?

*PCC Response:-*

*In the light of the outturn the PCC has requested an assessment of the appropriate amount of overtime budget for 2018/19 and an assurance on the controls in place to manage it within the budget.*

*The Force is managing with static resources with increasing demand, a significant transformation programme (to make it more efficient in the long term) whilst in the short term OBD is designed to make sure current resources*

are better aligned.

*The Force is also dealing with an unprecedented level of change, with officers abstracted to work on specific projects to implement Alliance working, consider future operational models under merger scenarios, introducing significant operational systems such as the replacement Command and Control system and Body worn video and so on. Each of these projects and programmes require officers with considerable operational knowledge and in depth policing understanding to ensure the necessary benefits are and will be derived.*

*While every effort is made to ensure officers are used in their operational capacity, ensuring that they are available for deployment even if working on vital change programmes, this unprecedented level of demand inevitably means that abstraction levels are high, and the need for overtime remains. [This was enhanced by the presentation by the Chief Constable James Vaughan.]*

### 3. PCSO Pay

- Could the OPCC please confirm:
  - Which funding line holds PCSO pay and what the amount was at outturn?

*PCC Response:-*

*The budget for PCSOs is held within the Police staff pay line, and spent £3.7m against a budget of 4.4m (£0.7m underspent).*

### 4. Financial Control

- A number of key areas are overspent (incl. in the table on page 93)
  - Could the OPCC please detail what action is being undertaken in order to:
    - Improve spending forecasts?
    - Control the budget more effectively?

*PCC Response:-*

*Following the outturn for 2018/19 the OPCC is scrutinising the Force spending performance in more detail on a monthly basis and the Force are reviewing their controls over spending.*

*The Chief Constable is now the chair of the internal Resource Control Board which has reviewed its terms of reference and membership, to provide earlier oversight and support for management decisions and better assurance to the PCC. [This was enhanced by the presentation by the Chief Constable James Vaughan.]*

### 5. Revised Estimates / Refresh

- The OPCC is requested to consider conducting a comprehensive refresh of all the elements; including capital, revenue and reserves in light of this outturn and provide the PCP with an update on a formal Revised Estimate for 2018/19 (compared with the original FY18/19 estimate) at the Sep 18 meeting.

*PCC Response:-*

*The effect of the outturn on the budget for 2018/19 is being considered and an update will be provided to the meeting in September.*

### 6. Apprenticeship Levy

- Dorset Police has to pay in to Central Govt some £500k
  - What scrutiny has the OPCC undertaken to ensure that Dorset

benefits from this scheme and is getting out what it puts in?

*PCC Response:-*

*We pay into the levy (0.5% of paybill), and are able to claim against additional costs of providing apprenticeships (excluding salary). To date there have been very limited claims, as apprenticeship costs of existing apprenticeships are largely incurred by the education providers (colleges and universities) who claim against our levy 'pot'. This is because the new Police Constable Degree Apprenticeship (PDCA) is not yet available, indeed nationally this has encountered delays and it is proposed to take first intake through this route in autumn 2019.*

*In terms of governance, an Alliance Apprenticeship Strategy has been agreed, and monthly meetings take place to monitor the levy paid and spent and to reconcile with future recruitment plans. Detail is provided in the Quarterly Performance Pack (Resourcing & Talent Planning) to make this visible, which is reported into the Strategic Performance Board which the PCC and Chief Executive attend. A representative from the OPCC also attends the Quarterly Strategic People Board where these updates are tabled.*

## **7. Emergency Services Network (ESN)**

The ESN is up for review in Jul 18 - there are two options: cancel or delay.

- What action has the OPCC taken to ensure that funding to support Airwave will be earmarked in order to maintain continuance into the unforeseeable future?

*PCC Response:-*

*The "Beat: More than Radio" project is managed through the regional collaboration structure and reported on at the quarterly South West Police Collaboration Strategic Board, attended by the PCC and Chief Executive. The programme lead is D&C DCC and Alliance change lead Paul Netherton.*

*At the March 2018 Board an update to the Beat: More than Radio financial strategy was agreed, in order to provide an interim position until the revised national ESN business case was available and a full transition plan agreed. Broadly speaking, as this programme is delayed this involved re-profiling the funding requirements (accrued as the project has not progressed to implementation as yet) and moving the underspend from the 2017/18 budget into the 2019/20 budget.*

*This re-profiling has allowed the project to remain funded in the interim period. The benefit of this interim strategy is that it sets a more realistic budget, while enabling the programme the tolerance required to plan ESN transition, and delivering the business change mandated by South West PCCs and Chiefs.*

*At the same time, a set of strategic questions will be articulated through NPCC ESN finance group to seek transparency regarding the likely ESN costs and projections, and reported back through the SW Board.*

## **General**

### **1. Drug Related Deaths**

- Can the PCC provide his view on the level of reported drug related deaths in Dorset, which have been ranked as the sixth highest in the country, and what action he is taking to address this and also the wider impact that drug related crimes are having on the wider community.

*PCC Response:-*

*We believe these appear to relate to a perceived increase in opiate deaths in*

*the west of the County following the release of data by the Office for National Statistics (ONS) last year – reported in the Dorset Echo in late 2017 and again in April/May this year.*

*Please note the data refers to Heroin and Morphine deaths specifically, and cover the period 2014 to 2016. All figures are drug related deaths (DRDs) per 100,000 population, and rounded to one decimal point.*

*Reading 5.8  
Portsmouth 5.2  
Bournemouth 5  
Gosport 4.7  
Exeter 4.3  
Weymouth & Portland 4  
Southampton 3.4  
North Devon 3.2  
Poole 2.0*

*Nationally, anything over 4 is considered high. On this measure Bournemouth, appears an outlier, however, it must be borne in mind that we have a number of drug and alcohol rehabilitation units in that post code area, and hence we do see a higher number of DRDs than say Poole. Also, these are relatively small numbers, and have to be taken into context of the resident population of the area rather than any transient/holidaying people using drugs.*

*It should also be stressed that this is very much a partnership issue to address and not solely within the gift of the police to address and reduce. Many of these people are being managed by addiction and recovery services, and therefore intelligence does not suggest that the individuals under discussion here are having a significantly impact, through their offending, on the wider community.*

*However, the PCC is thoughtful of the drug-related services that he funds, and how effective they are, and the OPCC policy and commissioning team are currently undertaking a small review.*

## **2. Crime Statistics**

- What crime statistics data is currently held by the OPCC, what analysis and benchmarking is done on this and how is this used to inform and determine the PCC's strategic priorities and resultant activity?

*PCC Response:-*

*In the first instance it may be helpful to remind Panel members that local crime and outcomes data are available on the national crimemapper website at [www.police.uk](http://www.police.uk). Members may simply enter the postcode for which they are interested and be able to find quite detailed information about the numbers of crimes and incidents in a particular locality. These data are supplied by each local force direct to the Home Office for the prime purpose of better transparency on crime and outcome data.*

*Separately, and bearing in mind the Government's desire to move policing away from a performance mindset and instead focus on its ability to understand, manage and to a certain extent plan for future demand (through the use of the force management statement) – OPCC has for some time been quite focused on a rigorous examination of the force's ability to deliver a service, rather than the on the outputs of said service.*

*For completeness however, Dorset remains a safe place to live, work and visit*

*and whilst crime is increasing, it is increasing less than the national average:*

- *The position as at the 12 months to 31st December 2017 in terms of total crime per 1,000 population showed Dorset as the 12th lowest force (out of 43) in England & Wales.*
- *The latest national statistics are the end of year position (17/18) for total crime was 45,248 crimes - an increase of 9.6% compared to 16/17.*
- *The national average in terms of the % increase compared to the previous 12 months was 15.4%.*

#### Annex b(i) - Drone Unit Update Report

In response to questions, it was confirmed that:

- the revenue from training provided by the Drone Unit could be further maximised in future;
- 2 lives had been saved in the past 2 months from Dorset cliffs through the use of drones
- that anecdotal evidence suggested that Jurys had benefited from drone footage during court cases

The Chair asked if the Drone Unit had led directly to successful prosecutions. The OPCC stated that they would report back to the panel with this information.

#### Annex c - Force Management Statement (FMS) Update

FMS1 had been submitted on time, but was not yet in a format suitable for publication. The Panel noted that, even though the FMS offered an objective view, the HMRC FRS could make a subjective decision.

#### Annex d - Staff Referrals to Occupational Health

Cllr Dove considered that the report had not got to the heart of the problem of police shifts, overtime and absence of meal breaks and suggested that further information was sought from the Police Federation and staff surveys to see whether the document was relevant.

The Panel was advised that the Health and Wellbeing Strategy and Development Plan had been based on the findings of the staff survey results and developed with the involvement of Trade Union representatives.

The PCC had granted £250m funding for the Plan in an effort to deal with the symptoms, even if it was not possible to deal with the cause being due to demand. Assessment of whether the Plan had worked could be an area of scrutiny in future and it was agreed that progress would be reviewed in a year's time.

#### Annex e - Summary of Impact of the Proposed Merger on the Strategic Alliance Programme

It was confirmed that those areas that had been paused until a decision to merge was determined would not have an impact on those areas that were up and running.

#### **Resolved**

1. That the PCC undertook to include the public consultation on the merger of the police forces as a separate heading in future monitoring reports.
2. That the PCC would provide an annex on Cyber Crime with the September monitoring report.
3. That the PCC would report on the ICT Company including his view on value for money at the next meeting.
4. That the PCC would report back on the successful prosecutions due to the involvement of the Drone Unit; and
5. That the latest position and improvements as a result of the Health and Wellbeing

Strategy and Development Plan are considered in June 2019.

### **Police Procurement - Vehicle Fleet Deep Dive**

- 23 The Panel considered a report by the PCC's Chief Finance Officer containing an update on the OPPC's work to review Dorset Police's vehicle fleet, the vehicle replacement policy and budgets. The PCC had requested this review as a result of feedback from officers concerning vehicles.

The Chief Finance Officer advised that the review had sought to look at areas where improvements could be found.

The Chairman noted that 35% of the fleet was being "run on" uneconomically, based on the declared policy in the report. He stated that the excellent conclusions contained in the report should address the whole life management of vehicles and improve value for money. The Panel therefore requested an update on progress of the implementation of agreed actions at the June 2019 meeting.

### **Noted**

### **Spotlight Scrutiny Review of Body Worn Video Devices**

- 24 Iain McVie reported that he was currently awaiting responses from the OPCC and that a trial of the new kit was taking place in Bournemouth. A report would be available at the next meeting of the Panel.

### **Resolved**

That a report on the spotlight review of Body Worn Video Devices is considered at the meeting on 27 September 2018.

### **Complaints update**

- 25 The Group Manager - Governance and Assurance advised that six complaints had been received and logged with the Panel and referred to the OPCC Chief Executive for review in accordance with the Complaints Protocol and his statutory responsibilities. These had been received following recent comments by the PCC on the Lush "Paid to Lie" campaign.

In his role as Monitoring Officer, the OPCC Chief Executive advised that he had recorded each complaint in the internal complaints log; analysed each complaint to identify and assess the substantive concerns; determined whether the concerns were appropriate for an informal resolution and consulted with the OPCC Deputy Monitoring Officer who was in agreement with the decisions that had been made.

The two substantive issues of concern that had been raised included that the PCC had commented on this issue and that these comments were viewed as having supported Lush on this issue. Concern had also been raised over a conflict of interest due to the PCC having received funding in the past for his elections campaigns from the founder of Lush. One of the complainants had asked a further 5 questions which would receive a response in due course.

The PCC Chief Executive advised that he had written to the DCC Monitoring Officer who was satisfied with the way in which it was proposed that the complaints would be dealt with and that all of the issues raised could be dealt with by informal resolution. The OPCC would therefore write to the 6 complainants by the end of the week.

The PCC had also written to the Chairman of the Panel, setting out his position on this issue, a copy of which had been circulated to the Committee and it was confirmed that this letter would be attached as an annexure to these minutes.

### **Noted**

**Work Programme**

26 The Panel considered its Work Programme and noted the inclusion of the following items:-

- Merger Proposal - 27 September 2018
- Monitoring report annex on Cyber Crime - 27 September 2018
- Monitoring report annex on successful prosecutions due to the direct involvement of the Drone Unit - 27 September 2018
- Report on ICT company and a view of value for money by the PCC - 27 September 2018
- Spotlight scrutiny on Body Worn Video Devices - 27 September 2018
- Spotlight scrutiny on complaints - later in 2018
- Update on those specific issues identified by the Panel when agreeing the 2018-19 Precept - November 2018
- Health and Wellbeing Strategy and Development Plan - to review the latest position and see whether improvements had been delivered - June 2019
- Vehicle Procurement - an update on progress of the implementation of agreed actions - June 2019

The PCC offered to hold surgery meeting slots for 2-3 Councillors following Panel meetings in future if this would be helpful. The Chairman thanked him for his offer that would be considered.

**Resolved**

That the work programme be updated accordingly.

**Questions from Panel Members**

27 There were no questions by members of the Panel.

Meeting Duration: 10.00 am - 2.00 pm





## AGENDA NO: 5

**POLICE & CRIME PANEL – 27 SEPTEMBER 2018**

**PROPOSED POLICE MERGER – SCRUTINY OF PCC DECISION**

**REPORT BY THE CHIEF EXECUTIVE**

### **PURPOSE OF THE PAPER**

*To provide the Panel with an overview of the governance and due diligence process undertaken by the Police and Crime Commissioner in respect of reaching a decision on the full business case for the proposed merger of Dorset Police and Devon & Cornwall Police.*

### **1. BACKGROUND**

- 1.1 In September 2017, the Chief Constables of Dorset Police and Devon & Cornwall Police announced their intention to explore further collaboration and closer working between the two forces; driven by a request from both PCCs for further efficiencies across both Forces. These plans were fully supported by the two Police and Crime Commissioners. The collective view was that it was right to explore whether a full merger between the two forces would bring additional benefits above and beyond those that could be achieved through collaboration alone.
- 1.2 Dorset Police and Devon & Cornwall Police, and their respective OPCCs, put in place project management and supporting governance for this new exploratory work. The programme was scheduled to deliver an outline business case for merger by April 2018, which was duly achieved.
- 1.3 The outline business case concluded there was sufficient merit in the initial proposals for force merger, compared to the baseline of the Strategic Alliance, to suggest that a full business case be developed. As before, a programme was drawn up in conjunction with advice from Home Office officials, based on their requirement to submit any agreed business case to the Home Secretary by 12 October 2018.

### **2. DORSET POLICE AND CRIME PANEL ROLE AND KEY LINES OF ENQUIRY**

- 2.1. The Dorset Police and Crime Panel (PCP) is cognisant of its role and responsibilities in this matter, which were clarified at its last meeting on 26 June 2018, in a formal response to a member of the public who had raised a question on the topic. This response was published alongside the formal minutes of that meeting, and provided the content for a formal letter and annexed Key Lines of Enquiry document from the PCP Chair to the OPCC Chief Executive, dated 8 July 2018.
- 2.2. Relevant elements of this letter are reproduced below (italicised):

*You may recall at the Dorset Police and Crime Panel (PCP) on 26 Jun 18, we discussed the process of how the panel was going to review the Business Case (BC) for the proposed*

*merger between Dorset Police and Devon & Cornwall Police Forces. In summary, it was agreed that:*

- *The PCP would provide the Office of the Police and Crime Commissioner (OPCC) with an agreed set of Key Lines of Enquiry (KLOE).*
- *The OPCC would deliver an informal briefing to the PCP on the intricacies of the merger BC in August 2018.*
- *The PCP would formally consider and scrutinise the OPCC on the proposal of the Police Force merger on 27 September 2018. This will ensure that the views of the PCP are correctly captured in order to feed into the stakeholder consultation process.*

*In order to move this process forward, please:*

- *Find at Annex A the agreed KLOE. The panel is seeking to see these elements:*
  - *Explored and discussed at the informal briefing in Aug 18.*
  - *Officially answered, and then scrutinised, at the PCP on the 27 September 2018.*

2.3. As per the Chair's letter, PCP members were invited to attend Dorset Police HQ for an informal briefing on the merger process from the PCC and Chief Executive. This briefing was held on 24 August 2018, and was well attended by members. A Home Office official attended as an observer, but did intervene on matters of process concerning the production and requirements of the business case. In feeding back to members by email following the briefing, the Chair described it as "successful", a view shared by the OPCC Chief Executive.

2.4. Following on from the Chair's letter, the requirement for the 27 September 2018 PCP meeting is for the key lines of enquiry to be "officially answered and then scrutinised."

2.5. The Dorset PCP Key Lines of Enquiry document for the proposed merger of Dorset Police and Devon & Cornwall police is set out below (italicised):

1. *Dorset PCP recognises that its role, formally established under the Police Reform and Social Responsibility Act 2011, is to scrutinise the Police and Crime Commissioner (PCC), who has been democratically elected to office by the residents of Dorset. The panel is also clear in recognising that the approval, or otherwise, of the subject Full Business Case for submission to the Home Office rests only with the four Corporations Sole (e.g. the two PCCs and two Chief Constables). The final decision on the merger lies with the Home Office.*
2. *In considering the subject 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. The Home Office "would expect there to be no clear objection from key policing bodies." The Dorset PCP has been specifically identified as one of these key stakeholders.*
3. *Therefore, to meet the PCP's specific roles and responsibilities, the following Key Lines of Enquiry (KLoE's) are submitted to the Dorset OPCC in order to assist the panel in the objective evaluation of the merger proposal:*
  - *Does the merger proposal have a clear economic basis?  
[Including a clear and viable path for precept equalisation.]*
  - *Will the merger improve the efficiency of the police?*
  - *Will the merger improve the effectiveness of policing in the area?*
  - *Will the merger have an impact on public safety?*

- *Does the proposal have sufficient local support?*

*In addition, the PCP will be seeking assurance from the Dorset OPCC on:*

- *Adherence to the merger process and its effective management.*
- *How, due to the merger, the public will continue to have an effective voice/scrutiny on policing in Dorset?*  
*[Which covers a large geographical area from The Isles of Scilly to Land's End to Christchurch - under one PCC.]*

- 2.6. For the sake of clarity, it is worthwhile labouring the points made in the KLoE document.
- 2.7. The first point recognises that the decision-making bodies responsible for signing off the business case for merger are the four corporations sole, and that the final decision on merger lies with the Home Office. The roles and responsibilities of both the PCC and the PCP are set out in legislation, and it is important to ensure that a clear delineation is maintained. Therefore, whilst the PCP absolutely plays a clear role in scrutinising the decision of the PCC, it would be helpful if this focuses on process and does not seek to conclude whether the decision was right or wrong, but rather whether the decision was made in the right way.
- 2.8. The second point identifies that the Dorset PCP is one of the “key policing bodies” for whom the Home Office “would expect there to be no clear objection.” Whilst the OPCC position remains that it would be helpful if any PCP concerns are raised locally to provide the best opportunity for these to be addressed, the Home Office has also advised that key policing bodies and other stakeholders are able to make direct representations, even after the business case has been submitted (but before any Ministerial decision).
- 2.9. The third point helpfully outlines that the KLoE’s are the agreed mechanism by which Dorset PCP is seeking the necessary assurance to fulfil its specific role and responsibilities. With these in mind, the presentation tabled at the Dorset PCP meeting of 27 September 2018 will address each KLoE in turn.
- 2.10. Whilst it is a matter for the Dorset PCP to determine how “no clear objection”, or otherwise, is shown; the OPCC suggests that a letter from the Chair to the PCC following the 27 September meeting would be helpful.



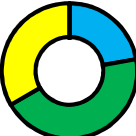
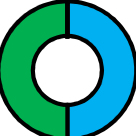
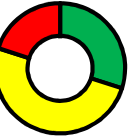





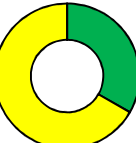



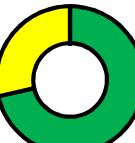
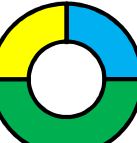
### **3. RECOMMENDATIONS**

- 3.1. Members are recommended to agree that the Police and Crime Commissioner’s decision has followed appropriate procedure and is supported by evidence.
- 3.2. Members are recommended to agree to write, through the Chair, to the Police and Crime Commissioner as per the above recommendation.

**SIMON BULLOCK**  
**CHIEF EXECUTIVE**

Members’ Enquiries to: Simon Bullock, Chief Executive (01202) 229082  
Press Enquiries to: Susan Bloss, Head of Communications & Engagement  
(01202) 229095

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 <p>PROTECTING PEOPLE AT RISK OF HARM</p>	<p>Vulnerability; Prevention; Early Intervention</p>	<p>Mental Health; Drugs; Alcohol</p>	<p>National issues, Local approaches</p>	 <p>WORKING WITH OUR COMMUNITIES</p>	<p>Road Safety; Cyber &amp; Fraud</p>	<p>Engagement</p>	<p>Problem Solving</p>
							
<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Acts Fast funding awarded</li> <li>• CCG Suicide Prevention Strategy launched</li> <li>• Mental Health Awareness Week 2018</li> <li>• Maritime 2025 consultation</li> <li>• Suzy Lamplugh Trust Stalking &amp; Harassment report</li> </ul>				<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Drink-Drive Limit consultation</li> <li>• BRAKE funding agreed</li> <li>• Engagement Annual Report published</li> <li>• National Rural Crime Survey</li> <li>• Fly-tipping Problem Solving Forum</li> </ul>			
 <p>SUPPORTING VICTIMS, WITNESSES &amp; REDUCING REOFFENDING</p>	<p>Victims &amp; Witnesses</p>	<p>Offender Management &amp; Rehabilitation</p>	<p>Restorative Justice</p>	 <p>TRANSFORMING FOR THE FUTURE</p>	<p>Funding &amp; Resources</p>	<p>Technology</p>	<p>Innovation &amp; Service Improvement</p>
							
<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Victims' Commissioner visit</li> <li>• Victim Support contract variation</li> <li>• Complainant Advocate Student Placement</li> <li>• OoCD Scrutiny Panel Annual Report</li> <li>• HMP Portland visit</li> </ul>				<p><b>Headlines:</b></p> <ul style="list-style-type: none"> <li>• Annual Accounts &amp; Annual Governance Statement published</li> <li>• Merger Proposal public consultation launched</li> <li>• Body Worn Video (BWV) scrutiny review</li> <li>• HMICFRS Force Monitoring Framework consultation</li> <li>• Scrutiny Communications Strategy developed</li> </ul>			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

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PROTECTING PEOPLE AT RISK  
OF HARM

Vulnerability  
Prevention  
Early  
Intervention

Page 22

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Acts Fast funding awarded</li> <li>Suicide Prevention Strategy launched</li> <li>Domestic Violence Bill consultation</li> <li>Safeguarding Adult Boards Strategic Plan</li> </ul>	% people feeling safe in Dorset (YTD)	<b>96%</b>	
	Recorded Domestic Abuse Crime (YTD)	<b>+13.7%</b>	
	Recorded Hate Crime (YTD)	<b>+23%</b>	
	Recorded Hate Incidents (YTD)	<b>-36%</b>	
	HMICFRS PEEL Effectiveness	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>£108K</b>	
	<b>Activities &amp; Achievements:</b>		<b>PCC Commitments:</b>
<ul style="list-style-type: none"> <li>PCC funding has again been agreed for Acts Fast, a local charity providing support for non-abusive parents, carers and families following a disclosure of child sexual abuse</li> <li>Dorset Clinical Commissioning Group (CCG) have produced a local Suicide Prevention Strategy. The PCC was actively involved in the development of this document</li> <li>The OPCC participated in a Home Office Domestic Violence Bill consultation workshop to help inform the consultation around the development of the Bill and future approaches to tackling domestic abuse</li> <li>The local Safeguarding Adult Boards circulated their joint draft Strategic Plan 2018-21 for consultation. The PCC submitted a response and particularly supports the focus on linking domestic abuse and safeguarding, adopting a 'whole family' approach, and lessons learned from Safeguarding Adult Reviews and Domestic Homicide Reviews</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		
87. Pilot an Adult Return Home Interview initiative for missing persons <b>NEW</b>			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

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PROTECTING PEOPLE AT RISK  
OF HARM

Mental Health

Drugs

Alcohol


Page 23

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Mental Health Awareness Week 2018</li> <li>Drug &amp; Alcohol services review</li> </ul>	Detainees under MHA (YTD)	2	
	Mental Health related incidents (YTD)	+59.1%	
	Cross-System Demand Reduction mtgs	2	
	HMICFRS PEEL Effectiveness	GOOD	
	Commissioning Spend 2017/18	£100K	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>In support of Mental Health awareness week the PCC issued a Blog summarising the number of related initiatives that have been implemented in Dorset in recent years and highlighting the current focus on police officer and staff welfare, including PCC funding of £250k for health and wellbeing</li> <li>The OPCC are in the early stages of reviewing current drug and alcohol service commissioning arrangements with a view to identifying potential improvements. The PCC element of funding in this area was inherited from CSPs and the status quo has essentially been maintained since. Initial meetings have been held with Public Health Dorset and some local providers commissioners to better understand the current arrangements</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 – Q1 2018/19

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PROTECTING PEOPLE AT RISK  
OF HARM

National  
issues

Local  
approaches


Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Maritime 2025 consultation</li> <li>Suzy Lamplugh Trust Report on stalking and harassment</li> </ul>	Serious Sexual Offences (YTD)	<b>+20.4%</b>	
	Domestic Abuse Incidents	<b>-7.9%</b>	
	Domestic Abuse Crimes	<b>+13.7%</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 Department for Transport issued Maritime 2025, a consultation on the long term strategy for the maritime sector. Security and resilience was one theme of the call for evidence and presented the opportunity for the PCC to lobby further for enhanced small port security and highlight innovations such as underwater drones, Capitainerie schemes and a National Coastal Network</li> <li>The Suzy Lamplugh Trust have published a follow up report – Out of Sight, Out of Mind: Two Years On – on the local response to stalking and harassment. The PCC’s commissioning of the You First Stalking Clinic is identified as best practice within the report. Figures also show Dorset Police well above average in their group for the number of recorded cases – indicating good awareness and accurate crime recording locally</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 84. Scope/fund a Hate Crime Conference		
	85. Development of an independently chaired PCC Hate Crime Scrutiny Panel		
	67. Pay regard to the Strategic Policing Requirement		
	69. Continue to lobby to improve port security		
	86. Deliver proactive knife crime awareness <b>NEW</b> 88. Explore potential youth diversion activities <b>NEW</b>		
	89. Create a Police Cadet Scheme <b>NEW</b>		



## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

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WORKING WITH OUR  
COMMUNITIES

Road Safety

Cyber-crime

Page 25

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>• Drink Drive Limit consultation</li> <li>• Reporting Road Accidents to the Police consultation</li> <li>• BRAKE funding approved for 2018/19</li> <li>• NFIB Fraud &amp; Cyber Crime Profiles</li> <li>• Digitisation of speed cameras</li> </ul>	Killed or Seriously Injured – KSI (YTD)	<b>-24%</b>	
	Roadsafe Website page views	<b>23,972</b>	
	Drink related arrests (2017)	<b>893</b>	
	Drug related arrests (2017)	<b>651</b>	
	DAS attendees (2017)	<b>25,871</b>	
	Commissioning Spend 2017/18	<b>£5K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>• The PCC launched a public consultation to better understand local views on the drink drive limit. In response, 72% of the 2,098 participants supported a change in legislation to bring the current limit down into line with Scotland and the majority of Europe</li> <li>• The PCC responded to a Department for Transport (DfT) consultation proposing easier methods for reporting road traffic collisions to the police</li> <li>• The PCC has again agreed to fund BRAKE for the provision of support for those bereaved or seriously injured in road traffic collisions</li> <li>• PCC scrutiny of the latest National Fraud Intelligence Bureau (NFIB) fraud and cyber-crime profiles for Dorset. Headlines include the older age profile of reporting cyber-crime victims and low take up of victim care offers</li> <li>• The business case for the digitisation of speed cameras has been approved, and at significant less cost than expected. The upgrade is expected by April 2019</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 – Q1 2018/19

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This Period	Last Period



WORKING WITH OUR  
COMMUNITIES

Engagement

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>National Volunteers Week</li> <li>Response to Lush Campaign</li> <li>Engagement Annual Report published</li> </ul>	Website page views (YTD)	<b>23,996</b>	
	Twitter reach (YTD)	<b>214K +</b>	
	Facebook reach (YTD)	<b>296K +</b>	
	Twitter follower growth (YTD)	<b>+157</b>	
	Facebook follower growth (YTD)	<b>+50</b>	
	Commissioning Spend 2017/18	<b>£60K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>National Volunteers Week 2018 occurred during the period and the PCC issued a Blog to promote the week and reinforce his support for all volunteers within the policing family</li> <li>The PCC formally responded to the national campaign organised by Lush Cosmetics regarding undercover policing, including clarification over his own relationship with Lush</li> <li>In line with his commitment, the PCC published a 2017/18 Annual Engagement Report summarising the communication and engagement activity of the OPCC across the year</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 online channels		
51. Continue bringing the police to the heart of the community			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

RAG Status	
This Period	Last Period



WORKING WITH OUR  
COMMUNITIES


Problem Solving

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>National Rural Crime Survey</li> <li>Unauthorised Encampments consultation</li> <li>Master Locksmiths Association campaign</li> <li>Fly-tipping Problem Solving Forum</li> </ul>	Problem Solving Forums held	<b>2</b>	
	Public contact cases recorded (YTD)	<b>197</b>	
	Public contact cases resolved (YTD)	<b>138</b>	
	Commissioning Spend 2017/18	<b>£103K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The National Rural Crime Survey was undertaken during the quarter. Part funded by the PCC, 635 responses were from Dorset ranking us 12<sup>th</sup> out of the 31 PCC areas participating. We are currently awaiting more detailed analysis of the responses for the local area</li> <li>An Alliance response, including the views of the PCC, has been submitted to the Government consultation on powers to deal with unauthorised encampments</li> <li>The PCC offered his support to a campaign by the Master Locksmiths Association calling for a restriction on the sale of lock picking tools and electronic compromise equipment given their widespread availability and use in criminal activity</li> <li>The PCC's Problem Solving Forum on Fly-tipping was held on 13 June 2018. Bringing together a number of statutory and non-statutory agencies the Forum facilitated information sharing, debate and generated a number of ideas to be explored further</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 – Q1 2018/19

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SUPPORTING VICTIMS,  
WITNESSES & REDUCING  
REOFFENDING

Victims &  
Witnesses

Page 28

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Victims' Commissioner visit</li> <li>VCOP Compliance consultation</li> <li>Victim Support contract variation</li> <li>Complainant Advocate project – Student Placement</li> <li>Victim Awareness Course</li> </ul>	PCC Surgery Cases (since May 2016)	<b>38</b>	
	Victim Support – Cases Created (YTD)	<b>3,214</b>	
	Victims' Bureau – All Contact (YTD)	<b>15,970</b>	
	Victim Satisfaction (Overall Service)	<b>76.5%</b>	
	Victim Satisfaction (Kept Informed)	<b>72.0%</b>	
	Commissioning Spend 2017/18	<b>£863K</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>Victims' Commissioner Baroness Newlove visited Dorset, meeting with victims of Domestic Abuse and practitioners from victim support services</li> <li>The PCC has fed back to a Ministry of Justice consultation over monitoring compliance with the Victims Code of Practice (VCOP)</li> <li>A variation to the Victim Support contract has been finalised to provide additional funding to meet an increase in the volume of standard risk Domestic Abuse cases referred</li> <li>In conjunction with Bournemouth University a Student Placement has been secured to assist in progressing the Complainant Advocate project. It is anticipated that the placement will start in autumn 2018</li> <li>The OPCC attended a 'dummy' Victim Awareness Course (VAC) run by Victim Support. It is planned that VACs will be available as a condition of Community Resolutions or Conditional Cautions from September 2018</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 – Q1 2018/19

RAG Status	
This Period	Last Period



SUPPORTING VICTIMS,  
WITNESSES & REDUCING  
REOFFENDING

Offender  
Management  
Rehabilitation

Restorative  
Justice

#### Headlines:

- Justice Select Committee probation report
- Out of Court Disposals Scrutiny Panel Annual Report 2017
- HMP Portland Visit
- MoJ Workshop on Probation and CRCs
- ICV Recruitment Process

#### Key Indicators:

ICV Scheme – Detainees Offered Visit	<b>108</b>	
ICV Scheme – Detainees Interviewed	<b>95</b>	
Restorative Dorset referrals (RJ & RM)	<b>36</b>	
OoCD Panel – Cases Reviewed (YTD)	<b>92</b>	
All Scrutiny Panels – meetings held	<b>14</b>	
Commissioning Spend 2017/18	<b>£270K</b>	

#### Activities & Achievements:

- The Justice Select Committee concluded that the probation system is in ‘a mess’ and have urged the Ministry of Justice (MoJ) to review the future of the service
- The Chair of the Out of Court Disposals Scrutiny Panel has produced an Annual Report summarising the work of the Panel in 2017. A redacted version has been made available on the PCC website
- The PCC visited HMP Portland in April which included a tour of the training and employment workshops, viewing the Violence Reduction Hub, and visiting the security and evidence processing section. One related action concerns exploring the potential for the Collingwood Wing to be utilised as a dedicated Veterans Hub
- The OPCC was represented at an MoJ workshop reviewing current Probation and CRC arrangements
- A light touch Independent Custody Visitor recruitment process was undertaken and two appointments made

#### PCC Commitments:

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 – Q1 2018/19

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TRANSFORMING FOR THE  
FUTURE

Funding &  
Resources

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Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Annual Accounts and Annual Governance Statement</li> <li>Merger Proposal public consultation launched</li> <li>Alliance Roads Policing Post Implementation Review</li> <li>Finn’s Law lobbying</li> </ul>	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 (2017/18)	<b>£1.67M</b>	
	HMICFRS PEEL Efficiency	<b>GOOD</b>	
	Commissioning Spend 2017/18	<b>N/A</b>	
Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> <li>The Audit of the Annual Accounts for 2017/18 has concluded and final accounts published. The accounts also include the 2017/18 Annual Governance Statement</li> <li>A public consultation on the proposed merger of Dorset Police and Devon &amp; Cornwall Police was launched and would form the focus of the OPCC summer engagement campaign</li> <li>The OPCC submitted a response to the Post Implementation Review of the implementation of the Alliance Roads Policing Department. It was agreed that the Detailed Business Case recommendations were achieved and reassurance was provided around some queries raised regarding resourcing and resilience of the team</li> <li>The PCC wrote to both the Home Office and the Ministry of Justice again outlining his support for the Animal Welfare (Service Animals) Bill, more commonly known as Finn’s Law</li> </ul>	18. Increase resources to frontline policing		
	38. Continue to spend public money wisely		
	43. Uphold the position of prudence		
	42. Maintain Dorset Police as debt free		
	39. Undertake independent review of OPCC		
	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			
90. Support the health and wellbeing of officers and staff <b>NEW</b>			

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

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TRANSFORMING FOR THE  
FUTURE

Technology

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>NPCC/APCC Digital Policing Consultation</li> <li>Drone Unit update</li> <li>BWV Scrutiny Review</li> </ul>	Drone Unit Deployments (2017/18)	<b>182</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 NPCC/APCC consulted on the future charging and financial sustainment model for any new services developed under the national Digital Policing Portfolio. The PCC supported the guiding principles and fed back on his preferred Grant Funding Formula model</li> <li>The Alliance Drone Unit anticipates over 300 deployments in 2018/19 as the team continues to develop. Future plans include the provision of a 24/7 response to spontaneous incidents across the three counties and the national roll out of the Safer Drones programme</li> <li>Lead Panel member Iain McVie undertook a scrutiny review of the Body Worn Video (BWV) programme which is the subject of a separate report to the meeting</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 – Q1 2018/19

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TRANSFORMING FOR THE  
FUTURE

Innovation &  
Service  
Improvement

Headlines:	Key Indicators:		
<ul style="list-style-type: none"> <li>Proposed police merger</li> <li>College of Policing PEQF consultation</li> <li>HMICFRS Force Monitoring Framework consultation</li> <li>Scrutiny Communications Strategy developed</li> <li>Independent Misconduct Panel Training</li> </ul>	101 Timeliness (Excellent/Good)	<b>76%</b>	
	Complaint/Appeal Files Dip-Sampled	<b>40</b>	
	% people feeling safe in Dorset (YTD)	<b>96%</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 OPCC continues to drive the due diligence activity and governance of the police merger, and the PCC has signed off the outline business case for submission to the Home Office</li> <li>An Alliance response has been submitted to the College of Policing consultation on the Policing Education Qualifications Framework, in particular the educational requirements for Sergeants through to chief officers</li> <li>The PCC contributed to a wider APCC response to the HMICFRS consultation on a proposed new national monitoring process for police forces</li> <li>The OPCC have developed a Communications Strategy to highlight the specific work being undertaken to scrutinise the Chief Constable and work of Dorset Police</li> <li>The OPCC was represented at a two-day Independent Misconduct Panel Training event hosted in Exeter for Panel members</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) Drone Unit – Additional Information**

*To provide further information in relation to the Alliance Drone Team.*

### **Background**

An update on the progress and activity of the Alliance Drone Team (ADT) during its first year of operation was shared with the Police and Crime Panel at the last meeting. In addition to the information provided, members were keen to understand more detail regarding the ADT's involvement in prosecutions.

In response, the ADT has reiterated that it is difficult to provide a direct correlation between drone use and successful prosecution as the deployment is only one part of a wider investigation. Therefore, it is not possible to say with total confidence that the inclusion of drone-captured evidence was the sole difference between success or otherwise. Nevertheless, the ADT has provided some case studies that illustrate the benefit of drone deployment in more detail.

### **Case Studies**

#### *1. Drug dealing at festival*

During a music festival, a team of offenders were identified dealing large quantities of drugs. The Senior Investigating Officer requested that a related vehicle was located within the large car parking areas, spread out across many fields. Using the drone the ADT was able to quickly find the vehicle, saving many officer hours and assisting with the prompt investigation and arrests.

#### *2. Firearms Deployment*

During a firearms deployment, the ADT was able to provide line of sight to the rear of a property, which gave a vital source of information and intelligence for the firearms commander. As officers entered the address, the drone footage captured a man depositing an item out of the rear window. The footage allowed officers to link the man to the package, which was found to contain a golf ball-sized quantity of drugs.

#### *3. Football Match*

In March 2018 drone operators were deployed to a football match. Throughout the match, a drone was used to provide a live downlink to police commanders. The away fans were involved in significant disorder with police officers and the drone was able to give commanders an overview of what was happening as well as recording offences taking place and capturing vital evidence. This evidence is now being used to obtain football banning orders for a number of fans and it is important to note that these incidents weren't covered by CCTV so would otherwise have remained un-recorded.

#### *4. Organised Crime Group*

An extensive operation to arrest six members of an organised crime group (OCG) made use of the ADT. On the day of the operation, the drone was used to identify a key suspect and monitor his movements, facilitating his arrest. The drone recorded the arrest and the seizure of his vehicle.

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## **Annex b) Cybercrime Update**

*To provide information in relation to national and local cybercrime issues, as well as an update on Dorset Police's approach to dealing with this area of criminality.*

### **Background and National Context**

It is widely recognised that cybercrime is a significant threat to the UK and the demand and complexity of cybercrime is increasing. The National Cyber Security Strategy 2016-21 stated that while we are 'critically dependent on the Internet', that it was 'inherently insecure and there will always be attempts to exploit weaknesses to launch cyber attacks'. Further it concluded that, despite considerable efforts taken by a wide range of agencies, that nationally, 'the majority of businesses and individuals are still not properly managing cyber risk'. The strategy set out objectives to defend the UK against the evolving cyber threats; deter those determined to attack UK cyber space; and develop expertise to meet and overcome future threats and challenges.

The National Crime Agency's National Cyber Crime Unit (NCCU), alongside a wide array of policing and security bodies, including Regional Organised Crime Units (ROCU), are working collaboratively to deliver the National Cyber Security Strategy. This has supported the development of a significant capability at national and regional level to tackle the large scale threats.

At the strategic level, cybercrime is recognised by the NPCC and Association of Police & Crime Commissioners as a specialist capability. In 2017, the NPCC Specialist Capabilities Programme identified just one-third of forces had a dedicated cybercrime unit and cybercrime capability with the remaining forces looking to implement units in the near future. In October 2017 it was agreed that every force should have their own dedicated specialist Cybercrime Unit tackling cyber dependent crime, which should be 'regionally managed and locally delivered'.

To assist forces in the implementation of their cyber capability, and to ensure national consistency, a 'Force Specialist Cyber Capability Minimum Standard' has been produced and agreed through the National Police Chiefs Council as the standard for equipment, training, funding opportunities etc.

National guidance states that each force should create a capability on the following four areas (otherwise known as the 'Four Ps'):

Pursue: Disruption and prosecution of those committing cybercrime

Prevent: Prevent people becoming involved in cybercrime

Protect: Reduce the vulnerability amongst our communities from the threat of cybercrime

Prepare: Ensure the necessary capabilities exist to tackle cybercrime

The Regional Cybercrime lead is ACC Julie Fielding. Dorset Police's Strategic Lead is Detective Chief Superintendent Mark Cooper. Detective Sergeant Tim Farrell is the contact for Dorset Police's Dedicated Cybercrime unit.

## Local Context

There has been a 30% increase in reported cyber enabled and cyber dependant crimes between 2016/17 and 2017/18 in Dorset. Within this increase, there has been a 49% increase in cyber enabled sexual offences, some of which can be attributed to an increase in the use of dating websites and applications. It is believed that these rises are the consequence of not only an increase in crime, but also an improvement in the accuracy of cybercrime recording following extensive training.

Of further note:

- Victim losses as a result of fraud and cyber offences were estimated at £5.7million in 2017/18 which is a slight decrease on the previous year.
- In the Dorset force area, there were almost the same proportion of individuals and businesses as victims.
- Six out of 20 victims reported a severe or significant impact from the crime.

## Force Cyber Priorities, Strategies, and Local Initiatives:

Dorset Police currently has a capability in each of the Four Ps and is working in collaboration with Devon and Cornwall Police, and the wider region, to enhance those capabilities.

The Force's dedicated cybercrime unit are involved in investigations on a daily basis, from providing investigative support to traditional offences to assisting in the search for missing persons. The cybercrime unit provides a number of services to officers and investigators across the force from providing advice to officers, to conducting Digital Media examinations at scenes to leading on Cyber Dependant crimes.

A new cybercrime Prevention Officer has also been appointed, to replace the previous post holder, Jake Moore, and will take up the role in the next few weeks. This role is in addition to the cybercrime Protect element and enhances the education that the Force already provides to members of the public and local businesses around cybercrime prevention. The post holder will continue to work closely with local Businesses and Organisations to reduce the number of victims of cybercrime.

The Protect officers are increasingly working closely with the ROCU Cybercrime Protect team to ensure that advice provided to businesses and local infrastructure organisations is of a high standard and current particularly in Dorset however, there is additional focus on providing cyber advice to community groups and individuals, as the county's demography means that there is a large percentage of elderly people, who can be particularly vulnerable.

The two Digital Capabilities Units (Dorset Police and Devon and Cornwall Police) which will be fully shaped under the Alliance project over the next few months, are already working together and are providing support to each other when required. The two units have submitted a joint funding bid under the National Cyber Development Plan. If successful, this will improve staff numbers, equipment and training and will lead to Force Cyber Units working even more closely with ROCU Cyber teams, improving the response to Action Fraud/NFIB reporting. This additional funding should

ensure that the units are better able to respond to the 4P plan around cybercrime and provide expert support to the Dorset Police Fraud team.

Recent notable case:

A recent example of cyber dependant criminality was that of a former pupil from a school in Poole, who was hacking into the school's computer network. The school reported unlawful access to the network which appeared to only occur at the weekend.

Investigative work by the unit revealed that the access was being gained from an address linked to an ex-pupil. He was arrested, his premises searched.

It became apparent that he was using the computing power of the school network to 'mine' a crypto currency, similar to Bitcoin. He was only carrying out this activity at the weekend as he realised that accessing the network during the working week was more likely to be noticed.

He admitted the offence and received an adult caution. He forfeited the cryptocurrency that he had manufactured and it was converted into sterling to the value of £3,200.

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## **Annex C1 - Police ICT Company: Benefits Statement**

*To provide further information on the benefits specifically to Dorset of the Police ICT Company during the 2017/18 year.*

### **Background**

The Police ICT Company (PICTco) is a private company limited by guarantee, established and wholly owned by Police and Crime Commissioners, on behalf of policing, to support policing to make the public safer through better ICT.

It is largely funded nationally, through the police transformation fund (which was created through a top-slice of forces' budgets), and then topped-up by members' subscriptions. The Dorset subscription is £60,000 annually.

### **Company Budget Analysis**

The Company's budget for 2017/18 consists of:

<b>Income</b>	
<b>Subscriptions</b>	£2,700,000
<b>Commercial Income &amp; Commissions</b>	£5,471,000
<b>Total</b>	<b>£8,171,000</b>

<b>Costs</b>	
<b>Cost of Sales</b>	£4,487,012
<b>Operating Expenses</b>	£1,142,500
<b>Staff Costs</b>	£2,363,000
<b>Total</b>	<b>£7,992,512</b>
<b>Contingency</b>	£178,488

### **Objectives**

PICTco has the following broad objectives:

- Rationalisation of ICT contracts, procurement and supplier frameworks;
- Development of the Police Private Cloud Storage proof of concept\*;
- Supporting local innovation and transformation through ICT;
- Supporting national contract transition\*;
- Transforming the National Firearms Licensing System\*;
- Supporting offender management by further developing the web-based offender tracker tool\*;
- Providing a knowledge hub to local forces; and
- Providing a common operational platform for forces.

\* supported by HO police transformation funding.

## Current Position

The 2017/18 PICTco annual report states it is delivering strong benefits to policing. This included £12.6m of savings last year against an £8m target. Currently, it is working towards achieving an additional £56m of technology and ICT savings by 2021 with the National Commercial Board.

The Dorset benefits statement (Annex C2) highlights the national £12.6m savings, plus very modest local cashable savings of around £25k, and cost avoidance savings of around £18k.

The last APCC General Meeting agreed that additional capitalisation was required to enable PICTco to work on the largest technology contracts and projects. The Home Office were looking to support from PCCs to provide assurance for the release of about £10m of police transformation funding over the next two years.

OPCC CFOs had set up a Task and Finish Group to work with PICTco to analyse how much needed to be raised and what the options were. The Task and Finish Group recommended that about £4.5 million should be raised in 2019/20 and £5 million in 2020/21; to be guaranteed from PCC's reserves to underwrite the Company's role as a contracting authority for major technology programmes.

A guarantee from reserves does not constitute a transfer of funds to the Company. However, it was agreed this should not preclude PCCs offering a loan to the Company depending on their preference or financial circumstances. In the case of Dorset, this equates to about £50,000 from local reserves.

## Conclusions

The visibility of PICTco's work is low, and it is fair to say that it is quite difficult to highlight tangible benefits that it has delivered since its inception, even more so at the local level. As a result, the PCC and Chief Constable, whilst recognising the national benefits that PICTco has delivered, are undertaking their own due diligence to determine whether ongoing support is warranted. This will include an understanding of the interaction between the local change programme (PRISM) and the various national programmes, and what PICTco is doing to ensure that the national work is delivered for the benefit of the Alliance.

Further work on governance is being undertaken by PICTco and will be brought for discussion to the APCC Board on 17 October.





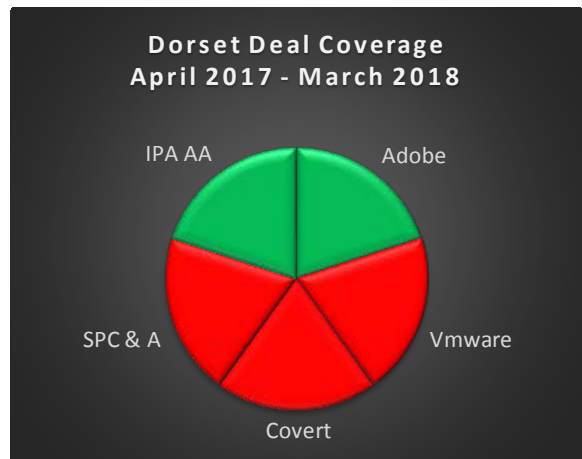
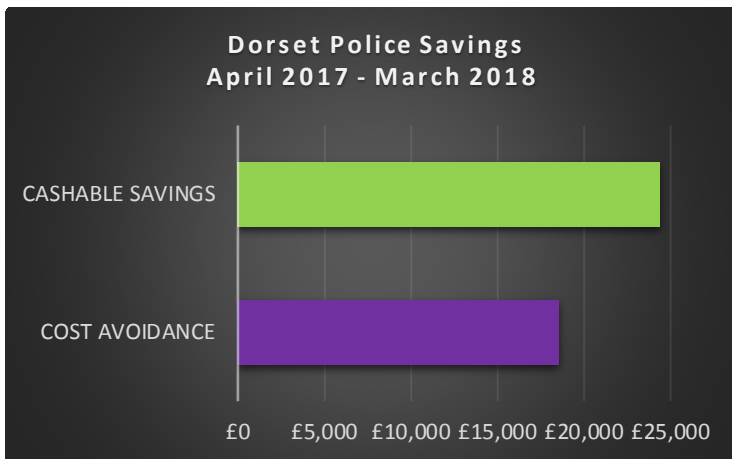
# Force Benefits Statement



WE HAVE PLEASURE IN ENCLOSING YOUR FORCE BENEFITS STATEMENT

During 2017/18 The Police ICT Company has worked hard through its vendor management service to provide total benefits to UK Policing of around £12.6m. Please refer to the 'Your Local Benefits' section below which relates specifically to Dorset. The figures in this statement have been verified by the Chartered Institute of Public Finance and Accountancy (CIPFA).

## YOUR LOCAL BENEFITS (Dorset)



## UK POLICING BENEFITS

Working in partnership with our national technology partners, for and on behalf of policing, The Police ICT Company aims to deliver end-to-end business benefits. Our emphasis is on creating deals with suppliers that bring both cashable and cost avoidance savings by ensuring that UK Policing is dealt with as a single customer.

### **i2** IBM i2 EXTENSION

The IBM i2 agreement has saved policing more than £10m in total through rollout of additional software. The Police ICT Company has negotiated extra benefits to the original agreement that provide new software capability and additional services funding for IBM Services Support Training and onsite i2 deployment. Costs are confirmed based on current levels for the next four years, at half IBM's standard yearly indexation rate.

### NETWORK ACCESS OFFERS

Supported by the National Police Technology Council, Crown Commercial Services and the Collaborative Law Enforcement Procurement Programme, we have been working with EE, Vodafone and O2 to finalise arrangements for the launch of a UK-wide price plan. While discussions continue with O2, we have brought forward national network access offers from EE and Vodafone that present opportunities for immediate and significant savings. The Company is currently supporting 18 individual force enquiries providing offer access and cost comparison details.



## UK POLICING BENEFITS (CONTINUED)



## VMWARE ENTERPRISE LICENCE AGREEMENT (ELA)

This ELA is due to run until December 2018. A replacement and expanded ELA proposal has been reviewed and accepted in principle by the Company, to run from December 2018. Procurement via a Delivery Partner is underway. This agreement delivers £1m per year in commercial savings and enhanced benefits beyond anything an individual force could achieve on their own, whilst not removing the ability for any force to continue to operate and manage their estate independently. Thirty forces are currently covered by this ELA.



## SPECIALIST COMPETENCIES AND ASSET MANAGEMENT FRAMEWORK

Established in 2017, with three vendors on the framework - Geoff Smith Associates, JML and Innaxys - this provides an easy to use, compliant, route to market, including direct award for standard off-the-shelf products. Nine forces now have deployed software using the framework, and more are expected via renewals. The framework provides combined efficiency and savings benefits of £168,000.



## IPA/AA

This deal was negotiated with two vendors - Geoff Smith Associates and Equiniti Charter - on behalf of 46 law enforcement agencies across the UK. Estimated internal efficiency savings, negotiated savings and cost avoidances total £816,000.



## THE FUTURE

The National Commercial Board sees the Company as the conduit to deliver identified savings of up to £56m by 2020. In order to deliver these savings, however, policing needs to work collaboratively to understand its strategic approach to procuring ICT in future, whether regionally or nationally.



## CONTACT US

If you, or any of your colleagues, would like to discuss any of the successes detailed here, or opportunities for the future, please contact a member of our Commercial Team.



[enquiries@ict.police.uk](mailto:enquiries@ict.police.uk)



07584 441 843



## ADOBE ENTERPRISE TERM LICENCE AGREEMENT (ETLA)

Adobe

This agreement was negotiated with a total of 31 police forces signing up to Adobe Acrobat or Creative Suite and means that the forces will get access to the latest software updates as and when they become available at no additional cost. The ETLA provides the most efficient rates in the market (typically 40% below the next best channel), yielding an aggregate annual savings benefit of £1.8m compared to next best channel.



## COVERT MANAGEMENT FRAMEWORK

Established in 2017, with three vendors - Geoff Smith Associates, Equiniti Charter and ABM - this framework provides an easy to use, compliant route to market, including direct award for standard off-the-shelf-products, and mini-tender to the three organisations for bespoke works. All three vendors are governed by the Company's vendor management service, enabling collaborative issue and early risk identification, which otherwise forces would struggle to resource.

## Dorset Police and Crime Panel

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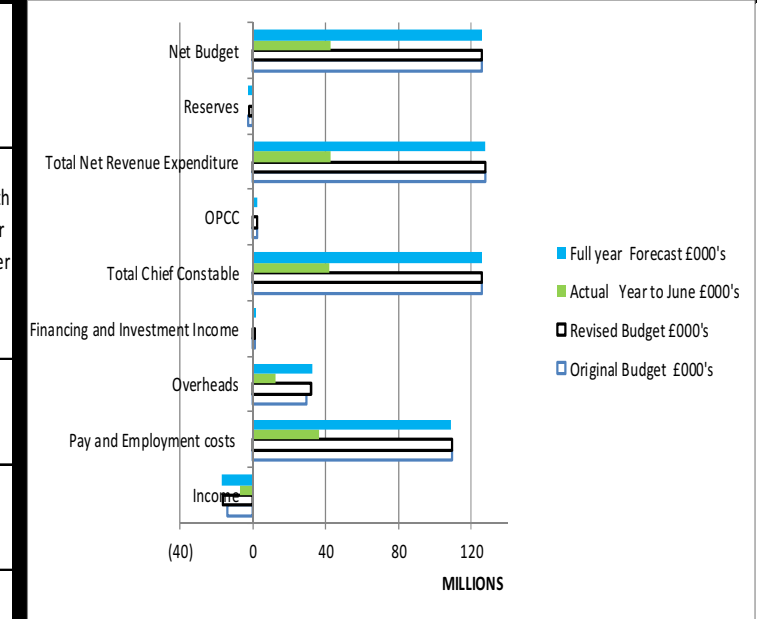
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#### NET REVENUE EXPENDITURE

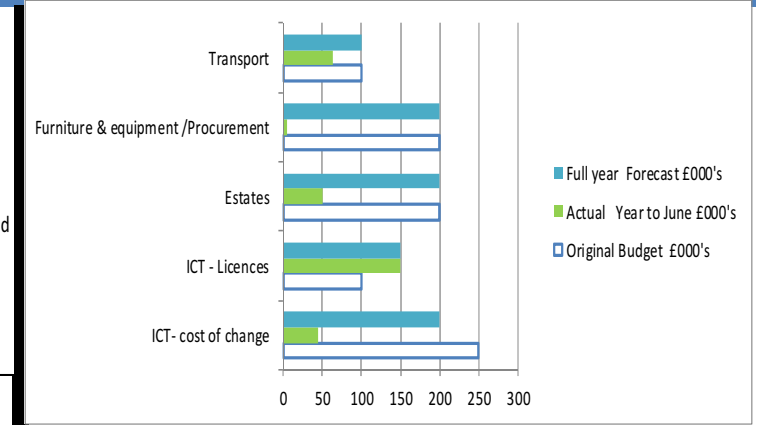
##### BUDGET V FORECAST 2018/19

2018/19	Original Budget	Revised Budget	Actual Year to June	Full year Forecast	Variance (fav) /adverse	comment
	£000's	£000's	£000's	£000's	£000's	
<b>Chief Constable</b>						
Income	(14,144)	(16,617)	(7,158)	(17,229)	(612)	Work is underway to bring the total forecast costs into balance with the budget. The higher forecast for overheads is spread across a number of areas, which are being reviewed in detail.
Pay and Employment costs	109,144	109,095	36,476	108,694	(401)	
Overheads	29,379	31,714	12,458	32,796	1,082	
Financing and Investment Income	1,199	1,362	527	1,464	102	
<b>Total Chief Constable</b>	<b>125,578</b>	<b>125,554</b>	<b>42,303</b>	<b>125,725</b>	<b>171</b>	
<b>OPCC</b>	<b>2,277</b>	<b>2,154</b>	<b>459</b>	<b>2,154</b>	<b>-</b>	
<b>Total Net Revenue Expenditure</b>	<b>127,855</b>	<b>127,708</b>	<b>42,762</b>	<b>127,879</b>	<b>171</b>	
Reserves	(2,339)	(2,193)	0	(2,364)	(171)	
<b>Net Budget</b>	<b>125,516</b>	<b>125,515</b>	<b>42,762</b>	<b>125,515</b>	<b>-</b>	



#### SAVINGS TARGETS

Savings	Original Budget	Actual Year to	Full year Forecast	comment
	£000's	£000's	£000's	
ICT- cost of change	250	45	200	Savings are being monitored monthly against targets. 37% of savings have been secured in Q1 and the forecast is that <10% has a medium risk of not being delivered in the year.
ICT - Licences	100	150	150	
Estates	200	50	200	
Furniture & equipment /Procurement	200	5	200	
Transport	100	64	100	
<b>Total</b>	<b>850</b>	<b>314</b>	<b>850</b>	



## Dorset Police and Crime Panel

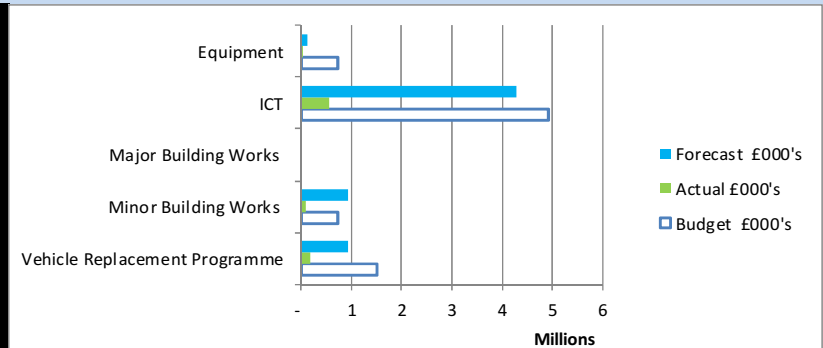
### Police & Crime Plan Monitoring Report – Q1 2018/19

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#### CAPITAL EXPENDITURE AND CAPITAL FINANCING

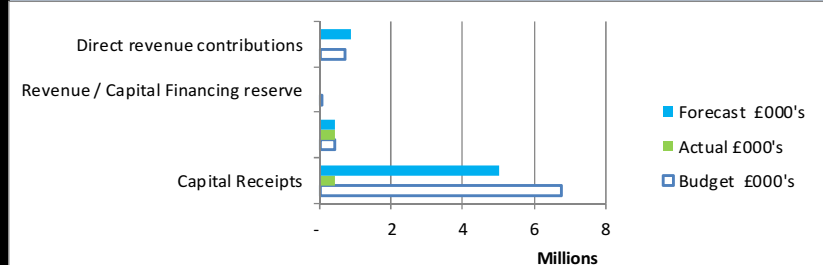
##### BUDGET V FORECAST 2018/19

2018/19	Budget £000's	Actual £000's	Forecast £000's	Variance (Fav)/ Adverse £000's
<b>Opening Capital Financing Requirement</b>	<b>32,784</b>	<b>32,781</b>	<b>32,781</b>	<b>3</b>
<b>Capital Investment</b>				
Vehicle Replacement Programme	1,516	171	942	(574)
Minor Building Works	731	78	940	209
Major Building Works	-	-	-	-
ICT	4,931	546	4,290	(641)
Equipment	720	12	123	(597)
<b>Total Capital Investment Programme</b>	<b>7,898</b>	<b>807</b>	<b>6,295</b>	<b>(1,603)</b>



##### CAPITAL FINANCING

<b>Sources of Finance</b>				
Capital Receipts	6,773	395	5,011	(1,762)
Government grants and other contributions	412	412	412	0
Revenue / Capital Financing reserve	4	-	-	(4)
Direct revenue contributions	709	-	872	163
	<b>7,898</b>	<b>807</b>	<b>6,295</b>	<b>(1,603)</b>
MRP	527	133	530	3
PFI repayments	1,906	477	1,906	0
Statutory repayment of loans fund	120	30	120	0
<b>Closing Capital Financing Requirement</b>	<b>30,231</b>	<b>32,142</b>	<b>30,225</b>	<b>(6)</b>

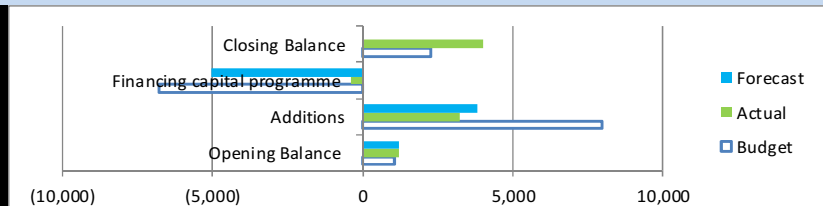


##### Explanation of Movements in year

Increase in the underlying need to borrow	-	-	-	-
Decrease in the underlying need to borrow	(2,553)	(639)	(2,556)	(3)
<b>Net Increase/-decrease in CFR</b>	<b>(2,553)</b>	<b>(639)</b>	<b>(2,556)</b>	<b>(3)</b>

##### CAPITAL RECEIPTS RESERVE

2018/19	Budget £000's	Actual £000's	Forecast £000's	Variance £000's
<b>Capital Receipts Reserve</b>				
Opening Balance	1,058	1,211	1,211	(153)
Additions	7,980	3,215	3,800	4,180
Financing capital programme	(6,773)	(395)	(5,011)	(1,762)
<b>Closing Balance</b>	<b>2,265</b>	<b>4,031</b>	<b>0</b>	<b>2,265</b>



TRANSFORMING FOR THE  
FUTURE

## Dorset Police and Crime Panel

### Police & Crime Plan Monitoring Report – Q1 2018/19

RAG Status	
This Period	Last Period



TRANSFORMING FOR THE  
FUTURE

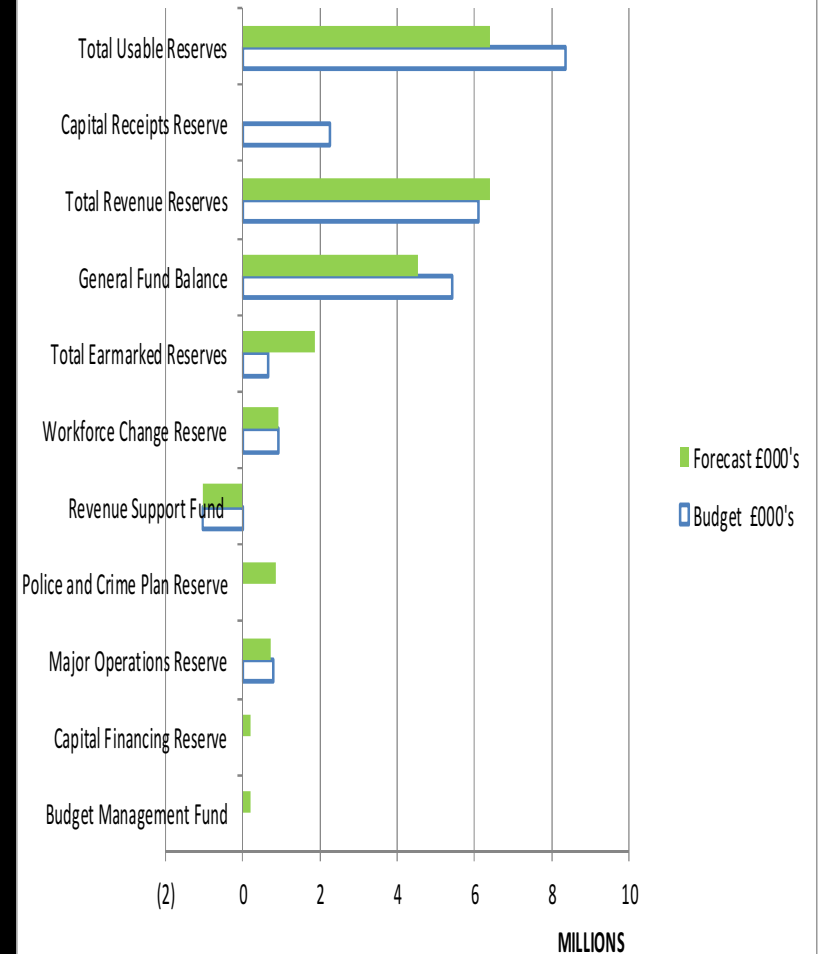
Funding &  
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#### USABLE RESERVES

#### BUDGET V FORECAST 2018/19

2018/19	Budget	Forecast	Variance	comment
	£000's	£000's	£000's	
<b>Closing Balance</b>				
Budget Management Fund	0	194	(194)	spend delayed to 2019/20
Capital Financing Reserve	0	203	(203)	2017/18 unused balance b/fwd
Major Operations Reserve	800	738	62	2017/18 utilisation higher than plan
Police and Crime Plan Reserve	0	857	(857)	utilisation will be across 2 remaining yrs
Revenue Support Fund	(1,040)	(1,040)	0	will be charged to General balances
Workforce Change Reserve	910	910	0	
<b>Total Earmarked Reserves</b>	670	1,862	(1,192)	
<b>General Fund Balance</b>	5,413	4,532	881	Opening balance lower (2017/18 outturn)
<b>Total Revenue Reserves</b>	6,083	6,394	(311)	
Capital Receipts Reserve	2,265	0	2,265	later forecast timing of receipts
<b>Total Usable Reserves</b>	8,348	6,394	1,954	



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# Dorset Police and Crime Panel



Date of Meeting	27 September 2018
Officer	Chief Executive, Dorset County Council
Subject of Report	<b>Spotlight Scrutiny Review – Body Worn Video</b>
Executive Summary	<p>The Police and Crime Panel has committed to a structured process of scrutiny review work. To this end the Panel will recall that it supported a proposal to undertake a spotlight scrutiny review of Body Worn Video.</p> <p>In undertaking these pieces of work it is important to be clear that any scrutiny review that the Panel commissions is specifically designed to assess the Police and Crime Commissioners role in holding the Police to account. It is not for the Police and Crime Panel to seek to directly hold the Police Force to account.</p> <p>For this particular review the Panel appointed Iain McVie to perform the necessary work.</p> <p>On completion of this scrutiny work a final report has been compiled and is attached at Appendix A for formal presentation to the Police and Crime Panel.</p> <p>Overall the review has arrived at a very positive conclusion and provides a high level of assurance in respect of the current arrangements.</p> <p>Also, in the true spirit of constructive scrutiny, the Panel will see that the scrutiny review has included some suggested ‘scrutiny observations for the Police and Crime Commissioner to consider’, which we hope that he will find helpful.</p>

Body Worn Video – Spotlight Scrutiny Review Report

Impact Assessment:	<i>Equalities Impact Assessment:</i> There are not considered to be any issues associated with this report.
	<i>Use of Evidence:</i> The review process has been structured and performed to seek the necessary assurances through a focused and proportionate review of evidence against the approved key lines of enquiry.
	<i>Budget:</i> Other than member and officer time of the Panel and the OPCC there were no additional costs associated with the review process.
	<i>Risk Assessment:</i> Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW  Other Implications: None
Recommendation	That the Police and Crime Panel: <ul style="list-style-type: none"> <li>i) Considers the outcomes from the review of Body Worn Video and seeks any additional clarification it requires from the Panel lead for the review.</li> <li>ii) Seeks a view from the Police and Crime Commissioner on the outcomes of the review exercise.</li> </ul>
Reason for Recommendation	To ensure that the Police and Crime Commissioners oversight of Body Worn Video is effective.
Appendices	Appendix A – Body Worn Video Scrutiny Review
Background Papers	Body Worn Video Scrutiny review scoping document
Report Originator and Contact	Mark Taylor Group Manager – Governance & Assurance Tel: 01305 224982 Email: <a href="mailto:m.taylor@dorsetcc.gov.uk">m.taylor@dorsetcc.gov.uk</a>



## **DORSET POLICE and CRIME PANEL – Scrutiny Review of Body Worn Video**

### **1. Introduction**

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

### **2. Context**

2.1. As part of the PCP responsibilities Dorset PCP have introduced a work programme to provide structure to how scrutiny is managed (<https://www.dorsetforyou.gov.uk/article/423508/Dorset-Police-and-Crime-Panel-Work-Plan>) and have agreed with the PCC to complete 'scrutiny reviews' on agreed areas of business.

### **3. Process**

3.1. The PCP agreed for the Independent Member Iain McVie to complete the work on behalf of the PCP and agreed a set of key lines of enquiry at its public scrutiny meeting held on the on the 1<sup>st</sup> February 2018 (<https://dorset.moderngov.co.uk/documents/g1287/Public%20reports%20pack%2001st-Feb-2018%2010.00%20Dorset%20Police%20and%20Crime%20Panel.pdf?T=10>)

3.2. The PCP were provided with extensive information from the Office of the Police and Crime Commissioner (OPCC) providing background information, meeting minutes (decision making), policies and responses to the key lines of enquiry.

3.4. Also used were national documents including the current Home Office (2007) and Policing College (2014) guidance on use of body worn devices plus reviews of these devices by Devon and Cornwall Police and Police Scotland.

3.5. To then test this information and ensure the PCP met its statutory requirements to scrutinise the PCC, Iain McVie met with representatives of the PCC (OPCC) and Dorset Police at Police Headquarters on 17<sup>th</sup> May 2018. This took the form of a structured meeting where the PCP representative was able to clarify, question and investigate how the PCC/OPCC was, and is, ensuring that Dorset Police introduce an efficient and effective body worn device that contributes to keeping Dorset safe and providing value for money. Additionally Iain McVie visited Bournemouth Police Station on 23<sup>rd</sup> July 2018 to observe the one day training session that all users of body worn devices must attend.

3.6. This constitutes the final report for the Police and Crime Panel to be provided for the September 2018 panel meeting.

### **4. Key lines of enquiry (KLOE) scrutiny findings**

#### **4.1 What is the current position (baseline) / history (trend)?**

Body worn devices have been in use to varying degrees across the police service since before 2005. In the last five years forces have adopted a co-ordinated, focused and evidenced based approach to the provision of body worn devices or video (BWV). Dorset Police has been one of the last to take up the force-wide use of BWV but has taken advantage of this position, by utilising the lessons learnt from other forces (robustness of camera, ease of charging, and the storage/retrieval of data). It should be noted that all firearms officers currently do use a BWV device. There is now a clear policy, project programme and review process in place. The project is a Strategic Alliance rollout with Devon and Cornwall Police. Implementation is in three phases and currently the force is training the first batch of

police officers. Phase 1 operational rollout is November 2018 with phase 3 being January 2019 and the project completing by June 2019. Across the two forces there will be 3500 users of which 2000 officers will have personal issue.

Evidence – Research documents, Minutes Ethics and Appeals Committee, PRISM Board Minutes, OPCC response, Force response, structured interview and officer training day.

#### 4.2 Is the system efficient and effective, in particular usage, storage and retrieval of data?

There is a clear policy with an efficient and effective process in place for the management of personal issue and shared issue of the devices. The cameras are the most up to date available in the UK and the force has ensured the downloading, storage, retrieval, disclosure and associated paperwork is managed utilising the NICHE system and currently DEMS but in the near future the force wide metadata system called DEMS360.

Evidence – OPCC response, Force response, structured interview and officer training day.

#### 4.3 What's helping and hindering the use of BWV?

There was delay of a number of years previously, but the scrutiny review found clear evidence of the PCC and his office holding the force to account to ensure that the funds allocated to the force for this project have been and are being used efficiently and effectively. Despite these delays in the early stages the force has adopted an evidenced based approach including the completion of a pilot scheme that has provided good baseline data that will be tested by a follow up survey once the BWV's have been operationally in use force wide. The project is adhering to the agreed timeline and the OPCC through the PRISM Board is holding the force to account. Across the two forces there is a highlighted issue concerning network coverage but there is a clear plan in place and this is included within the force RAG (Red, Amber and Green).

Evidence – Research documents, Prism Board Minutes, RAG, Evaluation/Survey document, OPCC response, Force response and structured interview.

#### 4.4 Is use of BWV making a difference?

There was clear evidence both nationally and locally, from the Dorset pilot that the use of BWV does impact on prevention and detection of crime, nuisance and disorder. That the evidence obtained does assist in the prosecution process, which will be further enhanced once CPS are able to file share digitally. There is also national evidence of a reduction in police complaints although the local pilot was not sufficiently large enough or long enough to show this clearly. There is though clear evidence of improved interactions between public and police.

Evidence – Research documents, Prism Board Minutes, RAG, Evaluation/Survey document, OPCC response, Force response and structured interview.

#### 4.4. Is investment in BWV delivering Value for Money?

In total the project is costing £6.2m with the PCC allocating £1.9m as the Dorset contribution. There is clear evidence of the force being held to account for how this money is spent. There was a competitive tendering process for both the equipment and software with REVEAL and DEMS 360 being respectively awarded the contracts in 2018. At this point in the implementation programme it is too early for the value for money question although the spotlight scrutiny identified excellent operational and public confidence benefits to this investment by the PCC for the police.

Evidence – OPCC response, Force response, Meeting minutes, training day and structured interview.

#### 4.5 What additional information / research is needed?

The planned post implementation survey is crucial and will provide the PCC with information as to the effectiveness of the use of BWV and value for money.

Currently there are no structured plans to train and make available the equipment to special constables. There are obvious logistical issues the most pressing being how to train special constables given their availability and the required length of the training delivery.

Evidence – OPCC response, Force responses, structured interview and officer training day visit.

4.6 Who are the key partners we need to be working with?

The PCP scrutiny role has been met by this spotlight work with the OPCC and the police. There are no future or ongoing partners for the PCP to work with.

Evidence – OPCC information and data, police provided information and structured interview.

4.7 What could work to turn the trend in the right direction?

This original key line of enquiry was shown not to be required during the scrutiny exercise. And is therefore discharged.

Evidence – OPCC information and data, police provided information and structured interview.

4.8 What is the PCP's role and specific contribution?

The PCP scrutiny role and legal requirements have been met during this spotlight initiative

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

**5. Observations for future spotlight scrutiny**

5.1. None

**6. Scrutiny observations for the PCC to consider**

6.1. That the PCC provides an update to the PCP post implementation, including the key findings from the proposed survey from users, at an appropriate date in the 2019/2020 policing plan year.

6.2. That the PCC establishes how special constables will have access to BWV in the future when performing their operational duties, to further maximise the benefits available to the force and public.

**6. Conclusion**

This is the second time I have, on behalf of the PCP, completed a scrutiny review of this type and I have utilised the lessons learnt from the first process. Overall it is considered this was a worthwhile scrutiny activity that has provided both reassurance and highlighted two areas for the PCC to consider in the future.

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

IJ McVie

Independent Member

Dorset Police and Crime Panel

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# Dorset Police and Crime Panel



Date of Meeting	27 September 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 in 2018/2019.</li> </ul>
Appendices	1. The Forward Plan for Dorset Police and Crime Panel.
Background Papers	None
Report Originator and Contact	Denise Hunt, Senior Democratic Services Officer Tel: 01305 224878 Email: <a href="mailto:d.hunt@dorsetcc.gov.uk">d.hunt@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:-
    - 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

September 2018



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

**1. Outcomes from 2018/19 Precept Increase**

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

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

- i) Disclosure & Baring Service (DBS)

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Date of Meeting	Item / Issue for Review		Purpose / Key Lines of Enquiry (KLOE)	Lead Panel Member / Officer(s)
<b>FORMAL PANEL MEETING</b> Tuesday 13 November 2018 (10:00 am)	1.	<b>Police and Crime Monitoring Report</b>	<i>To receive an update of progress against the Police and Crime Plan Q2 2018/19.</i>	OPCC
	2.	<b>Precept 2018/19 – Update on the use of monies identified for targeted activity</b>	<i>To receive and update from the PCC on the specific issues raised by the Panel when agreeing the 2018-19 Precept.</i>	OPCC
	3.	<b>OPCC update - Complaints Management</b>	<i>An update from the OPCC on the latest position on the proposed changes by Government to the Handling of Complaints.</i>	OPCC





<p><b>INFORMAL SESSION</b> Friday 7 December 2018 (10:00 am)</p>	<p><b>Panel Training Session</b> To provide training for the Panel</p> <p><i>For example to;</i></p> <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>		<p>Panel Members / Support Officers (OPCC input may also be requested as appropriate and / or External Advisors)</p>
<p><b>INFORMAL BUDGET BRIEFING</b> Thursday 10 January 2019 (10.00am)</p>	<p><b>Informal 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>



<b>FORMAL PANEL MEETING</b> Monday 18 February 2019 (10.00am) (Reserve date)		<i>(Reserve date only)</i>		
<b>FORMAL PANEL MEETING</b> June 2019 (date to be confirmed)	1.	<b>Health and Wellbeing Strategy and Development Plan</b>	To receive an update on the latest position and the delivery of improvements.	Office of the Police and Crime Commissioner (OPCC)
	2.	<b>Police Procurement - Vehicle Fleet Deep Dive</b>	To receive an update on progress of the implementation of agreed actions.	Office of the Police and Crime Commissioner (OPCC)
<i>NB: The Police and Crime Panel has produced this Forward Plan as basis for structured and active planning, but it is acknowledged that it will need to remain flexible to ensure that the Panel is able to deal with any emerging issues so that these can be considered and dealt with in a timely manner.</i>				

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**Jonathan Mair**  
 Clerk to the Panel