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Agenda

Meeting: Dorset Police and Crime Panel
Time: 10.00 am
Date: 1 February 2019
Venue: Committee Room 1 - County Hall, County Hall, Colliton Park, Dorchester, DT1 1XJ

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

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 29 January 2019, and statements by midday the day before the meeting.

Mike Harries
Chief Executive

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Date of Publication:
Thursday, 24 January 2019

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 - 14

To confirm and sign the minutes of the meeting held on 13 November 2018.

4. **Public Participation**

(a) **Public Speaking**

(b) **Petitions**

5. **Confirmatory Hearing for Chief Constable**

15 - 78

To consider a report by the Police and Crime Commissioner.

6. **Budget and Precept 2019/20 and Medium Term Financial Forecasts 2019/20 to 2022/23**

79 - 130

To receive and consider the Police and Crime Commissioner's proposed budget and precept requirement for 2019/20 and to independently scrutinise its content to decide upon its appropriateness.

LUNCH BREAK

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

131 - 144

To receive an update of progress against the Police and Crime Plan Q3 2018/19. Each 'Pillar' of the Police and Crime Plan will be reviewed in turn, supported through a brief introduction from the PCC and the PCP 'Pillar Lead'.

- Pillar 1 – Protecting People at Risk and Harm (Cllr Kerby and Cllr Quayle)
- Pillar 2 - Working with our Communities (Cllr Iyengar and Cllr Davis)
- Pillar 3 – Supporting Victims, Witnesses and Reducing Reoffending (Cllr Pipe and Cllr Manuel)
- Pillar 4 – Transforming for the Future (Iain McVie)

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

Annex A – Drink/Drug related arrests at Road Traffic Collisions
Annex B – Finance Update (to follow)

8. Update from the PCP Training Day

145 - 152

To consider a report emerging from the discussions at the PCP Training Day, held on Friday 7 December 2018, summarising the Panels' decision not to pursue a specific review of frontline policing, but instead to continue to maintain an oversight of this through the Quarterly Monitoring Reports of the Police and Crime Plan.

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. Work Programme

153 - 158

To consider the Work Programme for the Panel.

11. Questions from Panel Members

To answer any questions received in writing by the Chief Executive by not later than 10.00am on Tuesday 29 January 2019.



Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Tuesday, 13 November 2018

Present:

Mike Short (Chairman) (Independent Member)
John Adams (Vice-Chairman) (Bournemouth 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) 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), Adam Harrold (Director of Operations, OPCC), Mark Taylor (Group Manager - Governance and Assurance) and Fiona King (Senior Democratic Services Officer).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Dorset Police and Crime Panel to be held on **Friday, 1 February 2019.**)

Apologies for Absence

38 An apology for absence was received from Mike Byatt, Weymouth and Portland Borough Council.

Code of Conduct

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

Minutes

40 The minutes of the meeting held on 27 September 2018 were confirmed and signed.

In respect of the Annual Report, the Chief Executive, OPCC advised that it was due to be finalised shortly and would be circulated to Panel members.

Public Participation

Public Speaking

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

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

Petitions

There were no petitions received at the meeting in accordance with the County Council's Petition Scheme.

Police and Crime Commissioner updates

42 The PCC updated members on the following areas of development, (the PCC's speech is attached as an Annexure to these minutes):-

Fallout of merger decision

The economic case had showed the merger to be the most effective way to deliver budgets. The 100 police officers for Dorset that the merger would have provided would now not happen. However, Dorset was not dependent on merger for future stability. The OPCC had budgeted as if it wouldn't happen and was now exploring many other collaborations i.e. the merger savings had not been included in the Medium Term Financial Plan. Dorset Police was now hosting the Regional Forensic Collection across the 5 forces in the south west and the Qlik Sense analytical tool was in the process of being adopted. Talks were ongoing with Hampshire about further collaborations. There had also been various discussions with Dorset and Wiltshire Fire and Rescue on a number of areas of potential collaboration with the aim to continue to try to save public money and achieve efficiencies.

Alliance

The PCC reassured the Panel that, despite the failure of the Merger, the Alliance was strong and that it would be actively continued. As a result of the collapse of the merger though some adjustments have had to be made. The merge team had now been disbanded and a decision had been made to not further align any more business areas for the time being. The Force would still have joint Chief Officer meetings fortnightly and other changes to local governance were also highlighted. There was now a clear need to recruit a permanent Chief Constable as the current Chief Constable had been appointed on a temporary basis pending the outcome of the merger. The post would be advertised shortly, interviews would be held in January 2019 and the Chairman of the Police and Crime Panel had been invited, and had accepted, to take part in the process in an observer capacity.

The PCC highlighted that the Force was now operating with 500 less officers which was the lowest number of officers since 1981. He advised that Policing could no longer do everything, and he was considering which services to stop to keep the Police going. However, he assured members that people would be kept safe.

He was awaiting the government's budget decision in December, but he had lobbied them for more funding. However, there was an expectation that PCCs should raise the precept to accommodate the huge increase in demand especially in relation to knife crime.

Following a question from the Chairman about the Police pensions issue in the national media, the Chief Finance Officer, OPCC advised that the burden which had previously been held centrally by the Treasury was gradually, over several years, being moved to the local employer. The costs were sensitive to the Office for Budget Responsibility (OBR) growth forecast, which had reduced at the last valuation having the impact of increasing the required employer contributions. It was believed that the Treasury would partially offset next year's increase, and it was highlighted by the OPCC that this was a National issue which affected everyone. The Panel noted that the National Police Chiefs Council (NPCC) were in the process of challenging the Government through the courts on this change to Police pension policy.

With regards to the cost of the merger process, the PCC advised that the merger process was not yet completely closed and a full release of information and figures would be made available shortly. He also noted that he was due to release all the paperwork under Freedom of Information (FOI) for the merger and this would be available on the Future Policing website. This information would be shared with the Panel at the point of publication.

Following a discussion about the Fire and Rescue Service attending non-injury accidents instead of the Police, the PCC advised that discussions were still ongoing between Chief Officers of both organisations. This was deemed a heavy demand on Police resources that could be better utilised. There were hundreds of non-injury accidents that Police attended as a matter of course but the Fire and Rescue Service could equally deal with them.

In respect of other work that the Police might not do in the future, the PCC advised that work was reasonably well advanced and the intention was for Dorset Police to report back to him in January 2019. The police were moving to a demand led model but there needed to be a clear understanding of the model in the first instance. Following a question about the Fire and Rescue Service being paid to attend such incidents, the PCC advised that this was part of the ongoing negotiations.

In response to a question from a member about the number of drink/drug related arrests at Road Traffic Incidents (RTI), and the number of police officers required to operate safely, the PCC undertook to provide this information outside of the meeting.

Staffing

The Chief Executive, OPCC advised members that the PCC had set a challenge for him to consider staffing at the OPCC. They had been carrying a number of vacancies for a couple of months, but these were now being addressed. He had looked at staffing in depth and a number of other factors and was now comfortable that the OPCC was staffed at the appropriate level, given the delivery objectives set out in the Police and Crime Plan and the PCC's list of commitments, which the PCC had accepted. He added that he would continue to keep staffing under a watchful review.

One member referred to the reductions in officers and possible further cuts in the future and yet the level of staffing in the OPCC remained the same. The Chief Executive responded that in this instance he was referring to existing budgets and not new budgets. At this precise moment in time with current budgets in a reasonable place it was appropriate. In the future it could be very different. He highlighted that Police budgets and the OPCC budgets were completely separated. He also confirmed that the second review of staffing for this year had been completed and would be reviewed on an ongoing basis.

Noted

Police and Crime Plan Monitoring Report - Quarter 2

43 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 Quarter 2 2018/19.

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

Pillar 1 – Protecting People at Risk and Harm – Cllr Andrew Kerby/Cllr Byron Quayle

Cllr Kerby made reference to his scrutiny review of the Disclosure and Barring Service (DBS) which he had launched prior to the last meeting of the Panel in September.

A few volunteers had come forward and preliminary reports were good. He was looking to contact external agencies to see what their experiences were. The PCC welcomed the 'mystery shopper' type approach and invited him to contact the Police for further help with examples of those DBS checks that might have slipped through the net. One member referred to the issue of different organisations wanting separate

DBS checks and the PCC highlighted the need for one system to be in place. However, this had been stopped by the Government as the costs were too high.

Reference was made to the number of recorded hate crime and recorded hate incidents given the report showed that hate crimes had increased by 10% but hate incidents had decreased by 26%. The PCC advised that there had been a focus on hate crimes and that the recording of incidents had improved. He added that this was one of the areas that the Government wanted to see an increase in reporting and it was encouraging that people were talking about it more and therefore reporting it more. One member felt it was positive to see an increase in the reporting of hate crime. The PCC expressed concern that disability hate crime was still under-reported and felt that this area needed to be investigated further.

Following some confusion over the rag ratings in the report, the Chief Executive, OPCC highlighted the importance of scrutiny and that this report focussed on the PCC's objectives as set out in his Plan, rather than the Chief Constable's performance in this particular area. The report aimed to give the Panel a flavour of where things were and in Dorset they were thankfully talking about relatively low numbers as Dorset remained a safe place to live and work. It was suggested that a deeper dive into hate crime could be undertaken to provide a better understanding.

Following a comment about knife crime, the PCC confirmed that at present Dorset did not have a charity focusing on knife crime.

Members discussed the stop and search practice and asked the PCC for his view. He made reference to the 3 different messages to the Police that had been received from 3 different Home Secretaries on stop and search and supported the current view as this did need to be done to keep people safe. He referred to the high number of black people that had been subject to stop and search in Dorset and advised that a report on this was due to be completed in January 2019.

One member asked for an indication if any of the searches had been unlawful in the recent review that had taken place. The PCC advised that there was a large report which had been drafted but he needed to get the Police to respond before circulating it further. He made reference to the Stop and Search scrutiny panel which had been reshaped considerably this year and was content for Panel leads to attend and observe.

Following a comment about the partnership working in the Multi Area Safeguarding Hub (MASH) being criticised, the PCC advised that all agencies had been criticised, apart from the Police. He had recently been talking to colleagues in local authorities and that in respect of Local Government Reorganisation (LGR) the focus was on being safe and legal by April 2019 but to look to improve safety and vulnerability in August 2019.

With regard to the effectiveness of the PCC's blog on county lines, the PCC advised that thousands had read it and he had received a good number of responses. The purpose of the blog was to raise awareness with partners.

Pillar 2 – Working with our Communities – Cllr Bernie Davis/Cllr Mohan Iyengar

Cllr Iyengar was concerned that the articulation shown in the rag ratings might not give the whole picture. The Group Manager, Governance and Assurance noted that the Panel had been working closely with the OPCC on the format of the quarterly reports and it was about getting the balance right to support effective scrutiny. As there was an ongoing and active role for the Panel in getting this right, more detail, understanding and reflections on this could be included at the Training day on 7 December 2018.

Cllr Iyengar made reference to the summer Drink Drive campaign and felt that the name and shame effect had been a positive deterrent. The PCC advised that this was a Police operational campaign and that he had challenged them about this. The challenge was initiated by reports to the OPCC that public exposure of Drink Drive offenders could lead to difficulties for those involved, particularly if those individuals were already managing poor mental health. There had to be a robust risk assessment around this as there was a very delicate balance to be sought. One member was pleased to hear that people were risk assessed before their name was made public and the PCC undertook to take this back to the Police and his Head of Media. As some members were in favour of the name and shame process and others expressed caution, Cllr Iyengar welcomed a Panel discussion on this in order to come to a collective view.

The PCC confirmed that the national guidance stated that if someone had been charged they could be named.

In respect of Neighbourhood Policing engagement contract timings, the Director of Operations, OPCC advised that a self-assessment was being produced and was due to be signed off by the end of the year, the OPCC would have sight of this in January 2019.

Cllr Iyengar felt that with regards to his Pillar 'working with our communities', in order to keep the idea of the pillars going there was a need to look to sharpen them up to ensure clear segmentation of the issues. It was agreed to look at this as part of the training session in December.

Following a question about the Business Crime Strategy, the Chief Executive, OPCC advised that work had been ongoing to try to align this with Devon and Cornwall, but it had now been decided that this objective would no longer be pursued.

Pillar 3- Supporting Victims, Witnesses and Reducing Reoffending – Cllr Barbara Manuel/Cllr Bill Pipe

Cllr Pipe made reference to the staff recruited for the Complainant Advocate Project and highlighted the problem of the double/triple booking of court rooms, especially in Weymouth. The PCC advised that there had been a significant improvement in this area and undertook to report back to members about performance in Bournemouth as Weymouth had now improved.

Following a comment about victim satisfaction and whether there were any particular issues in this area, the PCC advised that the data came from surveys carried out with a number of victims. This was an ongoing challenge but with a constant focus there had been some improvement.

In response to a question about tagging of criminals, the PCC advised that there were 2 types of tagging and that Government tagging been contentious for several years. This commitment was red in the report as he wanted to expand the tagging of offenders in Dorset and as yet the new tags had not yet been procured.

In respect of the Restorative Dorset event scheduled for 22 November 2018, the Director of Operations, OPCC confirmed this event was to celebrate the hub and there would be speakers from the Police and several other agencies. Further details would be circulated to Cllr Pipe outside of the meeting.

Pillar 4 – Transforming for the Future – Iain McVie

Iain McVie advised members he was due to attend a meeting in January which would be looking at spotlight scrutiny on court schemes and he also highlighted the PCC's

funding of £263k for the Weymouth CCTV regeneration programme. Mr McVie felt the contact he had with Jason Mumford at the OPCC alerted him to any significant changes to the ratings within his pillar.

Cllr Russell made reference to a 101 meeting (Customer Service Improvement Panel) he had attended in October where a good presentation had been received along with a useful update on neighbourhood engagement.

Members asked the following questions and received the attached responses:-

1. Can the Chief Finance Officer for the OPCC set out the detail of the disposals (capital receipts) that have taken longer than assumed and the reasons for the delay? and also outline the impact of these delays on the capital programme?

The delay related to 2 disposals: The former Christchurch Police station and Wimborne Police station. Both are complex in terms of working with multiple parties and subject to the planning process which has added to the time taken to achieve completion of sales. Christchurch has required a supplemental agreement (to be signed by 5 parties) to allow a replacement planning application. In the case of Wimborne the sale is being progressed jointly with Dorset County Council who are the freeholder (Dorset Police are the leaseholder) and the sale is subject to planning with the potential purchasers seeking pre-application discussions with the Council prior to entering into the contract for sale.

The impact of the delays has had the effect of reducing the forecast year-end balance on the Capital Receipts reserve (although it should be remembered that the assets are still held on the Balance Sheet i.e. there is no loss value as a consequence of delay – liquidity is affected which in turn impacts on the ability to spend the receipt for other capital spend). Offsetting the impact of delayed receipts is a forecast that capital expenditure in 2018/19 will be lower than budgeted.

In summary the slippage in the timing of receipts is partially offset by slippage in expenditure.

2. From the analysis of the revenue budget it can be established that the Chief Constable is forecasting to spend £1.1m more than budgeted on overheads in 2018/19.
 - Is it possible to obtain a more complete understanding as to the nature of these costs and why they are predicted to be 17.6% (£5M) higher than the original budget?

Taking the question on the change from the Original Budget first – there has been an adjustment of £4m increase to the Overhead expenditure budget which is equally matched by an increase to the income budget. This relates to an alignment of the Private Finance Initiative (PFI) budget to the financial accounting format which requires the grant to be shown as income as opposed to being netted off expenditure. This has arisen because both the annual accounts and the budget is now prepared by the Alliance Finance Team.

In relation to the £1.1m variance this is spread across a number of areas and in part is a reflection of some of the underspending in staffing costs. For example there is an increased use of the IT managed service contract as a result of difficulty to fill vacancies in the IT department, and there are high regional collaboration costs as we continue to develop working in partnership. The Resource Control Board is monitoring the detailed variations in overheads.

3. Recognising that the Chief Constable has briefed the Panel on police overtime before, can the Police and Crime Commissioner provide an update on the changes that have been implemented in-year to reduce Police Officer overtime?

The changes are, of course, all operational and therefore not necessarily a matter for me. From a governance perspective there are two boards where police use of overtime is scrutinised – firstly the People Board, attended by my Chief Executive, receives quarterly performance data on the workforce that highlights any exceptions. More importantly though the Resource Control Board, chaired by the Chief and attended by my Treasurer and I, receive a more detailed overview of overtime, with respect to the use of allocated budgets.

Following on from my recent PCC challenge into overtime, and the ongoing pressures on budgets, both the Chief and I continue to keep a close watch to ensure the changes implemented throughout the force have embedded and are having the desired effect. The Chair also requested that Occupational Health be taken into consideration across the Force by the PCC due to the overtime burden.

Resolved

1. That the rag ratings in the report be explored further at the Panel's training day scheduled for 7 December 2018.
2. That the PCC would look again at the hate crime/incidents figures.
3. That the Panel would have a discussion on naming and shaming, in respect of drink driving offences, in order to come to a collective view.
4. That the PCC would report to members about the booking of court rooms in Bournemouth as Weymouth had significantly improved.
5. That further details of the Restorative Dorset event on 22 November 2018 be sent to Cllr Pipe.

Precept 2018/19 - Update on the use of monies identified for targeted activity

- 44 The Panel considered a report by the Chief Finance Officer, OPCC which provided an update in relation to the Panel's endorsement of the 2018/19 council tax increase of £12 per annum for a Band D property in order for members to assess the impact and effect achieved through the application of these funds.

Members asked the following questions:-

1. (Para 2.2) - Whilst acknowledging that these events maybe being co-ordinated at the national level:
 - o What action is being taken at the local level in order to assure the Dorset tax payer that the raise in precept 18/19, and the proposed 19/20 rise, meets the 2018 Central Govt directive on:
 - i. Improved efficiency and increased productivity, making better use of the money held?
 - ii. Smarter Procurement?
 - iii. Improving productivity?

The PCC advised that he had tried to address all 3 areas and was working hard to secure smarter procurement. There was a move to a demand model locally in policing.

2. (Para 2.3) - What changes are being proposed for the Reserves Strategy?

The draft Reserves Strategy has been updated with only minor presentational changes plus the inclusion of an additional table to show the analysis of reserves as required by the Home Office guidance. No significant changes are being proposed and the Policy Statement is unchanged from 2018. The

final Reserves Strategy and an updated budget risk assessment will be part of the budget papers presented in February 2019.

3. In terms of the other bullet points contained in the '2018/19 precept letter' from the Panel to the PCC:

- What specific action has been taken on:
 - a. Continuing a specific focus on securing the Strategic Alliance savings in order to deliver the Medium Term Financial Plan (MTFP); with contingency plans in place should these not materialise?
 - b. Developing the support work to demonstrate value for money through investment on key areas in the Police and Crime Plan (e.g. visibility of metrics, benchmarking, return on investment etc.)?
 - c. Developing the cost of the "police demand model" in order to inform the future budget debate?

- a. *Alliance savings continue to be under considerable scrutiny. However, it is fair to acknowledge that we are in limbo between decisions having been made on the basis of progressing with a merger, and waiting for the next Alliance Exec Board where those decisions can be reviewed in light of the current position. For example, members received a presentation at the June meeting that highlighted the interaction between the alliance and merger programmes – and noted that the four corporations sole had determined which elements of the Alliance programme should continue as planned, which should be paused, and which should be moved into the merger programme (pending future decisions). Post merger decision, those have yet to be formally reviewed.*

At the same time, Dorset has taken the decision to remove some alliance savings from the current MTFS – namely criminal justice, victims/witnesses, estates and contact management and communications, given the likelihood of those savings being realised within the current MTFS are minimal. This is prudent, and will allow the business better visibility of the challenge ahead.

The contingency plans are straightforward, albeit sub-optimal, in that they largely involve the removal of some discretionary growth areas from the current MTFS, a further pressure on establishment numbers (particularly continuing to hold over a number of police staff vacancies) or relying on a precept increase.

- b. *Notwithstanding the discussion here today, the visibility of delivery against the police and crime plan has improved significantly over the past 12 months, and of course we will continue to work with the Panel to further improve the product.*

With the FMS also being piloted this year, opportunities have been taken to ensure better alignment of the forces and OPCC's reporting procedures – in this case through the auspices of the SPB. This dual focus on both force and OPCC delivery will enable a shared approach to PCC and Chief Constable aims and objectives right across both organisations, and ensure as efficient and effective a process as possible.

Similarly, with respect to the OPCC commissioning budget, steps are now being taken to ensure the stronger alignment of commissioning objectives the THR matrix that policing uses to assess priorities. This will enable OPCC to prioritise against demand areas, hopefully providing support to policing in those most critical delivery areas – such as missing people, and wider vulnerabilities such as mental health, drugs and alcohol. This will also include a focus on areas such as county lines and violent crime, particularly through a prevention and early intervention focus – again delivering a better return on investment than would be

achievable by spending against crisis care.

- c. *Members have heard from Supt Lyne about the demand work the force is undertaking, this will cost demand – albeit in terms of police officer time spent, rather than financially.*

Nationally, work has been undertaken as part of the spending review and the HO-led frontline review to set out the current levels of police demand, with a view to putting the case for further funding to HMT. Given the outcome of the recent budget, members will appreciate that work was unsuccessful in its endeavours.

Therefore, the Policing Minister and the Home Sec are now taking a different stance, and want to make a ‘more for more’ argument – i.e. if there is more investment in policing, then we can invest more in preventative and early intervention capability and try and turn off the demand.

Therefore, there is both work underway at the local and the national level to consider and cost demand, both of which will be reporting shortly. It is also worthwhile mentioning a couple of factors:

- *HMICFRS has set out broad areas for forces to consider as part of the FMS process – this is less about quantifying demand, and more about assess the force’s ability to meet the demand – so called security of supply*
- *HO has majored on productivity and efficiency as its key factors. Whilst we are yet to receive clear advice about how we should assess our productivity or efficiency - we continue to tackle this issue locally, but this does mean that we still do not have an easy way to compare or contrast our demand with that of other forces.*

Following the Chief Executive’s response members offered the following comments:-

- With regards to Prevention, it was highlighted there should be more regard from partners who withdrew services; i.e. Local Authorities, that resulted in the Police having to step in;
 - With reference to any Home Office bid to the Treasury, could the Panel lend any support to confirm that prevention was better than any cure;
 - The cost of the demand model in order to measure the demand cost in relation to the funding meeting the requirements;
 - In respect of the national pictures of what good looks like could this be replicated, the PCC noted that they could have initiatives that could apply to anyone which could be a nationally led process;
 - Following a raft of press releases, a member asked if they could be alerted in advance in order to advise their residents. The PCC noted that he had advised the Panel earlier in the meeting prior to the releases going out to the public.
4. Is it possible for the PCC to include the key headlines, learning and actions included in the latest HMICFRS Value for Money profiles to the Dorset Police and Crime Panel for their informal Finance Briefing on 10th January 2019?

The PCC undertook to provide members with this information at their training day on 7 December 2018.

Noted

Complaints Management - OPCC update

45 The Panel considered a report by the Chief Executive, OPCC which provided an

update on complaints management following the Home Office's recent confirmation that anticipated reforms to the complaints system would be delayed.

One member highlighted that in respect of Model A – Mandatory, the Panel needed to be aware that this was highly likely to result in more complaints against the PCC.

To date the draft regulations had been sent to the Chief Constable's but as yet no guidance had been given.

Following a question about super complaints, the Director of Operations, OPCC noted that the Chief Constable and PCC would be informed if one was received. Although the PCP would not be part of this process members would be updated on the process. The PCC suggested the Panel could appoint a Pillar Lead for complaints.

Resolved

1. That the OPCC would provide a further update for members when a final decision was made about the local implementation of the Alliance Customer Service Team.
2. That the Panel would consider a formal Panel Lead for complaints.

Work Programme

- 46 The Panel considered its Work Programme and noted the items to be considered for their next meeting on Friday 1 February 2019.

The Group Manager, Governance and Assurance advised members that work was ongoing to try to realign some of the dates for meetings next year to be more in line with quarterly reporting.

Members were reminded of the Training Day scheduled for 7 December 2018 and noted that a draft agenda would be available shortly.

Resolved

That the work programme be updated accordingly.

Complaints Update

- 47 The Group Manager – Governance and Assurance advised members that no new complaints about the PCC had been received. However, one further complaint relating to a previous topic, the 'Lush: paid to lie campaign' had been received, which was being dealt with by the Monitoring Officer, OPCC.

Noted

Questions from Panel Members

- 48 There were no questions by members of the Panel.

Meeting Duration: 10.00 am - 1.10 pm



AGENDA NO: 5

POLICE AND CRIME PANEL - 1 FEBRUARY 2019

APPOINTMENT OF CHIEF CONSTABLE

PURPOSE OF THE REPORT

To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Dorset Police, and to seek confirmation of this proposed appointment, as required by the Police Reform and Social Responsibility Act 2011.

1. INTRODUCTION

1.1 Temporary Chief Constable James Vaughan QPM is the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Chief Constable for Dorset Police.

1.2 The Police Reform and Social Responsibility Act 2011 (PRSRA 2011) sets out a range of information that must be supplied by the PCC to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):

- the name of the person whom the PCC is proposing to appoint ("the candidate") [given in section 1, Introduction];
- the criteria used to assess the suitability of the candidate for the appointment [given in section 4, Criteria];
- why the candidate satisfies those criteria [given in section 5, Assessment]; and
- the terms and conditions on which the candidate is to be appointed [given in Appendix A].

1.3 Following this, the Police and Crime Panel must review this information and make a report to the PCC on the proposed appointment. The Police and Crime Panel has the power to veto the appointment.

2. BACKGROUND

2.1 In the unique circumstances following the announcement by the Chief Constables of Dorset Police and of Devon & Cornwall Police to explore further collaborative working, including the option of a full merger, there was a possibility that Dorset Police might not exist as a legal entity post May 2020.

2.2 Therefore, following the planned retirement of Chief Constable Debbie Simpson QPM on 6 April 2018, the PCC deemed it appropriate to appoint a Temporary Chief Constable for Dorset Police, for an extended period, until the potential outcome of the alliance/merger development work became clear.

2.3 Following a decision on the merger being taken in October 2018, a full, open recruitment process was undertaken, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for the appointment of chief officers to identify a substantial Chief Constable for Dorset Police.

2.4 As was expected, and as has been the case with the vast majority of Chief Constable appointments in recent years, the campaign resulted in a similarly low number of applications; in this case one.

3. PROCESS

3.1 The vacancy was advertised locally (PCC website) and nationally (Association of PCCs website) as per best practice. Feedback received confirmed that the national chief officer cohort knew about the vacancy.

3.2 The shortlisting and interview panel was arranged. Given the Chief Constable is a significant role, this panel was specifically designed to include a range of participants whom represented areas which had an impact on the delivery of policing services, as follows (area of specialism in brackets):

- Helen Donnellan - Chair, Independent Audit Committee (finance);
- Sarah Elliott - Independent Chair, Bournemouth, Poole and Dorset Local Safeguarding Children Boards (safeguarding and vulnerability);
- Matt Prosser - Chief Executive Designate, Dorset Council (partnerships); and
- Martyn Underhill - Dorset PCC (crime and policing), and panel Chair.

In addition, the panel would be advised by Simon Bullock (Chief Executive, Dorset OPCC) and observed by Mike Short (Chair, Dorset Police and Crime Panel), both of whom attended and observed the shortlisting and interview.

3.3 Collectively, the panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member, nor either of the observers, had any conflict that necessitated declaration.

3.4 Relevant national guidance requires at least one of the panel to be an independent member. A key role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example to challenge and test that the candidate meets the necessary requirements to perform the role).

3.5 Matt Prosser agreed to act as the independent member of the panel, and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix E).

3.6 A comprehensive information pack for candidates was produced, and all the supporting information reviewed and revised. This included the terms and conditions of the appointment being confirmed by the Alliance Legal Services department, and the assessment criteria being reviewed by the College of Policing.

3.7 The shortlisting and interview panel received training on the Chief Constable appointment process, delivered by the College of Policing, ahead of the shortlisting process. The purpose of this training was for the panel to:

- gain a shared understanding of the assessment criteria;
- discuss and agree what effective and ineffective performance looks like; and

- understand the principles of fair and merit based assessments and how to apply this consistently.

Mel Hill, Higher Psychologist, who wrote the College of Policing document 'Guidance for the Appointment of Chief Officers', delivered this training.

4. CRITERIA

- 4.1 The selection criteria used to assess the suitability of candidates at both the shortlisting and interview stage is summarised below:

Competency / Behaviour
<p>Strategic perspective Looks at issues with a broad view to achieve the organisation's goals. Creates a vision for the future and a strategy for how it can be achieved. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies.</p>
<p>Negotiation and influencing Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p>
<p>Maximising potential Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.</p>
<p>Respect for diversity Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.</p>
<p>Community and customer focus Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.</p>
<p>Resilience Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.</p>
<p>Managing the organisation Leads the development, implementation, monitoring and review of change programmes.</p>
<p>Managing and developing people Monitors and maintains standards of professional conduct within own organisation in consultation with the Police Authority, stakeholders and chief officer colleagues. Develops and implements effective systems to enhance standards and increase customer confidence.</p>
<p>Community Safety Manages partnership arrangements which address community and agency needs and contribute to the reduction of crime and disorder.</p>

<p>Police Operations Evaluates, authorises and reviews proposed operations ensuring that they are ethical, comply with legislation, policy and procedures and meet best practice.</p>
<p>Marketing and communication Determines and implements a strategy for dealing with the media during major enquires and incidents.</p>
<p>Personal responsibility Assumes overall command of a pre-planned or emerging incident, determining and communicating the strategy for the policing and effective joint agency management of the incident. Ensures that adequate resources are available and appropriate police action is taken to achieve the objectives set.</p>

- 4.2 The selection criteria were provided to the panel beforehand, and during the training session each one was discussed in detail. The criteria themselves reflect the national Competency and Values Framework recommended by the College of Policing to ensure that candidates demonstrate the key competencies required at the Chief Constable level.
- 4.3 The application form was designed to pose a single question in relation to each of the 12 competencies, but allow candidates the opportunity to provide evidence of suitability, skills, experience, and relevant continuing professional development. Candidates were required to provide a reference for each response to ensure a robust and accurate process.
- 4.4 Candidates not currently working at the Chief Constable level, whether on a substantive or temporary basis, were additionally required to ask their existing Chief Constable to complete an assessment of their suitability for the rank.
- 4.5 The interview followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each one of the assessment criteria. During the training, panel members highlighted a number of areas for further examination, and these areas were worked into the interview questions, ensuring the full remit of each criterion was tested.
- 4.6 Throughout the interview process each panel member was free to challenge the candidate. Each member took extensive notes, and at the end of the process these were used to assist determining the performance and suitability of the candidate.
- 4.7 This detailed and rigorous process resulted in a unanimous decision to recommend that James Vaughan be appointed.

5. ASSESSMENT

- 5.1 In the first instance, the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide-ranging law enforcement experience.
- 5.2 The candidate was scored at both the shortlist and the interview stage against the following scale:

- A. The applicant has provided **convincing evidence** which you can support of an **outstanding** ability to perform this competency in the rank and role being applied for and across the range of activities set out in the job profile.
 - B. The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to a **high standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 - C. The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 - D. The applicant has provided **some evidence** which you can support of an ability to perform some of this competency area to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 - E. The applicant has provided **some evidence** that relates to this competency area but it **does not show that they could perform this competency to the required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- 5.3 The panel agreed its minimum expectations beforehand. It was confirmed that the candidate's responses to each assessment criteria must achieve a moderated score of at least 'C' (i.e. meets required standard). However, given the high expectation of this role, the panel agreed it would be desirable for the candidate to score a minimum of 'B' against each assessment criteria.
- 5.4 The candidate, James Vaughan, scored highly at the shortlisting phase, and it was the consensus of the panel that he be invited for interview. A single point of feedback on his application was provided to Mr Vaughan post shortlisting.
- 5.5 At interview, Mr Vaughan demonstrated the breadth of his policing experience, leadership, and ability to command a force and engage at the highest levels with local, regional and national stakeholders. It was the unanimous view of the panel that he held the skills, abilities and qualities required to lead Dorset Police.
- 5.6 Mr Vaughan began his career in Wiltshire, in 1992, in various uniform and detective roles. On promotion he served as a Detective Sergeant and Detective Inspector up to 2005, when he joined the High Potential Development Scheme. As a Chief Inspector he undertook the role of staff officer to the Chief Constable and later led the centralisation of roads policing within the Operations Division.

Promoted to Detective Superintendent in 2007, Mr Vaughan led Wiltshire's response to major, serious and organised crime and delivered significant capability development, whilst leading and managing numerous murders and other major crime investigations. Upon promotion to Chief Superintendent, he led the development of Citizen Focused Policing, Partnerships and Safer Neighbourhoods across Wiltshire and was later the Head of Criminal Investigation.

In 2011, Mr Vaughan successfully completed the Strategic Command Course, and joined Dorset Police as Assistant Chief Constable in May 2012. Following promotion to Deputy Chief Constable in 2013, he led on strategic change, planning, performance, professional standards, people and community focus, and media and communication.

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

In February 2017, Mr Vaughan was appointed Deputy Chief Constable (Chief Operating Officer) for the Dorset, Devon and Cornwall Strategic Alliance. In April 2018, he was appointed Temporary Chief Constable for Dorset. He holds a Masters Degree in Criminology and Police Management. His service was recognised in the 2019 Honours when he was awarded the Queen's Police Medal.

6. TERMS AND CONDITIONS OF APPOINTMENT

6.1 The terms and conditions on which the candidate is to be appointed are given in the candidate information pack (Appendix A). To aid scrutiny, these terms and conditions have been revised, as follows, since last presented to the Police and Crime Panel:

- Salary updated to September 2018 figure, following police pay award;
- Provision of a 'cash alternative' should the postholder seek to provide his own car for private and business use, in line with updated Alliance policy;
- Chief Police Officers Staff Association (CPOSA) membership and insurance cost now met by OPCC;
- Inclusion of reasonableness clause in relocation expenses;
- Appointment for a fixed term (date updated).

7. RELEVANT INFORMATION

7.1 Members are reminded that a confirmation hearing was held in respect of Mr Vaughan's appointment as Temporary Chief Constable exactly one year ago.

7.2 Whilst there was no requirement for that previous confirmation hearing, an extraordinary and voluntary process was undertaken to allow the Police and Crime Panel the opportunity for scrutiny, and to provide transparency to the public.

8. LIST OF APPENDICES

- A. Candidate Information Pack (incorporating role profile, terms and conditions of appointment, and an overview of the selection process)
- B. Application Form (including monitoring information)
- C. Assessment Criteria
- D. Candidate Assessment (for applicants not yet at Chief Constable level).
- E. Independent Member report

SIMON BULLOCK CHIEF EXECUTIVE

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

Media Enquiries to: Sue Bloss, Head of Communications and Engagement (01202) 222405/229092

INFORMATION PACK FOR THE POSITION OF CHIEF CONSTABLE





Dear Applicant

Thank you for your interest in becoming the Chief Constable of Dorset.

Dorset is one of the highest performing police services in the UK and is rated 'good' overall by HMICFRS. We have the twelfth lowest crime rate in England and Wales, supported by very good and consistent levels of public confidence.

Despite this, I am cognisant of the present and future challenges and wish to appoint a Chief Constable who shares my full commitment to continuously improving our policing service, and who recognises that policing is at its most effective when the community and the police work together.

As Police and Crime Commissioner, I have the privilege of being the representative voice of Dorset residents, and they deserve an exceptional and proven leader who will build on past successes, deliver the priorities as set out in my Police and Crime Plan, and drive the Force towards being 'outstanding'.

From me, you will have a partner who will provide challenge, direction and support without bleeding into operational matters. Together we can tackle some of the complex and high harm issues impacting policing, developing further a shared culture of innovation and transformation, not only across our respective teams, but across the wider partnership landscape.

If you share this ambition, and desire to lead a well-regarded and high-performing force then I encourage you to speak with my Chief Executive, Simon Bullock, in the first instance on simon.bullock@dorset.pnn.police.uk or 01202 229082.

I hope that this information pack is useful in supporting your application, and I look forward to receiving your application by 4th January 2019.

A handwritten signature in black ink, which appears to read 'Martyn Underhill'. The signature is fluid and cursive, with a small horizontal line at the end.

Martyn Underhill

Police and Crime Commissioner for Dorset

ROLE PROFILE

POST TITLE:

Chief Constable

LOCATION:

Police Headquarters, Winfrith

ACCOUNTABLE TO:

Police and Crime Commissioner

FUNCTION:

The Chief Constable is responsible for the direction and control of Dorset Police

CORE RESPONSIBILITIES:

- Managing the Organisation
- Managing and Developing People
- Community Safety
- Police Operations
- Marketing and Communications
- Investigations
- Personal Responsibility

CORE BEHAVIOURAL AREAS:

- Leadership
- Working with Others
- Achieving Results

ROLE SUMMARY

- To make Dorset safer; and to make Dorset feel safer
- To uphold the Force values and behaviours
- To lead the strategic management of the Force, including the Policing Vision
- To undertake a leading role in the corporate and strategic development of the Force to ensure productivity, value for money and organisational effectiveness
- To undertake a key role in promoting strategies that ensure a customer focused service and high levels of public confidence
- To ensure the Force has effective engagement and communication with the public
- To promote equality, diversity and human rights in the Force's working practices and in the provision of policing services
- To promote the highest levels of professional conduct in the Force
- To oversee the development, implementation and review of Force policies and strategies
- To lead and command operational incidents and events as necessary
- To act as Force Gold Commander, participating in the Chief Officer on-call rota
- To act as Force media spokesperson where appropriate
- To represent the Force's interests at a local, regional and national level
- To undertake regional and national responsibilities as part of NPCC portfolios as required
- To contribute to the professional development of key members of staff
- To provide professional advice to the Police and Crime Commissioner so that he/she remains informed and is able to fulfil his/her functions
- To undertake such other tasks, commensurate with rank of Chief Constable as the Police and Crime Commissioner shall specify

QUALIFICATIONS, SKILLS AND EXPERIENCE REQUIRED

- Held rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force (or have held on of the designated roles if appointed from overseas)
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course
- Authorising Officer Training
- Wide-ranging law enforcement experience
- Experience of operating at a strategic level to manage and develop the organisation
- Experience of leadership across a range of operational and organisational policing functions
- Relevant operational experience with evidence of the effective management of critical and major incidents
- Evidence of drive and the ability to deliver high levels of performance
- Evidence of a commitment to community and customer focus at a senior leadership level
- Effective change management experience
- Evidence of continuing professional and personal development



COMPETENCY, VALUES AND BEHAVIOURS PROFILE

The post demands a balanced mix of competencies which are drawn upon in a variety of combinations according to circumstances.

These will need to be exercised at a consistently high level to enable the postholder to achieve results. The Police and Crime Commissioner has adopted the following competency requirements, which are based on the force values and behaviours:

- Strategic Perspective
- Community and Customer Focus
- Openness to Change
- Effective Communication
- Negotiation and Influencing
- Problem Solving
- Maximising Potential
- Planning and Organising
- Respect for Diversity
- Personal Responsibility
- Team Working
- Resilience



KEY ACTIVITIES AND PERFORMANCE INDICATORS

The postholder will have the following core responsibilities and be expected to effectively deliver the associated key activities:

- Managing the Organisation
- Managing and Developing People
- Community Safety
- Police Operations
- Investigation
- Marketing and Communications
- Personal Responsibility

COMMUNICATIONS AND WORKING RELATIONSHIPS

- Chief Officers
- Other police officers and police staff at all levels, special constables and volunteers
- Police and Crime Commissioner and officers of the OPCC
- Home Office, HMICFRS, partnerships with local authorities, criminal justice agencies and other partners, the private sector, special interest groups, voluntary organisations
- Regional and national NPCC committees and other working groups
- Members of the public and community groups and representatives
- Staff Association and Trade Union representatives

TERMS OF APPOINTMENT AND MAIN CONDITIONS OF SERVICE

Police Acts, Police Regulations and Determinations

- 1.1 The appointment of Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations, and any other relevant legislation, and will be subject to a Confirmation Hearing by the Dorset Police and Crime Panel.

Qualifications

- 1.2 Candidates must be police officers, with suitable qualifications.

Salary

- 1.3 The annual salary grade for the post is £156,958 per annum, in accordance with the Police Negotiating Board agreement on pay and conditions of chief police officers and subject to a Confirmation Hearing. Within the discretion available to the Police and Crime Commissioner, the salary offered incorporates a 10% variation above the relevant chief constable salary spot rate for which the relevant determinations are awaited. Salary is paid on the last working day of each month.

Working Location

- 1.4 The majority of work will be carried out from Force Headquarters, Winfrith. However, the nature of the role will also require travel throughout Dorset, the south west region and nationally. This may on occasions include periods of time spent working at other locations around the country.

Working Hours

- 1.5 The post holder will be contracted to work 40 hours per week. However, the postholder will have responsibility for representing the service and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. The role will require evening and weekend working including attending meetings and events when required. There is a requirement to be contactable 24 hours per day when acting as the designated Chief Police Officer.

Holiday

- 1.6 The postholder is entitled to leave in accordance with Police Regulations.

Benefits

- 1.7 All Chief Officers with Dorset Police contracts are entitled to a Force provided car for business and personal use where the capital cost of the car to the Force does not exceed £33,500. The capital cost is reviewed annually. The Chief Officer Scheme also provides for a non-pensionable 'cash alternative' of £7,500 should the Chief Officer provide and use their own car for private and business use. In such cases, the individual would become responsible for all costs associated with the provision and use of the vehicle with the exception of fuel for business mileage which would be reimbursed at the HMRC fuel only rates.
- 1.8 The Office of the Police and Crime Commissioner will meet the cost of NPCC membership fees, and the individual member's fees of CPOSA and the cost of the annual legal protection insurance cover provided by CPOSA.

- 1.9 A Health Check is provided to Chief Officers annually for those over 50 and biennially for those under 50. There is also access to the services of a consultant clinical psychologist.

Housing Allowance

- 1.10 A Replacement Allowance will be payable in accordance with Police Regulations.

Removal/Relocation Expenses

- 1.11 The Office of the Police and Crime Commissioner will pay removal/relocation expenses in accordance with Regulation 35, provided this meets an expectation of reasonableness.
- 1.12 Payment is dependent on the accommodation to which the officer is moving being within the County of Dorset or, provided the prior consent of the Police and Crime Commissioner has been given, outside the County but within a reasonable commuting distance of Dorset Police Headquarters.

Superannuation

- 1.13 Superannuation contributions will be deducted at the rate specified in the Police Pension Regulations.

Pre-employment Checks

- 1.14 Any conditional offer of employment will be subject to successful completion of various pre-employment checks including a medical assessment, security and reference checks. These must all be deemed as satisfactory by Dorset Police. A formal offer of appointment will not be made until **all** of the above pre-employment checks are satisfactorily completed.

Whole-time Service

- 1.15 The successful candidate will be required to devote his/her whole-time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment or undertake a business interest without the prior written consent of the Police and Crime Commissioner.

Term of Appointment

- 1.16 The successful candidate will take up the appointment for a fixed term, to a date exactly one year after the Police and Crime Commissioner elections currently scheduled for 7 May 2020. Any extension(s) to that term shall require the approval of the Police and Crime Commissioner.

Period of Notice

- 1.17 The appointment is subject to 3 months' written notice or such shorter notice as may be accepted by the Police and Crime Commissioner.

Smoking at Work

- 1.18 A no smoking policy is in operation in all offices and other areas of Force premises.

SELECTION PROCESS

The process of selecting a Chief Constable will be carried out in accordance with the College of Policing guidance on the appointment of Chief Officers.

Completed application forms should be sent by email to pcc@dorset.pnn.police.uk by 5pm on Friday 4th January.

The Appointment Panel will be chaired by the Police and Crime Commissioner, will include an independent member, and will be as follows (area of focus in brackets):

- Police and Crime Commissioner, Dorset (policing and crime);
- Chief Executive Designate, Dorset Council (partnerships);
- Independent Chair, Bournemouth, Poole and Dorset Local Safeguarding Children Boards (vulnerability, safeguarding); and
- Chair, Independent Audit Committee (finance).

In addition, the Chief Executive to the Police and Crime Commissioner, supported by the College of Policing, will advise the Panel.

The Chair of the Dorset Police and Crime Panel will attend the shortlisting and interview phase in an observer capacity.

SELECTION DATES

14 December 2018	Recruitment opens
4 January 2019	Recruitment closes
11 January 2019	Shortlisting
18 January 2019	Interviews and Assessments
1 February 2019	Police and Crime Panel Confirmation Hearing

ABOUT DORSET

Dorset is a beautiful county in the south of England bordering Wiltshire, Hampshire, Devon and Somerset. The county town is Dorchester but other notable towns include the holiday resorts of Bournemouth, Poole, Lyme Regis, Swanage and Weymouth (venue of the 2012 Olympic sailing events).

Living in Dorset ranges from the traditional and tranquil to the modern and urban. By rail, London is just two hours away; by sea, France is a short hop across the Channel; and Bournemouth International Airport also offers flights all over the globe.

It is very rural and over half the county has been designated an Area of Outstanding Natural Beauty.

Dorset contains a large section of the Jurassic Coast – a World Heritage site and haven for fossil collectors. This section of coastline is home to the striking landmarks of Durdle Door, Lulworth Cove, Old Harry Rocks, the Isle of Portland and Chesil Beach.

The area also offers fantastic food and drink and a thriving music and arts scene. Dorset is a county that has something for everyone.





POLICE AND CRIME COMMISSIONER FOR DORSET

Force Headquarters

Winfrith

Dorchester

Dorset

DT2 8DZ

CHIEF CONSTABLE

COMPETENCY BASED

SELF-ASSESSMENT

APPLICATION FORM

***Private and Confidential
once completed***

INSTRUCTIONS FOR COMPLETION

Applicants are strongly advised to read all the material provided, including the information pack and the current strategic priorities set out in the Police and Crime Plan.

- (a) The form should be completed in blue/black ink or type-face. No attempt should be made to redesign the form.
- (b) Answers must be restricted to the space provided on the form and this applies whether the form is being completed manually or electronically. Additional pages are not permitted. Furthermore, in each section of **Part Three** of the application, the applicant's responses **must not exceed 400 words**.
- (c) Applicants are required to complete all sections of the form.
- (d) It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement/experience** and actions. The evidence you present must be from within the **last three years**. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area or job related experience being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Force.
- (e) For each competency in **Part Three**, where you have provided evidence and examples relevant to the specified competencies and job related experience, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. This person must be a Chief Officer at the time of the example you have presented. A current contact number for this person must also be provided. As part of the assessment process this person may be contacted to verify the accuracy of the information you have provided about your actions and subsequent outcomes.
- (f) Applicants are required to sign and date the declaration at **Part Four** and it is their responsibility to ensure the Application Form and the Monitoring questionnaire at **Part Five** are completed and returned.
- (g) A copy of the Chief Constable Assessment template is included separately in the recruitment pack. Candidates are expected to speak with their Chief Constable and request that they complete the report before the closing date. The Chief Constable Report and this application form should then be submitted together. If this is not possible due to circumstances beyond the applicant's control, they should alert the Chief Executive as soon as the issue arises. Candidates already currently at the rank of Chief Constable, whether on a substantive or a temporary basis, are not required to submit this assessment.
- (h) It is the applicant's responsibility to ensure that this form (with the Monitoring questionnaire) is returned by 5pm on Friday 4th January 2019 to pcc@dorset.pnn.police.uk. Applications by post are acceptable, and should be sent by the same time to Police and Crime Commissioner, Force Headquarters, Winfrith, Dorchester, Dorset DT2 8DZ.

PART ONE: PERSONAL DETAILS

Last Name:

First Name(s):

.....

Police Force:

Current Role Title:

.....

Date of:

Birth

Joining

Promotion to Sergeant

Promotion to Inspector

Promotion to Chief Inspector

Promotion to Supt

Promotion to Chief Supt

Promotion to ACC

Promotion to DCC (if applicable)

Home Address:

Work Address:

.....

Postcode:

Postcode:.....

Home Telephone Number:

Work Telephone Number:

.....

Mobile Telephone Number:

.....

PART TWO: CAREER HISTORY

Please provide details of your three most recent posts.

Current Role Title:	Force:
Start Date:	
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges, University Attended or Correspondence Courses Taken	From	To	Qualifications and Grade Attained

Please list any strategic or management training courses completed that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of Course Contents

Please list any operational training courses completed that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of Course Contents

PART THREE: COMPETENCIES

Please provide examples to demonstrate how you meet the following competencies/job related experience.

For each area, your complete response must not exceed 400 words.

Leadership - Strategic Perspective

Please provide an example to explain how you took actions within your organisation to ensure that a specific strategic vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the organisation in this strategic direction.

Applicant's response:

Date of example provided:

Referee and contact number:

Leadership – Negotiation and Influencing

Please give an example of a situation when you have sought to progress a specific initiative that demanded the support of others. What was the situation, how did you enlist the support of relevant stakeholders or partners and what were the resource implications? Please be specific about the actions you took personally to negotiate a successful outcome.

Applicant's response:

Date of example provided:

Referee and contact number:

Leadership – Maximising Potential

Please explain how you have taken actions within your organisation to ensure that others are actively supported and motivated to achieve organisational goals. In the examples you give please be specific about the systems and strategies you adopted and the results achieved.

Applicant's response:

Date of example provided:

Referee and contact number:

Working with others - Respect for Diversity

Please provide one or more examples to demonstrate how you have sought to promote the needs of under-represented groups within your organisation?

Applicant's response:

Date of example provided:

Referee and contact number:

Working with others - Community & Customer Focus

Please give an example of a situation you managed directly that involved a planned change or the development of a new approach or policy which needed to take account of community and customer views. What was the situation, how did you engage with the community/customers and in what way was the change, approach or policy influenced by that engagement?

Applicant's response:

Date of example provided:

Referee and contact number:

Achieving Results - Resilience

Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, hostility, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Managing the Organisation

Please give an example of a time when you have led a significant organisational change. Please be explicit about the nature and purpose of the change and your approach to leading the development, monitoring and review of this particular change programme.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Managing and developing People

Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Community Safety

Please give an example of how, by working in partnership with other organisations, you have made a substantial and lasting improvement to the safety of communities. Please be specific about the nature of the organisations involved, your methodology and the benefits realised.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Police Operations

Please describe a major incident that you were responsible for managing. In particular, please be explicit about the legal authorities you gave, how you ensured the effective management resources, and how you set, monitored and reviewed the strategy for this operation.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Marketing and Communication

Please give an example of a major incident or enquiry for which you were responsible that best illustrates your approach to communication, the handling of the media and the provision of information both externally and internally.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Personal Responsibility

Please give an example of a situation where you have led the response to a critical incident (e.g. a major incident or significant investigation). Thinking about the example you have given, what were the most important qualities that were required of you and, in leading the response, how did you address the particular needs of victims, witnesses, members of the public and staff?

Applicant's response:

Date of example provided:

Referee and contact number:

PART FOUR: DECLARATION

I declare that to the best of my knowledge and belief, the information and statements contained in this application are true and I understand that should I conceal any material fact, I will, if appointed, be liable to the termination of my appointment.

I agree that the information contained herein shall be treated in the strictest of confidence.

Signed:

Date:

PART FIVE: MONITORING

Please tick one box only

The following information will be used for general monitoring and positive action purposes only and will be treated as confidential

Female <input type="checkbox"/>	Male <input type="checkbox"/>
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ETHNICITY

WHITE	MIXED	ASIAN OR ASIAN BRITISH
British <input type="checkbox"/>	White and Black Caribbean <input type="checkbox"/>	Indian <input type="checkbox"/>
Irish <input type="checkbox"/>	White and Black African <input type="checkbox"/>	Pakistani <input type="checkbox"/>
Any other White Background <input type="checkbox"/>	White and Asian <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>
	Any other mixed background <input type="checkbox"/>	Any other Asian background <input type="checkbox"/>
BLACK OR BLACK BRITISH	OTHER ETHNIC GROUPS	
Caribbean <input type="checkbox"/>	Chinese <input type="checkbox"/>	
African <input type="checkbox"/>	Any other ethnic group <input type="checkbox"/>	
Any other Black background <input type="checkbox"/>		

SEXUAL ORIENTATION

Bi-sexual <input type="checkbox"/>	Heterosexual <input type="checkbox"/>	Gay/Lesbian <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
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RELIGIOUS BELIEF / FAITH (state denomination if you wish)

Buddhist <input type="checkbox"/>	Hindu <input type="checkbox"/>	Jewish <input type="checkbox"/>
Christian <input type="checkbox"/>	Muslim <input type="checkbox"/>	Sikh <input type="checkbox"/>
None <input type="checkbox"/>	Other (please state) <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

The Equality Act 2010 prohibits discrimination, victimisation or harassment in employment, including recruitment.

Dorset Police and Crime Commissioner welcomes the recruitment of people who have disabilities.

Do you have a disability you wish us to know about at this stage, including any learning difficulties e.g. dyslexia? Yes No

In support of your application, please let us know if you believe there are any reasonable adjustments we should be making for the interview (i.e. access).

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APPOINTMENT OF CHIEF CONSTABLE - ASSESSMENT CRITERIA AIDE MEMOIRE

Page 55

Competency/Behaviour Leadership - Strategic Perspective	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Looks at issues with a broad view to achieve the organisation's goals. Creates a vision for the future and a strategy for how it can be achieved. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide an example to explain how you took actions within your organisation to ensure that a specific strategic vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the organisation in this strategic direction.</i></p>	<ul style="list-style-type: none"> ▪ Understands broad political, social, economic and legislative trends, and predicts what effect they will have on the police service. ▪ Understands the views and priorities of outside organisations and government bodies, and their effect on the organisation. ▪ Understands and manages complex political agendas. ▪ Considers the effects of actions on the police service, stakeholders and the community, balancing own needs with theirs. ▪ Works with outside organisations and stakeholders. ▪ Takes a national or international view, thinking beyond the interests of own unit or force. ▪ Looks three to five years ahead to decide where the organisation needs to be. ▪ Compares performance with other forces and centres of excellence to set organisational goals. ▪ Creates effective strategies, vision and values, and establishes them within the organisation. ▪ Develops strategies and ways of working that balance local and organisational needs. ▪ Identifies overlaps in activity in the organisation, and introduces policies that encourage people to think and act more broadly

Competency/Behaviour Leadership – Negotiation and Influencing	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation when you have sought to progress a specific initiative that demanded the support of others. What was the situation, how did you enlist the support of relevant stakeholders or partners and what were the resource implications? Please be specific about the actions you took personally to negotiate a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Identifies important players in a situation. ▪ Achieves a general agreement at all levels. ▪ Develops logical arguments, selling the benefits to everyone involved. ▪ Focuses on important elements of complex issues to sell the viewpoint to others. ▪ Tailors arguments to include the points that will have the most influence on the other person involved. ▪ Assesses the reaction of key players, and adjusts arguments accordingly. ▪ Gets support before presenting proposals. ▪ Creates a vision of the future that others can relate to and find attractive. ▪ Negotiates successful outcomes with stakeholders. ▪ Identifies the real power base in other organisations as a starting point for negotiation. ▪ Understands the culture and views of outside partners to agree solutions.

Competency/Behaviour Leadership – Maximising Potential	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.</p> <p><u>Question on Application Form</u></p> <p><i>Please explain how you have taken actions within your organisation to ensure that others are actively supported and motivated to achieve organisational goals. In the examples you give please be specific about the systems and strategies you adopted and the results achieved.</i></p>	<ul style="list-style-type: none"> ▪ Encourages managers to develop their leadership skills, giving guidance and support. ▪ Makes sure that all the right people at the right level are given management opportunities. ▪ Introduces systems and structures that support decision-making at the most appropriate level. ▪ Uses training and development in a focused way to improve the organisation's capability. ▪ Encourages managers and senior officers to be effective role models, coaches and mentors. ▪ Creates an environment where staff can learn from their own mistakes. ▪ Sets an example to others by showing they are committed to maintaining and developing own skills. ▪ Promotes a culture throughout the organisation of recognising and rewarding effort. ▪ Shows determination to succeed as a way of motivating others.

Competency/Behaviour	
Working with others - Respect for Diversity	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide one or more examples to demonstrate how you have sought to promote the needs of under-represented groups within your organisation?</i></p>	<ul style="list-style-type: none"> ▪ Sees issues from other people's viewpoints. ▪ Is polite, tolerant and patient when dealing with people, treating them with respect and dignity. ▪ Respects the needs of everyone involved when sorting out disagreements. ▪ Shows understanding and sensitivity to people's problems, vulnerabilities and needs. ▪ Deals with diversity issues and gives positive practical support to staff who may feel vulnerable. ▪ Makes people feel valued by listening to and supporting their needs and interests. ▪ Uses language in an appropriate way and is sensitive to the way it may affect people. ▪ Identifies and respects other people's values within the law. Acknowledges and respects a broad range of social and cultural customs and beliefs. ▪ Understands what offends others and adapts own actions accordingly. ▪ Respects confidentiality, wherever appropriate. ▪ Delivers difficult messages. ▪ Challenges attitudes and behaviour which are abusive, aggressive and discriminatory.

Competency/Behaviour Working with others - Community & Customer Focus	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation you managed directly that involved a planned change or the development of a new approach or policy which needed to take account of community and customer views. What was the situation, how did you engage with the community/customers and in what way was the change, approach or policy influenced by that engagement?</i></p>	<ul style="list-style-type: none"> ▪ Emphasises importance of focusing policing plans, objectives and targets on meeting the needs of the community. ▪ Makes sure local objectives are agreed in partnership with local statutory and voluntary agencies. ▪ Understands the complexity and effects of policing a diverse community. ▪ Clearly identifies and acts on the views and needs of stakeholders and customers. ▪ Is sensitive to the needs and interests of other organisations when working with them. ▪ Makes sure the organisation relates to people of all ages, backgrounds and views. ▪ Sets up structures and processes that encourage effective working relationships with the media. ▪ Explains why and how money is being spent in the organisation to stakeholders and the public. ▪ Shows a belief that the organisation is responsible to the local community. ▪ Keeps local communities informed of progress in meeting their needs and dealing with their concerns. ▪ Balances social and political needs with financial restrictions. ▪ Monitors the service delivery to make sure customers' needs are met.

Competency/Behaviour Achieving Results - Resilience	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, hostility, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Is reliable in a crisis, remains calm and thinks clearly. ▪ Sorts out conflict and deals with hostility and provocation in a calm and restrained way. ▪ Responds to challenges rationally, avoiding inappropriate emotion. ▪ Deals with difficult emotional issues and then moves on. ▪ Manages conflicting pressures and tensions. ▪ Maintains professional ethics when confronted with pressure from others. ▪ Copes with ambiguity and deals with uncertainty and frustration. ▪ Resists pressure to make quick decisions where full consideration is needed. ▪ Remains focused and in control of situations. ▪ Makes and carries through decisions, even if they are unpopular, difficult or controversial. ▪ Stands firmly by a position when it is right to do so.

Competency/Behaviour Managing the Organisation	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Leads the development, implementation, monitoring and review of change programmes.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you have led a significant organisational change. Please be explicit about the nature and purpose of the change and your approach to leading the development, monitoring and review of this particular change programme.</i></p>	<ul style="list-style-type: none"> ▪ Takes account of national and external environmental changes, ensuring adoption within own organisation as appropriate. ▪ Participates in steering groups and committees to contribute to the development of organisational change or policies at a local and national level. ▪ Ensures systems are in place to monitor and evaluate activities at intervals most likely to reveal potential improvements. Ensures the information gathered on trends and developments is relevant, valid, reliable and sufficient to identify potential improvements. ▪ Develops strategies to improve organisational performance that are consistent with the organisational values and objectives, anticipating reactions and obstacles that will impede progress. ▪ Secures and allocates resources, ensure effective consultation with and where appropriate representation by, the Police and Crime commissioner and other partners. Assesses associated risks, to steer corporate direction and improve organisational performance. ▪ Encourages and motivates others through openly demonstrating commitment to the proposed change(s). Where appropriate, confidently drives the strategy forward particularly in times of difficulty, communicating the benefits to the organisation and appropriate outside partners. ▪ Provides systems to document organisational development and change programmes ensuring audit trails are established and the process is recorded and monitored in line with policy and good practice. ▪ Establishes the effectiveness of the change programme and the extent to which the desired outcomes have been achieved. Modifies strategies as required sharing learning with stake holders and other interested parties.

Competency/Behaviour Managing and Developing People	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Monitors and maintains standards of professional conduct within own organisation in consultation with the Police Authority, stakeholders and chief officer colleagues. Develops and implements effective systems to enhance standards and increase customer confidence.</p> <p><u>Question on Application Form</u></p> <p><i>Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.</i></p>	<ul style="list-style-type: none"> ▪ Ensures all staff are aware of the expected standards of conduct and behaviour. Provides appropriate guidance for senior managers in dealing with persons of concern, within their own area of responsibility. ▪ Ensures resources are directed to intelligence gathering, to obtain evidence and provide an effective deterrent. Encourages all staff to report possible corrupt or unethical practice and ensure information can be given in confidence or anonymously as appropriate. ▪ Ensures organisational professional standards department is properly trained and resourced to effectively resolve or investigate complaints and misconduct issues in accordance with legislation and good practice. ▪ Develops and implements organisational policy for responding to civil action and employment tribunal claims. ▪ Sets a personal example of the high standards of ethical conduct and behaviour expected of an employee within the police service. ▪ Reviews monitoring activity to identify opportunities to further improve standards. Networks to establish good practice adopted by other organisations. Ensures chief officer colleagues and other personnel are aware of the significance of specific cases and underlying trends. ▪ Contributes to ACPO committees to influence the setting of national standards of professional behaviour.

Competency/Behaviour Community Safety	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Manages partnership arrangements which address community and agency needs and contribute to the reduction of crime and disorder.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of how, by working in partnership with other organisations, you have made a substantial and lasting improvement to the safety of communities. Please be specific about the nature of the organisations involved, your methodology and the benefits realised.</i></p>	<ul style="list-style-type: none"> ▪ Identifies, develops and sustains effective working relationships with the community representatives and agency stakeholders. ▪ Consults the representatives and stakeholders to identify specific problems that need addressing. Identifies opportunities to develop partnership agreements. ▪ Develops a clear rationale for the partnership agreement. Identify and negotiate roles within the partnership. Identifies the resources required to implement the agreement, the capability of each partner and the resources that they can therefore contribute. Takes action to secure additional resources as required. ▪ Ensures the agreement incorporates targets and timescales, protocols, accountability mechanisms and performance review systems in drawing up the agreement. Adopts best values principles. ▪ Requests feedback regarding the effectiveness of the agreement and analyse the results at partnership level. Reviews and modifies the agreement in conjunction with partners.

Competency/Behaviour Police Operations	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Evaluates, authorises and reviews proposed operations ensuring that they are ethical, comply with legislation, policy and procedures and meet best practice.</p> <p><u>Question on Application Form</u></p> <p><i>Please describe a major incident that you were responsible for managing. In particular, please be explicit about the legal authorities you gave, how you ensured the effective management resources, and how you set, monitored and reviewed the strategy for this operation.</i></p>	<ul style="list-style-type: none"> ▪ Evaluates the operational plan application prioritising those aimed at contributing to the achievement of the organisational Policing Plan and/or an identified local need. ▪ Ensures that the risk/impact assessment and finance/resource requirements have been properly identified. ▪ Ensures that the police action proposed is proportionate, legal, accountable and necessary, adopts best practice and is in accordance with the relevant legislation, policy, procedures and protocols. ▪ Requests further appropriate action when applications are declined and ensure that necessary advice, guidance and constructive feedback is provided. ▪ Authorises the implementation of the operational plan in accordance with the legislation and policy. ▪ Reviews authorised operations to evaluate their level of success and/or progress. ▪ Maintains, revises or removes authorities based on available information at time of review. ▪ Where appropriate, ensures that a closing report is available and has been fully completed.

Competency/Behaviour Marketing and Communication	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Determines and implements a strategy for dealing with the media during major enquires and incidents.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a major incident or enquiry for which you were responsible that best illustrates your approach to communication, the handling of the media and the provision of information both externally and internally.</i></p>	<ul style="list-style-type: none"> ▪ Determines overall media strategy and set objectives considering the nature of the enquiry or incident and the likely public response. ▪ Appoints a 'Bronze Media' to the Gold Co-ordinating Group, and in large or complex cases, consider appointing a separate media command structure. ▪ Ensures systems are in place to monitor and review the strategy as the enquiry or incident progresses and take appropriate remedial action as required. ▪ Consults with appropriate individuals to determine the messages released to the media and provide support and guidance as required, regarding their involvement with the media. ▪ Considers the likely implications on the enquiry balanced against the need for continued media and public support. ▪ Holds regular press conferences to release identified information and be available to give media interviews. ▪ Where appropriate develops strategies in consultation with the senior investigating officer, to manage appropriate individuals at media conferences considering their antecedents, ability to cope, what they are able to achieve and their potential as witnesses. ▪ Establishes strategies to manage the results of press releases. Ensures that follow up enquiries can be managed and sufficient staff are available to receive calls.

Competency/Behaviour Personal Responsibility	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Assumes overall command of a pre-planned or emerging incident, determining and communicating the strategy for the policing and effective joint agency management of the incident. Ensures that adequate resources are available and appropriate police action is taken to achieve the objectives set.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation where you have led the response to a critical incident (e.g. a major incident or significant investigation). Thinking about the example you have given, what were the most important qualities that were required of you and, in leading the response, how did you address the particular needs of victims, witnesses, members of the public and staff?</i></p>	<ul style="list-style-type: none"> ▪ Ensures they obtain all relevant information relating to the incident and are fully briefed regarding the nature and extent of the incident. ▪ Identifies the aims and objectives for policing the incident, and develops an appropriate plan to achieve these. Implement the relevant contingency plan, if available. ▪ Takes action to secure the resources required, requesting assistance from other organisations, agencies and community representatives, as necessary. ▪ Ensures that Silver Commanders are fully aware of their areas of responsibility and the policing objectives for the incident. Obtains and review advice from specialists. Appoints appropriate members of the Gold co-ordinating group as necessary. ▪ Regularly monitors the effects of actions taken during the incident and reviews their objectives accordingly. ▪ Communicates any changes in the strategy promptly to Silver Commanders. ▪ Ensures that the policing response takes into account the impact on the local community. ▪ Ensures that all relevant activity and decisions are recorded using the appropriate documentation. Chairs the Gold Co-ordinating group. Ensure that briefings and de-briefings are recorded to ensure a clear audit trail and information is passed on to relevant parties.

CHIEF CONSTABLE

CHIEF CONSTABLE ASSESSMENT OF CANDIDATE'S SUITABILITY FOR POST

For each of the twelve behavioural competencies please give a short written comment in the place available. The size of the individual boxes is not pre-determined and can be expanded according to need.

For each of the competencies please also tick one box to indicate the grading given. Gradings should be given against the **standard required in the rank and role for which the application is being made**. Applicants should be graded on a scale of A to E, according to the guidance below:

- A. The applicant has provided **convincing evidence** which you can support of an **outstanding** ability to perform this competency in the rank and role being applied for and across the range of activities set out in the job profile.
- B. The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to a **high standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- C. The applicant has provided **convincing evidence** which you can support of an ability to perform this competency to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- D. The applicant has provided **some evidence** which you can support of an ability to perform some of this competency area to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- E. The applicant has provided **some evidence** that relates to this competency area but **it does not show that they could perform this competency to the required standard** in the rank and role being applied for and across the range of activities set out in the job profile.

It is impractical to lay down the proportion of applicants who will be found within each of the different gradings. However, it is expected that across all candidates there will be a spread of grades and that different competencies may warrant different gradings.

Name of Candidate:	
Total Service:	
Post Held:	

Behavioural Competency Area: Strategic Perspective

Looks at issues with a broad view to achieve the organisation's goals. Thinks ahead and prepares for the future. Understands outside expectations and influences on the organisation or unit. Identifies common goals, interests and views with other agencies. Creates a vision for the future and a strategy for how it can be achieved:

Grading for Strategic Perspective

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Openness to change

Recognises and responds to the need for change, and uses it to improve organisational performance. Identifies ways in which the organisation needs to change. Personally champions change and encourages and supports managers to make it happen:

Grading for Openness to Change

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Negotiation and influencing

Persuades and influences others using logic and reason. Sells the benefits of the position they are proposing, and negotiates to find solutions that everyone will accept. Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complex issues with stakeholders:

Grading for Negotiating and Influencing

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Maximising Potential

Actively encourages and supports the development of people. Motivates others to achieve organisational goals. Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results

Grading for Maximising Potential

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Respect for Diversity

Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their position, background, circumstances, status or appearance. Provides emotional and practical support to people who are dealing with difficult issues. Shows respect and understanding for them and their situation. Treats others with dignity and respect at all times, no matter what their background, circumstances, status or appearance

Grading for Respect for Diversity

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Teamworking

Develops strong working relationships inside and outside the team to achieve common goals. Breaks down barriers between groups and involves others in discussions and decisions. Creates working partnerships inside and outside the organisation. Develops links with outside stakeholders to get different views. Develops strategies to help people work together to achieve organisational goals

Grading for *Teamworking*

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Community and Customer Focus

Focuses on the customer and provides a high-quality service that is tailored to meet their individual needs. Understands the community that is served and shows an active commitment to policing a diverse society. Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.

Grading for *Community and Customer Focus*

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Effective Communication

Communicates effectively, both verbally and in writing. Uses listening and questioning techniques to make sure that they and others understand what is going on and can effectively transfer ideas and information:

Grading for *Effective Communication*

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Problem Solving

Gathers information from a range of sources. Analyses information to identify problems and issues, and makes effective decisions. Applies a range of analytical techniques to understand complex information issues. Considers a range of options and their effects. Makes strategic decisions by logically analysing all the relevant factors:

Grading for Problem Solving

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Planning and Organising:

Plans, organises and supervises activities to make sure resources are used efficiently and effectively to achieve organisational goals. Develops structured plans across a range of activities that may be complex. Monitors progress towards strategic objectives. Makes sure all activity is in line with efficient and effective policing:

Grading for Planning and Organising

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Personal Responsibility

Takes personal responsibility for making things happen and achieving results. Displays motivation, commitment, perseverance and conscientiousness. Acts with a high degree of integrity. Readily accepts responsibility for self and others. Takes responsibility for managing situations and problems. Leads by example, showing a commitment and a determination to succeed. Continues to learn and develop:

Grading for Personal Responsibility

A	B	C	D	E	N/A
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

Behavioural Competency Area: Resilience

Shows resilience, even in difficult circumstances. Is prepared to make difficult decisions and has the confidence to see them through. Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations:

Grading for Resilience

A

B

C

D

E

N/A

Comment:

Contribution to Performance

Based upon the applicant's PDR and your own knowledge of the applicant, please comment on their contribution to the overall performance of the organisation. Where the applicant is either a DCC or an ACC it may be more appropriate to focus on their contribution to their business area or unit.

Comment:

Overview

Please add any other comments on the applicant's capacity to perform the role being applied for. In particular, do they have sufficient professional expertise / relevant career history? Please identify any development needs that the applicant may have.

Signature:

Name:

Position Held:

Date Completed:

A REPORT FOR THE

**DORSET
POLICE AND CRIME PANEL**

CONFIRMATION HEARING

ON 1 FEBRUARY 2019

**TO CONSIDER THE POLICE AND CRIME COMMISSIONER'S
RECOMMENDATION FOR APPOINTMENT AS**

CHIEF CONSTABLE OF DORSET POLICE

Prepared by Matt Prosser
Independent Panel Member
Date 18 January 2019

BACKGROUND

Dorset Police has had a Temporary Chief Constable since 7 April 2018 when the previous Chief Constable left the service. The recruitment of a substantive Chief Constable has been delayed pending the decision of the merger of Dorset and Devon and Cornwall Police Forces.

The post was advertised 16 December 2018 on the APCC, Dorset Police and Dorset PCC websites with a closing date of 4 January 2019. A selection panel was convened on 11 January 2019 to consider and shortlist applications. There was one application; after considering the panel members' scores for the applicant, and discussion of the evidence provided, it was agreed to invite him for the final stage of the selection process to be held on 18 January 2019.

RECOMMENDATION

As a result of this process, the Police and Crime Commissioner for Dorset, Martyn Underhill, is pleased to recommend the appointment of James Vaughan QPM as Chief Constable. Mr Vaughan is currently Temporary Chief Constable of Dorset Police.

The selection panel was unanimous in reaching this decision and supporting this recommendation.

THE SELECTION PANEL

National guidance recommends that the Police and Crime Commissioner should convene a selection panel of 4-5 people including senior representatives of local authorities and community groups in the force area, and an independent member with experience of public appointments processes.

The selection panel for this appointment comprised:

- Martyn Underhill, PCC
- Matt Prosser, Chief Executive, Dorset Council and Independent Member
- Sarah Elliott, Chair, Dorset Children Safeguarding Boards
- Helen Donnellan, Chair, Alliance Independent Audit Committee

Also in attendance in an advisory capacity was
Simon Bullock, Chief Executive, OPCC

Also in attendance as a silent observer was
Mike Short, Chair, Dorset Police and Crime Panel

SELECTION PROCESS

The candidate attended an interview on 18 January 2019.

INTERVIEW

Mr Vaughan attended a panel interview and responded to all questions that were prepared in line with the competency framework and selection criteria (see below). During the interview Mr Vaughan responded to the questions asked, as well as follow up questions where appropriate. The panel independently scored the answers before going through a moderation exercise to give agreed final scores.

SELECTION CRITERIA

All activities were scored individually for each candidate against a 5-point scale, from A to E, with A denoting the candidate had demonstrated outstanding ability, and E denoting that the candidate did not show they could perform to the required standard. The following assessment criteria were used throughout.

1. Strategic perspective, what they see as the biggest challenges facing the police service and key strategic decisions that will be necessary
2. Managing and leading the organisation, looking for evidence they can lead organisational change programmes, drive up performance despite budget cuts, and make difficult strategic decisions
3. Managing and developing people, looking at their experience of upholding professional standards and also motivating and developing staff to enable them to reach their full potential
4. Enhancing community safety, looking at their experience of building strong relationships with local communities, partner agencies, and other forces
5. Leading the workforce, looking in particular at their leadership style and their ability to deal with contentious or sensitive staffing issues
6. Community and customer focus, exploring the most sensitive community policing issue they have dealt with
7. Personal responsibility and operational resilience, looking at their experience of handling a serious operational incident
8. Communication skills, in particular their ability to present information and answer questions effectively in a variety of settings

A full record of all scores, and the panel discussions, is retained by the Chief Executive.

Mr Vaughan achieved scores at A and B standard against the interview questions. He provided strong evidence in all selection criteria and following review the panel were unanimous that Mr Vaughan should be appointed to the post.

He demonstrated good communication skills in all activities, and provided good evidence of leading change and managing performance as well as a passion to take Dorset Police to outstanding, working with public sector partners.

The terms and conditions of appointment are attached at Appendix A to the main report.

PERSONAL STATEMENT BY THE INDEPENDENT MEMBER

The College of Policing guidance states that a report on the selection process should be submitted to the PCP confirmation hearing by the independent panel member.

I was, until the end of September 2018, the Chief Executive of the Dorset Councils Partnership (North Dorset, West Dorset and Weymouth & Portland Borough Councils) and since 1 October 2018 Chief Executive (Designate) of Dorset Council to be created on 1 April 2019, replacing six councils (Dorset County Council, East Dorset District Council, Purbeck District Council, North Dorset District Council, West Dorset District Council and Weymouth & Portland Borough Council).

This was a rigorous and robust selection process, from the initial training and then shortlisting exercise through to the final interview.

I confirm that all panel members have received appropriate briefing and been fully involved in this selection process to appoint a Chief Constable for Dorset Police from the early stages.

I am entirely satisfied that this selection process, and the decision to appoint from it, has been based on the principles of merit, openness and fairness.

Matt Prosser
Independent Panel Member
Date 18 January 2019

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AGENDA NO: 6

POLICE AND CRIME PANEL - 1 FEBRUARY 2019

BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS 2019/20 TO 2022/23

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

PURPOSE OF THE REPORT

This report sets out the proposed precept for 2019/20 for the Police and Crime Commissioner for Dorset for consideration by the Police and Crime Panel.

[The Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012](#) require the PCC to notify the panel of the proposed precept for 2019/20 by the 1st February 2019, which it must review by 8th February. The Police and Crime Panel can either approve the proposed precept or veto it. A two thirds majority of the Police and Crime Panel is required to veto any precept proposal. In the event of a veto the PCC must present a revised precept by 15th February, which the Panel must review and report on by 22nd February, to which the PCC must respond by 1st March, at the latest. To facilitate this process a reserve date for a second meeting of the Panel has been set at 18th February.

1. BACKGROUND

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

2. POLICE AND CRIME PLAN

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

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

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



- 2.3 A number of more detailed commitments underpin the Police and Crime Plan. These include aspirations to protect the Police Budget.

3. POLICING FUNDING FOR 2019-20

- 3.1 The provisional Police Finance Settlement was published on 13 December 2018 and the allocations have now been confirmed in the final settlement which was published on 24 January.

- 3.2 This settlement is the last before the next Spending Review. The Government's stated priorities are an increasing emphasis on crime prevention, while maintaining a focus on catching the perpetrators of crime; improved outcomes for victims of crime; better support for front line officers; and a step change in the effectiveness of how data and digital technology are used to build a smarter police system and support a more effective service to the public.

- 3.3 In recognition of the increased demands and pressures facing policing, the settlement is to provide additional funding in 2019/20 as follows:

- An increase in Core grant of £146m nationally (£1.2m Dorset) intended to protect government funding in real terms;
- Additional specific grants of £153m (£1.4m Dorset) towards the increase in police pensions costs, and
- Increased precept flexibility providing up to £509m nationally (£7.8m Dorset, including council tax base growth) providing each PCC chooses to raise police precept by £24.

- 3.4 Total Police Capital Grants have increased marginally from £75.2m in 2018-19 to £76m in 2019-20. For Dorset the proposed capital grant has increased by £9,000 from £412k to £421k.

- 3.5 It is now expected that the funding formula review will be revisited after the next Spending Review, and that any changes therefore will not have any impact before 2021/22.

Top-Slicing / Re-allocations

- 3.6 In 2019/20 the national top-slices/reallocations total £1,029m, £84m higher than for 2018/19 (£945m).

TABLE 1	2018/19 (£m)	2019/20 (£m)	Change (£m)
POLICE FUNDING			
Police technology programmes	495	495	
Police transformation fund	175	175	
Special Grant	93	73	-20
Private Finance Initiatives (PFI)	73	73	
Arm's length bodies	63	63	
Top ups to NCA /Regional Organised Crime Units		56	+56
Strengthening the response to Organised Crime	42	90	+48
Pre-charge bail	4	4	
Total Reallocations and adjustments	945	1,029	+84

4. TOTAL FUNDING

- 4.1 Police and Crime Commissioners are responsible for the totality of funding within their policing area. Therefore, all policing related funding comes initially to the PCC to issue to the Chief Constable, or commission services as appropriate. This includes:
- Police Allocation Formula grant (which includes Police grant, redistributed business rates, and legacy council tax freeze grants)
 - Policing Precept
 - Collection Fund surplus/deficit
 - Some Specific grants are also received. These are accounted for as Income and matched against the relevant expenditure.
- 4.2 The expected funding for 2019/20 compared with that for 2018/19 is summarised below:

TABLE 2	2018/19	2019/20	Yr on Yr. Increase
FUNDING	£	£	£
Core settlement funding	40,659,454	41,543,762	884,308
Ex-DCLG formula funding	17,089,676	17,418,100	328,424
Council Tax freeze and benefit grant	7,918,574	7,918,574	-
Total General Government Grants	65,667,704	66,880,436	1,212,732
Council Tax Precept	59,006,377	66,835,734	7,829,357
Council Tax Collection Fund surplus	841,176	951,534	110,358
Total amount of Funding expected	125,515,257	134,667,704	9,152,447

- 4.3 In the future years the forecasts for General Government grants are assumed to continue at the same level as for 2019/20. It is not possible to predict the impact of the Spending Review in 2019 (which will impact on 2020/21 and future years), or the funding formula review (which may impact on 2021/22 albeit any changes arising from this are likely to be transitioned in over a number of years).

TABLE 3 FUNDING	FORECAST			
	2019/20	2020/21	2021/22	2022/23
	£'000s	£'000s	£'000s	£'000s
Core settlement funding	41,544	41,544	41,544	41,544
Ex-DCLG formula funding	17,418	17,418	17,418	17,418
Council Tax freeze and benefit grant	7,918	7,918	7,918	7,918
Total General Government Grants	66,880	66,880	66,880	66,880
Council Tax Precept	66,836	68,848	70,919	73,055
Council Tax Collection Fund surplus	952	100	100	100
Total amount of Funding expected	134,668	135,828	137,899	140,035

5. COUNCIL TAX

- 5.1 The Council Tax precept is divided by the number of nominal Band D properties (the Council Tax Base) to determine the Band D charge for Council Tax.
- 5.2 The Council Tax Base assumptions are set by the relevant Local Authorities, and have now been set for 2019/20; showing an overall increase over 2018/19 of 1.48%. This is in line with the Government's overall assumption of growth nationally of 1.4%.
- 5.3 For the future year projections, it is assumed that the council tax base growth will be +1% p.a. which produces the forecasts in Table 4 below:

TABLE 4 COUNCIL TAX BASE	BUDGET	----- ESTIMATES -----			
	2019/20	2020/21	2021/22	2022/23	2023/24
Bournemouth, Christchurch & Poole	141,772.00				
Dorset Council	148,087.20				
Total Council Tax base	289,859.20	292,757.79	295,685.37	298,642.22	301,628.65
Tax Base growth (yr on yr) - No	4,224.69	2,898.59	2,927.58	2,956.85	2,986.42
Tax Base growth (yr on yr) - %	1.48%	1.0%	1.0%	1.0%	1.0%

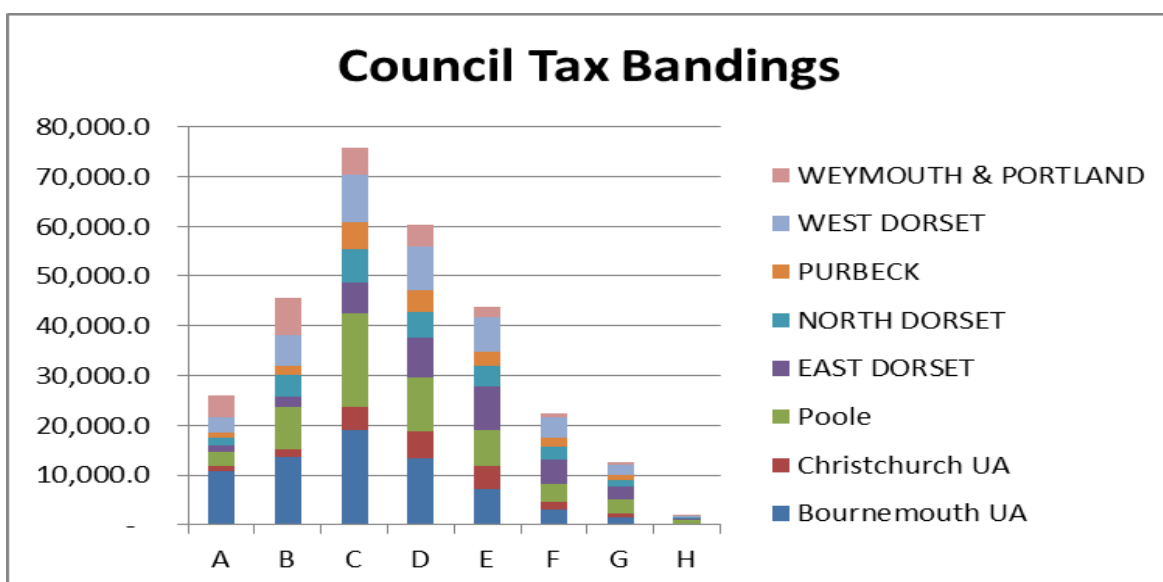
- 5.4 The amount proposed for the 2019/20 Total Council Tax Precept to be allocated to each of the new Dorset Local Authorities is as follows:

TABLE 5 PROPOSED POLICE PRECEPT 2019/20	
Bournemouth, Christchurch & Poole	£32,689,788
Dorset Council	£34,145,946
Total	£66,835,734

- 5.5 The precept decision for 2019/20 needs to consider both the immediate and the medium term resourcing requirements to enable the delivery of the Police and Crime Plan in the context of the changing and increasing demands on policing.
- 5.6 For 2019/20 the Government has increased the amount by which the Band D Policing Precept can be increased without the need to call a referendum to £24. In its funding announcements it has assumed that PCCs will fully utilise this flexibility i.e. the Government calculations for maintaining funding for Police services rely on the maximum increases to the precept being adopted. Consequently, an increase of £24 to the average Band D precept is being proposed, which is deemed necessary to meet the budget requirements. This produces a Band D Council Tax of £230.58 for the year as set out below.

TABLE 6 PROPOSED COUNCIL TAX BY BAND				
Property Band	2018/19	2019/20	Year on Year Increase	
			Annual	per month
A	£137.72	£153.72	£16.00	£1.33
B	£160.67	£179.34	£18.67	£1.56
C	£183.63	£204.96	£21.33	£1.78
D	£206.58	£230.58	£24.00	£2.00
E	£252.49	£281.82	£29.33	£2.44
F	£298.39	£333.06	£34.67	£2.89
G	£344.30	£384.30	£40.00	£3.33
H	£413.16	£461.16	£48.00	£4.00

- 5.7 Applying the latest available MHCLG Council Tax base statistics (which relate to September 2018), the highest number of properties in the area are Band C, with c.51% of properties in Bands A-C, 21% Band D, and 28% in Bands E-H.



- 5.8 It is not known what the future referendum limits will be. The forecasts for future years' council tax income, from 2020/21, assume that limits will revert to the 2017/18 level of 2%.

TABLE 7		BAND D COUNCIL TAX FORECASTS				
	2019/20	2020/21	2021/22	2022/23	2023/24	
Increase (yr on yr) - £	£24.00	£4.59	£4.67	£4.78	£4.86	
Increase (yr on yr) - %		2%	2%	2%	2%	
COUNCIL TAX BAND D	£230.58	£235.17	£239.85	£244.62	£249.48	
Bournemouth, Christchurch & Poole	£32,689,788					
Dorset Council	£34,145,946					
Precept	£66,835,734	£68,848,318	£70,918,667	£73,054,438	£75,251,633	
Annual increase in Income	£7,829,357	£2,012,585	£2,070,349	£2,135,771	£2,197,195	

It is possible that the referendum limits will continue to be set at a higher level than 2%, which would provide the potential for higher precept income in future years ; broadly +£1m for each 1%.

- 5.9 The Police share of the Collection Fund surplus to be applied in the budget for 2019/20, representing the difference between budgeted and actual amounts of council tax collected by councils, has been provided by the respective councils as follows:

TABLE 8		COLLECTION FUND SURPLUS 2019/20 – Police share
Bournemouth, Christchurch & Poole		£28,600
Dorset Council		£922,934
Total		£951,534

- 5.10 This is higher than was expected and the advice received from the Collection Authorities is that it should not be expected to continue at this level in future years. For planning purposes an assumption of £100k p.a. surplus in future years has been assumed.

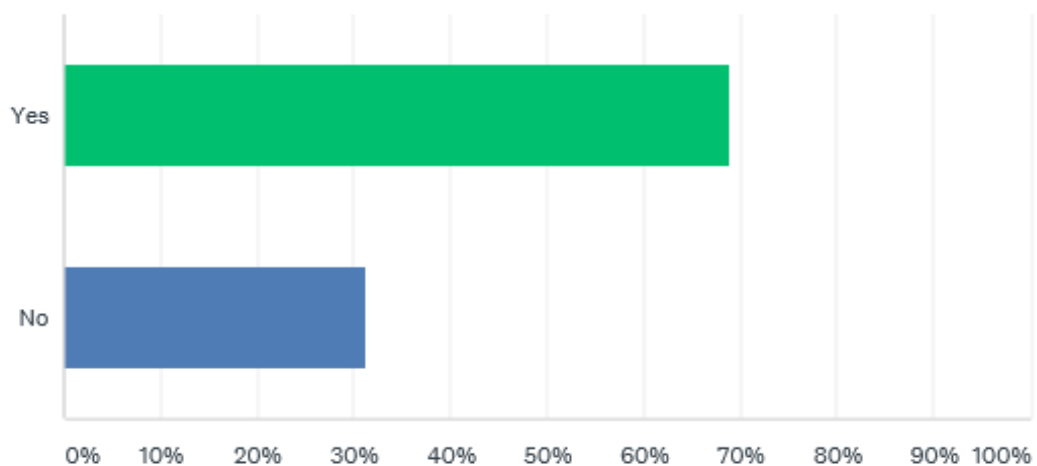
6. CHIEF CONSTABLE REQUEST

- 6.1 In a letter to the PCC the Chief Constable has formally requested that the full flexibility to increase council tax is utilised. The letter sets out the context of the current financial position, how the precept for 2018/19 was used, and what the proposed increase for 2019/20 would achieve. A summary of the letter is provided at Appendix 7.

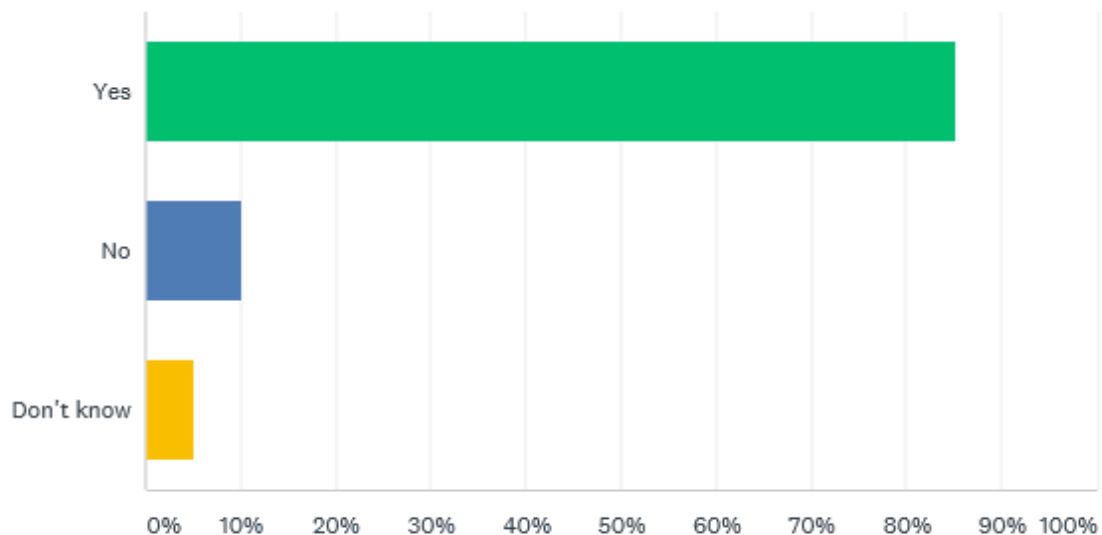
7. PUBLIC CONSULTATION

7.1 On 20 December 2018, the Office of the Police & Crime Commissioner launched a public consultation on the policing precept proposals for 2019/20. Local people were asked whether they agreed that policing in Dorset requires more investment and whether they would be prepared to pay an additional £2 per month to support policing in Dorset.

7.2 Online and face-to-face consultation is being carried out across the county up to 24 January 2019. At the time of writing this report 69% of respondents have expressed a willingness to pay an additional £2 per month to support local policing.



7.3 An even higher proportion of respondents – 85% – agreed that policing in Dorset requires more investment. The final results of the consultation will be provided to the Panel in due course.



8. BUDGET REQUIREMENT

8.1 The budget requirement is fully informed by the operational and organisational requirements of the Force. The 2019/20 budget proposal includes further investment in operational capability and capacity delivered through the achievement of savings, including the reinvestment of efficiencies. Innovation delivered through capital investment and organisational redesign is key to achieving this service development.

8.2 Key areas included in the budget requirement are:

- Full implementation of the Operational Business Design (OBD) model, which is designed to reduce demand on front line officers by adopting a new approach, including a new deployment allocation system for certain types of activity. OBD improves the workforce allocation and workforce mix to better deliver the required Police and Crime Plan outcomes.
- Funding for the PRISM change programme, including the roll out of body worn video, a new Command and Control system, and other technological developments such as a common Command Centre platform with Devon and Cornwall Police. PRISM will deliver vital change to improve operational efficiency and effectiveness.
- Continued delivery of the Strategic Alliance with Devon & Cornwall Police, including realisation of cashable savings. The Alliance increases operational capacity and capability, while delivering efficiencies in support service delivery.
- Revenue funding of the capital programme, to ensure a sustainable core capital programme, maintaining Force assets to an appropriate level.
- A £1m 'Innovation Fund' will be made available for specific areas of investment such as:
 - o Additional police officers in the rural and marine crime teams, and enhancing offender management capability
 - o Introduction of a 'Bobby Van', addressing crime prevention / target hardening issues
 - o Investment in the new Volunteer Police Cadet scheme
 - o Further development of the 'No Excuse' capability, targeted at improving road safety
 - o Investment in tackling issues associated with homelessness, working alongside with homeless individuals and related agencies to help understand and address demand
 - o Creation of an 'Efficiency Officer' designed to identify and drive out future efficiencies
 - o Funding for new and emerging threats

9. VALUE FOR MONEY

9.1 In his letter to the Home Affairs Select Committee (HASC) setting out the police funding settlement for 2019/20, the Home Secretary outlines four priority areas for policing to "drive efficiency, productivity and effectiveness next year". These priority areas are set out below:

9.2 Collective Procurement and Shared Services

“On behalf of the taxpayer, the Government will expect to see continued efficiency savings in 2019/20 through collective procurement and shared services. We need to see national approaches to procuring forensics, vehicles and basic equipment such as helmets, developed over the coming year. And we will be setting an expectation that every force contributes substantially to procurement savings; we will work with the police to agree the right force level objectives for 2019/20 and 2020/21 in the coming months. All forces should also contribute to the development of a new commercial operating model over 2019/20.”

9.3 Dorset Police have an excellent track record in delivering efficiencies, having delivered in excess of £40m savings and efficiencies since 2010. The 2019/20 budget includes a net savings target of £250k for Service Area Reviews, and a further requirement for £0.4m savings from procurement.

9.4 The Alliance with Devon and Cornwall Police is delivering efficiencies in back office service provision, with improved resilience and reduced costs. This includes work to converge ICT systems, delivering financial savings through innovation.

9.5 The Force estates strategy sets out the approach to use of premises in Dorset Police, to enable a fit for purpose estate that is subject to continual review. Significant capital receipts are anticipated plus further investment in the estate.

9.6 Investigative Resource

“We will expect major progress to resolve the challenges in investigative resource identified by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services, including recruiting more detectives to tackle the shortfall. We will work with the College of Policing and the National Police Chiefs’ Council to support forces to make this change by accelerating their action plan on investigations, making full use of the innovation offered by Police Now.”

9.7 Dorset Police Detective resilience is in a strong position in terms of attracting new entry ICIDP and transferee Detectives, and retaining existing talent. Regardless of this Dorset is working in partnership with Devon & Cornwall to further develop its Detective resilience planning, including exploring different entry routes. The force has invested in strengthening professional skills resilience within existing human resources, in particular strengthening PIP3 major crime and intelligence capability, PIP4, and kidnap & extortion.

9.8 Smarter use of Data, and Digital Capabilities

“Forces will have to continue improving productivity, including through smarter use of data, and digital capabilities including mobile working, with an ambition to deliver £50m of productivity gains in 2019/20.”

9.9 Dorset Police have invested significantly in mobile policing over the last few years. This includes the roll out of new smart phones, and creation of new operational mobile applications allowing officers access to systems while on duty without the need to return to a station. Further opportunities to strengthen mobile capabilities have been funded within the MTFs, including increasing the number of laptops and mobile working devices, and continued development of systems to allow flexible and mobile working.

9.10 Dorset Police has invested in the fraud & economic crime capability, enhancing the capacity to investigate and prevent crimes that often target the vulnerable. The force is prioritising the protection of vulnerable people through its Vulnerability strategy, which will develop the capability to make early interventions and safeguard any vulnerable people encountered. Dorset has increased the local cyber enabled and cyber dependent capabilities, including prevention, and continues to participate in regional and national development of technical capabilities.

9.11 Serious and Organised Crime (SOC) Response

“Furthermore, we expect forces to maintain a SOC response that spans the identification and management of local threats as well as support for national and regional priorities. This response should be built around the disruption of local SOC threats alongside SOC prevention, safeguarding, partnerships and community engagement.”

9.12 Dorset is a small force that achieves beyond expectation in tackling serious and organised crime. The force is committed to maintaining its dedicated capability, and has prioritised protecting vulnerable people, particularly children engaged in county lines and exploitation, within the SOC strategy. The south west region has an established and effective Regional Organised Crime Unit (ROCU), which continues to deliver a coordinated response to organised criminality, of which Dorset is an active partner.

Service Area Reviews

9.13 The Force is committed to ensuring it continues to drive efficiencies from the budget. The significant work that has taken place over the last four years under the Strategic Alliance has resulted in 39 live business areas that have been subject to considerable scrutiny, and have delivered cashable savings.

9.14 This review work is continuing into 2019/20 and beyond, with targeted Service Area Reviews. For existing Alliance areas, these reviews are being conducted jointly with Devon and Cornwall Police. For areas that are outside of the Alliance, most notably Territorial Policing, Contact Management and elements of Criminal Justice, such as custody, Dorset Police have a small review team carrying out in depth scrutiny and challenge. In each case, further savings are anticipated.

9.15 The timing of the reviews has been prioritised and will take place in accordance with an agreed programme, expected to deliver savings in 2019/20 and beyond.

9.16 The requirement for these reviews in 2019/20 is to achieve a full year saving of £500k. However, given the timing of implementation of savings and the potential for initial costs required to achieve the savings, the target has been reduced to £250k in 2019/20, using one off funding from General Balances. Further savings are anticipated in 2020/21 and beyond, with a total saving target in that year of £750k.

Innovation Fund

9.17 The budget proposals include £1m for an Innovation Fund, comprising £500k recurring budget and £500k one-off, to cover initiatives such as:

- Additional police officers in the rural and marine crime teams, and enhancing offender management capability
- Introduction of a ‘Bobby Van’, addressing crime prevention / target hardening issues

- Investment in the new Volunteer Police Cadet scheme
- Further development of the 'No Excuse' capability, targeted at improving road safety
- Investment in tackling issues associated with homelessness, working alongside with homeless individuals and related agencies to help understand and address demand
- Creation of an 'Efficiency Officer' designed to identify and drive out future efficiencies
- Funding for new and emerging threats

9.18 It is planned that the funding for this will be provided by £500k recurring efficiencies in the Force budgets, and £500k one-off funding provided from the Police & Crime Plan (commissioning) reserve (£250k) and (£250k) from General Balances (possible because of the higher collection fund surplus for 2019/20).

10. NATIONAL TRANSFORMING FORENSICS PROGRAMME

10.1 Excluded from the revenue budget requirement is the anticipated expenditure, and grant funding, in respect of the National Transforming Forensics programme.

10.2 Dorset Police is the financial lead for the National Transforming Forensics programme. Significant revenue and capital expenditure, fully funded by grant, is expected to be incurred during 2018/19 and 2019/20. Although the expenditure will be fully funded, the cash flow position will require careful management as expenditure will be incurred in advance of funding. This has currently been excluded from the revenue forecasts and capital programme as it is assumed that due to the national nature of this programme, as expenditure incurred is on behalf of the service as a whole rather than directly relating to Dorset Police (and treated as Agency expenditure and income). Nevertheless budgets will need to be set to ensure proper controls are in place.

11. FINANCIAL PROJECTIONS

11.1 The forecast budget requirements are set out in Appendix 2. These compare with the Funding projections (Table 3) as follows:

TABLE 9	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Funding	134,668	135,828	137,901	140,035
Budget Requirement	134,668	137,378	141,388	144,479
Projected Shortfall	0	1,550	3,487	4,444

11.2 This shows that a balance can be achieved in 2019/20 with a £24 council tax increase but that pressures remain on the future position.

11.3 A schedule of the key budget assumptions is provided at Appendix 6. These assumptions are informed by numerous factors, including government forecasts, political environment and historical context, but are ultimately based on professional judgement. As such, they are subject to change and will be kept under review.

Sensitivity Analysis

- 11.4 Some limited sensitivity analysis has been carried out on the assumptions, where it is possible to quantify the impact that a variation may have.
- 11.5 The forecasts shown above are considered at this stage to be a realistic assessment of future funding and budget requirement. There are quantifiable factors that could amend this forecast positively or negatively.
- 11.6 There are also numerous factors which are expected to change the forecast which cannot currently be quantified. This includes a review of formula funding distribution, expected to commence in 2019 for implementation in 2021/22. The last time such a review was carried out, although not subsequently implemented, Dorset Police were shown to benefit from additional annual grant funding of £4m.
- 11.7 A more 'optimistic' and 'pessimistic' forecast are provided below as an indicative range, although clearly the actual position could fall significantly outside of these indicative figures.

'Optimistic' Forecast

- 11.8 The key issues that could potentially improve the financial outlook relate to funding. It is possible that core grant funding could be increase, and Council Tax referendum limit increased. It is currently considered less likely that cost assumptions, such as pay award, will be below the level currently forecast, although there is no certainty in that respect.
- 11.9 The optimistic forecast is based on:
- Annual core grant increase in line with government Consumer Price Index forecasts
 - Council Tax referendum limit set at 3% for 2020/21 and beyond, in line with current local authority limits
 - 1.5% tax base increase annually (reflecting actual tax base increase in 2019/20)
 - No effect of formula funding review expected to be implemented in 2021/22 *
 - Pay awards at 2% in each year *
 - Continuation of Police Pensions specific grant *

** in line with existing assumptions in 'realistic' case set out above*

- 11.10 The optimistic financial forecast would affect the financial projections as follows:

TABLE 9.1	2019/20	2020/21	2021/22	2022/23
	£000's	£000's	£000's	£000's
Funding	134,668	137,591	141,722	146,010
Budget Requirement	134,668	137,378	141,388	144,479
Projected Shortfall / (Surplus)	0	(213)	(334)	(1,531)

'Pessimistic' Forecast

- 11.11 A more pessimistic financial forecast would see no change to current core funding and Council Tax forecasts, but instead would challenge expenditure and income assumptions.

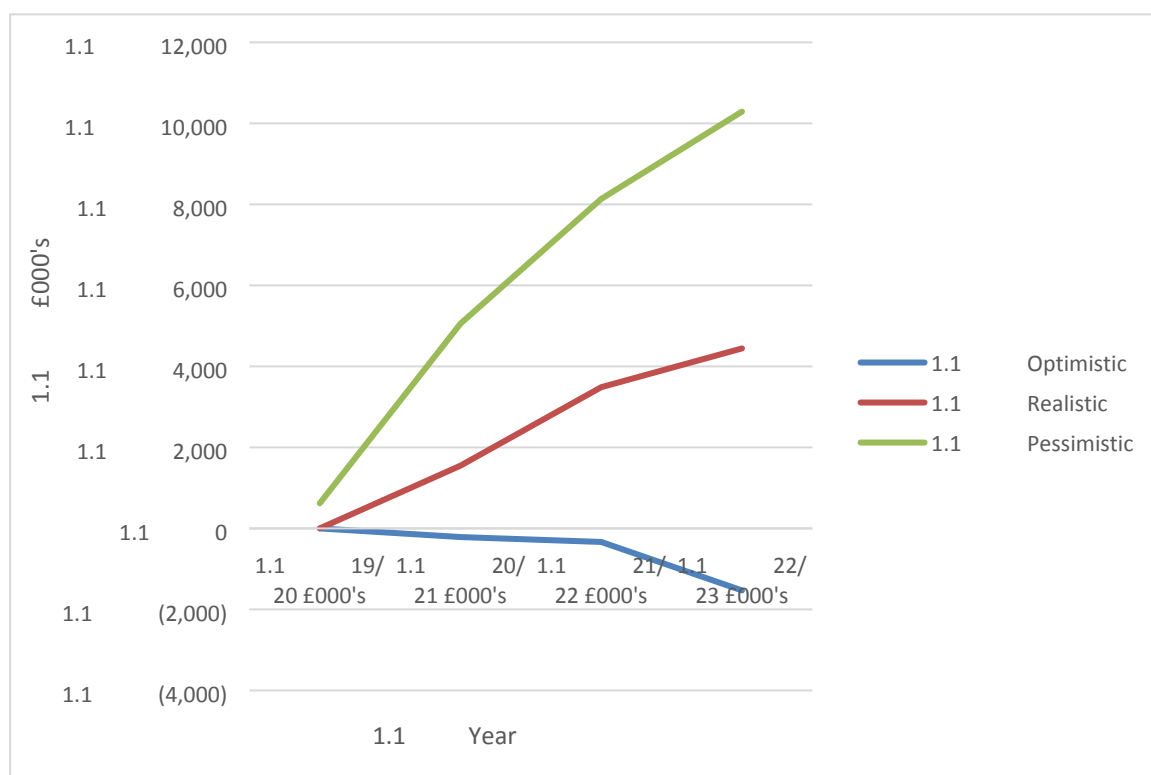
11.12 The pessimistic forecast therefore assumes:

- No further increase in core grant *
- Council Tax referendum limit set at 2% for 2020/21 and beyond *
- 1.0% tax base increase annually, reflecting actual tax base increase in 2019/20 *
- No effect of formula funding review expected to be implemented in 2021/22 *
- Pay awards at 3% in each year
- Cessation of Police Pensions specific grant from 2020/21 onwards
- 1% increase in employer contributions to the Local Government Pension Scheme with effect from April 2020. Actuarial review due in late 2019, which may change the required contributions

* in line with existing assumptions in 'realistic' case set out above

TABLE 9.2	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Funding	134,668	135,828	137,901	140,035
Budget Requirement	135,288	140,885	146,036	150,326
Projected Shortfall	620	5,057	8,135	10,291

11.13 A summary of the ranges above is shown in graph format below:



12. OFFICE OF THE POLICE AND CRIME COMMISSIONER

- 12.1 A small element of the Funding available is used to fund the Office of the Police and Crime Commissioner and to directly commission some services.
- 12.2 The Community Safety Fund was received as a specific grant until 2014/15 but was then rolled into the Police Revenue Grant. Additionally, the funding for a number of other similar services originally commissioned within Dorset Police were transferred to the PCC in 2014/15 so that all community related expenditure could be prioritised and monitored in one place. These funds are now allocated under the umbrella of the Safer Dorset Fund.
- 12.3 The Safer Dorset Fund has been established by the PCC to commission projects in areas of need that align to the Police and Crime Plan priorities. The OPCC Policy and Commissioning Teams work together with partner agencies to identify potential gaps in service provision, to find sustainable solutions, and commission organisations or partners to provide appropriate services. The OPCC works with a wide range of partner agencies, locally, regionally and nationally
- 12.4 The net budget requirement for the OPCC in 2019/20 is £2.076m. This comprises core costs of £1.072m and a total commissioning budget of £1.511m, partly funded by a transfer from the Police and Crime Plan reserve (£0.507m). In addition £0.250m has been made available from the Police and Crime Panel reserve to the Innovation Fund (as previously referred to).
- 12.5 Specific grants have been received by the PCC since 2014/15 from the Ministry of Justice (MoJ) for the commissioning of Victim services and Restorative Justice services. These are ring-fenced and will again be spent directly by the PCC. The largest area of expenditure in the Victim Support contract which was previously commissioned directly by the MoJ. Notification has been received that allocations for 2019/20 will be £890,205 (2018/19 - £890,135).
- 12.6 All of the remaining Police Revenue Grant / Precept and the other specific grants will be passed to the Chief Constable for the commissioning of police services.

13. CAPITAL PROGRAMME

- 13.1 The 2019/20 budget proposal includes further investment in operational capability and capacity delivered through the achievement of savings, including the reinvestment of efficiencies. Innovation delivered through capital investment and organisational redesign is key to achieving this service development. A summary of the proposed capital programme and associated funding is set out below. More detail on capital expenditure is provided in Appendix 5.

TABLE 10	2018/19	2019/20	2020/21	2021/22	2022/23
	£000's	£000's	£000's	£000's	£000's
<u>Expenditure</u>					
Vehicles	942	1,541	991	921	951
Minor Building Works	860	1,090	670	680	890
Major Building Works	0	1,050	1,300	0	0
<u>ICT</u>					
PRISM	3,570	3,320	1,214	689	372
Other ICT	718	2,829	1,770	930	1,500
Equipment	449	1,055	115	515	115
Forecast slippage on above programme	(821)	(2,529)	1,250	1,400	700
Total Capital Expenditure	5,718	8,356	7,310	5,135	4,528
<u>Funding</u>					
Home Office Grant	412	421	421	421	421
Capital Receipts	4,514	5,662	650	200	2,500
Revenue Funding	792	1,100	1,300	1,300	1,300
Subtotal	6,260	6,641	2,371	1,921	3,828
Increase in underlying need to borrow	0	1,173	4,939	3,214	307
Total Capital Funding	5,718	8,356	7,310	5,135	4,528

13.2 Emergency Services Network (ESN)

Excluded from the above programme is funding for the Emergency Services Network (ESN). Once information relating to actual costs and timescales of ESN is available, the appropriate funding strategy will be implemented. The introduction of ESN is expected to realise revenue savings on the fully budgeted costs of the existing Airwave solution, which will be a key feature of any funding strategy.

13.3 Firearms Training Facility

A further exclusion is any provision for a replacement firearms training facility. The current facility is expected to need some work, potentially significant, to ensure that it remains fit for purposes. An alternative solution may be to consider the purchase, hire, or lease of alternative facilities. This may result in a capital or revenue cost. However, the business case and option appraisal in this respect is not yet available, so has been excluded until the requirement is better understood.

Capital Financing

- 13.4 The recently updated Prudential Code for Capital Finance in Local Authorities requires Police & Crime Commissioners to produce a capital strategy in order to help demonstrate that capital expenditure and investment decisions are taken in line with

service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy supports the Medium Term Financial Strategy in order to ensure that the future asset needs are met to support the delivery of the Police and Crime Plan.

- 13.5 Capital planning is becoming increasingly important; technological advances are creating additional demands on investment spending aimed at increasing efficiency for the longer term. This is set in a context of external financial pressures; real term reductions in funding; pay pressures, and increasingly more complex demands on policing. In short, funds are a real constraint, and there are competing demands for both capital and revenue. When planning for longer term investment the increased uncertainties make the need for integrated planning even more essential.
- 13.6 The Capital Strategy has been prepared in line with the CIPFA guidance “capital strategies and programming” and together with the Treasury Management Strategy and the Reserves Strategy supports the Budget and Medium Term Plan.
- 13.7 The funding approach for capital financing is set out in the Capital Strategy and this is reflected in the funding proposals in Table 10 above. It should be noted that the amount of direct revenue contributions /Revenue funding has been increased in 2019/20 to £1.1m and to £1.3m thereafter to help provide ongoing sustainability for the capital programme.
- 13.8 It can be seen that the capital programme has been increased this year mainly in relation to the PRISM programme. This increased investment will result in an increase in the underlying need to borrow / Capital Financing Requirement. This is considered in the Treasury Management Strategy which demonstrates that in all likelihood (subject to timing) this could be covered fully by “internal borrowing” (the use of cash balances and working capital) which would avoid the need to borrow externally for the capital programme.
- 13.9 The planned increase in the Capital Financing Requirement will result in a statutory charge to the revenue budget (Minimum Revenue Provision) which is included in the capital financing line at Appendix 2.

14. RESERVES

- 14.1 The Reserves Strategy for 2019/20 is provided at Appendix 3 and is not substantially changed from this year. The forecasts for the 2019/20 budget are set out below.

TABLE 11	Opening balance Forecast 31-3-19 £000's	2019/20		Closing balance Forecast 31-3-20 £000's	N O T E
		Transfer in £000's	Transfer out £000's		
Budget Management Fund	194		194	0	1
Capital Financing Reserve	0	-	-	-	2
Major Operations Reserve	738			738	3
Police & Crime Plan Reserve	857		757	100	
Revenue Support Fund	0	-	-	-	4
Workforce Change Reserve	930		647	283	5
Total Earmarked Reserves	2,719	0	1,598	1,121	
General Fund Balance	3,864	951	500	4,315	6
Total Revenue Reserves	6,563	951	2,098	5,436	
Capital Receipts Reserve	542	5,120	5,662	0	7
Total Usable Reserves	7,125	6,071	7,760	5,436	

Notes:

1 – The actual opening balance on this reserve may be higher if there are any budgets brought forward as a consequence of underspends in 2018/19. Normally these would be spent in the year, resulting in a nil balance at the year end.

2 – The Capital Financing Reserve will be closed at the end of the current financial year.

3 – The nature of this reserve makes it not possible to predict the spending pattern.

4 – The Revenue Support Fund has been closed and the negative balance transferred to the General Fund Balance.

5 – The support in 2019/20 from the Workforce Change Reserve has been increased from the previous assumptions.

6 – The General Fund Balance exists to mitigate against significant financial risks by providing one-off funding. This is discussed in more detail below.

7 - The Capital Receipts reserve will be utilised in full as funds become available from the disposal of surplus assets, in accordance with the funding strategy expressed in the Capital Strategy.

- 14.2 The Home Office now publishes information on the levels of reserves held by PCCs and is keen to ensure that PCCs are not holding excessive reserves for their needs. Dorset's reserve levels are relatively low by comparison to the majority of others.
- 14.3 General Fund Balances are forecast to be only marginally above the minimum target level of 3% of net revenue expenditure and the financial strategy adopted is to apply annual Collection Fund surpluses to maintain the minimum of 3% and over time to increase the balances to achieve the target of 5%. A financial risk assessment supports the assessment on the adequacy of balances.

14.4 The projections for future years are provided below:

TABLE 12		USABLE RESERVES				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Forecast closing balance at:	31/03/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023
Reserve	£000's	£000's	£000's	£000's	£000's	£000's
Budget Management Fund	200	194	-	-	-	-
Capital Financing	203	-	-	-	-	-
Major Operations	738	738	738	738	738	738
Police & Crime Plan	857	857	100	100	100	100
Workforce Change	1,810	930	283	-	-	-
Total						
Earmarked Reserves	3,808	2,719	1,121	838	838	838
General Fund Balance	4,974	3,864	4,315	4,415	4,515	4,615
Total Revenue Reserves	8,782	6,583	5,436	5,253	5,353	5,453
Capital Receipts Reserve	1,211	542	0	0	0	0
Total Usable Reserves	9,993	7,125	5,436	5,253	5,353	5,453

15. ROBUSTNESS OF THE ESTIMATES

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

15.2 There are also a range of other safeguards aimed at ensuring authorities do not over-commit themselves financially. These include:

- The Chief Financial Officer's powers under section 114 of the Local Government Act 1988, which require a report to the Authority if there is or is likely to be unlawful expenditure or an unbalanced budget;
- The Local Government Finance Act 1992 which requires a local authority to calculate its budget requirement for each financial year, including the revenue costs which flow from capital financing decisions. The Act also requires an authority to budget to meet its expenditure after taking into account other sources of income. This is known as the 'balanced budget requirement'; and
- The Prudential Code, introduced under the Local Government Act 2003, which applies to capital financing and treasury management decisions from 2004/05 onwards.

- 15.3 Whilst the budget assumptions are considered achievable, some budgets are subject to a higher degree of estimation as actual expenditure can only be determined by factors outside the Police and Crime Commissioner's control, for example major inquiries. The most significant risks are set out in Appendix 4.
- 15.4 The Force is forecasting to be slightly overspent against its budget in the current year, which may result in additional calls on reserves at the year end. The budget for next year relies on the continued delivery of savings particularly in relation to the Strategic Alliance, workforce management, service area reviews, and procurement savings.
- 15.5 It is important that financial monitoring procedures continue to be developed to maintain effective financial control systems to support the robustness of the budget, and ensure the delivery of the savings assumed.
- 15.6 Reserves are considered above. The forecast reserves are considered to be adequate to support the budget, although the General Fund Balances are close to the minimum target levels and need to be replenished over time. There is a strategy in place to achieve this.
- 15.7 Within the context of the overall budget and reserve levels, the Chief Finance Officer is able to provide assurance on the robustness of the estimates made for the purposes of the budget calculation for next year. This relies on the assurances provided by the Chief Finance Officer for the Force. The Director of Finance has reviewed the estimates and assumptions used in preparing the 2019/20 budget and Medium Term Financial Strategy and has confirmed that they present a robust forecast of the anticipated budget requirement.

16. **RECOMMENDATIONS**

- 16.1 The Panel are invited to support an increase in the Police Band D Council Tax for 2019/20 of £24 per annum.
- 16.2 For the purposes of issuing a report to the Commissioner on the proposed precept, the Police and Crime Panel is requested to endorse the council tax requirement and the basic amount of Band D council tax for police purposes in Dorset for 2019/20 as presented in Appendix 1.

Alexis Garlick

CHIEF FINANCE OFFICER FOR THE POLICE AND CRIME COMMISSIONER

23 January 2019

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

Appendices

Appendix 1: Council Tax Requirement for 2019-20

Appendix 2: Budget Requirement

Appendix 3: Reserves Strategy 2019/20

Appendix 4: Risks

Appendix 5: Capital Expenditure

Appendix 6: Key Budget Assumptions

Appendix 7: Summary of Letter from Chief Constable to Police and Crime Commissioner (dated 9 January 2019)

DORSET POLICE AND CRIME COMMISSIONER - COUNCIL TAX REQUIREMENT

APPENDIX 1

2018/19	BUDGET SUMMARY	2019/20	2019/20
£		£	£
125,515,257	Budget Requirement		134,667,704
	<u>Police Allocation Formula (PAF)</u>		
40,659,454	Police Grant (Home Office)	41,543,762	
17,089,676	Redistributed business rates (DCLG)	17,418,100	
7,918,574	Legacy Council Tax Grants	7,918,574	
65,667,704	Total funding		66,880,436
59,847,553	To be met by Council Tax payers		67,787,268
(841,176)	Less: estimated surplus on Collection Fund		(951,534)
59,006,377	PRECEPT REQUIREMENT		66,835,734

PRECEPTS						
Authority	2018/19		increase in tax base %	2019/20		Estimated Surplus on Collection Fund
	Tax Base	PCC Precept		Tax Base	PCC Precept	
Bournemouth	62,781.20	£12,969,340				
Christchurch	19,948.00	£4,120,858				
Poole	57,181.00	£11,812,451				
Bournemouth, Christchurch & Poole	139,910.20	£28,902,649	1.33%	141,772.00	£32,689,788	£28,600
East Dorset	37,708.00	£7,789,719				
North Dorset	26,057.10	£5,382,876				
Purbeck	19,182.31	£3,962,681				
West Dorset	41,782.20	£8,631,367				
Weymouth and Portland	20,994.70	£4,337,085				
Dorset Council	145,724.31	£30,103,728	1.62%	148,087.20	£34,145,946	£922,934
Total	285,634.51	£59,006,377	1.48	289,859.20	£66,835,734	£951,534

COUNCIL TAX								
Band	A	B	C	D	E	F	G	H
2018/19	£137.72	£160.67	£183.63	£206.58	£252.49	£298.39	£344.30	£413.16
<i>Increase (11.6%)</i>	<i>£16.00</i>	<i>£18.67</i>	<i>£21.33</i>	<i>£24.00</i>	<i>£29.33</i>	<i>£34.67</i>	<i>£40.00</i>	<i>£48.00</i>
2019/20	£153.72	£179.34	£204.96	£230.58	£281.82	£333.06	£384.30	£461.16
<i>Per month</i>	<i>£12.81</i>	<i>£14.94</i>	<i>£17.08</i>	<i>£19.22</i>	<i>£23.48</i>	<i>£27.75</i>	<i>£32.02</i>	<i>£38.43</i>

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BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23

BUDGET REQUIREMENT

Category	Description	2018/19 Original Plan £000's	2019/20 Draft Plan £000's	2020/21 Draft Plan £000's	2021/22 Draft Plan £000's	2022/23 Draft Plan £000's
Pay & Employment Costs	Police Officer Pay	55,202	53,832	55,039	56,129	57,464
	Police Officer Pensions	10,927	14,057	14,371	14,674	15,045
	Police Officer Overtime	2,599	2,718	2,809	2,985	2,919
	Police Staff Costs	32,485	34,508	35,669	36,377	36,911
	PCSO Pay	3,623	3,880	3,984	4,110	4,229
	Temporary or Agency Staff	61	0	0	0	0
	Police Staff Pay	36,070	38,387	39,653	40,487	41,140
	Police Staff Overtime	578	641	648	660	666
	PCSO Overtime	20	20	20	20	20
	Police Staff Overtime	598	661	668	681	686
	Restructure, Training & Conference Costs	851	1,102	1,100	1,169	1,169
	Police Officer Injury/Ill Health/Death Pensions	1,522	1,620	1,703	1,787	1,873
	Other Employee Expenses	1,374	968	968	972	976
Pay & Employment Costs Total		109,143	113,345	116,312	118,883	121,272
Overheads	Premises Related Expenditure	12,683	13,295	13,346	13,500	13,670
	Supplies and Services	9,957	12,245	11,669	11,585	11,474
	Third Party Payments	4,559	5,442	5,566	5,661	5,745
	Transport Related Expenditure	2,180	2,285	2,338	2,399	2,461
Overheads Total		29,379	33,267	32,919	33,145	33,351
Grant, Trading & Reimbursement Income	Government & Overseas Funding	(6,574)	(7,436)	(7,445)	(7,453)	(7,461)
	Interest/ Investment Income	(160)	(20)	(19)	(20)	(20)
	Local Government Specific/Partnership Funding	(456)	(510)	(510)	(510)	(510)
	Reimbursed Services - Other	(71)	(71)	(71)	(71)	(71)
	Reimbursed Services - Other Police Forces	(495)	(760)	(760)	(760)	(760)
	Reimbursed Services - Other Public Bodies	(2,415)	(2,037)	(2,047)	(2,061)	(2,075)
	Reimbursed Services	(2,980)	(2,867)	(2,878)	(2,892)	(2,905)
	Sales, Fees, Charges and Rents	(3,841)	(4,056)	(4,118)	(4,119)	(4,114)
	Special Police Services	(292)	(247)	(247)	(247)	(247)
Grant, Trading & Reimbursement Income Total		(14,304)	(15,135)	(15,216)	(15,241)	(15,257)
	Capital Financing and Contributions	1,359	1,754	1,470	2,426	2,938
Capital Financing and Contributions	Loan Charges	123	124	151	201	221
	Minimum Revenue Provision	527	531	20	924	1,417
	Revenue Contribution to Capital	709	1,100	1,300	1,300	1,300
Capital Financing and Contributions Total		1,359	1,754	1,470	2,426	2,938
Transfers to / (from) Reserves	Transfers from Reserves	(2,339)	(1,591)	(283)	0	0
Transfers to / (from) Reserves Total		(2,339)	(1,591)	(283)	0	0
Total Force		123,239	131,640	135,202	139,212	142,303
Office of the PCC	Dorset Office of the PCC	1,278	1,072	1,072	1,072	1,072
PCC Commissioning	Dorset PCC Commissioning	999	1,511	1,004	1,004	1,004
	Transfers from Police & Crime Plan reserve		(507)			
Total OPCC		2,277	2,076	2,076	2,076	2,076
Net Revenue Expenditure		125,515	133,716	137,278	141,288	144,379
Transfers to / (from) General Balances	Transfers to General Balances		952	100	100	100
Total Budget Requirement		125,515	134,668	137,378	141,388	144,479

BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS 2019/20 TO 2022/23

Explanation of key budget lines:

1. Police Officer Pay

1.1. The budgets for police officer pay, on costs, and allowances have been drawn up based on an approved design, which takes full account of OBD, and realised savings achieved under the Alliance. The number of officers consists of officers paid for directly by Dorset Police (ie as 'employees'), less those recharged to Devon & Cornwall Police as part of the Strategic Alliance. The number currently recharged is 11.4 FTE.

1.2. The number of police officers on which the budget is based is shown below, identifying those posts which are charged out under the Strategic Alliance arrangements:

	2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Total Employed Officers	1,211	1,211	1,205	1,203	1,202
Less Alliance Officers Recharged	(10)	(11)	(11)	(11)	(11)
Funded Establishment	1,201	1,200	1,194	1,192	1,191

1.3. As shown above, the budgeted officer numbers are forecast to be sustained for 2019/20, and then reduce slightly in future years. This reflects future Strategic Alliance police officer savings arising from existing business cases.

1.4. It is anticipated that use of the Innovation Fund will be considered to increase capability beyond the level indicated above, investing in the Rural Crime Team, Marine Crime Team, Offender Management and strategic support

1.5. The estimated leavers included within the budget for each year are shown below. These assume that the majority of officers will leave at the earliest of their age / service eligibility, although does assume that a small number will leave earlier based on historic trends.

	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Normal Retirements	41	47	47	33
Ill Health Retirements	5	5	5	5
Resignations / transfers out	29	23	23	23
Total	75	75	75	61

1.6. The following number of new officers are expected to be recruited during 2019/20:

	2019/20 FTE
Probationers	70
Transferees / direct entry	12
Total Recruitment	82

BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS 2019/20 TO 2022/23

1.7. Finance are working with Resourcing in respect of the above recruitment schedule to ensure the necessary officers are recruited within budget, and to ensure that operational capability is maximised.

2. Police Officer Pensions

2.1. The employer's contribution to the Police Pension Scheme will increase considerably in 2019/20 following an actuarial review of the scheme. The settlement has confirmed that the increase in employer contribution will be 6.8%, resulting in an employer contribution of 31%, and extra annual cost of £3.1m. Offsetting this in 2019/20 is a specific grant of £1.4m (see below).

3. Police Officer Overtime

3.1. The police overtime budgets are under significant pressure in 2018/19, with an anticipated overspend in excess of £1.0m. Overtime is a vital resource, allowing much needed flexibility of operational deployment. It is anticipated that OBD, along with continued focus on this area by Commanders and the Resourcing Team, will enable spend in this area to reduce. However, this will be carefully monitored as an area of risk.

4. Police Staff

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

4.2. The allocation of workforce resources in the 2019/20 budget is shown below. This includes officers and staff, and reflects the net effect of posts charged to and from Devon & Cornwall Police under the Strategic Alliance.

	2018/19	2019/20
Operational	57%	60%
Operational Support	34%	31%
Organisational Support	9%	9%
	100%	100%

4.3. It is anticipated that use of the Innovation Fund will be considered to further invest in operational capability. Additional posts will be considered in 2019/20 to address issues including crime prevention, homelessness, and road safety, as well as providing support to the volunteer Police Cadets scheme.

4.4. A turnover assumption of £1.4m will be applied to police staff budgets. This represents a turnover factor of approximately 3.5%.

5. Police Staff Pension Contributions

5.1. The most recent triennial actuarial review of the Local Government Pension Scheme (LGPS) took place in 2016. That review identified that further contributions to the

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

LGPS were required to address the deficit. Negotiations took place with the actuaries that resulted in a staged increase to the contributions, and 2019/20 is the last year of such increases, with an increase of £550k. The next valuation is due to take place towards the end of 2019.

6. Pay Award

- 6.1. The budget requirement has been constructed on the basis of a 2.0% pay award annually from 2019/20. This pay award estimate was based on current and future inflation actuals and projections.
- 6.2. The Autumn Budget provided some indication that wages are expected to grow. The Office of Budget Responsibility has forecast that wages may grow by 2.5% in 2019, 2.8% in 2020 and then by 3.2% in 2023. This forecast will represent overall wage increases, including increments and other factors, although pay award will be a key component. These figures are clearly forecasts and actual pay award cannot be inferred. However, they do give some context in which the 2% estimate has been made. The forecast cost of a 1% increase in the pay award is £0.6m in 2019/20 and an annual £1.1m p.a. full year effect.
- 6.3. The 2018 pay awards for police officers and staff have both been agreed at 2%.

7. Restructure, Training and Conference Costs

- 7.1. The Police Education Qualification Framework (PEQF) is due to be implemented in Dorset Police during 2019/20. In order to comply with the requirements of this new Framework, the Force will be working with higher education facilities to provide courses to new recruits. The exact cost of this provision is still being finalised, partly through a procurement process, but indicative costs are available, and an additional £158k has been included within the training budget.

8. Other Employee Expenses

- 8.1. Savings are anticipated in the cost of employer liability insurance, in excess of £200k. This has been removed from the 2019/20 'other employee expenses' budget.

9. Premises Related Expenditure

- 9.1. The 2019/20 budget includes increased expenditure on electricity and gas due to estimated higher inflation (£197k), and inflation on Public Finance Initiative schemes (£193k).

10. Supplies and Services

- 10.1. The 2019/20 supplies and Services budget includes £1m for a new Innovation Fund, of which £0.5m is a recurring allocation.

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

10.2. Included within the increase on supplies and services is funding to reflect the significant national cost pressures on forensic services suppliers, which are expected to result in the need for considerable investment to ensure continued service provision. Work is taking place nationally to consider the exact financial requirement, and whether any funding could be made available to help forces address this issue. In the event that no central funding is made available, Dorset Police are expected to require a further £187k to ensure continued service.

11. Communications and Computing

11.1. Additional budget is required in 2019/20 to fund the ongoing revenue costs of ICT investment, including body worn video and duties management. This includes the costs of licencing, maintenance and development. In addition, further unavoidable price increases in ICT licencing and support arrangements have been included in the 2019/20 budget.

11.2. The ICT Department are reviewing all systems and licencing arrangements in place across the Force with a view to ensuring / confirming that only essential expenditure is incurred in this respect.

11.3. A significant enhancement to the Force's current data analysis capability, and the move to use of data analytics across the Force, would be the implementation of a new data analytics system. This would allow front line officers, and officers and staff across the organisation, access to activity data to better understand and deploy upon demand and resource information. This has been used in other forces with considerable success, and would present significant benefits to the Force.

12. Transport Related Expenditure

12.1. The transport budgets have remained reasonably static between 2018/19 and 2019/20. Although inflation on fuel is anticipated to be above average, the anticipated cost of insurance has reduced, which has largely offset all other price increases in this area.

13. Third Party Payments

13.1. The main increase in third party payments relates to the provision of air support. Forces are facing potentially higher charges for National Police Air Support (NPAS) in 2019/20 than in the current year. The charges will be based on usage during 2018, which latest figures for Dorset Police indicate is significantly higher than 2017. Using the latest usage figures, the increased is expected to be £257k.

13.2. Dorset Police is in negotiations with its partners in respect of Safeguarding funding. While these discussions are ongoing, it is anticipated that additional funding in the region of £50k will be required in 2019/20.

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23****14. Government Funding (Specific Grants)**

- 14.1. There is a new specific grant of £1.4m to partly offset the additional employer's contributions for Police Pensions. This grant is assumed to continue although the future year position has not been confirmed by the Home Office. Clarification on future year grant is expected to be part of the 2019 Comprehensive Spending Review considerations.
- 14.2. The 2018/19 budget assumed that the existing Counter Terrorism Policing Grant funding would reduce, and officer numbers were reduced accordingly. However, in recognition of the Government's announcement at the time that further funding would be made available for Counter Terrorism, an estimate was made that the *cash* received would remain the same as in 2017/18 – although unconfirmed at the time. No further grant was received, and the 2018/19 income budget therefore under-recovered, with the need to adjust the forecast income budget by £0.4m in 2019/20.

15. Reimbursed Services – Other Police Forces

- 15.1. The level of income received under mutual aid in past years has been used to inform the estimate for future year income, resulting in an increased income budget for 2019/20.

16. Sales, Fees and Charges and Rents

- 16.1. Considerable effort has been focussed over the last three years on maximising income generation opportunities. This has included consideration of further sponsorship.
- 16.2. Opportunities for 'discretionary' income generation are severely limited. However, Dorset Police remains in the top quartile nationally for income from sales, fees, charges and rents.
- 16.3. Dorset has historically received comparatively low income from 'reimbursed services', including provision of police officers to events, mutual aid income, and secondments to other forces. This income will increase into the future as the Alliance and regional collaboration develop, although clearly linked to additional expenditure in these areas.
- 16.4. Income from the Driver Awareness Scheme is expected to increase in 2019/20. The move to digital speed cameras during early 2019/20 is expected to enable a greater level of enforcement and education activity.

17. Capital Financing and Contributions

- 17.1. These are predicted to increase significantly over the plan period as a direct consequence of the increased capital investment programme.



DORSET

POLICE & CRIME
COMMISSIONER

RESERVES STRATEGY

2019/20



@PCCDorset dorset.pcc.police.uk

RESERVES STRATEGY 2019/20

Background

- 1 In January 2018 the Home Office issued guidance setting out the government's expectations around the information to be published by Police and Crime Commissioners on their financial reserves strategies (see Appendix A). At the same time information on the level of usable financial reserves held by each Police and Crime Commissioner was [published](#) on the HO website, for all financial years from 2011 onwards.
- 2 The reserves strategy supports the annual budget and medium term financial plan, as reported to the Police and Crime Panel in February each year. This strategy updates the reserves strategy published in July 2018 which refreshed the Reserves Policy of February 2018 in the light of the 2017/18 outturn and the HO guidance.

Scope

- 3 Police and Crime Commissioners (PCCs) can keep part of their funding in reserves to help manage financial risk and to fund major future costs such as change programmes aimed at improving services to the public.
- 4 Reserves are required to be classified as either Usable or Unusable. Usable reserves are those that can be used to support future service provision. Unusable reserves are not available to be used to support services; they include unrealised gains and losses which will only become available if for example assets are sold, and accounting timing differences which will be realised at a future date.
- 5 This Reserves Strategy sets out the PCC's approach to the management of Usable Reserves.

Guidance

- 6 Sections 32 and 43 of the Local Government Finance Act 1992 require precepting bodies to have regard to the level of resources needed to meet estimated future expenditure when calculating the annual budget requirement. This is further supported by the balanced budget requirement: England, sections 31A, 42A of the Local Government Finance Act 1992. Moreover as part of the budget setting process, the Chief Finance Officer is required to comment on the adequacy of reserves. This relates to earmarked reserves as well as the General Balance, and is a critical part in making the statutory Section 25 judgement on the robustness and sustainability of the PCC's budget proposals.
- 7 This strategy has regard to [LAAP Bulletin 99](#) 'Local Authority Reserves and Balances', issued in July 2014, and complies with the Home Office Guidance issued in January 2018, and the Revised Financial Management Code of Practice, issued in July 2018 (see Appendix B).
- 8 Reserves are sums of money held to meet future expenditure. When reviewing the medium term financial plan and preparing the annual budget PCCs should consider the establishment and maintenance of reserves.

9 Reserves can be held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
- a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves;
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.

10 CIPFA recommends that for each earmarked reserve held there should be a clear protocol setting out:

- the reason for / purpose of the reserve;
- how and when the reserve can be used;
- procedures for the reserve's management and control; and
- a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

Responsibilities

11 The respective responsibilities in relation to reserves are set out in the Financial Regulations (see Appendix C).

Policy Statement

The PCC will not plan to hold significant reserves above those required by the Medium Term Financial Plan.

In considering earmarked reserves, the Chief Finance Officer will have regard to relevant matters in respect of each reserve, and will advise the PCC accordingly.

The key principles to be adopted in setting reserves are:

General Balances

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

Earmarked Reserves

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

This Strategy will be reviewed annually by the OPCC Treasurer and consulted on with the Force Chief Finance Officer and the Joint Leadership Board.

Earmarked Reserves

The following earmarked reserves balances are held:

Name of earmarked reserve	Purpose	Opening balance 1 April 2018 £'000s	Target level
Budget Management Fund	To hold year end underspends for carry forward to the following year.	200	nil annually
Capital Financing Reserve	To fund capital investment.	203	As determined by the Capital Strategy
Major Operations Reserve	To meet the costs of major policing operations.	738	Between £600k and £1.2m [maximum 1% of Net Revenue Expenditure]
Police and Crime Plan	To fund planned Police and Crime Plan developments.	857	Nil by 2021
Revenue Support Fund	To smooth the impact of ongoing funding reductions as a result of the national reduction in public service spending in line with the medium term financial plan.	Nil	As determined in the medium financial planning process
Workforce Change Reserve	To fund one-off and transitional costs of change programmes including the Strategic Alliance with Devon & Cornwall Police.	1,810	Nil by 2021

Home Office Classifications

The Earmarked reserves in the table above meet the HO classification: *Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.*

In addition **General Balances** are held: *As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management.*

There is no material: *Funding for specific projects and programmes beyond the current planning period.*

Forecast Usable Reserves

The forecasts for Usable Reserves over the period of the Medium Term Financial Plan are set out below.

USABLE RESERVES						
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Forecast closing balance at:	31/3/18	31/3/19	31/3/20	31/3/21	31/3/22	31/3/23
	£000's	£000's	£000's	£000's	£000's	£000's
Budget Management Fund	200	194	0			
Capital Financing Reserve	203	0				
Major Operations Reserve	738	738	738	738	738	738
Police & Crime Plan Reserve	857	857	100	100	100	100
Revenue Support Fund	0					
Workforce Change Reserve	1,810	930	283	0		
Total Earmarked Reserves	3,808	2,719	1,121	838	838	838
General Fund Balance	4,974	3,864	4,315	4,415	4,515	4,615
Total Revenue Reserves	8,782	6,583	5,436	5,253	5,353	5,453
Capital Receipts Reserve	1,211	542	0	0	0	0
Total Usable Reserves	9,993	7,125	5,436	5,253	5,353	5,453

RESERVES PRESENTED AS REQUIRED BY THE HOME OFFICE STRATEGY GUIDANCE						
Funding for projects & programmes over the period of the current MTFP	5,019	3,261	1,121	838	838	838
Funding for projects & programmes beyond the current MTFP	0	0	0	0	0	0
General Contingency	4,974	3,864	4,315	4,415	4,515	4,615
Total	9,993	7,125	5,436	5,253	5,353	5,453

Police finance reserves guidance

Published 31 January 2018

Context

This guidance has been issued to Police & Crime Commissioners by the Minister for Policing & the Fire Service, following engagement with the policing sector. This sets out the Government's expectations around the information to be published by Police & Crime Commissioners on their financial reserves strategies. The Government intends to include this guidance in the next version of the Financial Management Code of Practice (statutory guidance) to be placed before Parliament.

Guidance

Each PCC should publish their reserves strategy on their website, either as part of their medium term financial plan or in a separate reserves strategy document. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve held for each year. The reserves strategy should cover resource and capital reserves and provide information for the period of the medium term financial plan (and at least two years ahead).

Sufficient information should be provided to enable understanding of the purpose(s) for which each reserve is held and how holding each reserve supports the PCC's medium term financial plan.

The strategy should be set out in a way that is clear and understandable for members of the public, and should include:

- how the level of the general reserve has been set;
- justification for holding a general reserve larger than five percent of budget;
- details of the activities or items to be funded from each earmarked reserve, and how these support the PCC and Chief Constable's strategy to deliver a good quality service to the public. Where an earmarked reserve is intended to fund a number of projects or programmes (for example, a change or transformation reserve), details of each programme or project to be funded should be set out.

The information on each reserve should make clear how much of the funding falls into the following three categories:

- Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.
- Funding for specific projects and programmes beyond the current planning period.
- As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance).

Home Office Revised Financial Management Code of Practice- July 2018 [extract]

7.2 Reserves and provisions

The PCC should establish a policy on reserves (including how they might be used by the Chief Constable) and provisions in consultation with the Chief Constable. This should have due regard to the need to ensure the ongoing funding of policing activities and the requirement to meet exceptional or extraordinary policing operations. Reserves should be held by the PCC and managed to balance funding and spending priorities and to manage risks. This should be established as part of the medium term financial planning process (see section 8.1 of this document).

Further guidance can be found in the Local Authority Accounting Panel (LAAP) Bulletin 99 on Local Authority Reserves and Balances issued by CIPFA.

Locally agreed financial regulations and schemes of governance should:

- contain full details of how the reserves and provisions policy will operate locally;
- ensure that the annual budget (see section 8.2 of this document) includes a realistic amount of operational contingency that is available to the Chief Constable for operational priorities without the need for additional approval; and
- make provision for budgets to be carried forward from one financial year to the next.

In respect of the Combined Authority Mayor for Greater Manchester, there is a separate Police Fund which contains revenue and capital police reserves. Decisions regarding the reserves held for policing should be made by the Mayor for the Combined Authority. These reserves include the capital receipts reserve.

7.2.1 Transparency of reserves information

Each PCC should publish their reserves strategy on their website, either as part of their medium term financial strategy or in a separate reserves strategy document. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve held for each year. The reserves strategy should cover revenue and capital reserves and provide information for the period of the medium term financial plan (and at least two years ahead).

Sufficient information should be provided to enable understanding of the purpose(s) for which each reserve is held and how holding each reserve supports the PCC's medium term financial plan.

The strategy should be set out in a way that is clear and understandable for members of the public, and should include:

- how the level of the general reserve has been set;
- justification for holding a general reserve larger than five percent of budget;
- details of the activities or items to be funded from each earmarked reserve, and how these support the PCC and Chief Constable's strategy to deliver a good quality service to the public. Where an earmarked reserve is intended to fund a number of projects or programmes (for example, a change or transformation reserve), details of each programme or project to be funded should be set out.

The information on each reserve should make clear how much of the funding falls into the following three categories:

- Funding for planned expenditure on projects and programmes over the period of the current medium term financial strategy.
- Funding for specific projects and programmes beyond the current planning period.
- As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance).

The Chief Finance Officer of the PCC should send the Home Office a copy of their reserves strategy each year.

FINANCIAL REGULATIONS [extract]

B4 MAINTENANCE OF BALANCES AND RESERVES

Overview

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

Responsibilities of the Treasurer

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

Responsibilities for the Director of Finance

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

Responsibilities of the Commissioner

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

C6 TREASURY MANAGEMENT AND BANKING ARRANGEMENTS

Responsibilities of the Audit Committee

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

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23****RISKS**

There are clearly numerous risks relating to the 2019/20 budget estimate and future financial projections. The key specific risks are set out below:

1. Change in Political Environment

The potential for changes both nationally through a General Election, and locally through the 2020 PCC elections may have an impact on the financial forecasts.

2. Brexit – settlement / operational demand

The impact that Brexit may have on Dorset Police is unknown, with the potential for increases in demand as well as the potential for price changes in supplies, and possibly the funding settlement could be revisited in certain circumstances. Planning is taking place within the Force to address the potential demand and price issues, while the likelihood and effect of any changes to funding is entirely unknown.

3. 2019 Spending Review (SR)

The 2019 Spending Review is expected to show revised forecasts for Home Office spending allocations, although may not provide indications at Force level. The result of the SR may therefore have significant implications for future funding.

4. Formula Funding Review

A review to the allocation of funding between forces is expected to commence in 2019, with the results of the review currently expected to be implemented in 2021/22. The previous formula funding review, which was not implemented, would have provided an additional £4m pa approximately to Dorset Police.

5. Increasing population / expectations / demand

The challenges of policing in Dorset continue to change, with increased population and demand. The summer of 2018 was the busiest on record. The introduction of the Organisational Business Design model, and other efficiencies and innovation is helping to address such changes, but clearly the additional burden is a significant factor in financial planning.

6. Emergency Services Network (ESN)

No assumptions have been made in relation to any costs/benefits for the implementation of ESN. Indications from Government are that local forces will be expected to incur some of the implementation costs, while some will be met centrally through top slicing. However, revenue savings are also anticipated. A funding strategy will be introduced once clarity on costs and timescales is available.

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**7. Further top slicing / charges

In addition to the potential top slicing for ESN, other changes to funding may be introduced that have a positive or detrimental impact on Dorset Police. Further information may be available in the SR.

8. Pay Awards

The financial projections assume 2% for annual pay awards. An increase of 1% to this assumption would result in an additional cost of £0.6m in the first year (as pay awards are implemented from 1st September) rising to £1.1m in the second year.

9. Pensions

The specific grant for Police Officer pensions (£1.4m) is assumed to continue annually although this has not been confirmed by the Home Office, and will be reviewed as part of the 2019 SR.

The Local Government Pension Scheme (LGPS) for police staff will be subject to a triennial actuarial valuation in 2019, which may change the required employer contributions to the scheme. The outcome of the valuation is unlikely to be announced until the end of the year.

10. Cash Flow Risk

The cash flow position for Dorset Police requires careful management to ensure that necessary funds are available when required, which is forecast to involve the use of short term borrowing at key stages of the year.

Specific risks to cash flow would include:

- Expenditure on significant operations in advance of any cost recovery
- Earlier than expected capital expenditure
- Delays in capital receipts
- Future pay award changes
- Expenditure on grant funded projects, including national forensics, in advance of grant income
- Cost recovery in arrears for services provided, including regional services
- Any other initiative that involves incurring expenditure in advance of associated income

11. Other Risks

There are also potential risks in the realisation of savings, from the Strategic Alliance, Service Area Reviews and other areas, and changes to the police officer workforce. Workforce risks include changes in numbers of police officer leavers, delivery of recruitment targets, and numbers of officers on secondment.

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

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23****CAPITAL PROGRAMME**

Included within the proposed capital programme is significant investment in the estate and in technology. This investment is expected to directly support operational policing, either through maximising revenue funding or through innovation. The most significant items are explained below.

1. Vehicle Replacement Programme

The annual requirement to maintain a fit for purpose vehicle fleet means that significant annual investment is required in vehicle replacements. The 2019/20 budget allocation includes funding for a replacement Rigid Inflatable Boat (RIB) carried forward from 2018/19.

2. Major Building Works to Winfrith Headquarters Buildings

Included within the 2019/20 and 2020/21 forecast capital requirement is the need to carry out significant works to the Winfrith Headquarters site. This will include the replacement of plant and equipment to the Training building, and improving utilisation of space to accommodate a move of staff from the A10 building.

An indicative assessment of the cost of maintenance and improvement required to the A10 building to ensure that it remains fit for purpose is at least £4.5m. The development of the Training building alongside provision of potential alternative accommodation is expected to be a significantly more cost effective solution. This expenditure remains subject to an appropriate business case.

3. PRISM

The PRISM transformational programme is expected to continue delivering significant benefits to Dorset Police and Devon & Cornwall Police through innovation in ICT and workforce design. The 2019/20 capital budget includes the implementation of the replacement Command and Control system in Dorset, commenced in 2018/19, and the delivery of further mobile policing solutions designed to increase workforce efficiency.

4. ICT Peripheral Replacement

This capital allocation covers the provision of replacement computers and associated equipment. The current move to an increasingly flexible and effective workforce, and improved use of estate, require increased investment in mobile devices. The 2019/20 budget therefore reflects a move to replace desktop computers with laptops and tablets. While the initial cost for such devices is higher, the improved flexibility, particularly in the use of estate, is expected to ultimately deliver cashable savings.

5. Digital Speed Enforcement Cameras

Dorset's analogue speed enforcement cameras are approaching the end of their serviceable life and need to be replaced. The opportunity will be taken to upgrade the cameras to digital, providing efficiencies in service delivery and enhanced operational capability.

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BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS 2019/20 TO 2022/23

SCHEDULE OF KEY BUDGET ASSUMPTIONS

This schedule identifies the key assumptions used in the ongoing calculation of the 2019/20 budget.

- Government Police Grant funding for 2019/20 will reflect the funding settlement announced 13th December 2018. It is assumed that Police Grant funding will then remain static in cash terms in 20/21 and thereafter
- Capital grant will remain static in cash terms in 2020/21 and thereafter at £421k
- Counter Terrorism specific grant will remain at the same level as received in 2018/19 for future years
- Police Pensions specific grant is assumed to continue at the same cash level as expected in 2019/20
- Council Tax will increase by £24 in 2018/19 and 2019/20, and 1.99% for each year thereafter
- A 1.48% increase in tax base is assumed for 2019/20, followed by 1.0% increases annually
- A £952k surplus is anticipated in 2019/20. For 2020/21 and beyond, £100k surplus on the Council Tax collection fund has been assumed.
- Turnover on police officers takes into account officers leaving at their 30 year service date, plus an estimate for ill health retirements, transfers out and resignation
- The base budget requirement assumes that a 2.0% pay award will be applied on 1 September 2019 and in each subsequent year for police officers and police staff. A 2% Pay Award was agreed for September 2018.
- The employer's current contribution to the police staff pension scheme, plus agreed contributions to the prior year deficit, will be as set out below:

	18/19	19/20	20/21	21/22
LGPS Base Contribution	14.35%	15.50%	16.10%	16.10%
Plus Repayment of LGPS Deficit (cash lump sum)	£0.35m	£0.55m	£0.58m	£0.58m
Estimated Total Cash Contribution	£5.6m	£6.4m	£6.9m	£7.0m
% of Staff Pay Budgets	15.3%	17.0%	17.6%	17.6%

- Police Officer employer pension contributions have been assumed to be paid at 31.0% throughout MTFs period in line with the guidance following the recent actuarial valuation.
- Inflation has been applied only to budgets that are subject to inflationary pressures at a notional rate of 2.0%, except where individual rates are known, or can be separately estimated due to particular inflationary pressures. Actual CPI for October 2018, published on 14 November 2018, was 2.4%
- Future investment income assumes an average interest rate of 0.90%. The current actual bank base rate is 0.75%.
- The capital programme will be financed by capital grant, capital receipts and revenue financing through direct contributions, use of reserves and borrowing.

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**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23****Summary of Letter from Chief Constable to Police and Crime Commissioner
(dated 9 January 2019)***Purpose:*

To provide Panel members with a comprehensive understanding of the information contained within the letter from the Temporary Chief Constable to the Police and Crime Commissioner, regarding police precept and future budgeting.

The letter is significantly detailed and complex (14 pages, circa 6000 words), and contains a number of police acronyms and statements that presume a high level of background knowledge.

In order to enhance the transparency of this letter, and aid understanding, this has been summarised and additional background information provided.

The bulk of the summary is directly copied from the Chief Constable's letter, and is therefore written from his perspective. It covers the following areas:

- 1. The context of the current financial position;*
- 2. How the precept increase for 2018/19 was used;*
- 3. What the proposed precept increase for 2019/20 would be used for, if supported by the PCC, the citizens of Dorset and the Dorset Police and Crime Panel; and*
- 4. Conclusion*

Summary of Letter**1. The context of the current financial position**

The requirement to find substantial financial savings over the past eight years, coupled with a changing and growing complexity of demand, has placed great strain on this organisation and policing nationally. Whilst the precept increase alone has not removed that dynamic, it has at least enabled us the opportunity to take stock, and plan our future direction with greater confidence and clarity.

We recognise the challenging context within which the precept decision was taken, and understand the real pressures which household budgets are under. At the same time, I offer my thanks to you and the Police and Crime Panel for your support over the last financial year of the increased precept of 2018/19, to the benefit of the communities of Dorset.

2. How the precept increase for 2018/19 was used

Precept investment was most evidently felt by an uplift in staffing in crucial areas of the force, as follows:

Police and Crime Plan Pillar One: Protecting People at Risk of Harm

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

- **Paedophile On-line Investigation Team:** increased number of officers who proactively looking for the most dangerous offenders.
- **Multi-Agency Safeguarding Hub (MASH):** allowing expansion from children and young people into adult safeguarding.
- **Pan-Dorset Safeguarding Board:** the Children and Social Work Act 2017 creates new duties for CCGs, local authorities and police to make local safeguarding arrangements. As these new arrangements embed, Dorset Police will increase its financial commitment from £9k to around £50k.
- **Safer Schools:** last year's precept enabled Dorset Police to preserve our Safer Schools provision, enabling ten safer schools officers to deliver countless educational and preventative inputs to young people across our county.
- **Marine Unit / Rural Crime Team:** additional staff were added to both units to ensure our maritime and rural continue to receive neighbourhood provision.
- **Operational Business Design (OBD):** the precept investment was critical to the design and implementation of OBD; a different operating model, enabling us to effectively deal with the busiest period in our demand history. Investment led to the creation of an enhanced volume crime team to deal with detained persons and provide support to frontline officers, and the formation of an investigation resolution team (IRT), a desk based team that progresses investigations and provides investigative support to the frontline.
- Also within OBD, the additional precept led to the creation of a new and role for some of our PCSOs who have become Police Community Support Investigators focussing on volume crime and assisting with neighbourhood taskings. The force now has 29 PCSIs managing low threat and low harm yet high demand incidents.

Police and Crime Plan Pillar Two: Working with our Communities

- **OBD:** the implementation of OBD has also introduced new resource in the Neighbourhood Engagement Officer role ensuring we connect with people through the diversity of platforms available.
- **Neighbourhood Policing Teams (NPTs):** Dorset Police has signed up to the College of Policing's guidelines for the delivery of neighbourhood policing – and precept investment has allowed NPTs to reach full complement. These teams are amplified through the recruitment of more Specials, however, further investment is required to boost visibility and strengthen our problem solving ability.
- **Community Safety Accreditation Schemes (CSAS):** there are now four schemes with 14 accredited people embedded across the county. Investment has allowed some bespoke training for CSAS organisations to ensure they are skilled problem solvers that can provide community intelligence useful for policing.
- **Police Now:** with your support, we have recruited eight officers under the Police Now initiative, joining in September they have already brought new thinking and fresh energy to our most challenging problems.
- **County lines:** our communities still face significant challenge concerning child exploitation and the link to 'County Lines'. We continue to invest in operational plans focussing on enforcement, education, safeguarding and rehabilitation. The

BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS 2019/20 TO 2022/23

delivery of the partnership event hosted by OPCC has significantly assisted in this key area. The Safer Schools and Community Team are also delivering a County Lines package. However, further investment in this area is necessary if we are to continue to make a measurable impact on this national priority.

- **Drug and alcohol harm reduction team:** was embedded last July and has bought a fresh approach to Dorset by moving from bureaucratic enforcement to harm reduction and engagement. This approach has already seen results, for example, the review of a licenced premise that led to the replacement of a management team that had a culture of violence and poor regard for public safety.

Police and Crime Plan Pillar Three: Supporting Victims and Reducing Reoffending

- **Restorative Justice:** we continue to put victims at the heart of what we do and precept funding has enabled us to deliver on this. As a result of previous investment restorative justice (adults) was rolled out in September 2017 and has seen 50 post-conviction referrals and 32 cases taken forwards with victims of road traffic collisions, burglary, criminal damage, fraud and GBH.
- **Virtual courts and live links:** future investment could assist in the national drive towards 'virtual courts' for overnight remand cases under the ambitious HMCTS reform plans which will bring financial implications for Police forces as we need additional resources and potentially estate changes to facilitate this opportunity.
- **Track my crime:** alternatively, investment funding could assist with the roll out of 'track my crime' which will enhance the services provided to victims in the early stages of a crime being reported, which could free up officer time and allow the successful Victims' Bureau team more time to support vulnerable victims.
- **Reducing Reoffending:** I think it is fair to say that we agree that the apparent failure of the Community Rehabilitation Company initiative has led to reduced capability in "hard-edged prevention". We also have fairly limited capability in Integrated Offender Management, with little 'through the gate' services within Dorset thus far, such as prisoner mentoring. This is an area that we both agree should be prioritised should further investment be possible.
- **Situational crime prevention:** as is now well understood crime, and particularly violent crime, is rising both locally and nationally at an alarming rate and only significant investment in will break us out of this cycle. A toughening stance on enforcement against persistent offenders needs to be coupled with an enhanced partnership approach to diversion, rehabilitation and therapy.
- **Youth justice:** we have unacceptable delays in delivering youth justice despite an excellent Youth Offending Service delivered pan-Dorset. Investment is also required to bring youth offenders to the point of accountability and/or sanction in a fast-tracked manner. Resolving youth offending through out of court disposals months after the event is leaving victims dissatisfied and offenders undeterred.

Police and Crime Pillar Four: Transforming for the Future

- **PRISM:** In keeping with the APCC/NPCC Policing Vision 2025, Dorset Police is continually reviewing and identifying ways to make progress and ensuring we are a 'listening and learning' organisation. With your continued support we are

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

working hard to develop and invest in new technology as well as support multiple projects in the digital policing arena, principally through our joint PRISM programme with Devon and Cornwall Police.

This year has seen the roll out of Body Worn Video, investment in online services such as 'ASK NED' (the online Non-Emergency Directory) and increased use of drone technology. Skype meetings are becoming more widespread as we drive efficiencies through use of technology. Operationally Skype is now used in custody for inspector reviews and Superintendent extensions where appropriate and PACE legislation has been amended to reflect this option.

- **Alliance Drone Team:** the OPCC was pivotal in driving the establishment of the Team, as the first dedicated unit in the country in May 2017 and this small team has grown from strength to strength. Last financial year there were 182 drone deployments and this year we anticipate in excess of 300. July alone saw 52 deployments, believed to be the highest in the country. The drones provide resilience to helicopter support but they remain much more efficient, with greater flexibility and less cost. For example, if one-third of the anticipated deployment this year was instead sent to the National Police Air Service – this would cost in the region of £170k.
- **Cybercrime:** cybercrime is a growth area and has seen investment already, however, this needs further investment to ensure we can service the increasing demand. Precept funding last year enabled a programme of cyber prevention training to local businesses by our cyber-crime prevention officer, which were an unparalleled success.
- **Wellbeing:** as we transform for the future we also need to look after our people and this is an area where I am very grateful for your investment. I know that the £250k pledged by you for wellbeing initiatives is being very carefully managed to ensure it reaches the right people; those most in need of physical or emotional support. The force has delivered a costed options plan to keep staff at work, or get them back into work quickly if they are unwell and to ensure appropriate support is offered. Evidence is clear that a healthy, motivated and engaged workforce provide higher performance and productivity.
- **Demand:** A significant impact on wellbeing is demand. Dorset Police saw an increase in demand, to record levels, over all areas of the business in 2018. Since 2017, the single greatest cost to police resources in time has been concern for welfare related calls. Many of these are vulnerable repeat callers with wider complex needs which are not best suited to a police response, such as mental health. Missing persons has also seen a considerable increase in resource requirements, with over a 100% increase in demand over the last 8 years.

I have already described a focused uplift is required in many areas of specialist capability. In light of the demand picture presented and the need to both deliver a quality service and ensure the wellbeing of our staff I would also seek a future increase in frontline patrol resources / PCSOs and a similar increase in our core investigative capability.

3. What the proposed precept increase for 2019/20 would be used for

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

The achievements I have outlined in the current year have only been possible due to your support in raising the precept by £12 in the current year. This precept resulted in additional income of £3.4m, representing 2.7% of our budget.

Whilst this may appear a significant sum of money, it should be considered in the context of the overall financial pressures facing the Force.

The current year precept has enabled us to maintain service levels by meeting the inflationary costs, external demands and continuing reduction in central funding. On top of zero increase in government grant for eight years, we also had a cut of £400k in our security grant.

Continued financial pressures

Thus whilst the Force is grateful for your support in the current year, unfortunately the financial pressures in the next year are even greater and if we are to continue to provide anything like the current level of service then it will require a significant increase in funding. The settlement from central government has been increased by £1.2m (2.1%), which does not keep up with the unavoidable cost pressures we face, such as pay awards, inflation and substantial increase in the cost of pensions arising from a change in the Treasury approach to calculating the cost. We continue to look for every efficiency and opportunity for increasing resources; however the bottom line still results in a requirement for a substantial increase in the precept.

Relentless pursuit of efficiency

A new force initiative will require each department head to deliver a year on year 1% efficiency saving from their area of business which in turn will be used for reinvestment and to build capability. Effectively a new small efficiency team working to corporate development would deliver a programme of efficiency resulting in a rolling investment to meet new and emerging capability linked to the workforce plan.

Precept requirement for 2019/20

Whilst I am providing a full report on the budget position and resourcing requirements, it is already clear that an increase in the precept to the maximum allowed without a referendum will still be very challenging for the Force. A precept increase of £24 will generate approximately £6.8m, excluding changes to tax base. This equates to approximately 5.4% of our net budget. However, the very real cost pressures total over £9m.

When I presented the Medium Term Financial Plan last year this included an assumption that the centrally imposed cap of a £12 increase in Band D council tax would be available for the 2019/20 Financial year. However, since then, a significant element of our cost base has been subject to pay and pensions increases beyond our control. Specifically changes in Treasury approach have resulted in an increased pension cost (Officers and Staff) of £3.5m. The annual pay award which after many years of being frozen is still below inflation at 2%, adds a further £2.1m to our budget.

Technology

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

We face significant price inflation on our non-staffing budget through general indexation of many of our contracts, compounded by the impact of falling exchange rates which have impacted on our IT budgets.

More broadly, a range of national IT requirements also exert a pressure. Projects include transforming forensics, the replacement police (radio) communications system, national law enforcement database combining a number of separate data sources, and a template website with interactive capability for all police forces. Each programme will require every force to prepare, train and implement locally and then share the national cost. This approach is supported. As the public are increasingly mobile and criminality has no respect for historic boundaries then national approaches are the only viable option.

By far the biggest impact on our demand has been the growth in technology. Whilst technology can enhance efficiency, it requires investment. The real challenge we face is understanding, accessing and analysing the proliferation of digital data used by victims, perpetrators, witnesses. An analysis of a mobile phone, once a straightforward task, is now a window into a complete dataset that can take many months to analyse. Given the continued level of development in technology, growth in this area will be a continuous demand on all police forces.

Central financial pressures

The Force receives a combination of general and specific grant streams. Forces have collectively demonstrated flaws in the general grant, and the last two attempts at revising the formula were abandoned. Both attempts would have substantially increased our funding. Our revenue and capital grant for next year has now been set at £67.3m. This represents £87.30 per person in the county and is the second lowest nationally. Eight years ago, the equivalent figure was £91.70.

There has been much publicity and debate on the rising cost of police pensions, and in the case of policing, the Treasury have passed on the national issue of 'unfunded public sector pensions' to local forces. The full impact to Dorset is likely to be an extra £3.0m a year, although grant funding of £1.4m has been made available in 2019/20 that reduces the effect to £0.5m. There is no certainty of such grant funding in future years. This figure on its own (£3.0m) would need a precept increase of £10.70.

Demand and Recruitment

At the same time, we have seen an increase in population, and with that increase demographics, diversity and expectations for our service. The corresponding increase in our ports and airports adds both volume and complexity to our demand, but the specific grant to meet this challenge has continued to reduce.

In recognition of the increased pressure and demands on our officers a new approach to recruitment and training has been developed. Whilst this is absolutely the right approach, it does come at a cost. More intensive training will add £0.2m to current costs, and will bring the added pressure of higher abstraction rates.

There are further areas of pressure that I shall expand on in the full report which brings the total to in excess of £9m.

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

Recognising the additional pressure that police force budgets were under, the Government responded by increasing the precept limits for PCCs. The following table provides a summary of the additional funding that would be available at a £24 increase, alongside a hypothetical £12 and £36 increase for comparison.

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

Additional Funding	£12	£24	£36
Central Grant (£M)	1.2	1.2	1.2
Precept (£M)	3.4	6.8	10.2
Council Tax Surplus and Tax base Changes (£M)	1.0	1.1	1.1
Total (£M)	5.6	9.1	12.5

I fully appreciate that each of these scenarios represents a significant increase in our total funding. However, anything less than £24 will severely affect our ability to maintain current service levels, which arises from the cost pressures I have outlined. A precept level of this amount will enable me to continue to drive further efficiencies in service delivery increasing the focus and response to our increasing levels of demand.

A precept increase of £12 would require significant cuts to both our service delivery and our change ambition. In a very short timescale, I would have to revisit and significantly curtail our recruitment plans and our change agenda. By way of illustration, £3.4m would approximate to 5% of our Police Officer establishment. Conversely, an increase of £36 would enable real growth in establishment and capability by a similar proportion.

As I am sure you appreciate we are exploring every opportunity to identify savings and efficiencies to mitigate this demand and this process will continue into the next financial year and beyond.

The demands placed on the Force will require an increase of precept to the very maximum allowed before capping if we are to provide anything like the existing service levels. A £24 precept would also enable the Force to continue on its journey of continuing efficiency and redirecting resources to meet the increasing demand base.

Whilst this above inflation increase to maintain the status quo may appear counter intuitive, it is very much a result of three distinct areas:

- i. Continued reduction in government funding;
- ii. Increased demand in volume and complexity; and
- iii. Continuing financial pressures.

Thus far, I have provided background and contextual information supporting a potential rise in precept of £24. Whilst I hope this is of use, I would also like to highlight some specific areas of investment that I would pursue, should the precept increase be agreed.

- **6 x new police officer posts** (to return establishment to 1200)
 - 1 x Rural Crime Team officer
 - 1 x Marine Crime Team officer

**BUDGET AND PRECEPT 2019/20 AND MEDIUM TERM FINANCIAL FORECASTS
2019/20 TO 2022/23**

- 1 x Efficiency officer (working to DCC/Head of Corp Dev)
- 3 x officers to support the Integrated Offender Management Programme
- **Police Cadet Scheme:** recruit a scheme administrator to support the work undertaken by the PCC's Staff Officer, and lead on the implementation of a new scheme to provide positive activities and build relationships with young people.
- **Bobby Van Scheme:** Bobby Van schemes are proven to achieve a measureable and lasting positive effect on domestic and distraction burglary. Typically, a Bobby Van operator would attend a resident's home and carry out a home security check, before fitting measures designed to deter and prevent burglary.
- **Road safety:** strengthen our enforcement capability through the No Excuse team as well as support the Community Speed Watch network through investment in an additional camera van and operative.
- **Streetsleepers' Champion:** homelessness and street/rough sleeping remains a wicked issue that all public services must continue to work together to tackle. Whilst policing has an enforcement role, this will not address the underlying causes or put in place longer-term solutions. A new approach is needed.
- **Focus on vulnerability:** We also continue to support the National Vulnerability Action Plan and with further investment, we would aim to introduce a 'vulnerability champion', who will drive the vulnerability culture, training and best practice.

4. Conclusion




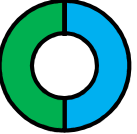
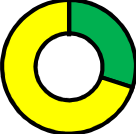





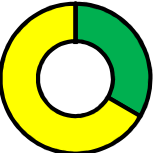
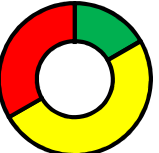
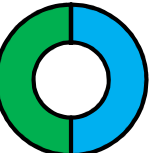
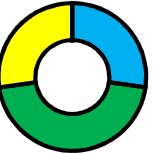
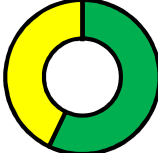
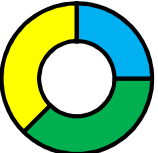
Thank you for your and the Panel's ongoing support through precept to ensure we are able to continue to deliver high quality service.

The 2019/20 Settlement has given us welcome relief to some of the structural finance pressures including pay inflation and pension pressure and I was delighted to see that the Policing Minister has recognised a need for overall growth in police resources to enable us to move forward with our shared high ambition for Dorset Police.

In the Minister's statement PCCs have been given the flexibility to raise precept by £24. I formally request that you take full advantage of this flexibility to enable the force to continue to maintain the high quality services it is currently able to provide, also allowing us to invest in new capabilities, to meet growing demand and the expanding mission of modern policing.

I have provided the necessary modelling to show the impact of variable precept increases and how each affects the force ability to maintain service and invest respectively. You will note that anything less than £24 is in fact a reduction in overall budget and whilst we would seek to meet budget reductions with further efficiencies – it is inevitable that headcount would fall and service delivery would need to be reviewed.


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 <p>PROTECTING PEOPLE AT RISK OF HARM</p>	Vulnerability; Prevention; Early Intervention	Mental Health; Drugs; Alcohol	National issues, Local approaches	 <p>WORKING WITH OUR COMMUNITIES</p>	Road Safety; Cyber & Fraud	Engagement	Problem Solving
							
Headlines: <ul style="list-style-type: none"> • Support for Supporting Families Against Youth Crime fund • HMICFRS report on policing and mental health • HMICFRS report on initial police response to hate crime • Bournemouth Airport security concerns raised • Police Cadets scheme progressing 				Headlines: <ul style="list-style-type: none"> • Support for national Road Safety Week • PCC blog supporting Christmas drink/drug drive campaign • Promotion of Community Speed Watch scheme • Support for Police Foundation research project • County Lines Problem Solving Forum held 			
 <p>SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING</p>	Victims & Witnesses	Offender Management & Rehabilitation	Restorative Justice	 <p>TRANSFORMING FOR THE FUTURE</p>	Funding & Resources	Technology	Innovation & Service Improvement
							
Headlines: <ul style="list-style-type: none"> • Community Circles funding approved • ‘Through the Gate’ service being explored • Women’s Diversionary Support Scheme supported • Potential expansion of AFCB ‘Own Goal’ project • One year anniversary of Restorative Dorset marked 				Headlines: <ul style="list-style-type: none"> • PCC & Chief Constable lobby for fairer funding • Precept consultation launched • PCC supports emergency service worker assaults campaign • Chief Constable recruitment campaign launched • PCC Challenge issued over use of bail 			

Dorset Police and Crime Panel

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PROTECTING PEOPLE AT RISK
OF HARM

Vulnerability
Prevention
Early
Intervention

Headlines:	Key Indicators:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> PCC backed Supporting Families Against Youth Crime fund Community Circles funding agreed Domestic Abuse 16 Days of Action worldwide campaign Modern Slavery funding secured 	% people feeling safe in Dorset (YTD)	94%	V
	Recorded Domestic Abuse Crime (YTD)	+10.9%	
	Recorded Hate Crime (YTD)	+30.9%	
	Recorded Hate Incidents (YTD)	-30.6%	
	HMICFRS PEEL Effectiveness	GOOD	
	Commissioning Spend 2018/19	£78K	
Activities & Achievements:	PCC Commitments:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> The PCC provided support to a Dorset County Council led bid to the MHCLG Supporting Families Against Youth Crime fund. If successful this will enhance existing Troubled Families activity and interventions. Funding has been agreed with Circles South West for them to provide three Community Circles from April 2019, working with sexual offenders to change their behaviour and prevent re-offending. The PCC issued a blog in support of the worldwide 16 Days of Action campaign against Domestic Abuse, which included an update on the successful Coercive and Controlling Behaviour campaign locally. National Anti-Trafficking and Modern Slavery Network fund to support awareness raising activity and training by Weymouth & Portland Borough Council. 	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			

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PROTECTING PEOPLE AT RISK
OF HARM

Mental Health

Drugs


Alcohol

Headlines:	Key Indicators:	Q4 17/ 18	Q3 18/ 19																								
<ul style="list-style-type: none"> • HMICFRS report on policing and mental health • Ethical consideration of drug consumption rooms • Mental health survey under consideration 	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%;">Detainees under MHA (YTD)</td> <td style="text-align: center;">4</td> <td style="background-color: green;"></td> <td style="text-align: center;">-</td> </tr> <tr> <td>Mental Health related incidents (YTD)</td> <td style="text-align: center;">+27.5%</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td>HMICFRS PEEL Effectiveness</td> <td style="text-align: center;">GOOD</td> <td style="background-color: green;"></td> <td style="text-align: center;">-</td> </tr> <tr> <td>Commissioning Spend 2018/19</td> <td style="text-align: center;">£105K</td> <td> </td> <td> </td> </tr> </table>	Detainees under MHA (YTD)	4		-	Mental Health related incidents (YTD)	+27.5%											HMICFRS PEEL Effectiveness	GOOD		-	Commissioning Spend 2018/19	£105K				
	Detainees under MHA (YTD)	4		-																							
	Mental Health related incidents (YTD)	+27.5%																									
HMICFRS PEEL Effectiveness	GOOD		-																								
Commissioning Spend 2018/19	£105K																										
Activities & Achievements:	PCC Commitments:	Q4 17/ 18	Q3 18/ 19																								
<ul style="list-style-type: none"> • HMICFRS published their 'Policing and mental health: Picking up the pieces' report during the period. An initial PCC response to the findings has been published and a formal response to the Home Secretary, in line with statutory requirements, is in preparation. • The PCC requested that the topic of drug consumption rooms be debated by the Joint Ethics Committee so that different perspectives on this policy can be understood. • The PCC has also liaised with the Force and health partners over the possibility of conducting a survey seeking the views and experiences of those with a mental health illness of the police or criminal justice system. This would be based on similar work already undertaken by the Northants PCC. 	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		^																								

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PROTECTING PEOPLE AT RISK
OF HARM

National
issues

Local
approaches


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Headlines:	Key Indicators:	Q4 17/ 18	Q3 18/ 19	
<ul style="list-style-type: none"> Pan-Dorset Partnership Strategic Assessment feedback PCC Blog promoting ICV Scheme The Big Link-Up national hate crime campaign & PCC blog HMICFRS report on initial police response to hate crime Bournemouth Airport security concerns raised Police Cadets scheme progressing 	Serious Sexual Offences (YTD)	+27.2%		
	Domestic Abuse Incidents	-11.2%		
	Domestic Abuse Crimes	+10.9%		
	HMICFRS PEEL Effectiveness	GOOD		-
	Commissioning Spend 2018/19	£14K		
Activities & Achievements:	PCC Commitments:	Q4 17/ 18	Q3 18/ 19	
<ul style="list-style-type: none"> The OPCC fed back on the Pan-Dorset Partnership Strategic Assessment process which will inform Community Safety Partnership (CSP) activity in 2019/20. The PCC blogged on the merits of the Independent Custody Visiting Scheme and encouraging more volunteers. The PCC supported The Big Link-Up national campaign against hate crime and also blogged on raising awareness for the Government’s anti-hate crime campaign. Following the publication of the HMICFRS report ‘Understanding the difference: the initial police response to hate crime’ the PCC has submitted his formal response to the Home Secretary. The PCC has received reassurances from Bournemouth Airport having raised concerns over recent security lapses. Work on implementing the Police Cadet scheme has commenced and some start-up funding received. 	6. Increased crime reporting		-	
	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		V	
	85. Development of an independently chaired PCC Hate Crime Scrutiny Panel		V	
	67. Pay regard to the Strategic Policing Requirement		-	
	69. Continue to lobby to improve port security		-	
	86. Deliver proactive knife crime awareness 88. Explore potential youth diversion activities			
	89. Create a Police Cadet Scheme			

Dorset Police and Crime Panel

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WORKING WITH OUR
COMMUNITIES

Road Safety

Cyber-crime

Headlines:	Key Indicators:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Support for national Road Safety Week PCC blog supporting Christmas drink/drug drive campaign Promotion of Community Speed Watch scheme NFIB Fraud and Cyber Crime Profiles received 	Killed or Seriously Injured – KSI (rolling)	-12.7%	
	Road Safe Website page views (to Q2)	26,465	
	Drink related arrests (Jan-Jun 2018)	431	
	Drug related arrests (Jan-Jun 2018)	365	
	DAS attendees (Jan-Jun 2018)	12,296	
	Commissioning Spend 2018/19	£45K	
Activities & Achievements:	PCC Commitments:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> The PCC supported national Road Safety Week with a specific emphasis on ‘Bike Smart’ – cyclist and motorcyclist safety. The PCC also blogged his support for the annual Christmas Drink/Drug Drive campaign and reiterated his support for a reduction in the current drink drive limit. The work of local volunteers on our Community Speed Watch initiative was highlighted in a PCC blog. The National Fraud Intelligence Bureau (NFIB) issued their six-monthly Fraud and Cyber Crime Profiles to inform understanding of the scope and extent of these crime types locally. 	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

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WORKING WITH OUR
COMMUNITIES


Engagement

Headlines:	Key Indicators:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Children and Young People Engagement Group Support for Police Foundation research project Child Centred Policing scrutiny Poppy car initiative adopted for third year Precept consultation launched 	Website page views (YTD)	56,480		
	Twitter reach (YTD)	682K +		
	Facebook reach (YTD)	514K +		
	Twitter follower growth (YTD)	+477		
	Facebook 'Likes' (YTD)	1,608		
	Commissioning Spend 2018/19	£46K		
Activities & Achievements:	PCC Commitments:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> The PCC is represented on the police Children and Young People Engagement Group which is currently developing a survey aimed at under 25s and their experiences of policing and community safety. The PCC has also agreed to fund a Police Foundation research project into understanding and informing the public's priorities for policing. This will include local focus groups and findings as well as a national thematic report. The PCC is represented on the police Child Centred Policing Performance meeting to understand and scrutinise activity as appropriate. The popular Dorset Police Poppy Car was again adopted in support of the Royal British Legion annual appeal. Following the funding settlement announcement in December the PCC launched his annual Council Tax Precept consultation, seeking views on a proposed '£2 per month' increase. 	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 – Q3 2018/19

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WORKING WITH OUR
COMMUNITIES

Problem Solving

Headlines:	Key Indicators:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> County Lines Problem Solving Forum held Hospital CSAS Scheme under consideration Melcombe Regis Winter Shelter Scheme supported PCC blogs on International Volunteers Day New Force Business Crime Champion in place 	Problem Solving Forums held	3		-
	Public contact cases recorded (YTD)	410		-
	Public contact cases resolved (YTD)	274		-
	Commissioning Spend 2018/19	£59K		
Activities & Achievements:	PCC Commitments:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> The PCC held his third Problem Solving Forum during the period, this time focused on County Lines. The event was held in partnership with local Safeguarding Boards and Community Safety. The PCC has facilitated discussions between Bournemouth Hospital and the Alliance Prevention Department to explore a possible Community Safety Accreditation Scheme (CSAS) to tackle Anti-Social Behaviour (ASB). A community grant was approved by the PCC to support the Melcombe Regis Winter Shelter Scheme for vulnerable homeless people. The PCC reflected on our volunteers contribution to policing in a blog supporting International Volunteers Day, including key roles in supporting scrutiny of the Force. A new Business Crime Champion has been appointed by Dorset Police and has been working with the OPCC lead in developing a framework to enhance collaboration with local business communities and reduce crime. 	8. Establish a Problem Solving Forum			-
	9. PCC Innovation Fund to fund new approaches identified by Problem Solving Forums			V
	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 – Q3 2018/19

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SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Victims &
Witnesses

Headlines:	Key Indicators:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Review of Victim Champion arrangements Complainant Advocate project ongoing 	PCC Surgery Cases (since May 2016)	48		
	Victim Support – Cases Created (YTD)	10,307		
	Victims’ Bureau – All Contact (YTD)	22,893		
	Victim Satisfaction (Overall Service)	76.6%		-
	Victim Satisfaction (Kept Informed)	71.9%		-
	Commissioning Spend 2018/19	£1M		
Activities & Achievements:	PCC Commitments:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> The PCC has taken the opportunity to review the current Victim Champion arrangements to see how this could potentially be improved and possibly link in more effectively with the Victims Bureau and other support. The Complainant Advocate project work remained ongoing with research, stakeholder engagement and data analysis all well advanced to help inform viable options for consideration to progress to a pilot scheme. 	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>)			V

Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q3 2018/19

RAG Status	
This Period	Last Period



SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Offender
Management
Rehabilitation

Restorative
Justice

Headlines:	Key Indicators:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Ongoing discussions regarding tagging Community Circles funding approved 'Through the Gate' service being explored Women's Diversionary Support Scheme supported Potential expansion of AFCB 'Own Goal' project One year anniversary of Restorative Dorset marked 	ICV Scheme – Detainees Offered Visit	218		
	ICV Scheme – Detainees Interviewed	195		
	Restorative Dorset referrals (RJ & RM)	45		
	OoCD Panel – Cases Reviewed (YTD)	60		
	All Scrutiny Panels – meetings held	20		
	Commissioning Spend 2018/19	£285K		
Activities & Achievements:	PCC Commitments:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Discussions are ongoing with the Prevention Department over maximise our existing tagging provision and also with the South West Police Procurement Department (SWPPD) over the possible regional procurement of new tags. In addition to the funding of the sex offender Circles initiative we are also working with HMP The Verne and Circles South West to explore a 'Through the Gate' resettlement service to reduce reoffending. The PCC has also agreed to support Footprints in delivering a Diversionary Support Scheme for female offenders. Evaluation of the AFC Bournemouth 'Own Goal' youth diversion scheme pilot was positive and the PCC is supportive of expanding the project more widely across the County. The Restorative Dorset service marked its first anniversary during the quarter and the PCC blogged on the effectiveness of Restorative Justice approaches. 	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 – Q3 2018/19

RAG Status	
This Period	Last Period



TRANSFORMING FOR THE
FUTURE

Funding &
Resources

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Headlines:	Key Indicators:			
<ul style="list-style-type: none"> • Merger statement and rationale published • Joint 'Responsible Governance' reform article published • PCC & Chief Constable lobby for fairer funding • Precept consultation launched • PCC blogs on introduction of Spit Guards • PCC supports emergency service worker assaults campaign 	Total Establishment FTE (31.12.18)	2,449		-
	OPCC Establishment FTE (31.12.18)	18.3		-
	OPCC Net Expenditure (as % of total)	1.0%		-
	OPCC Commissioning Spend (2017/18)	£1.67M		-
	HMICFRS PEEL Efficiency	GOOD		-
	Commissioning Spend 2018/19	N/A		
	Activities & Achievements:	PCC Commitments:		
<ul style="list-style-type: none"> • Following the decision not to progress to a merger the PCC published a statement and a rationale clarifying his reasons for supporting a merger of Dorset and Devon & Cornwall. • Police Professional published the joint 'Responsible Governance' article by the PCC and Chief Constable calling for reforms to current police governance arrangements. • Both the PCC and the Chief Constable lobbied for a fairer funding settlement ahead of the Government's provisional police grant announcement in December. • The annual Council Tax Precept consultation was launched, seeking approval for £2 extra a month. • The PCC published a blog on Spit Guards following the Force's decision to adopt them locally. • The PCC also supported the #unacceptable campaign seeking to highlight and reduce the number of assaults experienced by emergency services staff. 	18. Increase resources to frontline policing			^
	38. Continue to spend public money wisely			-
	43. Uphold the position of prudence			-
	44. Continue to lobby for fairer funding			-
	42. Maintain Dorset Police as debt free			v
	39. Undertake independent review of OPCC			^
	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 health & wellbeing of officers & staff				

Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q3 2018/19

RAG Status	
This Period	Last Period

Headlines:	Key Indicators:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> PCC challenges Police ICT Company Custody and Court Live Links update Stop and Search consultation response submitted New systems procured BWV project remains on target 	Drone Unit Deployments (2017/18)	182		-
	Safer Drone workshop attendees	400		-
	Alliance BWV cameras procured	+2,850		^
	HMICFRS PEEL Efficiency	GOOD		-
	Commissioning Spend 2018/19	£26K		
Activities & Achievements:	PCC Commitments:		Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Following a request from the Police ICT Company (PICTco) of a guarantee from PCC reserves to underwrite PICTco, circa £53k, this was refused by the Commissioner as the company was not able to adequately demonstrate this was the best use of public money. Live Links facilities are in place in all custody suites and local courts. Work remains ongoing in embedding processes and facilitating greater use of remote evidence giving and remand hearings. The PCC responded to a Home Office consultation seeking to expand stop and search powers with specific regard to corrosive substances, laser pointers and the misuse of drones. A new Command and Control system for the Force has been procured and a change of mobile phone provider has realised significant savings. The Body Worn Video (BWV) project remains on time and on budget with a phased roll-out to frontline officers 	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			V
	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			-



TRANSFORMING FOR THE
FUTURE

Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q3 2018/19

RAG Status	
This Period	Last Period

Headlines:	Key Indicators:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> SDF refresh under consideration Chief Constable recruitment campaign launched Approach agreed to considering ethical issues in policing Volunteer recruitment drive for Scrutiny Panels PCC Challenge issued over use of bail Alliance Customer Services Team plans paused 	101 Timeliness (Excellent/Good)	73%	-
	Complaint/Appeal Files Dip-Sampled	56	-
	% people feeling safe in Dorset (YTD)	94%	-
	HMICFRS PEEL Effectiveness	GOOD	-
	HMICFRS PEEL Legitimacy	GOOD	-
	Commissioning Spend 2018/19	£42K	
Activities & Achievements:	PCC Commitments:	Q4 17/ 18	Q3 18/ 19
<ul style="list-style-type: none"> Having launched the Safer Dorset Foundation (SDF) the PCC is currently considering options to refresh the charity and increase activity. The recruitment process for a permanent Chief Constable was launched. The Force and PCC have agreed to enhance the Terms of Reference of the Ethics & Appeals Committee to include the periodical review of ethical issues and dilemmas in policing. The PCC has led on activity to encourage more local people to become involved in volunteering, particularly in support of our Scrutiny Panels. Following changes to the pre-charge bail limit the PCC has issued a challenge to the Force seeking reassurance over the current use of bail and management of suspects. PCCs have agreed to pause the Alliance Customer Services Team (Complaints) until after the 2020 PCC elections. 	5. Create the Safer Dorset Foundation (SDF) to promote public benefit across Dorset	-	V
	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	-	-



TRANSFORMING FOR THE
FUTURE

Dorset Police & Crime Panel – 1 February 2019
POLICE AND CRIME PLAN MONITORING REPORT: ANNEX A
Drink/drug related arrests at Road Traffic Collisions

Introduction

At the last Police & Crime Panel meeting on 13 November 2018 the PCC agreed to provide members with further information about drink and drug driving related arrests at road traffic collisions (RTCs) where police have attended.

This stemmed from the PCC advising members that the Force was in talks with Dorset & Wiltshire Fire & Rescue Service (DWFRS) around Fire attending non-injury RTCs and concerns that this may impact on the ability to catch drink/drug drivers.

Drink Driving and RTCs - Data & Context

The relevant data are the rates for positive breath tests following RTCs (which would normally lead to an arrest).

The table below provides a summary of the total number of breath tests carried out at RTCs between January and November 2018, the number of positive and negative test results, and the proportion of positive results from the total. ***[NB: These data are unverified management statistics]***

	Jan - Nov 2018										
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
+ve Breath Tests following RTC	28	22	27	31	25	24	36	36	24	26	16
-ve Breath Tests following RTC	246	199	188	240	192	221	281	171	180	211	181
Total Breath Tests following RTC	274	221	215	271	217	245	317	207	204	237	197
% of +ve Breath Tests of total number conducted	10.22%	9.95%	12.56%	11.44%	11.52%	9.80%	11.36%	17.39%	11.76%	10.97%	8.12%

- 2,605 breath tests carried out at RTCs across 11 months (237 per month on average)
- 295 of these tests were positive (11% of the total)

Page 3

Drug Driving

The Serious Collision Investigation Team, within the Alliance Operations Roads Policing Team, has provided the following:

- 1318 drugwipe procedures completed in 2018
- 714 positive results for either cannabis, cocaine or cannabis and cocaine (54% - reflective of national results)
- 593 negative results for cannabis or cocaine
- 5 refusals to provide a sample for analysis (all arrested and charged with the offence of Fail to Provide)

Dorset currently has 63 officers trained to use drugwipes and complete the custody procedures and administration – the number of qualified officers is above that of comparable forces.

Whilst the drugwipes are an exceptional piece of equipment they do have their limitations. The legislation allows officers to prosecute for drivers over the limit of 17 specified drugs, including illegal and prescription drugs – however, the drugwipes only test at the roadside for 2 of these 17, namely cannabis and cocaine. These 2 drugs do account for 86% of all drug driving offences though.

Drugwipes are particularly useful in detecting drivers who do not visually display any ill effects or symptoms of drug use. Prior to the introduction of drugwipes, such drivers would have been free to go on their way. With the introduction of drugwipes and the Section 5a Excess Drugs legislation these drivers can now be tested at the roadside and arrested. This is reflective of the similar drink drive legislation which quite often a driver is not visually impaired by their level of intoxication but fail a roadside breath test. Impairment is subjective and more difficult to prove the offence while a specified limit is much simpler to evidence.

The drugwipes cost approximately £18 each and are single use, disposable items. Their use is restricted by Policy and includes: at every fatal or serious injury Road Traffic Collisions, incident or intelligence related or if the officer forms their own suspicion of drug use/effect.

During the 2018 Summer Drink Drive Campaign, Dorset were the 3rd best performing county in the country with 160 drugwipe tests administered (81 of which were positive).

Outside of specific Campaigns, Dorset usually ranks 4th in the country for performance. As a result of this Gordon Ramsay approached Dorset in 2017 and requested their support and assistance for a 3 part documentary about Cocaine.

Dorset Police and Crime Panel



Date of Meeting	1 February 2019
PCP Lead Member Officer	Mike Short MBE – Chairman of the PCP Clerk to the PCP
Subject of Report	PCP Training Day Outcomes
Executive Summary	<p>The Dorset Police and Crime Panel (PCP) held one of its annual informal Training Day sessions on 7th December 2018. These sessions are programmed to allow the PCP to review the current arrangements and actively seek to identify ways of how the PCP can do its business better and maximise its effect.</p> <p>Two particular outcomes were discussed and further developed on the day and these are summarised below for formal support and approval by the Panel:</p> <ul style="list-style-type: none"> i) Frontline Policing will continue to be actively scrutinised via the quarterly monitoring reports in relation to its impacts on the Police and Crime Plan. ii) The proposed establishment and development of an informal partnership forum, which seeks to join-up common outcomes and activity in addressing crime and criminal justice.
Impact Assessment:	<p><i>Equalities Impact Assessment:</i> There are not considered to be any issues associated with this report.</p> <p><i>Use of Evidence:</i> The proposals are based upon discussion and outcomes from the PCP training session held on 7 December 2018.</p>

	<p><i>Budget:</i> Only minor additional costs are considered to be associated with the proposals.</p> <p><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</p>
Recommendation	<p>That the PCP approves:</p> <ul style="list-style-type: none"> i) the proposed scrutiny review of frontline policing is closed within the PCP Forward Plan and oversight continues through the routine quarterly monitoring of the Police and Crime Plan. ii) The principle to establish an informal partnership forum which seeks to join-up and share common outcomes and activity in addressing crime and criminal justice.
Reason for Recommendation	To support and develop the effectiveness of the Police and Crime Panel.
Appendices	None
Background Papers	None
Report Originator and Contact	<p>Mike Short MBE Chairman of the Police and Crime Panel</p> <p>Mark Taylor Group Manager – Governance & Assurance Tel: 01305 224982 Email: m.taylor@dorsetcc.gov.uk</p>

Introduction

1. The Dorset Police and Crime Panel (PCP) held one of its annual informal Training Day sessions on 7th December 2018. These sessions are programmed to allow the PCP to review the current arrangements and actively seek to identify ways of how Dorset PCP can do its business better and maximise its effect.
2. Two particular outcomes were discussed and further developed on the day and these are summarised below for formal support and approval by the Panel.

PCP Training Day - Frontline Policing

3. At the Dorset Police and Crime Panel (PCP) held on Thursday 27 September 2018, one member suggested that, in the future, the Panel should have a 'deep dive' scrutiny review into the Police and Crime Commissioner's (PCC) plans for frontline policing. This was endorsed by the PCP and entered into the panel's Forward Plan.
4. In order to scope how this work stream should be conducted, it was agreed that a workshop would be held during the panel's training day (07 December 2018).
5. The workshop was managed by the Chair PCP and the Chief Executive in the Office of the PCC (OPCC). The desired outcome was to identify Key Lines of Enquiry (KLOE), which would underpin the Scrutiny Review of Frontline Policing. It was highlighted by the Chair that the role of the panel was to scrutinise how the OPCC managed the policy of Frontline Policing in relation to the PCC's Police and Crime Plan; it was not the responsibility of the panel to conduct a deep dive into policing activity, that mandate falls to the Chief Constable.
6. The workshop was conducted in three phases:
 - A presentation by the Chair and OPCC Chief Executive, which outlined the "what, who and how" of Frontline Policing and the proportions of the police workforce (incl. staff) who are engaged in that activity.
 - Group discussions¹ in order to identify KLOE.
 - An overview discussion to finalise the KLOE.
7. During the overview discussion it was quickly identified, and agreed by all present, that:
 - A deep dive into Frontline Policing was not the PCP's role.
 - During the Quarterly PCPs, scrutiny of the PCC's actions on Frontline Policing in relation to his Police and Crime Plan was not only sufficient, but also was the right arena in order to conduct such activity. It was also agreed that any scrutiny out-with the Police and Crime Plan must not be curtailed if it is relevant to the people of Dorset, in order to minimise threat, risk and harm.

It is recommended that the:

- *Frontline Police Scrutiny Review task is closed within the PCP Forward Plan; oversight to continue through the routine quarterly monitoring of the Police and Crime Plan.*

¹ There were sufficient members present for two groups to be formed in order to get a balanced view of proposed KLOE.

PCP Training Day – Wider Partnership Engagement & Working

8. The Dorset Police and Crime Panel (PCP) Improvement Action Plan specifically records a desire to identify opportunities to actively engage in wider partnership working.
9. The Panel is committed to reviewing its activity and, where possible, maximising its effect on improved outcomes.
10. An opportunity has been identified, which was discussed at the PCP Training Day on 7th December 2018, which considered the potential benefits of a more joined-up approach to the sharing of common outcomes and activity in addressing areas of concern within crime and criminal justice.
11. The proposal is therefore to look to establish and develop a joint panel, consisting of Chairman and Vice-Chairman of the Criminal Justice Board, Community Safety Partnership and PCP to identify and discuss areas of common interest to achieve increased effect and improved outcomes.
12. Acknowledging that this proposed approach is entering new territory, initial discussions with some of the current key stakeholders has suggested that there is merit in exploring this further. It is considered that an informal shared forum has the potential to provide and support a more focussed approach across the work of the various groups.
13. Therefore, to support this initiative, draft Terms of Reference (ToR) have been produced and are included at Appendix A, alongside a schematic (see Appendix B), setting out the primary requirement.

It is recommended that the:

- *The principle to establish an informal partnership forum which seeks to join-up common outcomes and activity in addressing crime and criminal justice is supported.*

Appendixes:

A - Dorset Joint Effect Panel – Draft Terms of Reference.

B - Dorset Joint Effect Panel - Schematic.

Mike Short MBE
Chairman of the Police and Crime Panel

Jonathan Mair
Clerk to the Police and Crime Panel

February 2019

TERMS OF REFERENCE DORSET JOINT EFFECTS PANEL

PREAMBLE

1. At the Dorset Police and Crime Panel (PCP) Training Day on 07 Dec 18, it was endorsed that the concept of an informal Dorset joint panel to review wider partnership working opportunities in order to resolve multi-agency issues across the criminal justice and safety arenas should be convened. This would allow the respective areas to discuss, agree and progress common themes for the benefit of the people of Dorset. A schematic of this concept is at Appendix A.

AIM

2. The key principles of partnership working are, openness, trust and honesty, agreed shared goals and values - and regular communication between partners. The aim of these Terms of Reference is to provide an initial structure and operating framework for the establishment of an informal Dorset Joint Effects Panel (DJEP) in order to improve the resolution of challenges.

SCOPE

3. The initial scope of the DJEP is to:
- To identify, agree and progress joint issues across the spectrum of criminal justice, community safety and the Office of the Police & Crime Commissioner (OPCC).
 - Engage with relevant agencies at the:
 - **County Level** - including (but not exclusively) the Clinical Commissioning Group, Members of Parliament, relevant agencies within Dorset Council, Bournemouth, Christchurch & Poole Council (BCPC) and the OPCC.
 - **National Level** - including (but not exclusively) the Ministry of Justice, the Home Office, the Ministry of Housing, Communities and Local Government, the Department for Health and Social Care.
- in order to investigate and resolve issues across the DJEP spectrum of influence.
- Suggest and formulate policy changes in order to improve effect.
 - Maintain oversight, and monitor work & progress, on all individual membership activity.
 - Provide feedback on DJEP progress and salient issues to the individual membership panels/boards.

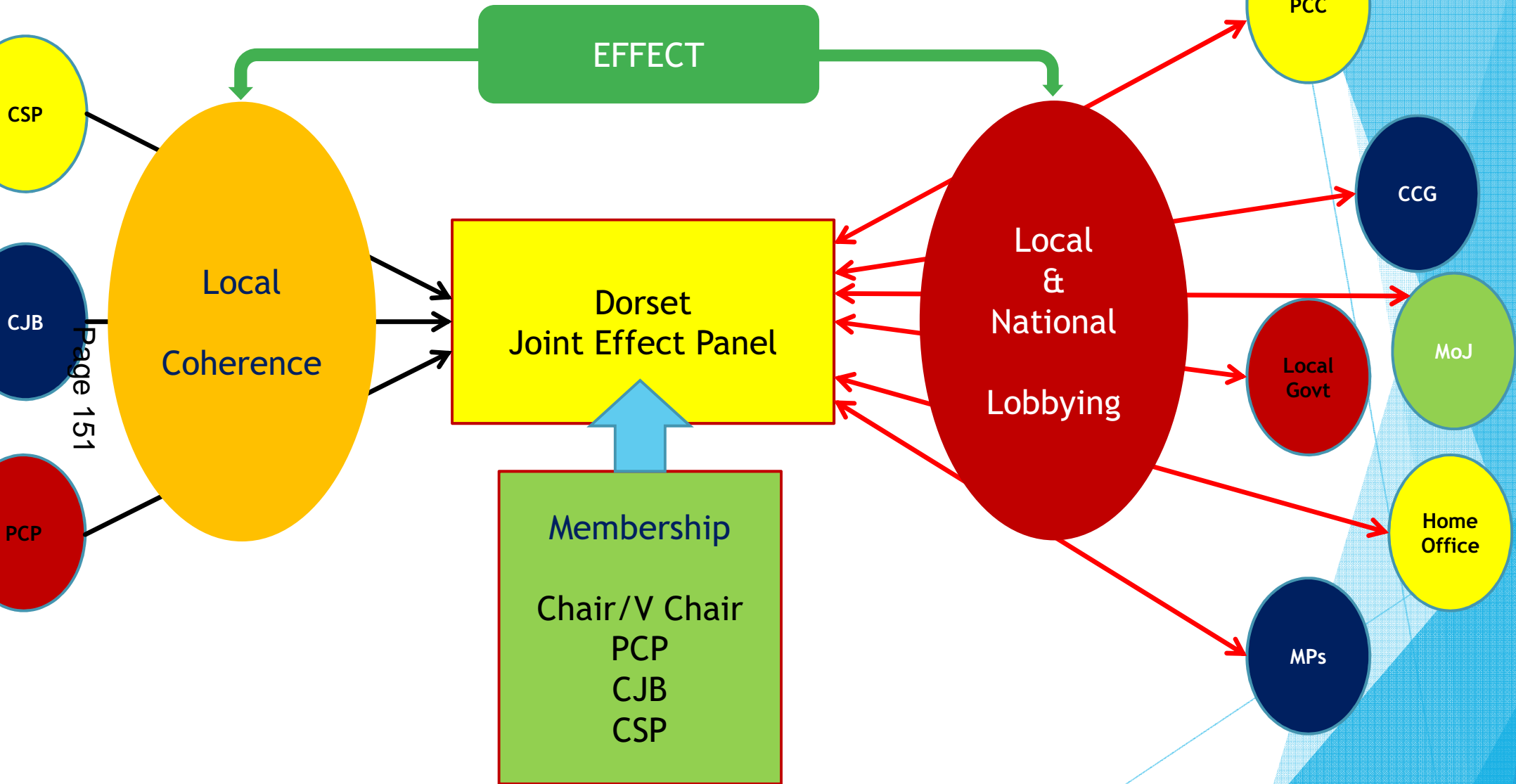
MEMBERSHIP

4. Initially, membership of the DJEP is to be:
- Chair & Vice Chair of the Dorset:
 - Police and Crime Panel.
 - Criminal Justice Board.
 - Community Safety Panel.
 - Local Government Officer support (*incl. administrative support as necessary*).

ADMIN

5. The following will shape the admin of the Panel:
 - **Frequency of meetings:** initially, meetings are to be held every three months.
 - **Minutes and Reports:** A record of the meetings are to be produced in order to ensure full transparency and to inform Dorset residents of progress. Reports will be produced for presentation, consideration and agreement to the respective membership as and when required.
 - **Costs:** all costs in support of DJEP activities (incl. Travel & Subsistence etc.) will fall where they lie.

Dorset Joint Effect Panel



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To support and scrutinise the Office of the Police and Crime Commissioner

Dorset Police and Crime Panel

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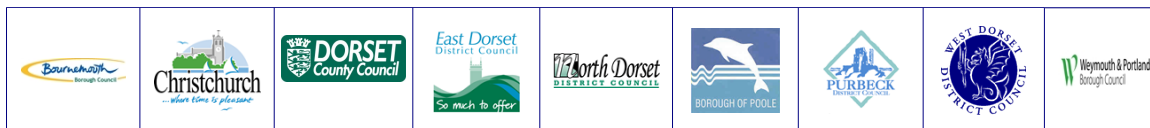
Dorset Police and Crime Panel



Date of Meeting	1 February 2019
Officer	Chief Executive, Dorset County Council
Subject of Report	Dorset Police and Crime Panel Work Programme
Executive Summary	<p>The Dorset Police and Crime Panel’s focus is to scrutinise the actions and decisions of the Dorset Police and Crime Commissioner.</p> <p>Transparency is a key tool for the Panel; ensuring information is available to the public so that they can hold the Commissioner to account for his decisions.</p> <p>The Panel’s current work programme is attached.</p> <p>The programme will be developed and updated over the course of the year to reflect new and emerging areas of work identified by the Panel.</p>
Impact Assessment:	<p>Equalities Impact Assessment: N/A</p>
	<p>Use of Evidence:</p> <p>Information used to compile this report is drawn together from the Committee’s suggestions and priorities for items to be reviewed and scrutinised.</p>
	<p>Budget: No VAT or other cost implications have been identified arising directly from this programme.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: LOW Residual Risk: LOW</p> <p>Other Implications: None</p>

Recommendation	That the Panel's Work Programme be agreed.
Reason for Recommendation	<ul style="list-style-type: none"> i. To plan the work of the Panel for the year; ii. To note meeting dates in 2019.
Appendices	1. The Forward Plan for Dorset Police and Crime Panel.
Background Papers	None
Report Originator and Contact	Fiona King, Senior Democratic Services Officer Tel: 01305 224186 Email: f.d.king@dorsetcc.gov.uk

- 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 Following the implementation of the new Councils in Dorset, the elections and appointment process the Panel will be looking to establish a revised set of dates for the meetings, post July 2019. These will establish a more even spread of meetings across the year to compliment the OPCC quarterly reporting cycles.
 - 2.2 In the meantime Members are asked to confirm the following dates for the remainder of 2018/19 in their diaries:-
 - Monday 18 February 2019 (Reserve date)
 - Tuesday 9 July 2019
 - Tuesday 24 September 2019
 - Tuesday 12 November 2019
 - Friday 13 December 2019, Informal session (Panel training)
 - Thursday 9 January 2020 - Informal budget briefing



Dorset Police and Crime Panel Work Programme

Forward Plan

February 2019

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

None.

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

- i) Disclosure & Barring Service (DBS)

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Date of Meeting	Item / Issue for Review	Purpose / Key Lines of Enquiry (KLOE)	Lead Panel Member / Officer(s)
FORMAL PANEL MEETING Monday 18 February 2019 (10.00am) (Reserve date)	<i>(Reserve date only)</i>		



Date of Meeting	Item / Issue for Review		Purpose / Key Lines of Enquiry (KLOE)	Lead Panel Member /Officer(s)
FORMAL PANEL MEETING Tuesday 9 July 2019 (10.00am)	1.	Health and Wellbeing Strategy and Development Plan	To receive an update on the latest position and the delivery of improvements.	Office of the Police and Crime Commissioner (OPCC)
	2.	Police Procurement - Vehicle Fleet Deep Dive	To receive an update on progress of the implementation of agreed actions.	Office of the Police and Crime Commissioner (OPCC)
FORMAL PANEL MEETING Tuesday 24 September 2019 (10.00am)	<i>(Provisional Date)</i>			
FORMAL PANEL MEETING Tuesday 12 November 2019 (10.00am)	<i>(Provisional Date)</i>			
INFORMAL SESSION Friday 13 December 2019 (10.00am)	Panel Training Session To provide training for the Panel <i>For example to;</i>			Panel Members / Support Officers <i>(OPCC input may also be requested as appropriate and / or External Advisors)</i>



		<ul style="list-style-type: none"> - receive updates and presentations on emerging legislation and topical issues - actively support its approach and effectiveness - increase knowledge and awareness on key issues - help develop skills and attributes 		
INFORMAL BUDGET BRIEFING Thursday 9 January 2020 (10.00am)		Informal Finance Briefing for all members		

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.

Jonathan Mair
 Clerk to the Panel