



Dorset Police and Crime Panel

Date: Tuesday, 9 July 2019
Time: 10.00 am
Venue: Committee Room 1, County Hall, Dorchester, DT1 1XJ

Membership: (Quorum 3)

Mike Short (Chairman), Mark Anderson, Julie Bagwell, Colin Bungey, Bobbie Dove, Les Fry, Barry Goringe, Rachel Maidment, Iain McVie, Bill Pipe, Molly Rennie and David Taylor

Chief Executive: Matt Prosser, South Walks House, South Walks Road, Dorchester, Dorset DT1 1UZ (Sat Nav DT1 1EE)

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A G E N D A

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1 ELECTION OF CHAIRMAN

To consider the election of a Chairman of the Panel for the remainder of 2019/20.

2 APPOINTMENT OF VICE-CHAIRMAN

To consider the appointment of a Vice-Chairman of the Panel for the remainder of 2019/20.

3 APOLOGIES

To receive any apologies for absence.

4 TERMS OF REFERENCE

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To note the Panel's Terms of Reference.

5 MINUTES

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To note the minutes of the meeting held on Thursday 7 February 2019.

6 DECLARATIONS OF INTEREST

To receive any declarations of interest.

7 PUBLIC PARTICIPATION

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

8 RULES OF PROCEDURE

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To note the Panel's Rules of Procedure.

9 CONFIRMATORY HEARING FOR THE PCC'S STATUTORY POST OF CHIEF FINANCIAL OFFICER

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To consider a report from the Police and Crime Commissioner.

- 10 POLICE AND CRIME PLAN MONITORING REPORT** 53 - 70
- To receive an update of progress against the Police and Crime Plan Q4 2018/19 to enable Panel members to scrutinise performance, seek assurance and assess outcomes achieved in the reporting period.
- 11 OPCC DRAFT ANNUAL REPORT 2018/19** 71 - 92
- To receive the OPCC's Draft Annual Report for 2018/19.
- 12 POLICE PROCUREMENT - VEHICLE FLEET DEEP DIVE** 93 - 96
- To receive an update on the progress of the implementation of agreed actions.
- 13 COMPLAINTS UPDATE** 97 - 108
- 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.
- To also receive the minutes from the Complaints Sub-Committee meetings held on 18 March and 17 April 2019 and an update on any necessary actions.
- 14 WORK PROGRAMME** 109 - 114
- To consider the Work Programme for the Panel. Panel members are invited to identify and suggest topics for inclusion in the forward Work Programme.
- 15 QUESTIONS FROM PANEL MEMBERS**
- To answer any questions received in writing by the Chief Executive by not later than 10.00am on Thursday 4 July 2019.
- 16 URGENT ITEMS**
- To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

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Terms of Reference

The Panel has formal 'Terms of Reference', which guide and support the Panel in their work. These are as follows:

- To review and formally report (*with recommendations*) on the draft Police and Crime plan or draft variation, given to the Panel by the Police and Crime Commissioner.
- To review the performance of the Police and Crime Commissioner against objectives in the Police and Crime Plan, put questions to the Commissioner at a public meeting, and provide support/scrutiny to the PCC for the benefit of the people of Dorset.
- Formally report (*with recommendations*) on the PCC's annual report.
- To hold a confirmation hearing and review, make a report, and recommendation (*as necessary*) in respect of proposed senior appointments made by the Police and Crime Commissioner.
- To review and make a report to the Commissioner on the proposed appointment of a new Chief Constable.
- To review and make a report and recommendation to the Commissioner on the proposed annual council tax precept.
- To review or scrutinise decisions made, or other actions taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.
- To fulfil functions in relation to complaints about conduct matters in accordance with the responsibilities placed on the Panel by the Police Reform and Social Responsibility Act 2011.
- To appoint an Acting Police and Crime Commissioner if necessary.

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Dorset Police and Crime Panel

Minutes of the meeting held at County Hall, Colliton Park, Dorchester, DT1 1XJ on Thursday, 7 February 2019

Present:

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), Norman Decent (Bournemouth Borough Council),
Bobbie Dove (Bournemouth Borough Council), Mohan Iyengar (Borough of Poole),
Andrew Kerby (North Dorset District Council), Barbara Manuel (East Dorset District Council),
Iain McVie (Independent Member), Bill Pipe (Purbeck District Council), Byron Quayle (Dorset
County Council), John Russell (West Dorset District Council), David Smith (Bournemouth
Borough Council) and Jon Andrews (Dorset County 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),
James Vaughan (Chief Constable), Fiona E King (Communications Officer), Mark Taylor
(Group Manager - Governance and Assurance), Denise Hunt (Senior Democratic Services
Officer) and Fiona King (Senior Democratic Services Officer).

(Note: These minutes have been prepared by officers as a record of the meeting and of any decisions reached. They are to be considered and confirmed at the next meeting of the Dorset Police and Crime Panel to be held on **Tuesday, 9 July 2019.**)

Chairman's Announcements

- 1 The Chairman offered congratulations on behalf of Panel members to the Chief Constable on being awarded the Queen's Police Medal in the New Year's Honours List 2019. This was not only good news for him but for all the residents of Dorset.

He advised members that this would be the last meeting of this Panel before Local Government Reorganisation, when the newly constituted Dorset Police and Crime Panel would consist of 12 members, 5 from each of the new councils plus 2 co-opted independent members. He took this opportunity to thank all members for their time and efforts over the past 6 years.

He also paid thanks to Dorset County Council for hosting the Panel and to the Group Manager for Governance and Assurance for his support, direction and hard work to get the Panel where it is today.

Apologies for Absence

- 2 Apologies for absence were received from Bernie Davis, Christchurch Borough Council and Janet Dover, Dorset County Council. Jon Andrews, Dorset County Council attended as a substitute.

Code of Conduct

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

Minutes

- 4 The minutes of the meeting held on 13 November 2018 were confirmed and signed.

The Group Manager for Governance and Assurance, Dorset County Council advised members that all items that had previously been requested were either included on the agenda or were included on the work programme for future meetings.

Public Participation

5 Public Speaking

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

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

Petitions

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

Confirmatory Hearing for Chief Constable

6 The Panel considered a report by the Chief Executive, OPCC which outlined the appointment process for the selection of the Chief Constable for Dorset Police.

The Chief Executive, OPCC explained that the confirmatory hearing for the appointment of the Chief Constable was required by the Police Reform and Social Responsibility Act 2011.

The Chairman of the Police and Crime Panel had acted as a silent observer on the appointment process and confirmed that it had been clear, honest, unbiased and transparent and he was satisfied that the marking system was fair. The Chairman confirmed in writing to Panel member's (copy to the OPCC) that the **entire** process had been clear, honest, unbiased and transparent.

The Police and Crime Commissioner introduced his preferred candidate to members, Mr James Vaughan and reminded members that a confirmation hearing was held in respect of Mr Vaughan's appointment as Temporary Chief Constable exactly one year ago.

This vacancy had been advertised locally (PCC website) and nationally (Association of PCCs website) and feedback received confirmed that the national chief officer cohort knew about the vacancy. However, with the vast majority of Chief Constable appointments in recent years, the campaign resulted in a similarly low number of applications; in this particular case one.

The Chief Executive made reference to the fact that there had only been 1 candidate for selection and highlighted the process and issues around this. He explained that the role of the Chief Constable was not what it used to be, and was more about trying to move resources around without not necessarily having the resources they needed. Alongside this the level of strategic risk that went with that role was also significant. He also highlighted that in a larger force the salary of a Deputy Chief Constable would not be that much different to a Chief Constable's salary of a smaller force (such as Dorset) and felt that this could be a reason why there were no other applications. He confirmed that the selection panel had received training for the selection process. References had now been taken for Mr Vaughan and no concerns had been raised.

In response to a request for further information on references the Chief Executive explained that for each of the competencies candidates were required to supply one or more referees for these. These included the PCC, the former Chief Constable, a range of staff associations, people at similar levels in partner agencies and also

another Chief Constable. Each referee was written to individually and provided with the evidence as supplied by the candidate for verification. The Chief Executive was content that the process was robust and advised that no one had come back with any areas of concern. On being asked whether two or three generic references were also taken, the PCC noted that if there had been an external candidate in the process he would have done so.

Following a question about the scoring for the shortlisting, the Chief Executive advised that for each of the required areas there was a competency element. Each panel member then scored against each one of the competencies individually.

In respect of employee support offered to the Chief Constable, the PCC advised that he was responsible for looking after the well-being of the Chief Constable as this was a key part of his role. PDRs were undertaken regularly and he spoke with the Chief Constable on a daily basis to check on his workload. It was noted that both he and the Chief Constable had regular access to a psychologist.

Following a question from the Chairman regarding the professional expertise of the candidate, the PCC responded that he felt that Mr Vaughan brought massive operational knowledge to Dorset and his ability to measure the mood of the workforce was key. Since his temporary appointment last year he had noticeably boosted the workforce and quite often turned up at the start of certain shifts (early and late) to welcome the workforce.

Mr Vaughan stated that throughout the selection process and with his working relationship with the Panel he had been able to demonstrate a range of experience. His major in policing was crime, namely the investigation of serious crime and he was the National lead for forensic science. He highlighted his track record along with the delivery of difficult efficiency programmes. He had spent the last 6/7 years building a strong network of contacts throughout the region and county.

The Chairman asked the following question:- The recent HMIC Public Perceptions of Policing report confirmed that it continued to be important to people that there was a visible police presence in their area, whether this is on foot (78% say it is important), or in a vehicle (77%). How do you intend to balance this requirement against an increase in demand?

Mr Vaughan responded that this had been a topical debate in policing and he felt that there was a balance to be struck. Satisfying the demand for visible policing was difficult and he was very conscious of this. In respect of neighbourhood policing he had ringfenced a visible brigade of men and women in communities so people knew who to go to. He was also looking to work smarter, for example the force also had a huge online presence, with currently 100k followers on Twitter and Facebook. He also mentioned the publication of positive press stories which he felt gave assurance to members of the public there was an active police presence.

Members voted unanimously to endorse the recommendations of the Selection Panel and to also accept the recommendations in the Chief Executive's report.

Resolved

That following full and comprehensive discussion the Commissioner's preferred candidate of Mr James Vaughan for appointment to the post of Chief Constable be supported unanimously.

Reason for Decision

To assist the Panel in conducting a fair review of the process followed by the Commissioner and the suitability of the preferred candidate.

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

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

Members were advised that the precept decision for 2019/20 needed to consider both the immediate and the medium-term resourcing requirements to enable the delivery of the Police and Crime Plans in the context of the changing and increasing demands on policing.

The final 2019/20 Police Settlement was announced recently which advised that PCCs had been given the flexibility to raise the precept by £24 for a Band D equivalent property. The PCC urged members to take full advantage of this flexibility to enable the force to continue to maintain the high quality services it was currently able to provide whilst also allowing investment in new capabilities to meet growing demand and the expanding mission of modern policing.

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

The Chief Constable updated members on the increasing demand on policing; and what the £24, if approved, would be used for. He circulated a diagram which showed the demands on Dorset policing over the last 12 months along with the daily figures relating to demand over the same period. Overall crime in the county had risen by 8.9% and violent crime by 22%. Officers were seeing a continuing upward pressure on the 101 and 999 services and these were also expected to rise again next year. The types of crimes now being investigated were very different to a few years ago and there was still a rise in the defence of non-recent sexual offences.

Unprecedented levels of demand had been seen throughout the summer months and he had briefed the Force to say a better plan was needed in the coming months to address these seasonal demands. He also highlighted that officers were spending too much time dealing with inappropriate calls which should be addressed by other agencies.

With regards to the recent settlement, the Chief Constable noted that this was the first one for 8 years which would allow him to bring about investment in critical areas that required growth. He had sent a comprehensive letter sent to the PCC which set out his plans for future budgeting in terms of the precept and a summary of this was included with the report at Appendix 7. He highlighted his main areas of focus which were:-

- Rural crime prevention/detection enhancement.
- Marine crime prevention/detection enhancement.
- Tackling county lines drug networks.
- Volunteer Police Cadets.
- Improvements to youth justice.
- The Bobby Van scheme.

He would also be looking carefully at county and conurbation approaches to homelessness to try and tackle street sleeping in order to offer a more focused approach. He had managed through the budget proposal to put a small amount of money into the innovation fund to help take Dorset Police which was currently judged as a Good Police Force, to an Outstanding Force.

The Director of Operations highlighted the outcomes of the consultation exercises that had been carried out and noted all the surveys had been conducted by software this

year. The document detailed more responses than last year, although quite similar views were recorded. There were 4029 responses received which was an increase on previous years. There had been 14 events held with 809 face to face consultations. The result was that 69% of respondents were content to pay an additional £2 per month to support policing in Dorset. It was also noted that the number of comments left this year was higher than in previous years. In response to a comment about the reasons why 31% of responders said that they didn't want the precept to go up, the Director of Operations advised that a number of people felt the additional funding should come from central government, some people couldn't afford it whilst others felt that the police could make additional savings elsewhere.

One member commented that a number of the consultation respondents felt they were going to see a greater police presence and queried how this was dealt with. The PCC advised that although there were a large number of responses received on this people were not promised extra police and were told quite clearly the additional £24 would result in a standstill position.

The PCCs attention was drawn to the increase in government grants that had been received and one member felt therefore that the standing still statement was really more about moving forward. The PCC advised that the felt that the government was saying these grants were basically a bridging loan until the police funding formula was rectified.

The Vice-Chairman suggested that the responses to consultation be added to website to show people's comments, which the PCC felt was a good idea as he appreciated the high number of responses.

The Chief Finance Officer highlighted the precept required and highlighted to members the proposals for the various council tax bands.

Following a question from the Chairman regarding the cost of demand, the Chief Constable advised that whilst some areas were able to be costed i.e. call centre costs, a day in the life of a frontline police officer was more difficult and would not help to drive the business forward.

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

Question 1: In a nutshell can the Police and Crime Commissioner set out how he proposes to invest the resources he can expect to generate from his £24 per annum proposed increase in the 2019/20 police precept for a Band D property (*e.g. £9.15m section 4.2*).

Answer

To be clear, the resources that will be generated by a £24 precept increase will provide c.£7m and will largely backfill costs elsewhere. These include:

- Pay inflation and cost inflation;
- reductions in security grant;
- increases in pensions costs;
- training costs arising from the implementation of the Police Education Qualification Framework;
- higher charges for the National Police Air Support service;
- increases to safeguarding funding, and
- forensic services cost increases.

However the Chief Constable's letter outlined a number of areas of investment; including:

- 6 x new police officer posts which will return establishment to 1200
- The piloting of a Dorset Police Cadet Scheme
- The introduction of a Bobby Van Scheme.
- A strengthening of the Force road safety enforcement capability.
- The recruitment of a Streetsleepers' Champion.
- A Forcewide focus on vulnerability.

Following a question about the number of officers in Dorset Police, the Chief Executive advised there was funding for 1201. They would be able to maintain this and expect it to grow by 6. Numbers remained static going into next year and progress on the innovation and efficiency programme would be reported to the PCC in quarter 3. With regards to PCSO numbers there were 84.

The Chairman highlighted the reduction in the police pay budget and queried the reasons for this. The Chief Constable advised that this was around pay and increments which shifted the cost of the workforce in conjunction with the retirement of long serving officers who were paid more than junior officers.

Following a question about who owned the Innovation Fund, the Chief Constable advised that it was a joint enterprise between him and the PCC with the Deputy Chief Constable and the Chief Executive jointly managing the process.

Question 2: Can the Police and Crime Commissioner outline the alternatives that he considered before coming to the decision to propose a 11.6% increase in the 2019/20 police precept.

Answer

Thinking is outlined in the Chief Constables letter - £12, £24 and £36 increases. Significant national work has been undertaken to describe the need for an increase in the police settlement.

However, as with previous years, I am very clear that whilst the Government continues to state that its "first priority" is the safety and security of its citizens; our brave men and women who are charged with that protection have yet to see any meaningful support from Government, and instead this burden has once again been shifted to local taxpayers.

I, alongside my fellow PCCs, of all parties and none, continue to press Government for relief to enable the service to get ahead of the demand curve and to narrow the gap between the service we would all like to deliver, and the service we are able to deliver.

Question 3: In light of the future pressures on the service why did the Police and Crime Commissioner decide not to hold a public referendum (*e.g. £4.4m section 11.1, table 9*).

Answer

The Localism Act 2011 introduced the power for the Secretary of State to provide that any rise in council tax above a set threshold must be approved by a binding local referendum. However, in the years since this enactment, no precepting authority has successfully held a local referendum to increase council tax above the stated thresholds.

The most relevant learning comes from Bedfordshire, where taxpayers voted overwhelming (69.5%) against a proposed increase by the then PCC.

The legislation makes it difficult to achieve a successful referendum result due to precise limitations on how the referendum question must be posed. For example; the

question in Bedfordshire was as follows:

For the financial year beginning on 1st April 2015 the Bedfordshire Police and Crime Commissioner has set an increase of 15.8% in the amount it charges.

If most voters choose 'yes', the increase will be 15.8%.

If most voters choose 'no', the increase will be 2.0%.

Do you want the Bedfordshire Police and Crime Commissioner to increase the amount it charges by 15.8%?

Legislation does not permit the question to specify the actual increase in monetary terms, only in percentage terms. This meant that many members of the public did not appreciate that the increase being sought was relatively modest (48p per week for a Band D property).

Separately there are strict rules about the nature of public engagement that can be carried out in support of a referendum campaign, including that the OPCC and Force must remain neutral, and therefore could not support a PCC-led campaign.

Finally, the cost of a failed referendum can be considerable, estimated at £1m in Bedfordshire, due to council tax rebilling. Based on previous costings by the PCC a referendum in Dorset would also cost in the region of £1m. Legislation dictates that a precepting authority must make provisions for changes to happen ready for an increase in April, but any referendum would not be held under the local government elections in the following month.

Question 4: Can the Police and Crime Commissioner outline the impact that a lack of a merger with Devon and Cornwall has had on both the requested precept and proposed areas of investment for 2019/20.

Answer

There was is no impact of the decision not to merge on the requested precept for 2019/20. Even if the decision would have been to merge, the two PCCs would have remained as separate precepting authorities until May 2020 at the earliest, meaning that the 2019/20 budgets would have also remained separate. Discussion on harmonisation of precepts would possibly have been discussed if the merger had gone ahead.

Question 5: Why does the £9.2m extra resources not equate to an increase in the number of employed Police Officers (*Section 1.2 in Appendix 2 which shows 1,201 for 2018/19 going down to 1,200 in 2019/20*).

Answer

I have explained at Question1 the cost pressures the Force is having to deal with. Ensuring that the force has the capacity to deal with the changing demand has been a key consideration in setting this budget which has led to the introduction of the Innovation Fund.

One member expressed concern that out of 1200 officers, only 12% were available to undertake frontline activities at any one time and asked if that was normal or would it be something that should be looked at in respect of police modelling. The Chief Executive confirmed this figure was from the HMIC report 'Demanding Times' and made reference to this national policing survey and applied the Dorset officer figures to their figures. The methodology was robust and unfortunately this was a reality of operating a 24 hour, 365 days a year service. The Chief Constable added that he was relentless in his pursuit of improvements but in respect of days off, leave, training etc 12% availability was a reality.

Following a conversation about the forecast of no pay rises for 3 years, the Chief Executive advised that the OPCC was under the same inflationary and cost pressures as the Force. OPCC costs were being held level but officers were looking to reduce specific non-pay costs.

The local member for Sherborne Town now understood the pressures for the Force but was concerned that all police officers seemed to be deployed in the south of the county and residents in the north of the county felt under resourced. The Director of Operations advised that the roadshows had visited Sherborne and he reported that there had been a 73.4% positive responses from that area.

Question 6: Can the Chief Finance Officer for the Police and Crime Commissioner explain why £1.7m (£3.1m extra cost less a £1.4m specific grant) of the extra resources generated by the 2019/20 precept is required to pay for additional contributions to the Police Pension Scheme.

Answer

As a consequence of the last actuarial valuation all employer contributions for Police Officer pensions will increase from 1 April 2019. The main reason for the increase is a reduction in the forecast values of future investment returns, so that contributions therefore have to increase to meet forecast future liabilities.

Previously the Government carried such risk for unfunded pension schemes but this is being transferred over time to employing bodies.

For 2019/20 £1.4m specific grant has been provided towards this but this does not fully cover the additional costs of £3.1m. It is assumed in the future year forecasts that this grant will continue but there is a risk that it may not.

Therefore the additional £1.7m of costs for 2019/20 will fall to be funded from the overall increases in funding which comprise additional government grants, and council tax income.

Question 7: As the capital programme includes an investment in 2019/20 of £6.1m into ICT, can the Police and Crime Commissioner outline the benefits of this investment and the savings and efficiencies that it has been assumed that it will generate.

Answer

Central to the 2019/20 ICT capital investment is the enhancement of mobile policing and replacement of legacy systems.

Investment in mobile policing devices and solutions will allow greater efficiency in provision of operational policing, increasing visibility, providing a more responsive service, and ultimately enabling and supporting estates rationalisation. It is also a requirement of the recently introduced Organisational Business Design model. Provision of mobile devices includes the replacement of desktop computers with laptops, allowing more flexible working, increasing productivity, reducing use of paper, and again facilitating estates savings. Such mobile and flexible working is key to the future estates strategy, with the potential for cashable and efficiency savings to be realised.

Replacement of legacy systems, such as the Command and Control system, is required where older systems are no longer fit for purpose, and maintenance is no longer an option. Legacy systems represent a barrier for collaboration, often carry significant risk, and will rarely support efficient working. The 2019/20 includes funding to replace the existing Command and Control system, gazetteer and mapping

systems. While these replacements will not lead directly to cashable savings, they will enable significant efficiencies through joint working – particularly within the Alliance, and an improved operational service.

Following concern about the slippage in IT as reported in the monitoring report the PCC advised that both Deputy Chief Constable's were involved in this. The Chief Constable added that it was difficult to guarantee there would be no slippage in major programmes as there often was but assured members there were robust and rigid governance processes in place.

Question 8: Can the Chief Finance Officer explain why it is proposed to borrow for the first time in 2019/20.

Answer

The budget report for last year identified a number of unfunded potential capital growth requirements. During this year an extensive review of the capital programme has been undertaken which has resulted in the planned programme for capital investment now being increased.

In accordance with the requirements of the recently updated Prudential Code for Capital Finance in Local Authorities a Capital Strategy has also been developed this year, which is now published on the OPCC website. This sets out, amongst other things, the governance process for determining the capital programme and the methodology for identifying and prioritising capital projects. It also sets out the funding approach to be adopted for the capital programme, which includes borrowing.

The borrowing strategy is set out in the Treasury Management Strategy for 2019/20 which has also been through internal governance and will be published in due course.

The first application to fund capital expenditure is capital grant. The amount receivable from the Home Office for 2019/20 is £421k. Historically this used to be at a much higher level (£1.3m in 2010/11). Whilst the capital grant has reduced, the need for capital investment has increased.

Capital receipts from asset disposals are the second source of funding for the capital programme, but these are finite, and are forecast to be fully utilised more or less as soon as received. Revenue contributions to fund capital expenditure have also been reviewed and increased from £0.7m to £1.1m in 2019/20.

Finally the balance of capital expenditure, after all other funding has been exhausted, will be funded through prudential borrowing. The current forecasts show that although the underlying need to borrow will increase (Capital Financing Requirement) it should not be necessary to externally borrow in the plan period and the impact of the proposals on the Capital Financing Requirement by the end of the period will be minimal; from £32.8m at 31/3/18 reducing to £30.8m at 31/3/23 i.e. indicating that total net debt will have reduced over the plan period.

In respect of the different rules attached to borrowing a question was asked if there was anything dramatic that could happen if this didn't go to plan. The Chief Financial Officer advised that the borrowing had to be paid back and this added pressure to the revenue budget.

Question 9: In respect of General Fund Balances how concerned is the commissioner that this is dangerously close to the minimum 3% level advised by the Home Office, especially as he is forecasting to overspend in the current 2018/19 financial year (*section 14.1, Table 11, £4.315m balance 31 March 202 which is 3.2% of the 2019/20 net revenue expenditure*).

Answer

The recent Home Office focus on reserves relates to PCCs being asked to justify where there are perceived excessive reserves being held. This is clearly not the case for Dorset, where the General Balance is forecast to be £4.3m and the total Revenue Reserves £5.4m.

There is a balance to be struck between providing a reserve to cover the possibility of higher costs arising from the various underlying budget risks and making valuable investment in the Force, and I believe we have struck that balance in these budget proposals.

The proposals are in line with the Reserves Strategy (provided at Appendix 3) and supported by a budget risk assessment. £4.3m is considered to be an adequate contingency amount to provide for any unforeseen shocks.

In addition, there is a plan to replenish the reserves over the term of the plan towards a target of 5% of net revenue expenditure and a cautious estimate of the future amounts of the Collection Fund surpluses has been made, which in all likelihood will turn out to be higher.

Following a question about the use of apprentices, the Chief Constable advised the aim was to be in a netted position by the end of next year.

Following a vote the Panel were unanimous in their decisions to:-

Resolved

1. That the increase in the precept of £24 per annum on a Band D property for 2019-20 be supported.
2. That for the purposes of issuing a report to the Commissioner on the proposed precept, the Panel endorsed the council tax requirement and the basic amount of council tax for police purposes in Dorset for 2019-20.

Reason for Decisions

The Police and Crime Panels (Precepts and Chief Constable Appointments) regulations 2012 required the Police and Crime Commissioner to notify the panel of their proposed precept for 2018-19 by 1 February 2019. This then needed to be considered by the Police and Crime Panel who could either approve the proposed precept or veto it. A two thirds majority of the Police and Crime Panel was required to veto any precept proposal.

Police and Crime Plan Monitoring Report

- 8 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 3 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

Councillor Andrew Kerby advised the Panel that he had been invited to a meeting in relation to the Disclosure and Barring System (DBS) and that he was currently in the process of writing his report. He explained that a completed DBS form was initially sent to the DBS office in Liverpool and thereafter forwarded to DBS offices in other parts of the country for any previous address listed on the form. If the post involved dealing with vulnerable people then an enhanced check would be conducted. There

had previously been an issue with the DBS checking turnaround times, however, this had reduced to 1.62 days in November 2018 from 17.97 days in June 2018 demonstrating improved efficiency in this area.

He had been provided details of the work of the Dorset DBS team and had been assured that his key areas of focus on safeguarding and turnaround times were being met and that the team were doing a good job.

Members asked about the requirement for Councillors to have more than one DBS check for each organisation and the Panel was informed that this could be avoided by using the online service and also that moving to the Dorset Council would require a single check.

The Chairman asked the PCC what direction he was giving to the Chief Constable to reduce the overstretch of police resources, in particular with regard to mental health related incidents.

The PCC advised that there was a good protocol in place with the mental health crisis teams that could receive people under Section 136 from the Police. Hahnemann House in Bournemouth was receiving 40 people a day on average, a third of which were taken there by police officers and this had an impact on resources by reducing the amount of police time. A second retreat was currently being built in Dorchester that would include an "airlock" of two doors to enter the premises and an anti-room for any form of disturbance or violent behaviour.

General welfare issues, however, were becoming more prevalent and the PCC was in discussion with the fire service concerning sharing of resources in this area of work. Attendance by the fire service at non-injury Road Traffic Accidents (RTAs) had been discussed at the previous Panel meeting, however, fire officers were not currently empowered to undertake breath tests following RTAs.

The Chairman asked the PCC about the steps he was taking to bring in other agencies to relieve the strain on police resources.

The PCC advised that discussions concerning multi agency approaches were being explored including sharing of premises, but liaison had been slightly less productive so far in respect of the South Western Ambulance service.

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

The PCC advised that there was a delay in the statistical information in relation to problem solving due to the process required when a person highlighted a confidential issue directly to the PCC.

The PCC was asked whether there would be a designated intelligence officer for the rural crime team.

The PCC stated that the Chief Constable anticipated having separate analysts for both rural and marine crime which was now being better reported.

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

The PCC was asked about the Women's Diversionary Support Scheme, an initiative that had been implemented in Bristol and Hampshire.

The PCC advised that there was a gap in the restorative justice approach in respect of female offenders and this programme sought to find suitable diversionary routes for

them.

Councillor Bill Pipe advised that he had attended a meeting at the Winfrith Headquarters in December 2018 with Councillor Barbara Manuel to discuss new ideas with senior management. These included expanding the restorative justice meetings between victims and perpetrators and a better understanding of the complainant advocate project. The result of the latter would not be known until an assessment of its effectiveness had been undertaken during a 2-3 month pilot that would be reported to the Panel in Summer 2019.

In response to questions in relation to Victim's Champions arrangements, the Panel was advised that the existing Victim's Champion was shortly due to leave the post and that the Victim's Bureau Manager would take over this role, in addition to the PCC's caseworker who also played a Champion type role. A victim's lawyer pilot scheme would be arranged if it became in the PCC's remit to deliver this provision.

It was also reported that work was progressing in identifying a Collingwood Wing to be converted for military veterans and a charity had been identified to work with these prisoners.

Further to a discussion in relation to tagging of high risk offenders pre-charge, the PCC stated that he would be willing to reinvigorate this topic with the Justice Secretary. Previous lobbying by the PCC to attempt a change in the law had not proved successful despite the support of senior police officers.

Councillor Barbara Manuel noted that Pillar 3 had proved to be the most difficult to progress due to the need for change in legislation and resources. Although progress had been slow, these factors had been beyond the control of the PCC and she was pleased that part of the increase in the precept would be used for those areas that currently had a Red RAG status.

The PCC explained that he had wanted to make the most difference with this Pillar, however, this was an area where the most partnership working was involved and at a time when the community rehabilitation contract was failing.

Pillar 4 – Transforming for the Future – Iain McVie

The PCC advised that the only Red RAG status for this Pillar in respect of the total establishment would be amber by the next Panel meeting.

The Chairman asked about the use of spit guards and was advised that the PCC had supported the operational decision of the Chief Constable and funded their use at a cost of £5k. However, the PCC considered the national approach used to provide the evidence base for issuing spit guards overall had been poor.

Iain McVie reported on the Pillar 4 scrutiny meeting that looked at how the OPCC managed the activity that the PCC was seeking to achieve. He was embarking on a scrutiny review of court remote enabled access for witnesses and others. His aim was to complete this during the course of the next 2 months and his review would not only scrutinise, but also provide some support to the recent work of the PCC in this area where appropriate.

The PCC sought the Panel's support in respect of pre-charge bail limits as it had become apparent that Dorset was using bail limits that were less than the average in England and Wales and invited the Panel to take part in a deep dive in this area. Iain McVie advised that he would give consideration of some key lines of enquiry (KLOEs) for this scrutiny which could take place in a similar timeframe as the scrutiny of court remote enable access.

Iain McVie asked how the PCC could ensure value for money for Dorset residents in respect of the remote service for the Regional Organised Crime Unit (ROCU) funded by the five PCCs on a pro rata basis and whether there was a danger that regional funding would always be diverted to the larger areas, such as Bristol.

The PCC responded that Dorset had full access to performance data and outcomes of police forces and that Dorset's portion of the funding of 12% had provided value for money.

Further to his scrutiny of body worn video (BWV), Iain McVie highlighted that it had been difficult to provide that provision to Special Constables. However, he asked whether this would now be considered alongside its rollout to Poole Forum members.

The PCC advised that provision of BWV to Special Constables and Poole Forum members was part of phase 3 of the project and that costs were currently being investigated. Decisions in relation to spit guards and BWV could be taken by individual Chief Constables rather than nationally.

The Panel considered the Quarter 3 finance update attached as an annex to the Monitoring Report and was informed that the budget would be in balance by the end of the financial year.

The Chairman asked about the 4% overspend in relation to overheads and was informed that the variances were spread across a range of expenditure types and could be due to over pessimism in the forecasts. Forecasting against the outturn was currently being reviewed and an explanation would be provided in the next financial outturn report.

The Chairman asked how the Revenue Support Fund was used and was advised that this had been created in 2018-19 to align with the Devon & Cornwall Police Force and smooth the impact of the ongoing funding reduction.

Noted

Update from the PCP Training Day

9 The Panel considered a report from the Chairman which informed members of the key issues discussed and developed at the recent Panel training day. The Panel's formal support and approval was sought in relation to these key outcomes.

Resolved

1. That the proposed scrutiny review of frontline policing was closed within the PCP Forward Plan and oversight continued through the routine quarterly monitoring of the Police and Crime Plan be approved.
2. That the principle to establish an informal partnership forum which sought to join-up and share common outcomes and activity in addressing criminal justice be approved.

Reason for Decision

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

Complaints Update

10 The Group Manager – Governance and Assurance advised members that a further correspondence from an existing complainant in relation to a previous topic, the 'Lush: paid to lie campaign' had been received and that a meeting of the Sub Committee would be convened on 18 March 2018 to independently review and consider whether the correct complaint processes had been followed.

Noted

Work Programme

- 11 The Panel considered its Work Programme and noted the items to be considered for their next meeting on Tuesday 9 July 2019. As the Panel had approved the precept proposal it was confirmed that the reserve date of Monday 18 February 2019 would not now be needed.

The Group Manager – Governance and Assurance reminded the Panel of its decision that following Local Government Reorganisation, the new Panel would consist of 10 elected members and two independent members. Induction sessions, supported by the OPCC, would be arranged prior to the first meeting on 9 July 2019. He also suggested that further work may be required to ensure that the provisional dates in the forward plan were properly aligned with the quarterly monitoring reports

Noted**Questions from Panel Members**

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

Meeting Duration: 10.00 am - 2.25 pm

PCCs Budget Speech

Today I formally request that you consider my proposal to raise precept for Dorset Taxpayers by 11.6%, or the equivalent of £24 per year for a Band D property.

I will start today's presentation, followed then by the Chief Constable who will outline the operational need for this precept increase. My Director of Operations will then briefly outline the results of the public consultation to assist your decision making and my Treasurer will conclude with the figures. We will then go into your questions.

Before I provide the details of this proposal, I'd urge you to note three important things right away:

1. This proposal will provide the Force with a balanced budget for next year. However, this will only be achieved with some continued support from balances; by increasing the borrowing requirement; and by taking up the full annual increase in council tax, which I am seeking today.
2. The requirement for all of those factors to secure a balanced budget, hopefully dispels any thoughts you may have that this precept proposal will serve up a cash rich bonanza for Dorset Police. It won't. The increase will help pay for various cost pressures that I will explain later, and allow a small margin for growth.
3. This precept rise proposal is made by Government, not by me. The Home Secretary wrote to me, stating:

"That is why we will increase funding available to PCCs by up to £813m, if PCCs use their precept flexibility fully. This is the biggest annual increase since 2010. That is within the context of increases in CT police funding and investments in serious and organised crime meaning an increase in total police funding in 2019/20 by [approximately] £970m, again if PCCs use their precept flexibility fully. We are personally committed to ensuring our police have the resources they need."

That the Government announced the £970m uplift in policing via media and PR channels, before PCCs had even considered the settlement, might cause some eyebrows to raise. Nevertheless, the Home Secretary's words are clear – PCCs are expected to seek the full £24.

With those three points laid out, let me now set the scene. I'd like to start by thanking you for supporting my proposal to raise the precept last year by £12. The rise, although not meeting all of the financial needs of the Force, did allow Dorset Police to change some of its business practices and invest in several key areas. I will now give examples of where that money was used, as well as outlining a state of the nation overview of Dorset Police this year.

First off, the precept rise allowed an uplift in staffing in crucial areas of the Force. Additional resources were created in the Paedophile On-line Investigation Team to increase the number of officers proactively looking for the most dangerous offenders.

Further uplift of resource went into Dorset's Multi-Agency Safeguarding Hub (MASH) which initially dealt with children and young people but due to this further investment now has an Adult safeguarding arm – increasing its ability to safeguard the most vulnerable in our communities. The Hub continues to grow and develop and plans for greater expansion are anticipated in the future. We look forward to engaging with the two new Unitary Councils on future transformation, as they go live in just two months' time.

Precept funds also enabled us to preserve our Safer Schools provision, which enables ten safer school's officers to deliver countless educational and preventative inputs to young people across our county.

Additional staffing resource was added to the Marine Unit to ensure our maritime community receive neighbourhood provision. Equally additional resources have been provided to our Rural Crime Team, who have seen untold success and generate huge levels of interest and support. It is likely we will need further investment to sustain service delivery.

The precept investment of last year was also 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 and allowing us to continue to deliver service to the public of Dorset by utilising resources in a different way. This change in operational delivery has enabled a more flexible response to crime attendance, ensuring the public see an officer when it is convenient to them.

Investment led to the creation of an enhanced volume crime team to deal with detained people and provide support to frontline officers.

Precept investment also led to the formation of an investigation resolution team (IRT) to progress crimes; ensuring timely investigation and evidence capture for members of the public and also provide investigative support to the frontline.

We have also introduced a fraud triage role into the IRT, to ensure members of the public are signposted to the appropriate agency and route at point of contact. Additional funding could be channelled into better fraud training for officers and staff to raise awareness and capability and equally to grow our capacity to examine digital media when we have tangible lines of investigative enquiry.

The additional precept led to the creation of a new and developmental 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.

The force have also put in place a police officer scheduled appointment car across the county to try and offer the community better availability at a time to suit them. My office has noticed, through correspondence with the public, that this appears to have improved the service provided to victims of volume crime.

The implementation of OBD has also prompted some realignment of neighbourhood policing staff. Aside from the introductions of PCSIs, we have also introduced new Neighbourhood Engagement Officers, ensuring we connect with people through the diversity of platforms available.

The changing landscape of neighbourhood policing has increased the demand on neighbourhood policing teams, particularly crimes taking place in private, largely involving victims and witnesses who are the most vulnerable in our communities. The impact of social media and closer working with partner agencies and the third sector has improved the engagement and problem solving within Neighbourhood policing.

That said, there is more work to do in this arena – in April 2018 the College of Policing issued new guidelines for the delivery of Neighbourhood policing which Dorset have signed up to. Informed by national best practice we are structuring our neighbourhood around seven principles:

1. Engaging communities
2. Solving problems
3. Targeting activity
4. Promoting the right culture
5. Building analytical capability
6. Developing officers, staff and volunteers
7. Developing and sharing learning

The Force is working to ensure that the neighbourhood officer (establishment of 17 NPT Sgt's, 76 NPT PC's) and PCSO establishment of 84 PCSOs, 4 Neighbourhood engagement officers, 10 safer schools PCSOs, 1 marine and 1 rural crime PCSO, is up to full complement. This will be amplified by the recruitment of more Specials into existing teams, including a positive action approach enabling the Force to further develop strong connections with local communities.

Further investment is required however to boost visibility and reassurance patrols across the Force and to strengthen long term problem solving. Evidence would suggest that further uniformed, partnership, problem solving capabilities can be effective in dealing with pernicious localised crime in ASB hotspots. The Force has also signed up to a new Neighbourhood Engagement Contract, which I look forward to discussing with you in more detail this summer.

The Force has recruited some officers under the Police Now initiative. The first cohort of eight officers joined the force in September after their summer academy and they will bring new thinking and fresh energy to our most challenging problems.

In addition to neighbourhood recruitment, the Force is working on the 'detective incentivisation programme'. This will explore direct entry, transferees, as well as internal training and development to fill the detective gap and sustain investigative capability – this is of a national and local concern.

Our communities still face significant challenge with regards to child exploitation and the link to 'County Lines'. The force has adopted a Gold lead with a sound strategy

being led by a Superintendent and continues to invest in operational plans focussing on enforcement, education, safeguarding and rehabilitation.

A range of briefings to all partner agencies, stakeholders and the third sector continue to be delivered covering the subject of 'County Lines', 'Dangerous Drug Networks' and Criminal Exploitation of the Vulnerable. This has resulted in all Community Safety Partnerships in Dorset, and the Dorset Criminal Justice Board, including Criminal Exploitation of the Vulnerable within their priority setting.

The delivery of the event hosted by my office aimed at all partner agencies in Dorset has significantly assisted in this key area. A County Lines package is also being delivered in schools in Dorset through the Safer Schools and Community teams.

The National County Lines Coordination Centre (NCLCC) visited Dorset on the 21st & 22nd November to review our approach to County Lines and, whilst we await the written feedback, the debrief carried out at the end of the visit was very positive – particularly the approach being trialled of using a dedicated neighbourhood team in Weymouth & West Dorset. The use of a dedicated neighbourhood team focused on the delivery of enforcement and disruption, but supported by joint safeguarding visits and prevention is considered best practice and unique in the approach nationally to County Lines.

Further investment in this area will be necessary in future years if the Force is to make a measurable impact on a national priority.

Dorset Police also continues 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.

Road safety is also an area of significant concern to our communities and an area in which I am keen to invest. I have an ambition to strengthen our enforcement capability through the No Excuse team as well as support our keen and willing Community Speed Watch network through investment in camera capability and an additional camera van would be welcome. Members will be aware that Dorset bucks the trend nationally in seeing a reduction in KSI's last year.

The drug and alcohol harm reduction team was fully embedded in July this year with a completely new team in Dorset and a fresh approach. The team has four licensing officers, and constables are no longer used and can be redeployed back into frontline roles. The team are reinvigorating some licensing campaigns such as RU too drunk, Ask for Angela and Pub Watch and the focus of the team has moved from one of bureaucratic enforcement processes to harm reduction, engagement and enforcement. We are already seeing results, for example the review of a licence premises in Christchurch where the culture of violence, poor management and lack of regard for public safety was terrible and, as a result of the hard work by the new team, the licensing sub-committee saw fit to impose conditions on the license which restrict times and sale of alcohol. The owners consequently removed the entire management team and installed a whole new team plus a security team, thus breaking the culture.

It is important that I also discuss the need to transform for the future.

With your continued support we are working hard to develop and invest in new technology as well as support multiple projects in the digital policing arena, principally through the 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' 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.

If we look at drones in detail, my office was pivotal in driving the establishment of the Alliance Drone Team, as the first dedicated unit in the country in May 2017, and this small team has grown from strength to strength in terms of capability. 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 and with greater flexibility. For example out of those 300 anticipated deployments, if only a 1/3 of those had previously gone to NPAS – this would equate to approx. £170 000 savings per annum. Dorset Police are in a strong position thanks to your previous support but ideally we would like to improve on this service by ensuring we have 24/7 response to spontaneous incidents across the three counties. We would like to expand the team to meet operational demand, train more pilots, collaborate with other agencies and continue to improve our technology.

Cybercrime is a growth business and has seen investment already and needs further investment to ensure the Force can service the increasing demand. Locally we deal with cyber enabled crime whilst cyber dependant is tackled at a regional level. Precept funding last year enabled a programme of cyber prevention inputs targeting businesses by our cyber-crime prevention officer. These were an unparalleled success. If we are to continue to assist our public in protecting themselves from online threats further investment in cyber prevention will be essential.

Innovation is definitely an area for investment. The Chief and I have discussed ideas for where best to focus our transformation efforts and we are looking at process automation and the use of Artificial Intelligence. As you know, Sir Tom Winsor echoes a view nationally that this is an area requiring significant investment and progress. It is our shared ambition for Dorset to lead the way in developing new technologies to provide yet further evidence of our ability to transform for the future. In particular, we would like to invest in propositions that could provide automation for some of our high volume demand which currently remains under performance pressure – for example, firearms licensing, vetting, 101 triage and digital forensic investigation.

As we transform for the future it is vital that our people are looked after and this is an area where I invested some of my commissioning money in the wellbeing of Force staff. My £250,000 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 have delivered a costed options plan to cover a range of interventions for staff to keep them at work, get them back into work quickly if they are unwell and to ensure the appropriate support is offered. Evidence is clear that a healthy, motivated and engaged workforce provide higher performance and productivity. Therefore, properly

investing in our people and their wellbeing will assist Dorset Police in improving the service to the public.

A significant impact on wellbeing is the current demand profile. Dorset Police has seen an increase of demand over all areas of the business in 2018. In particular, calls for service from the public have increased and 2018 saw the highest number of calls and incidents ever recorded. This falls against a backdrop of a steady decline in the total number of incidents attended by police in previous years, however the amount of time officers have to spend dealing with the incidents has increased year on year due to the ever increasing complexity of crime and wide range of safeguarding requirements. 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 the Chief Constable argues that he would also seek an increase in frontline patrol resources / PCSO's and a similar increase in our core investigative capability.

In relation to supporting victims, witnesses and reducing reoffending, as a Force Dorset continues to put victims at the heart of what they do and precept funding has enabled them to deliver on this. As a result of previous investment restorative justice (adults) was rolled out in September 2017 and has seen fifty post-conviction referrals and thirty-two cases taken forwards including victims of road traffic collisions, burglary, criminal damage, fraud and GBH.

Future investment could assist in the national drive towards 'virtual courts' for overnight remand cases under ambitious reform plans for Her Majesty's Courts. However, be warned these changes will bring financial implications for Police forces as additional resources and potential estate changes will be required to facilitate this opportunity.

Further funding is also required to increase the live link facilities across the north of the county for victims and witnesses to give evidence remotely or even potentially a mobile live link van facility.

The Chief Constable and I are passionate to emulate Wiltshire and introduce a 'Bobby Van' concept. This is an initiative that could support vulnerable victims of crime in Dorset. Whilst our vision is to create a self-sustaining charitable trust, initial investment will be required to develop and establish the service, over and above the £50,000 I have paid into the scheme as PCC.

In relation to reducing re-offending, cross sector investment in reducing reoffending and the apparent failure of the Community Rehabilitation Company (CRC) initiative has led to a growing gulf in "Hard-edged Prevention". The Force has fairly limited capability in the Integrated Offender Management team delivered through the joint Prevention department; little or no 'through the gate' services for Dorset, such as

mentoring for Dorset prisoners; and we have unacceptable delays in delivering youth justice despite an excellent Youth Offending Service delivered pan-Dorset.

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 'Hard-edged and Situational Crime Prevention' will break us out of a recent cycle of simply responding to rising demand. Investment needs to be focussed on growing capabilities to catch and convict recidivists and persistent and determined perpetrators of anti-social behaviour. A toughening stance on enforcement against persistent offenders needs to be coupled with an enhanced partnership approach to diversion, rehabilitation and therapy.

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.

National Best Practice initiatives such as 'team around a teen' encourage effective integrated working with partners (social care, health schools and YOS) to reduce the risk posed by and to a cohort of very challenging adolescents.

As mentioned earlier in my speech, my proposal does not represent a 'windfall' for Dorset Police and any growth will only be possible if aided by the usual, relentless, pursuit of efficiency, some details of which are:

A new force initiative will be the requirement for 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. A new small efficiency team working to the corporate development team would deliver a rolling programme of efficiency resulting in a rolling investment to meet new and emerging capability linked to the workforce plan. This team would work with departmental heads to assist in identifying savings and horizon scanning improvements for the future.

And at this stage in my speech, I will touch again on demand increases, something the Chief will expand on in a moment. In the last year, nationally and locally, demand on policing is going up. Members will be aware of a 9% increase in emergency calls to police, and a 9% increase in reported crime.

Sadly, as demand increases on a static number of staff, wellbeing, and psychological issues for the frontline are now a real issue, something I have already touched on, and I know the Chief Constable will talk about.

This matters not just from a sickness, welfare and productivity point of view, it also means that much needed funding is being diverted to staff welfare, at a time when recruiting more frontline staff is so vitally needed.

And this against a backdrop of real term cuts to the budget of over £25m, leaving the Force with policing numbers lower than in 1981.

Whilst we ponder last year's £12 rise, and now go onto consider the £24 proposal, I feel it prudent and only fair to share my view on the Government's proposal. Because, as I started by saying, it is a Government proposal, not mine.

I struggle with this position. For the Government to assume I will raise the precept, and that you will approve that proposal, is not only an arrogant stance, it is also a bizarre way to run democracy. Cart before horse and all that. However, if I don't raise, policing faces more cuts, I will discuss the ramifications of not raising later.

Since 2017, this Government directive of huge increases in precept is a Treasury led strategy of securing public sector financing from local taxes. Do I agree with that? No, I don't, this should be centrally funded by the state. The longer this Treasury strategy continues, the more the balance of police funding moves towards localism rather than Westminster. In effect, if this continues, we will adopt the American model of poor communities having poor policing, and rich communities having better policing, because the local tax is more. I am sure you are aware that as a broad-brush statement, poor underprivileged deprived communities in England and Wales receive far less from the policing precept than here in Dorset.

Liverpool, Northumbria, Yorkshire to name a few all receive roughly 80% of their funding from the central Government, and 20% from precept. This means a precept rise raises less for their Forces than here in Dorset, where Government funding roughly equates to precept income on a ratio of 50/50.

On the face of it, you may think £24 is a huge settlement for Dorset Police. Actually, it just about leaves us in credit. That's because the £24 is needed to pay for costs that we were mainly unaware of this time last year.

Without repeating details in the full report, a significant element of our cost base is subject to pay and pensions increases beyond our control. Specifically, changes in treasury approach have resulted in an increased pension cost which I will shortly touch on. 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.

We are facing very 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. The market itself, specifically within forensics is turbulent, resulting in additional cost pressures following on from a contraction in the available suppliers - the combined impact of these is in excess of £1.3M. We are also facing pressure on our capital programme. Whilst we continue to examine how we can drive further value through rationalisation and partnership working, we also need to provide for some of our shorter-term assets (Transport, IT and Communication) through revenue funding, an area that is likely to grow in future years. This together with the need to readdress a shortfall in our reserves places a further £1.2M of demand on next year's budget. There are further areas of pressure that are in the full report which brings the total to in excess of £9M.

As I am sure you appreciate the Chief and I 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 precept of this level 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.
- iii. Continuing financial pressures.

Central funding becomes ever more complex with the Force receiving a combination of general and specific grant streams.

The general grant is designed to support the Force in providing its core requirements. The original model was based on the premise that an individual tax payer should face the same council tax requirement for the same level of service irrespective of where they live.

The reality is the funding mechanism was frozen over ten years ago. The Force has clearly demonstrated errors in the calculations and the last two attempts at revising the formula were abandoned. Both attempts would have substantially increased our funding.

Our grant (core settlement, specific government grants, and capital) for next year has now been set at £58.96m million. This represents £76.50 per person in the County and is the second lowest nationally. Eight years ago the equivalent figure was £107.50.

At the risk of stating the obvious, the continued impact of this freeze means that one hundred percent of inflationary and demand cost pressures are passed across to the local tax base.

The Force does receive a number of specific grants; however, each of these is directly attached to a specific requirement or commitment. These also significantly impact on the Force. In the current year our security grant was reduced by £400,000, this only being notified after the budget was set.

In addition to the indexation of our contracts we are facing a range of increased financial challenges which are unavoidable if we wish to continue our current service levels.

There has been much publicity and debate on the rising cost of police pensions. Whilst this could be seen as counter intuitive as police officers are having to work longer, retire older and will no longer have the protection of a final salary scheme, all factors that reduce the long-term cost, the Treasury are attempting to tackle the national issue of 'unfunded public sector pensions' and pass this to the police. Unlike the NHS, this is not being funded centrally.

The full impact to Dorset is likely to be an extra £3.1 million a year, although grant funding has been made available in 2019/20 that reduces the effect to £1.7m. There is no certainty of such grant funding in future years. This figure on its own would need a precept increase of £10.70.

The Force is justifiably proud of its record in avoiding taking on any new external debt. This has been achieved through efficiencies, rationalisation, success in attracting specific grants and partnership working.

Moving forward we are close to exhausting this capability and need to look to a more sustainable long-term strategy.

The Force has an underlying requirement to continually replace many of its shorter life assets, vehicles, computers, mobile devices, forensic and specialist operational equipment.

In addition to this, we need to be continually investing for the future to maintain capability, investigative capacity and public contact. Primarily this will need investment in technology and the Estate.

Whilst continued efforts will be made to release resource from under-utilised assets, this will not meet the longer-term needs.

A combination of funding direct from revenue for shorter life assets and increasing the underlying borrowing requirement will be needed for the longer term. The combined effect of these will be an additional requirement in our revenue budget of £1.5 million per annum by 2022/23.

There is a very ambitious, and overdue, national agenda particularly with technology and forensics.

These work programmes are essential if the Service as a whole and Dorset is to maintain and enhance capability to continue to meet the increasing demand.

Projects include transforming forensics, replacement communication system, national data base, single online home for public access. 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.

Naturally, greater detail is provided in the full report.

Before I outline what the £24, if approved, will be spent on, I know you will want to know what my other choices are:

Well firstly, I could do nothing. That would leave roughly a £7m hole in our finances, meaning that the Force would need to cut roughly 225 frontline jobs.

But, I hear you ask, why not use further reserves? Well, as you know from the papers you have with you today, I have used reserves, and our General Balances are sufficient as an adequate contingency amount for unforeseen shocks, but cannot afford to go any lower. Continued use of reserves is not sustainable.

Secondly I could raise by a lower amount. Well, as you have heard, we need this money just to stand still, so if I raised by £12 and not £24, the Force would need to find £3.5m in efficiencies, which will equal losing over a 100 staff.

Thirdly, I could hold a referendum. Well, the Government has made it clear that this year's precept is a bridge to a new CSR and a new police funding formula coming soon. I think my constituents would balk at the million pound cost of holding a referendum now, especially as a referendum in policing has yet to be seen as anything other than a disastrous tactic. We all know we live in uncertain Brexit times, but as of today, I am not aware of polling stations opening for another reason next month...

Finally, there is the argument that we could save money by improving efficiency and stopping waste.

The Cllrs in the room will know from their own Local Authorities, that ruthlessly chasing efficiencies for a decade, has left the cupboard almost empty in any public sector larder. The Chief Constable and I have our plans for efficiency savings to help achieve a small amount of growth, however, those efficiencies total under a million pounds. We cannot find £7m that way.

Chair, in closing, with a background of a static, exhausted workforce facing rising demand; a financial space where reserves are sufficient but no more, and future year projections showing a growing deficit, I unashamedly ask you to approve a precept rise.

I have told you what the Force and I did with last year's precept, and today the Chief Constable and I have articulated what the £24 increase could do.

My constituents will see growth and investment, although neither on a massive scale.

As PCC I haven't sat still, neither has my treasurer. In the last year we are exploring new borrowing, and have made a conscious choice to divert revenue funding to build the capital programme...

I understand the pressures on household budgets, the public made that very apparent in their comments during the consultation, but the Government direct me to bolster policing through precept, and frankly, I have little choice.

I make this proposal as we go into purdah for County wide Elections (never ideal) And at a time of huge uncertainty with Brexit unfolding into what could become a new referendum or a new Government.

Before I close, it is timely and prudent to remind ourselves where we would be WITHOUT the Government mandated £24.

You will note from what I have already said 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.

Members, the Government, in the main YOUR party in Government, directed this stance, the public have supported this stance, and I now ask you to do the same.

This money will give our new Chief Constable space to address the ruthless pursuit of efficiency at the same time as addressing the increases in crime, demand and staff welfare issues that you have heard of earlier.

But as one final thought, I'd like to repeat the words of Dorset MP Richard Drax, who spoke at the House of Commons' Police Grant Debate on Wednesday.

He said: "The worrying fact is that unless there is more money for the police in Dorset in the mid-term, more frontline officers might have to go and this is unacceptable to me and my constituents. Let's cut out all the waffle, give them the assets and the money to get on with the job and keep our people safe."

Thank you.

PCP PROCEDURE RULES

DORSET POLICE AND CRIME PANEL (PCP)

PROCEDURE RULES

1. Host Authority Procedure Rules

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

2. Chairman of the Police and Crime Panel

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

3. Meetings of the Police and Crime Panel

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

4. Quorum

- 4.1. A meeting of the full Police and Crime Panel cannot take place unless at least three members are present, including representation from each of the two local authorities. Substitutes (*only for elected member representatives*) are permitted to attend and vote on behalf of a substantive panel member, with a duty being placed on the substantive panel member to suitably brief their substitute.
- 4.2. A meeting of a sub-committee or a task group cannot take place unless at least three members are present.

PCP PROCEDURE RULES

5 Officers

- 5.1 The Chief Executive of the Host Authority will either act as (or formally appoint) ~~is~~ the Clerk to the Police and Crime Panel and will ensure the necessary advice and administrative support is in place. This will include, but is not limited to, the Panels financial advisor.

6. Work Programme

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

7. Agenda Items

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

8. Reports from Police and Crime Panel

- 8.1 Where the Police and Crime Panel make a report to the Police and Crime Commissioner, it may publish the report or recommendations.
- 8.2 The Police and Crime Panel must by notice in writing require the Police and Crime Commissioner, as appropriate, within one month of the date on which it receives the report or recommendations to
 - a) Consider the report or recommendations.
 - b) Respond to the Police and Crime Panel indicating what (if any) action the Police and Crime Commissioner proposes to take.
 - c) Where the Police and Crime Panel has published the report or recommendations, publish the response.
 - d) Where the Police and Crime Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.
- 8.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).
- 8.4 If the Police and Crime Panel cannot unanimously agree on one single final report to the Police and Crime Commissioner then one separate report may be prepared and submitted for consideration along with the majority report.

9. Police and Crime Commissioner and Officers Giving Account

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

10 Attendance by Others

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

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

- 11.1 Time limited task groups may be established from time to time by the Police and Crime Panel to undertake specific task based work.
- 11.2 The special functions of the Police and Crime Panel may not be discharged by a sub-committee of the panel or a task group.
- 11.3 In this paragraph 'special functions' means the functions conferred on a Police and Crime Panel by
- a) Section 28(3) of Police Reform and Social Responsibility Act (scrutiny of Police and Crime Plan).
 - b) Section 28 (4) of Police Reform and Social Responsibility Act (scrutiny of annual report).
 - c) Paragraphs 10 and 11 of Schedule 1 of Police Reform and Social Responsibility Act (review of senior appointments).

PCP PROCEDURE RULES

- d) Schedule 5 of Police Reform and Social Responsibility Act (issuing precepts).
- e) Part 1 of Schedule 8 of Police Reform and Social Responsibility Act (scrutiny of appointment of the Chief Constable).

- 11.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.
- 11.5 Substitutes may take the places of substantive members of the Complaints Sub Committee and act in their places as if they had been appointed to the Sub Committee.
- 11.6 The Police and Crime Panel may appoint lead members to take specialist responsibility within designated themes.

12. Carrying out 'Special Functions'

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

12.1 Senior Appointments

- 12.1.1 The panel has powers to review the Police and Crime Commissioner's proposed appointments of Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner. The panel is required to hold public confirmation hearings for these posts.
- 12.1.2 The panel will be notified of the need for a confirmatory hearing in respect of proposed senior appointments made by the Police and Crime Commissioner. This will be held at the next available meeting of the panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged.
- 12.1.3 With regards to the appointment of the Chief Constable, the panel is required to hold a hearing within the period of three weeks from the day on which the panel receives notification from the Police and Crime Commissioner.
- 12.1.4 Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the panel is required to review the proposed appointment and make a report to the commissioner on the appointment.
- 12.1.5 For a confirmatory hearing for the proposed appointment of the Chief Constable, in addition to the requirement to review and report, the panel has the power to veto the appointment.
- 12.1.6 Having considered the appointment, the panel will be asked to either:
 - a) support the appointment without qualification or comment;

PCP PROCEDURE RULES

- b) support the appointment with associated recommendations, or
- c) veto the appointment of the Chief Constable (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

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

12.2 Suspension of Police and Crime Commissioner

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

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

12.3 Appointment of an Acting Police and Crime Commissioner

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

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

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

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

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

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

PCP PROCEDURE RULES

- d) in a case where the acting commissioner is appointed because the Police and Crime Commissioner is suspended, the commissioner ceasing to be suspended.

12.4 Proposed Precept

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

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

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

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

12.5 Complaints

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

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

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

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

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

PCP PROCEDURE RULES

d) the termination of the suspension by the Police and Crime Panel.

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

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

12.6 Suspension and removal of the Chief Constable

12.6.1 The panel will receive notification if the PCC suspends the Chief Constable.

12.6.2 The PCC must also notify the panel in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.

12.6.3 The PCC must provide the panel with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.

12.6.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the panel accordingly (the 'further notification').

12.6.5 Within six weeks from the date of receiving the further notification the panel must make a recommendation in writing to the PCC as to whether or not she/he should call for the retirement or resignation. Before making any recommendation the panel may consult the chief inspector of constabulary, and must hold a scrutiny meeting.

12.6.6 The scrutiny hearing which must be held by the panel is a panel meeting in private to which the PCC and Chief Constable are entitled to attend to make representations in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.

12.6.7 The panel must publish the recommendation it makes on its website and by sending copies to each of the authorities, and by any other means the panel considers appropriate.

12.6.8 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:

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

PCP PROCEDURE RULES

- 12.6.9 The PCC must consider the panel's recommendation and may accept or reject it, notifying the panel accordingly.
- 12.6.10 In calculating the six-week period, the post-election period is ignored.



AGENDA NO: 9

POLICE AND CRIME PANEL – 9 JULY 2019

NOMINATIONS OF CHIEF FINANCE OFFICER (TREASURER)

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To notify the Police and Crime Panel of the proposed appointment of Chief Finance Officer (also known as Treasurer) to the Police and Crime Commissioner. The Police and Crime Panel is invited to consider the proposed appointment and to make recommendations to the Police and Crime Commissioner.

1. INTRODUCTION

- 1.1 The Police Reform and Social Responsibility Act 2011 (the Act) requires the Police and Crime Commissioner (the Commissioner) to notify the Police and Crime Panel (the Panel) of each proposed senior appointment. The Act defines senior appointments as Chief Executive, Chief Finance Officer and any Deputy Police and Crime Commissioner.
- 1.2 Schedule 1, paragraph 9 of the Act sets out that the Commissioner must notify the Panel of the following information:
 - The name of the person whom the Commissioner is proposing to appoint (the candidate) [see paragraph 4.1 below];
 - The criteria used to assess the suitability of the candidate for the appointment [see 4.2];
 - Why the candidate satisfies those criteria [see 4.3]; and
 - The terms and conditions on which the candidate is to be appointed [see 4.4].
- 1.3 Schedule 1, paragraph 10 of the Act sets out that the Panel must review the senior proposed appointment, and make a report to the Commissioner to include a recommendation as to whether or not the candidate should be appointed. The report to the Commissioner should be received within a period of three weeks from when the Panel receives notification from the Commissioner of the proposed senior appointment.
- 1.4 Schedule 1, paragraph 11 sets out the requirement for the Panel to hold a confirmation hearing before making a report to the Commissioner.
- 1.5 Finally, Schedule 1, paragraph 12 allows the Commissioner the right to accept or reject the Panel recommendation, and sets out the requirement for the Commissioner to notify the Panel of this decision.

2. BACKGROUND

- 2.1. The Act requires the Commissioner to appoint a Chief Finance Officer who ensures the financial affairs of the PCC are properly administered and the financial arrangements are in place across the OPCC and Force. The Chief Finance Officer also acts as the Commissioner's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- 2.2. The current post holder, Alexis Garlick, retires on 31 July 2019. The Police and Crime Commissioner would like to place on formal public record his thanks for the significant contributions made during her service, noting in particular her continued support in recent months by postponing her retirement date until a successful recruitment process was achieved.

3. PROCESS

- 3.1. The Chief Finance Officer role was widely advertised during December 2018 and January 2019. Four applications were received, three applicants were invited to interview, subsequently two applicants withdrew from the process, and one applicant was interviewed.
- 3.2. The interview took place on 5 February 2019, and the selection panel were unanimously unable to support the appointment of the applicant. The process was observed by a member of the Police and Crime Panel (Mike Short).
- 3.3. The post was re-advertised in April 2019, to take advantage of the local government restructuring process. Five applications were received, with three applicants being invited for interview.
- 3.4. The selection and interview panel comprised of:
 - Alexis Garlick, OPCC Treasurer (chair)
 - John Jones, Dorset Police Director of Finance
 - Adam Harrold, OPCC Director of Operations

Mike Short also attended as an observer, on behalf of the Police and Crime Panel.

- 3.5. The interviews took place on 21 May 2019, and the selection panel unanimously agreed that one applicant should go forward for a confirmatory meeting with the Commissioner and Chief Executive.
- 3.6. This meeting was held on 6 June 2019, and the interview panel's decision was further endorsed by both the Commissioner and Chief Executive.

4. REQUIRED INFORMATION

- 4.1. The Commissioner has nominated Julie Strange as Chief Finance Officer.
- 4.2. The criteria used to assess suitability are laid out in Appendix A.
- 4.3. This decision was made on the basis of:
 - a paper sift by the Treasurer, Director of Finance and Director of Operations to arrive at an interview shortlist;
 - a work sample test requiring candidates to outline their approach to: enable the PCC to provide effective and efficient scrutiny of Chief Constable budgets (where the PCC has limited direct control); and ensure

that the services the PCC directly commissions, represent an effective use of public money and deliver the desired outcomes;

- a structured competency interview chaired by the Treasurer, with nine set questions designed to assess the candidates' suitability across each of the role competencies;
 - an informal suitability and fit meeting with the PCC, Chief Executive and Director of Operations; and
 - higher level vetting and reference checking.
- 1.1. The full terms and conditions for the appointment are laid out in Appendix A. The salary for the Chief Finance Officer role has been set at £42,840, plus pension for a 22.2 hour (3 day) working week (£71,400 full time equivalent). Unlike other police staff, the role is not subject to annual pay increments. The Chief Finance Officer will be required to work flexibly, under the direction of the Commissioner.

2. FURTHER INFORMATION

2.1. In order to further aid scrutiny, the following information is provided above and beyond the legislative requirements:

- Julie Strange is the Head of Financial Services for the Dorset Councils Partnership (serving North Dorset District, West Dorset District and Weymouth & Portland Borough Councils);
- She is the Deputy Section 151 Officer for the Partnership;
- As part of this role she is also Treasurer to the Weymouth Port Health Authority, and the financial lead for both the Weymouth and Dorchester Business Improvement Districts;
- She has worked with police precepting authorities in her role on co-ordinating council tax precept information;
- She has worked for the Partnership, and precursor Councils, since 1996; and
- She holds relevant professional qualifications from the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Association of Accounting Technicians (AAT).

6. RECOMMENDATIONS

6.1 In accordance with the Police Reform and Social Responsibility Act 2011, Schedule 1, paragraphs 9 and 10 the Panel is invited to:

- a) Review the proposed appointment of Julie Strange as the Chief Finance Officer to the Police and Crime Commissioner; and make recommendations on this proposed appointment.

MARTYN UNDERHILL
POLICE AND CRIME COMMISSIONER

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

Appendices

Appendix A – Chief Finance Officer (Treasurer) and Section 151 Officer Job Description

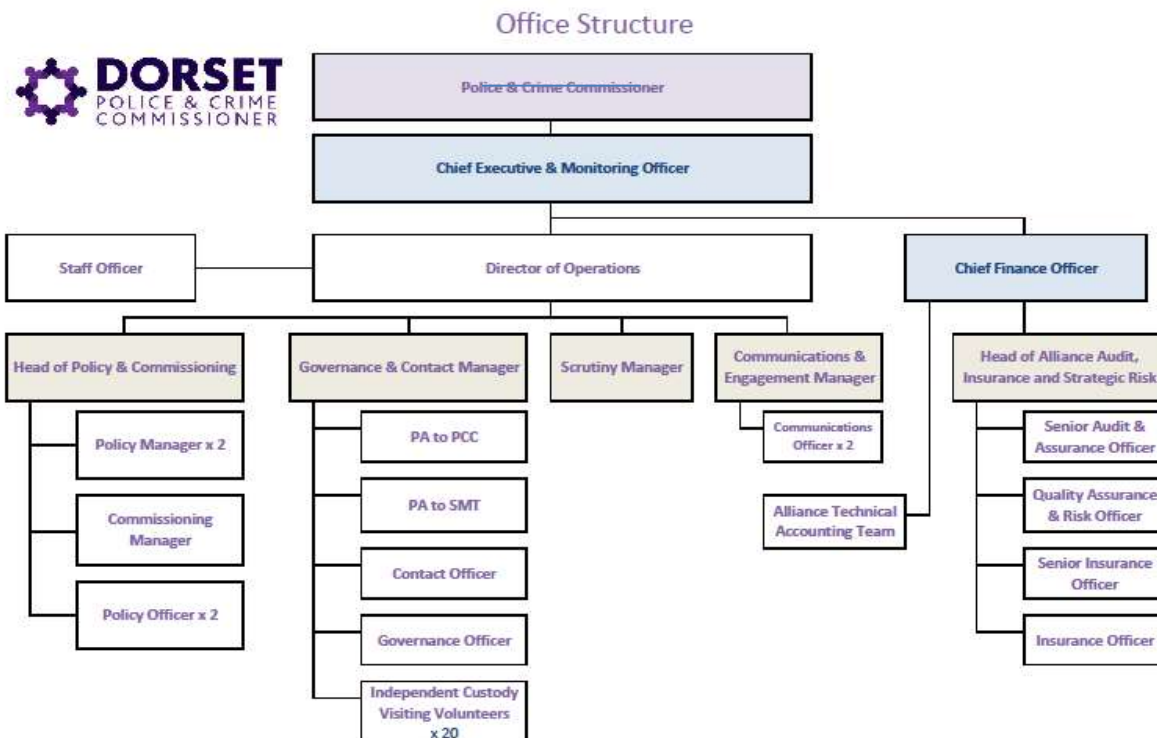
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|--|--|
| Date: | February 2019 |
| Job Title: | Chief Finance Officer |
| Post Number: | PO 4591 |
| Division/Department/Section: | Executive, Office of the Police and Crime Commissioner |
| Line Manager (Name/Title & Post Number) | Simon Bullock, Chief Executive |

1. PURPOSE

- (a) The key purpose of the role is to ensure that the financial affairs of the Dorset PCC are properly administered and that adequate financial management arrangements are in place across the OPCC and Force.
- (b) The Chief Finance Officer (CFO) also acts as the Dorset PCC's strategic financial adviser, ensuring all policies and plans are appropriately resourced.
- (c) This is a statutory role and the statutory responsibilities of the CFO for the Dorset PCC are set out in the following legislation:
- Section 151 of the Local Government Finance Act 1972
 - Paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
 - Section 114 of the Local Government Finance Act 1988
- (d) This role is the Section 151 Officer for the Police and Crime Commissioner for Dorset.

2. POSITION IN THE ORGANISATION



KEY Political Role Statutory Role

* The Staff Officer post is a secondment from Dorset Police

March 2019

| | |
|--|--|
| People who work directly for this post | |
| <p>The Chief Executive and Monitoring Officer is the Head of Paid Staff for the OPCC with responsibility for all OPCC staff roles and volunteers set out in the organisation chart above.</p> <p>The Chief Finance Officer works alongside the Chief Executive and has statutory responsibility for the financial affairs of OPCC, including oversight of the Alliance audit, insurance and risk assurance functions.</p> <p>Head of Alliance Audit, Insurance and Strategic Risk Management Department.</p> | |
| 3. MAIN RESPONSIBILITIES | |
| (INPUT) | (OUTPUT) |
| Strategic and management responsibilities | |
| The Chief Finance Officer is the Dorset PCC's professional adviser on financial matters and a key member of the Dorset PCC's Senior Management Team, working closely with the Chief Executive to implement strategy and to resource and deliver the Dorset PCC's strategic objective sustainably and in the public interest. | The provision of sound financial advice to the PCC and Chief Executive. |
| To be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the Dorset PCC, ensuring that all financial implications, opportunities and risks are fully considered, and align with the Dorset PCC's financial strategy; including leading on development of the Dorset PCC's medium term financial strategy. | The provision of a financial strategy and capital strategy ensuring robust business decisions. |
| To lead the promotion and delivery by the Dorset PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; including liaison with the Chief Constable's Director of Finance to advise the Dorset PCC and Chief Constable on value for money in relation to all aspects of Dorset PCC and Chief Constable/Force expenditure. | An efficient and effective OPCC that ensures value for public money. |
| To ensure the preparation of suitable treasury management practices, annual treasury management policy and strategy, and monitoring reports. To direct the effective execution and administration of all treasury management decisions. | Effective treasury management fully compliant with the Prudential Code. |
| Jointly responsible with Director of Finance for commissioning the internal audit arrangements, currently undertaken by the South West Audit Partnership (SWAP) and supporting the Independent Audit Committee. | Audit functions are carried out efficiently and effectively. |
| To represent the Dorset PCC at national and regional networks including the Police and Crime Commissioners Treasurers Society (PACCTS). | Dorset PCC contributes to regional and national developments. |

| Statutory responsibilities | |
|--|---|
| The Chief Finance Officer for the Dorset PCC is responsible for ensuring that the financial affairs of the Dorset PCC are properly administered and that financial regulations are observed and kept up to date; including ensuring that the funding required to finance agreed programmes is available as required. | Statutory financial requirements are fully managed and effected. |
| To report to the Dorset PCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the Dorset PCC or officers of the Dorset OPCC, and when it appears that expenditure is likely to exceed the resources available to meet that expenditure. | Areas of financial concern are raised at the appropriate level. |
| To prepare the annual budget and precept report and advise the Dorset PCC on the robustness of the budget and adequacy of financial reserves. To provide quarterly financial monitoring to the Police and Crime Panel. | The PCC is provided with sound budgetary advice and guidance, supported by a suitable reserves strategy. |
| To ensure production of the statements of accounts of the Dorset PCC and the Group. Also ensuring receipt and scrutiny of the statements of accounts of the Chief Constable; including liaising with the external auditor; advising on the application of value for money principles by the police force to support the Dorset PCC in holding the Chief Constable to account for efficient and effective financial management; and advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance. | External reporting requirements of the Dorset PCC are completed as required. The PCC is fully briefed on the financial management of Dorset Police, enabling him to hold the Chief Constable account for efficient and effective financial management. |
| This list of duties is not restrictive or exhaustive and the post-holder may be required to carry out duties from time to time that are either commensurate with/or lower than the grade of the post. In some posts this might include the ad-hoc provision of guidance and informal training of new colleagues. | Completion of duties to meet the needs of the police service. |
| 4. CONTACTS | |
| 1. | The Police and Crime Commissioner, their Deputy and Chief Executive |
| 2. | Dorset Police Director of Finance, Chief Constable and Chief Officers |
| 3. | Independent Audit Committee |
| 4. | National and regional treasurer and finance officer bodies and networks |
| 5. | Local authority and partnership finance leads |
| 5. SPECIAL CONDITIONS/ADDITIONAL INFORMATION | |
| This is a senior post with responsibility for the line management and direction of staff working within the Office of the Police and Crime Commissioner. The demands of this post may necessitate the working of additional hours to fulfil these responsibilities, including evening and weekend working when essential. A full driving licence is an essential requirement for this post. | |

6. HEALTH & SAFETY TRAINING

To satisfactorily enable you to undertake the above duties, the Force expects that you will make yourself available to undertake appropriate health and safety management training relevant to your post.

You are advised to read the Force's Health and Safety policy which will give a more in depth description of your full health and safety responsibilities.

7. HEALTH MONITORING

A Health Check is provided annually for those over 50 and bi-annually for those under 50. There is also access to the services of a consultant clinical psychologist if requested.

8. VETTING

This post is subject to higher level of vetting.

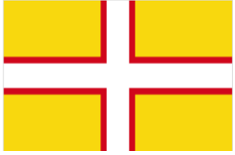
9. TERMS OF APPOINTMENT

This is a senior post with responsibility for the line management and direction of staff working within the Office of the Police and Crime Commissioner. The demands of this post may necessitate the working of additional hours to fulfil these responsibilities, including evening and weekend working when essential. A full driving licence is an essential requirement for this post.

- (a) This is a part-time position of 0.6 full-time equivalent (FTE), 22.2 hours per week.
- (b) The commencing salary will be £71,400 (pro-rata).
- (c) Standard OPCC office hours are 8.40am to 5.00pm Monday to Thursday and 8.40am to 3.40pm on Fridays with 40 minutes for lunch each day, totalling 37 hours. Specific working hours and days will be subject to agreement with the Police and Crime Commissioner, noting section 5 above and 9(d) below.
- (d) This is a senior leadership position and the post holder will be expected to work flexibly in order to deliver the requirements of the role.
- (e) The annual leave entitlement for this post is 32 days on appointment (pro-rata), rising to 35 days after 5 years' continuous service (pro-rata).
- (f) All Chief Officers with Dorset Police and OPCC Senior Management Team 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.

| 10. PERSON SPECIFICATION | |
|---------------------------------|--|
| Essential Criteria | |
| Criteria to be measured | Competencies Required |
| Criteria A | Qualified member of a CCAB accountancy body (preferably Chartered Institute of Public Finance and Accountancy (CIPFA). (The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988.) |
| Criteria B | Significant experience at a senior level as a finance professional in a public sector organisation, including experience advising political leaders on financial matters and developing financial plans and strategies. |
| Criteria C | Demonstrable public service ethos and ability to build public confidence in policing and criminal justice systems and services. |
| Criteria D | Demonstrate experience of commissioning and partnerships at a senior level. |
| Criteria E | Ability to act with integrity in line with values, standards and codes of corporate governance. |
| Criteria F | Ability to devise sound and effective financial strategies, and to be innovative in developing better ways to deliver value for money and improved services. |
| Criteria G | Ability to identify, assess and manage financial risk effectively. |
| Criteria H | Ability to provide clear, authoritative and impartial advice based on objective financial analysis and interpretation of complex situations. |
| Criteria I | Ability to operate with sensitivity in a political environment. |
| Criteria J | Ability to give clear professional advice to political leaders and senior colleagues including the ability to challenge where legal and professional standards are not being upheld. |
| Criteria K | Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks involved. |
| Criteria L | Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives. |
| Criteria M | Ability to network and build effective stakeholder relationships at a local and national level. |
| Criteria N | Ability to lead and manage staff giving direction but building enthusiasm and commitment, and effectively leading colleagues through change. |
| Desirable Criteria | |
| Criteria to be measured | Competencies Required |
| Criteria O | Ideally experience of public finance within a policing or criminal justice agency. |

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Dorset Police and Crime Panel

Working for our Communities

Scrutinising & Supporting the Office of the Police and Crime Commissioner

www.dorsetforyou.gov.uk/police-and-crime-panel

Chairman: Mike Short MBE

c/o Dorset County Council, County Hall, Colliton Park, Dorchester DT1 1XJ

E-mail - Fiona D King f.d.king@dorsetcc.gov.uk Tel 01305 224186

Police and Crime Panel (PCP) Members

28 May 19

DORSET POLICE AND CRIME COMMISSIONER (PCC): CHIEF FINANCE OFFICER (CFO) SELECTION PANEL - OBSERVER COMMENTS

PREAMBLE

1. The current Dorset OPCC CFO is due to retire in the summer of 2019. The Office of the PCC (OPCC) initiated a recruiting campaign to find a replacement. There were five applicants. An initial review of the submitted applications took place against the personal specification in order to identify those candidates who met the required criteria for the formal interview process; three applicants went forward. These candidates were interviewed on 21 May 19. The Chair of Dorset PCP was invited by the OPCC to act as a silent observer of the interview process in order to ensure that the selection process was transparent.

OBSERVER COMMENTS

2. The interview panel consisted of:

- Alexis Garlick - OPCC (Chair).
- Adam Harrold - OPCC.
- John Jones - Dorset Police.

3. The interview process consisted of one prepared question, where the candidate was given a ten minute window in order to present their answer. This was followed by nine set questions that were based on the CFO endorsed competencies - which were individually marked by each panel member, grounded on the applicant's response. Following each interview, and in closed session, the interview panel conducted robust debate in order to ensure equitable panel decisions and marking on the questions being scrutinised.

4. In confirmation, the interview process was clear, honest, unbiased and transparent.

SELECTION PANEL DECISION

5. The selection panel members unanimously, and unequivocally, declared that one applicant was suitable and should go forward for a final confirmatory discussion with the PCC.

Mike Short

M J SHORT MBE
Chairman
Dorset Police and Crime Panel



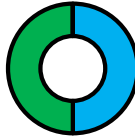
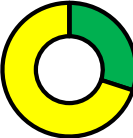
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OPCC Chief Executive - Simon Bullock

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1. The Police and Crime Plan has four pillars. The summary contains an overview of performance against each one.

2. Each pillar is split into themes. For the ‘protecting people’ pillar there are three themes. Further detail is provided on each theme later in the report.



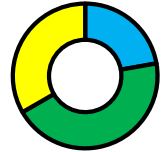
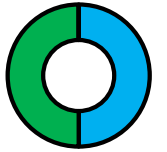
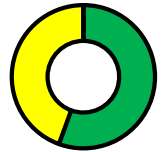


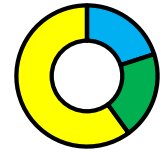


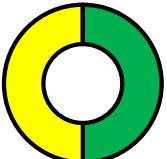
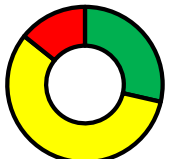
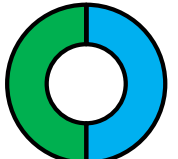
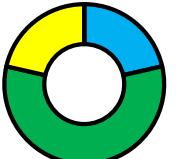
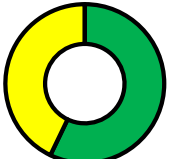
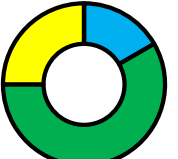
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|--|---|---|---|
|  PROTECTING PEOPLE AT RISK OF HARM | Vulnerability; Prevention; Early Intervention | Mental Health; Drugs; Alcohol | National issues, Local approaches |
| |  |  |  |
| Headlines: | | | |

3. Each theme has a number of commitments. The status of these commitments is provided:

- Blue denotes commitments completed that do not require ongoing monitoring. Typically these are commitments completed within the first 100 days of the PCC’s term.
- Green denotes completed commitments.
- Yellow is in progress.
- Red shows where progress has been challenging.

4. Finally, on the summary, the key headlines against each pillar are provided.

Following the summary, further detail on each pillar and each commitment is provided.

| | | | | | | | |
|---|--|--|--|---|--|--|--|
|  <p>PROTECTING PEOPLE AT RISK OF HARM</p> | <p>Vulnerability; Prevention; Early Intervention</p> | <p>Mental Health; Drugs; Alcohol</p> | <p>National issues, Local approaches</p> |  <p>WORKING WITH OUR COMMUNITIES</p> | <p>Road Safety; Cyber & Fraud</p> | <p>Engagement</p> | <p>Problem Solving</p> |
| |  |  |  | |  |  |  |
| <p>Headlines:</p> <ul style="list-style-type: none"> • County Lines awareness raising • Criminal Justice Liaison & Diversion Service (CJLDS) extension • Promoting hate crime reporting • Modernising CCTV provision • Recruitment for the Police Cadets scheme | | | | <p>Headlines:</p> <ul style="list-style-type: none"> • Reductions in Killed or Seriously Injured (KSI) numbers on our roads • Support for online safety initiatives • 2019/20 Precept consultation concluded • Support for local homelessness projects • Bobby Van business case approved | | | |
|  <p>SUPPORTING VICTIMS, WITNESSES & REDUCING REOFFENDING</p> | <p>Victims & Witnesses</p> | <p>Offender Management & Rehabilitation</p> | <p>Restorative Justice</p> |  <p>TRANSFORMING FOR THE FUTURE</p> | <p>Funding & Resources</p> | <p>Technology</p> | <p>Innovation & Service Improvement</p> |
| |  |  |  | |  |  |  |
| <p>Headlines:</p> <ul style="list-style-type: none"> • Victim Support contract retendering process ongoing • PCC funding for 'virtual courts tour' project • Community Rehabilitation Company (CRC) update • GPS tag pilot explored • Custody Environment research project underway | | | | <p>Headlines:</p> <ul style="list-style-type: none"> • 2019/20 Budget and Precept approved • Police Officer recruitment campaign launched • Joint Force/OPCC Innovation Fund created • Body Worn Video (BWV) roll-out continues • Permanent Chief Constable appointment made | | | |

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Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q4 2018/19

| RAG Status | |
|-------------|-------------|
| This Period | Last Period |
| | |



Vulnerability
Prevention
Page 56
Early Intervention

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|--|---|------------------|----------|----------|
| <ul style="list-style-type: none"> County Lines public awareness raising Dorset Tackling Child Sexual Abuse (CSA) project PCC & police Modern Slavery initiatives Ongoing partnership working with veterans Community grant supports historical female abuse victims | % people feeling safe in Dorset (YTD) | 94% | | v |
| | Recorded Domestic Abuse Crime (YTD) | +12.2% | | ^ |
| | Recorded Hate Crime (YTD) | +31.5% | | ^ |
| | Recorded Hate Incidents (YTD) | -26.7% | | v |
| | HMICFRS PEEL Effectiveness | GOOD | | - |
| | Commissioning Spend 2018/19 | £78K | | |
| | Activities & Achievements: | PCC Commitments: | | Q4 17/18 |
| <ul style="list-style-type: none"> PCC blog on County Lines, coinciding with the second phase of the Dorset Police campaign to raise awareness of dangerous drug networks The PCC provided additional funding to extend the Dorset Tackling Child Sexual Abuse Project, which incorporates the NSPCC's PANTS campaign A national Modern Slavery Toolkit for PCCs has been finalised, with the OPCC engaged in the SW regional development workshop The OPCC continues to work with a variety of partners in supporting local armed forces veterans, particularly those in or at risk of entering the criminal justice system. Our primary focus has been on accommodation, support and training and diversionary activities Neighbourhood project SOS Outings, supporting women with experience of childhood abuse and trauma, successful in securing a PCC Community Grant | 16. Resources for responses to new crime trends | | - | |
| | 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 | | | |
| | | | | |

| RAG Status | |
|-------------|-------------|
| This Period | Last Period |
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Mental Health
Drugs
Alcohol

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|---|--|---------------|----------|----------|
| <ul style="list-style-type: none"> 1 in 10 calls to Dorset Police concerns Mental Health PCC formal response to HMICFRS report New Criminal Justice Liaison & Diversion Service contract Provisional PCC support for PhD project | Detainees under MHA (YTD) | 4 | | ^ |
| | Mental Health related incidents (YTD) | +16.2% | | ^ |
| | | | | |
| | HMICFRS PEEL Effectiveness | GOOD | | - |
| | Commissioning Spend 2018/19 | £105K | | |
| | | | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> The PCC highlighted the strain placed on police resources by responding to an increasing number of calls relating to individuals in mental ill health crisis In line with statutory requirements, the PCC has formally responded to the Home Secretary following the publication of the HMICFRS inspection report into policing and mental health The Criminal Justice Liaison & Diversion Service (CJLDS) run by Dorset Healthcare has been awarded a new contract by NHS England until 2022. The PCC was instrumental in working with partners to establish the service in 2014 The PCC has offered provisional support for a Bournemouth University PhD Studentship to further explore the quality and impact of CJLDS on interagency collaboration between mental health and police services | 32. Expand work with partners keeping repeat victims with serious mental illness safe | | | - |
| | 75. Scope an app to give officers real-time MH advice | | | ^ |
| | 78. Ensure local MH Concordat arrangements are fit for purpose and reflect new legislation | | | ^ |
| | | | | |

| RAG Status | |
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| This Period | Last Period |
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| Headlines: | Key Indicators: | | Q4 17/ 18 | Q4 18/ 19 |
|--|--|---------------|-----------------|-----------------|
| <ul style="list-style-type: none"> • BU project advising young people on hate crime reporting • Pan-Dorset CCTV scheme exploration continues • PCC supports Weymouth Selective Licensing proposal • Further lobbying on port security • Successful Cadet Scheme recruitment exercises | Serious Sexual Offences (YTD) | +23.8% | | ^ |
| | Domestic Abuse Incidents | -10.9% | | v |
| | Domestic Abuse Crimes | +12.2% | | ^ |
| | | | | |
| | HMICFRS PEEL Effectiveness | GOOD | | - |
| | Commissioning Spend 2018/19 | £277K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/ 18 | Q4 18/ 19 |
| <ul style="list-style-type: none"> • The OPCC provided support and advice for Bournemouth University graduates in producing a series of hard hitting videos advising young people on how to report hate crime • The PCC continues to work with partners and offer significant funding to modernise and enhance CCTV provision across the County • The PCC responded in favour of the proposals put forward in the Melcombe Regis Landlord Licensing Scheme consultation • The vulnerability of our small ports was highlighted by the PCC as he lobbied for more investment in port security • Successful recruitment of both volunteer leaders and young people participants for the launch of the Dorset Police Cadet Scheme was undertaken | 6. Increased crime reporting | | | ^ |
| | 7. Hold agencies to account for role in reducing crime | | | - |
| | 83. Continue to reduce/remove barriers to reporting Hate Crime | | | v |
| | 84. Support an awareness raising event | | | |
| | 85. Develop a Hate Crime Scrutiny Panel | | | |
| | 67. Pay regard to the Strategic Policing Requirement | | | - |
| | 69. Continue to lobby to improve port security | | | - |
| | 86. Deliver proactive knife crime awareness | | | v |
| 88. Explore potential youth diversion activities | | | | |
| 89. Create a Police Cadet Scheme | | | | |

| RAG Status | |
|-------------|-------------|
| This Period | Last Period |
| | |



WORKING WITH OUR
COMMUNITIES

Road Safety

Page 59

Cyber-crime

| Headlines: | Key Indicators: | | Q4 17/ 18 | Q4 18/ 19 |
|--|--|----------------|-----------------|-----------------|
| <ul style="list-style-type: none"> • “Safest ever year on Dorset’s roads” • Dedicated Speedwatch Officer introduced • Choices For Humanity road safety campaign • Cyber Crime Protect and Prevention Officer • PCC funding support for online safety projects | Killed or Seriously Injured – KSI (rolling) | -12.7%* | | v |
| | Road Safe Website page views | 61,913 | | ^ |
| | Drink related arrests | 831 | | |
| | Drug related arrests | 967 | | |
| | DAS attendees 2018/19 | 26,871 | | ^ |
| | Commissioning Spend 2018/19 | £15K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/ 18 | Q4 18/ 19 |
| <ul style="list-style-type: none"> • Dorset Police reported on the sustained fall in the number of those killed or seriously injured between 2012-2018, highlighting the work of the No Excuse and Roads Policing teams, and the local strategic road safety partnership • The Force also announced plans for a dedicated Speedwatch Officer to work alongside community volunteers to further boost the effectiveness of the schemes • The Strategic Road Safety Partnership launched the innovative Choices For Humanity road safety campaign. The PCC was one of the partners providing funding • The Dorset Police Cyber Crime Protect and Prevention Officer continues to provide online safety advice and guidance, including talks to businesses and community groups • The PCC provided funding to Safewise and Families for Children in support of local online safety initiatives | 24. Commission wider provision of driver training | | v | ^ |
| | 26. Raise awareness around poor decision making | | v | ^ |
| | 27. Lobby Government to lower drink-drive limit | | v | - |
| | 28. Provide resources to tackle drink-driving | | v | - |
| | 29. Undertake a drug-driving awareness campaign | | v | ^ |
| | 30. Expand availability of drug-driving testing kits | | v | - |
| | 20. Continue cyber-crime awareness campaign | | v | ^ |
| | 79. Educate young people on online risks | | v | - |
| | 80. Better cyber-crime support for businesses | | v | - |

| RAG Status | |
|-------------|-------------|
| This Period | Last Period |
| | |



WORKING WITH OUR
COMMUNITIES

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Engagement

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|---|--|----------------|----------|----------|
| <ul style="list-style-type: none"> Series of Precept roadshows held Precept consultation concluded Promotion of Sexual Violence Awareness week PCC blogs on Mental Health awareness New Network launched on International Women’s Day | Facebook – total impressions | 611,366 | | ^ |
| | Facebook – follower growth | +29% | | ^ |
| | Twitter – total impressions | 871,254 | | ^ |
| | Twitter - follower growth | +13% | | ^ |
| | Instagram – engagements | 585 | | ^ |
| | Commissioning Spend 2018/19 | £52K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> The OPCC hosted a number of roadshows at supermarkets and shopping centres across Dorset to consult and engage with the public over the PCC’s precept proposal The precept consultation was concluded with residents ultimately backing the PCC’s plans. This was then formally approved by the Police & Crime Panel in February The PCC blogged in support of Sexual Violence Awareness Week 2019 and the associated Red Flag event The PCC also blogged on the subject of mental health, speaking of his own experiences and struggles and the transformation within policing allowing people to open up and discuss their own issues and experiences Support was also offered by the PCC for the launch if the Women Inspire and Network (WIN) within Dorset Police, championing gender equality and coinciding with International Women’s Day | 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 | | | ^ |
| 56. Continue bringing the police to the heart of the community | | | - | |

| RAG Status | |
|-------------|-------------|
| This Period | Last Period |
| | |



WORKING WITH OUR
COMMUNITIES

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|--|--|-----------------------------|----------|----------|
| | <ul style="list-style-type: none"> Local homelessness initiatives supported NRCN reports on local Fly Tipping work Agreement to fund Fly Tipping Co-ordinator post Agreement to support Exploitation Co-ordinator role Bobby Van business case approved | Problem Solving Forums held | 3 | ■ |
| Public contact cases recorded 2018/19 | | 613 | ■ | v |
| Public contact cases resolved 2018/19 | | 438 | ■ | v |
| | | | | |
| | | | | |
| Commissioning Spend 2018/19 | | £93K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> The PCC has supported a number of local homelessness initiatives, including the Lantern Trust, the BCARS Second Half Project and Bournemouth Street Support The National Rural Crime Network (NRCN) have reported on work locally to tackle fly tipping, instigated by the PCC's Problem Solving Forum This PCC has also agreed in principle to fund a Co-ordinator post, working across agencies to enhance awareness raising, information sharing and enforcement From the County Lines Forum, the PCC has also agreed to fund a Co-ordinator post to reduce the risk of the exploitation of vulnerable adults and young people A business case has been approved for the implementation of a Bobby Van Scheme for Dorset, providing extra security in the community for vulnerable people or victims of crime | 8. Establish a Problem Solving Forum; 9. PCC to fund new approaches identified by Forums | | ■ | - |
| | 9(a). Homelessness Problem Solving Forum | | ■ | - |
| | 9(b). Fly Tipping Problem Solving Forum | | ■ | - |
| | 9(c). County Lines Problem Solving Forum | | ■ | - |
| | 22. Work with Dorset Police to improve the response to business crime | | ■ | - |
| | 81. Continue to promote and support opportunities for individuals to volunteer with the Force & OPCC | | ■ | - |
| | 91. Create a Bobby Van Scheme for Dorset | | | - |
| | | | | |

| RAG Status | |
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| This Period | Last Period |
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SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Victims &
Witnesses
Page 62

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|--|--|---------------|----------|----------|
| <ul style="list-style-type: none"> Victim Champion arrangements reviewed Enhanced PCC role for Victim Code compliance Complainant Liaison Officer (CLO) project work ongoing Victim Support contract process ongoing PCC supports virtual court tours initiative | PCC Surgery Cases (since May 2016) | 54 | ■ | ^ |
| | Victim Support – Cases Created | 14,495 | ■ | - |
| | Victims' Bureau – All Contact (YTD) | 30,006 | ■ | ■ |
| | Victim Satisfaction (Overall Service) | 76.6% | ■ | v |
| | Victim Satisfaction (Kept Informed) | 69.8% | ■ | v |
| | Commissioning Spend 2018/19 | £1M | | |
| | | | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> Following the Victim Champion pilot this role has now been integrated within the Victim Bureau Manager post, providing a more joined up and holistic approach Ministry of Justice have set out plans for PCCs to take on a greater role in monitoring and ensuring compliance with key strands of the Victim Code of Practice (VCOP) across CJS partners within their force areas The Complainant Liaison Officer (CLO) research and scoping phase has been completed, options presented and a pilot scheme agreed. Work is now focused on the pilot implementation phase The process for the retendering of the Victim Support Contract remains ongoing ahead of the awarding of a new contract The PCC has agreed to contribute funding towards a joint Bournemouth University/HMCTS project to film virtual tours of the criminal and family courts | 31. Establish a repeat victim champion to coordinate interventions in complex cases | | ■ | - |
| | 60. Improve systems to avoid double/triple booking of court rooms | | ■ | ^ |
| | 61. Complainant Liaison Officer pilot scheme (<i>initially lobby Government to sponsor a Victims Lawyer</i>) | | ■ | v |
| | 92. Retendering of the Victim Support Contract by September 2019 | | | ■ |
| | | | | |

| RAG Status | |
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| This Period | Last Period |
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SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Offender
Management
Rehabilitation

Restorative
Justice

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|--|---|--------------|----------|----------|
| <ul style="list-style-type: none"> CRC administration GPS tag pilot explored Community Grants support reducing reoffending projects Police Custody environment research project underway | ICV Scheme – Detainees Offered Visit | 417 | | - |
| | ICV Scheme – Detainees Visited | 373 | | v |
| | Restorative Dorset referrals (RJ & RM) | 67 | | ^ |
| | OoCD Panel – Cases Reviewed | 79 | | ^ |
| | Scrutiny Panels – all meetings held | 16 | | ^ |
| | Commissioning Spend 2018/19 | £339K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> Working Links, the parent company of the Dorset, Devon & Cornwall Community Rehabilitation Company (DDC CRC), went into administration – coinciding with a damning inspection report into the service. Seetec, providers for Kent, Surrey & Sussex have taken on the remainder of the contract Work has commenced exploring a pilot of GPS tags with a view to enhancing future Integrated Offender Management (IOM) Unit capability The PCC has issued a number of Community Grants to local projects working to help reduce reoffending, including the Jailhouse Café, Portland and a Victim Awareness Course for low-level offenders A research project with Bournemouth University has commenced, looking at the police custody environment and opportunities for improvements to enhance officer and detainee safety | 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 | | | - |
| | 93. Police Custody Environment research project | | | |
| | 14. Expand RJ meetings between victims & convicted offenders in prison | | | - |

Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q4 2018/19

| RAG Status | |
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TRANSFORMING FOR THE
FUTURE

Funding &
Resources
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| Headlines: | Key Indicators: | | Q4 17/ 18 | Q4 18/ 19 |
|---|---|---------------|-----------------|-----------------|
| <ul style="list-style-type: none"> 2019/20 Budget & Precept approved PCC statement on police reserves Police Officer recruitment campaign launched Joint Force/OPCC response to draft Annual Assessment of Policing New internal Innovation Fund created | Total Establishment FTE (31.03.19) | 2,558 | | ^ |
| | OPCC Establishment FTE (31.03.19) | 19.9 | | ^ |
| | OPCC Net Expenditure (as % of total) | 1.7% | | ^ |
| | OPCC Commissioning Spend (2018/19) | £2.08M | | ^ |
| | HMICFRS PEEL Efficiency | GOOD | | - |
| | Commissioning Spend 2018/19 | N/A | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/ 18 | Q4 18/ 19 |
| <ul style="list-style-type: none"> The PCC's budget and precept proposal for 2019/20 was approved at the February meeting of the Police & Crime Panel. This would allow for a small increase in the Force establishment and investment in the Marine Unit The PCC also updated the February Panel on the current position regarding reserves and the intention to increase them Dorset Police launched a recruitment campaign for 50 new police officers The Force and OPCC responded to Sir Tom Winsor's draft Annual Assessment of Policing set for publication later this year. Sir Tom is Her Majesty's Chief Inspector of Constabulary and Fire and Rescue Services The Chief Constable and PCC have launched an internal Innovation Fund with modest funding available to support ideas and initiatives for improvement generated by police officers and staff | 63. Deliver efficiency savings through the Alliance | | - | |
| | 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 | | - | |
| | 68. Work with partners/regionally to keep people safe | | - | |
| | 42. Maintain Dorset Police as debt free | | - | |
| | 17. Alliance savings invested in changing crime areas | | - | |
| | 57. Newly identified resources deployed to frontline | | - | |
| 70. Explore shared budgets/shared service delivery | | - | | |
| 90. Support health & wellbeing of officers & staff | | | | |
| 96. Create joint Force/OPCC Innovation Fund | | | | |

| RAG Status | |
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| This Period | Last Period |
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TRANSFORMING FOR THE
FUTURE

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Technology

| Headlines: | Key Indicators: | | Q4 17/18 | Q4 18/19 |
|--|---|---------------|----------|----------|
| <ul style="list-style-type: none"> Body Worn Video roll-out continues Video Enabled Justice (VEJ) ‘spotlight’ scrutiny planned Concerns raised over national VEJ programme Online payments solution implemented | Drone Unit Deployments (2018) | 356 | | ^ |
| | Safer Drone workshop attendees (2018) | 400 | | ^ |
| | Alliance BWV cameras procured | +2,850 | | ^ |
| | | | | |
| | HMICFRS PEEL Efficiency | GOOD | | - |
| | Commissioning Spend 2018/19 | £26K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/18 | Q4 18/19 |
| <ul style="list-style-type: none"> The roll-out of Body Worn Video (BWV) continues, with an agreement now to also include Special Constables within the programme The Police and Crime Panel pillar lead will work with OPCC officers to carry out a more detailed ‘spotlight’ scrutiny against the PCC’s commitments relating to Video Enabled Justice (VEJ) Separately, in his capacity as Chair of Independent Custody Visitors Association (ICVA), the PCC has written to Government raising concerns over the national VEJ programme and implications for police custody in particular An online payments tool has been introduced for the Central Ticket Office and is being implemented for firearms licensing, foreign nationals registration and roads policing | 54. Build on IT systems and development to ensure intelligent police deployment and briefings | | | - |
| | 55. Pursue and progress the video enabled court scheme allowing police to give evidence remotely; | | | - |
| | 58. Improve IT structures to enable remote remands, court cases and prisoner productions; | | | - |
| | 59. Improve IT structures so that police and witnesses can give evidence remotely | | | - |
| | 62. Pursue improved technology for the Force, Alliance and the South West region | | | - |
| | 65. Introduce Body Worn Video (BWV) in Dorset | | | - |
| | 66. Continue the drone initiative locally | | | - |
| | | | | |

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TRANSFORMING FOR THE
FUTURE

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Innovation &
Service
Improvement

| Headlines: | Key Indicators: | | Q4 17/ 18 | Q4 18/ 19 |
|---|--|-------------|-----------------|-----------------|
| <ul style="list-style-type: none"> Permanent Chief Constable appointed Constable Degree Apprenticeship Recruitment campaign College of Policing 'Aspire' programme launched Scrutiny Panels well established | 101 Timeliness (Excellent/Good) | 70% | | v |
| | Complaint/Appeal Files Dip-Sampled | 32 | | - |
| | % people feeling safe in Dorset (YTD) | 94% | | v |
| | HMICFRS PEEL Effectiveness | GOOD | | - |
| | HMICFRS PEEL Legitimacy | GOOD | | - |
| | Commissioning Spend 2018/19 | £43K | | |
| Activities & Achievements: | PCC Commitments: | | Q4 17/ 18 | Q4 18/ 19 |
| <ul style="list-style-type: none"> James Vaughan was confirmed as the permanent Chief Constable by the Police & Crime Panel following a recruitment process undertaken by the PCC A recruitment campaign for Police Constable Degree Apprenticeships was launched, with the Chief Constable and PCC agreeing that all eligible members would have access to an application form (negating the need for an initial online pre-assessment) The College of Policing launched three new 'Aspire' talent programmes for officers and staff from under-represented groups to develop their careers Over the current term of office the PCC has implemented Scrutiny Panels for Customer Service, Out of Court Disposals (OoCD) and Use of Force – all providing increased levels of monitoring and scrutiny of Dorset Police activity on behalf of the public | 5. Create the Safer Dorset Foundation (SDF) | | | v |
| | 40. Explore CoP leadership review opportunities | | | ^ |
| | 41. Help the Force develop innovative ways to recruit, retain and develop the best people | | | - |
| | 45. Continue to reduce the Force carbon footprint | | | - |
| | 64. Build on Evidence Based Policing methods and introduce best practice into Dorset | | | - |
| | 94. Create a Use of Force Scrutiny Panel 95. Create an Out of Court Disposal Scrutiny Panel 97. Improve OPCC scrutiny & transparency | | | - |
| | 4. OPCC as initial contact point for police complaints | | | - |

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TRANSFORMING FOR THE
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2018/19 Q4 DRAFT OUTTURN - OVERVIEW

The draft outturn figures reflect those reported in the Annual Financial Report (published on 31 May) which is in the process of being externally audited.

For completeness the Chief Constable Revised Budget and Draft Outturn figures include Police Transformation Fund grant income and the related expenditure for the national Transforming Forensics programme (amounting to £9.429m).

The Net Revenue Expenditure outturn was £126.9m against a budget of £127.7m (£125.5m after planned transfers from reserves). This contributed to higher closing reserve balances at the year end.

Capital expenditure amounted to £6.7m in the year, including £2.1m for the national Transforming Forensics programme. The main areas of spend were for body worn video, the Command Control system, other communication systems, and the replacement of 60 vehicles.

Capital receipts in the year were £4.1m and this was fully applied to spending in the year.

Usable Reserve balances reduced in total by £0.9m in the year to £9.1m. Within this General Balances amounted to £4.0m (3.1% of NRE).

NET REVENUE EXPENDITURE

| | |
|----|---|
| R1 | Net Revenue Expenditure (NRE) for the year was £126.948m which was £0.760m (-0.6%) below the Revised Budget. |
| R2 | The lower net expenditure resulted in a £0.760m lower call on revenue reserves in the year. |
| R3 | Total Chief Constable net expenditure was £0.553m (0.4%) lower than Revised Budget. |
| R4 | OPCC costs, both Core and Commissioning were underspent in the year, with the balance £0.206m being transferred to the Police and Crime plan reserve. |
| R5 | The Original Budget assumed targeted savings of £0.850m which were all achieved in the year. |

RESERVES

Total Usable Reserves were £9.1m at the year-end (£9.99m at 31/3/2018). This is £2.0m higher than the Revised Budget; comprising £1.3m higher earmarked reserves, £0.6m higher capital receipts reserves and £0.1m higher General Balances.

With the exception of General Balances the higher reserves reflect slippage in the timing of planned expenditure.

The Reserves Strategy seeks to maintain a General Balance of between 3% and 5% of Net Revenue Expenditure. The year-end closing balance amounted to 3.1% of NRE.

CAPITAL EXPENDITURE AND FINANCING

| | |
|----|--|
| C1 | The total capital expenditure for 2018/19 was £6.660m which is £1.116m less than the Revised Budget. |
| C2 | The main slippage related to ICT projects. |
| C3 | The opportunity was taken not to delay some vehicle purchases and the budget has been "carried back". |
| C4 | Some of the Transforming Forensics programme is classified as capital expenditure although no assets are held by Dorset Police. |
| C5 | In line with the capital strategy capital receipts were applied to fund capital expenditure, after government grants had been fully applied, and direct revenue contributions were deferred. |
| C6 | There was a £2.6m decrease in the underlying need to borrow in the year. |
| C7 | The closing balance on the Capital Receipts Reserve is planned to be used to support capital budgets that were carried forward at year-end. |

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TRANSFORMING FOR THE FUTURE

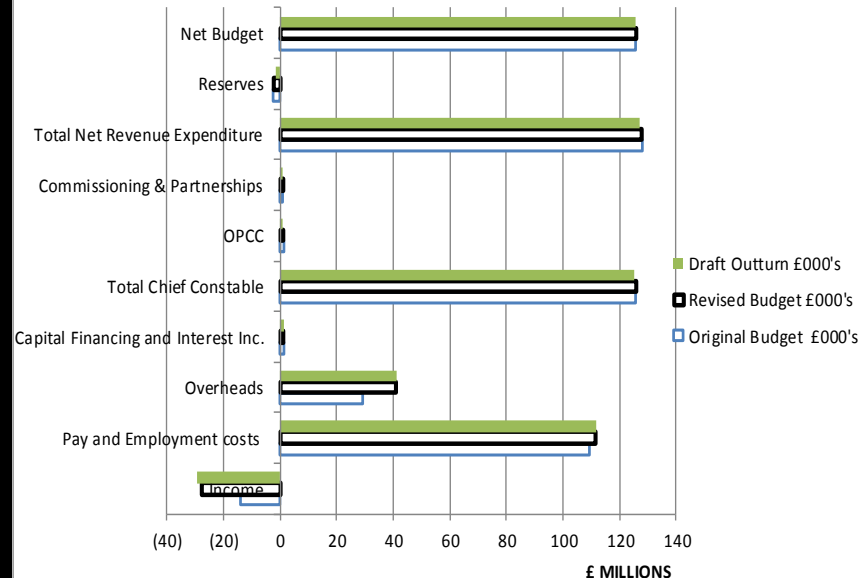
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NET REVENUE EXPENDITURE

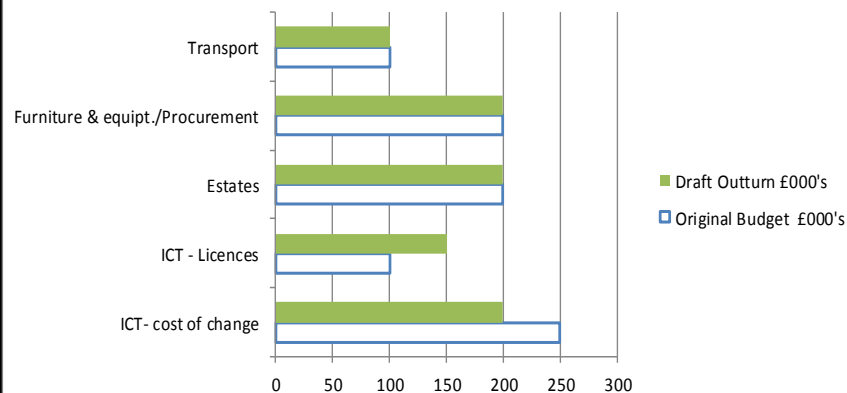
BUDGET v DRAFT OUTTURN 2018/19

| 2018/19 | Original Budget | Revised Budget | Draft Outturn | Variance (fav) /adverse | ref |
|--------------------------------------|-----------------|----------------|----------------|-------------------------|-----------|
| | £000's | £000's | £000's | £000's % | |
| Chief Constable | | | | | |
| Income | (14,144) | (27,676) | (29,238) | (1,562) -5.6% | |
| Pay and Employment costs | 109,143 | 111,448 | 111,564 | 116 0.1% | |
| Overheads | 29,379 | 40,629 | 41,451 | 822 2.0% | |
| Capital Financing and Interest Ir | 1,199 | 1,153 | 1,223 | 70 6.1% | |
| Total Chief Constable | 125,577 | 125,554 | 125,001 | (553) -0.4% | R3 |
| OPCC | 1,278 | 1,150 | 1,036 | (114) -9.9% | R4 |
| Commissioning & Partnerships | 999 | 1,004 | 912 | (92) -9.2% | R4 |
| Total Net Revenue Expenditure | 127,854 | 127,708 | 126,948 | (760) -0.6% | R1 |
| Reserves | (2,339) | (2,193) | (1,433) | 760 -34.7% | R2 |
| Net Budget | 125,515 | 125,515 | 125,515 | 0 | |



SAVINGS TARGETS

| Savings | Original Budget | Draft Outturn | Variance (fav) /adverse |
|---------------------------------|-----------------|---------------|-------------------------|
| | £000's | £000's | £000's |
| ICT- cost of change | 250 | 200 | 50 |
| ICT - Licences | 100 | 150 | -50 |
| Estates | 200 | 200 | 0 |
| Furniture & equipt./Procurement | 200 | 200 | 0 |
| Transport | 100 | 100 | 0 |
| Total | 850 | 850 | - |



Dorset Police and Crime Panel

Police & Crime Plan Monitoring Report – Q4 2018/19

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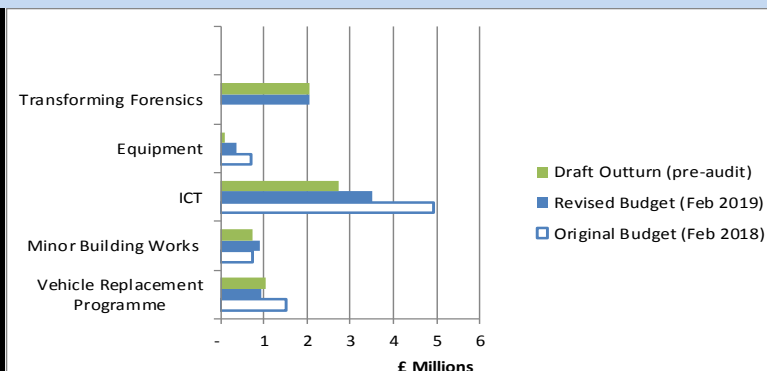
TRANSFORMING FOR THE FUTURE

Funding & Resources

CAPITAL EXPENDITURE AND CAPITAL FINANCING

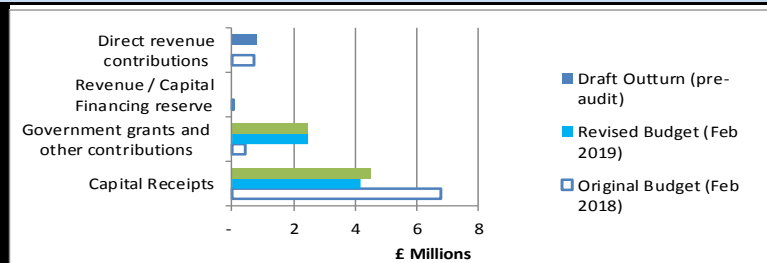
BUDGET v DRAFT OUTTURN 2018/19

| 2018/19 | Original Budget (Feb 2018) | Revised Budget (Feb 2019) | Draft Outturn (pre-audit) | Variance (Fav) / Adverse | Ref |
|--|----------------------------|---------------------------|---------------------------|--------------------------|-----------|
| | £000's | £000's | £000's | £000's | |
| Opening Capital Financing Requirement | 32,784 | 32,781 | 32,781 | - | |
| Capital Investment | | | | | |
| Vehicle Replacement Programme | 1,516 | 942 | 1,048 | 106 | C3 |
| Minor Building Works | 731 | 910 | 743 | (167) | |
| ICT | 4,931 | 3,508 | 2,728 | (780) | C2 |
| Equipment | 720 | 358 | 83 | (275) | |
| Transforming Forensics | | 2,058 | 2,058 | 0 | C4 |
| Total Capital Investment Programme | 7,898 | 7,776 | 6,660 | - 1,116 | C1 |



CAPITAL FINANCING

| Sources of Finance | Original Budget | Revised Budget | Draft Outturn | Variance | Ref |
|--|-----------------|----------------|---------------|----------------|-----------|
| | £000's | £000's | £000's | £000's | |
| Capital Receipts | 6,773 | 4,514 | 4,172 | (342) | |
| Government grants and other contributions | 412 | 2,470 | 2,488 | 18 | |
| Revenue / Capital Financing reserve | 4 | - | - | 0 | |
| Direct revenue contributions | 709 | 792 | - | (792) | |
| Total | 7,898 | 7,776 | 6,660 | (1,238) | C5 |
| MRP | 527 | 530 | 530 | - | |
| PFI repayments | 1,906 | 1,906 | 1,906 | - | |
| Statutory repayment of loans fund | 120 | 120 | 120 | - | |
| Closing Capital Financing Requirement | 30,231 | 30,225 | 30,225 | (6) | |

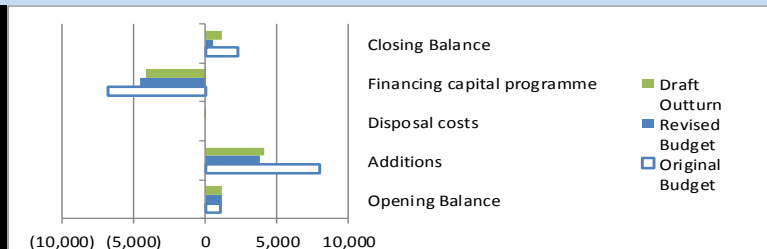


Explanation of Movements in year

| | | | | | |
|---|----------------|----------------|----------------|------------|----|
| Increase in the underlying need to borrow | - | - | - | - | |
| Decrease in the underlying need to borrow | (2,553) | (2,556) | (2,556) | 0 | C6 |
| Net Increase/(decrease) in CFR | (2,553) | (2,556) | (2,556) | (3) | |

CAPITAL RECEIPTS RESERVE

| 2018/19 | Original Budget | Revised Budget | Draft Outturn | Variance | Ref |
|---------------------------------|-----------------|----------------|---------------|--------------|-----------|
| | £000's | £000's | £000's | £000's | |
| Capital Receipts Reserve | | | | | |
| Opening Balance | 1,058 | 1,211 | 1,211 | 0 | |
| Additions | 7,980 | 3,845 | 4,142 | (297) | |
| Disposal costs | | | (58) | 58 | |
| Financing capital programme | (6,773) | (4,514) | (4,172) | (342) | |
| Closing Balance | 2,265 | 542 | 1,123 | (581) | C7 |



Dorset Police and Crime Panel

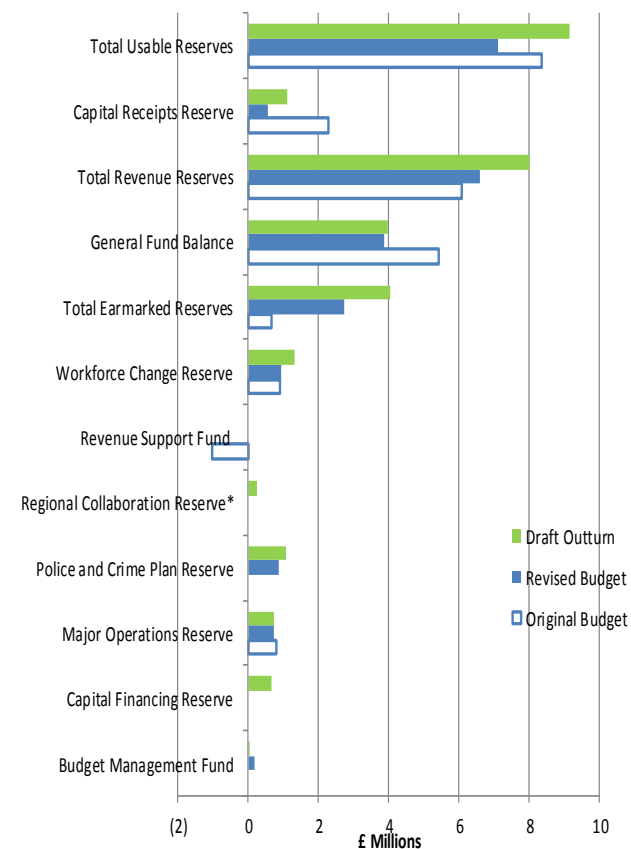
Police & Crime Plan Monitoring Report – Q4 2018/19

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USABLE RESERVES

BUDGET v DRAFT OUTTURN 2018/19

| 2018/19 | Original Budget | Revised Budget | Draft Outturn | Variance (fav) / adverse | comment |
|---------------------------------|-----------------|----------------|---------------|--------------------------|---|
| £000's | £000's | £000's | £000's | £000's | |
| Closing Balance | | | | | |
| Budget Management Fund | 0 | 194 | 27 | 167 | Transferred to Regional Collaboration reserve. |
| Capital Financing Reserve | 0 | 0 | 665 | (665) | To support underspent capital budget carried forward. |
| Major Operations Reserve | 800 | 738 | 738 | 0 | |
| Police and Crime Plan Reserve | 0 | 857 | 1,063 | (206) | Utilisation will be across remaining years of Police and Crime Plan |
| Regional Collaboration Reserve* | 0 | 0 | 231 | (231) | New reserve |
| Revenue Support Fund | (1,040) | 0 | 0 | 0 | |
| Workforce Change Reserve | 910 | 930 | 1,333 | (403) | Utilisation in 2018/19 was lower than budgeted. |
| Total Earmarked Reserves | 670 | 2,719 | 4,057 | (1,338) | |
| General Fund Balance | 5,413 | 3,864 | 3,957 | (93) | Higher transfer to balances. |
| Total Revenue Reserves | 6,083 | 6,583 | 8,014 | (1,431) | |
| Capital Receipts Reserve | 2,265 | 542 | 1,123 | (581) | timing of receipts |
| Total Usable Reserves | 8,348 | 7,125 | 9,137 | (2,012) | Higher Closing balances - mainly due to slippage in expenditure. |



*The Regional Collaboration Reserve is a new reserve which has been set up to hold funds related to past underspends for future planned spending for regional collaborations.



TRANSFORMING FOR THE FUTURE

Funding & Resources

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AGENDA NO: 11

POLICE AND CRIME PANEL – 9 JULY 2019

DRAFT ANNUAL REPORT 2018/19

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To present the Draft Annual Report 2018/19 for consideration by the Dorset Police and Crime Panel in accordance with Section 12 of the Police Reform and Social Responsibility Act 2011.

1. BACKGROUND

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

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

1.2 The draft Annual Report for 2018/19 is therefore presented at Appendix A for the Panel's consideration. In accordance with the Act, members of the Panel are invited to review the report and to make any recommendations to the Office of the Police and Crime Commissioner (OPCC) for consideration in the final editing process.

2. DRAFT ANNUAL REPORT FOR THE 2018/19 FINANCIAL YEAR

2.1 The Annual Report is an important summary document of PCC activity over the course of the previous financial year, and compliments the more detailed quarterly performance reports that the Panel receive at each meeting.

2.2 Previous versions have been text heavy and I am keen that this year's report is more accessible and easier to digest. Members will also note a greater consistency in approach across the Police and Crime Plan, the Annual Report, and quarterly update reports to the Panel.

3. CONSIDERATION BY THE PANEL

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

3.2 I would ask for any feedback to be provided to the Chief Executive by Friday 26 July 2019. This can then be fully considered by my office and assimilated in the final Annual Report ahead of publication in the autumn.

4. RECOMMENDATION

- 4.1 Members are recommended to consider my draft Annual Report for the financial year 2018/19 and to provide feedback and recommendations as appropriate.

MARTYN UNDERHILL POLICE AND CRIME COMMISSIONER FOR DORSET

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

Appendices

Appendix A – Draft Annual Report 2018/19

Making a Difference

Annual Report 2018-19



Foreword



Welcome

Thank you for taking the time to read my Annual Report for 2018-19. I hope that you find it a useful and informative high-level recap of the work undertaken by me and my office over the last financial year.

I hope that this report gives a sense of the progress that has been made against my Police and Crime Plan priorities and my specific commitments and pledges that underpin them. This activity will continue across the remainder of my term as I continue to make a difference against each of the key strands identified.

Challenge

You do not have to look far to see evidence that these are difficult times for policing, as demand for policing services continues to outstrip our ability to supply it, due to budget pressures.

In fact, the demand for policing is rising at an unprecedented rate and crime and incidents across Dorset, like the rest of the country, have increased by nearly 10% over the last year – a rise that seems set to continue.

As elsewhere, the dynamics of crime over recent years have also shifted markedly and we are now experiencing higher levels of very harmful crime such as sexual assault, domestic assault, child sexual exploitation, modern slavery, terrorism, serious organised crime and cybercrime, which pose a higher threat to the communities of Dorset. These require more specialised and time-consuming investigation in order to protect and safeguard victims, particularly those who are vulnerable.

Alliance and Merger

In October 2018 I shared with you the [rationale for the merger decision](#).

There are few absolutes, but occasionally, an approach is recommended that demonstrates significant benefits to the public above and beyond all other options. The proposal to merge Dorset Police and Devon & Cornwall Police was one such approach. I, alongside both the Chief Constables of Dorset and of Devon & Cornwall and a range of other national policing leaders, concluded that the creation of a new force would have given the best opportunity to not only continue to deliver services effectively, but to invest in the future and improve our local services to meet the expectation of our communities.

However, after a year of painstaking work, the PCC for Devon & Cornwall, decided that she did not support the submission of the merger business case to the Home Office. Both Chief Constables and I were disappointed by her decision. However, that did not mean the end of our alliance and we will continue to work closely together across many areas of policing.

Reasons to be optimistic

Despite the ongoing challenges, I believe there are many reasons to be optimistic.

The Chief Constable and I recognised the importance of doing things differently, and created a £1m Innovation Fund which will drive forward improvements, many of which have been identified by the frontline, rather than managers.

Despite only being in operation for a short period, the Chief Constable and I have already agreed to put extra officers into the rural and marine crime units, to provide additional cameras to improve road safety, to provide more help to homeless people, to introduce a 'bobby van' to help vulnerable and older people, and to put extra resources into tackling 'county lines' drug gangs.

However, one of the areas for which I am most proud, is the launch of a Cadet Scheme. Long overdue, this service has already been set up, and I look forward to seeing the benefits this will bring young people as it helps them play a more active role in their communities.

Thank you

I would like to place on record my continued respect, appreciation and gratitude for the efforts of all Dorset Police officers, staff and volunteers in keeping us safe. Many of them are regularly confronted by the most challenging of situations and their unwavering commitment and fortitude is admirable.

We all recognise that this could not be achieved without the support of the public, however, and therefore I thank you also for continuing to support your police service.

My team and I work in partnership with many organisations and individuals, and I thank them too for their efforts in keeping us safe. I would like to particularly mark the contribution of the outgoing Police and Crime Panel members for their scrutiny, challenge and support, which has been invaluable. Similarly, as we continue our close partnerships with the two new local authorities in Dorset, I would like to thank members and officers from the previous authorities for their contributions over the years.

Finally, thank you also to all of the staff within my office who support me in making a real difference to the public with professionalism, good humour and the minimum of fuss.



Martyn Underhill
Police and Crime Commissioner for Dorset

Protecting People at Risk of Harm



PROTECTING PEOPLE AT RISK
OF HARM

Vulnerability
Prevention
Early
Intervention

Mental Health
Drugs
Alcohol

National Issues
Local
Approaches

Police & Crime Plan:

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

Headlines & Progress:

- Acts Fast counselling Worked to help Dorset [Veterans](#)
- [Families for Children online safety](#) project
- [Longmead](#) Community Farm
- Commissioning Spend for this theme in 2018/19 = £616,000

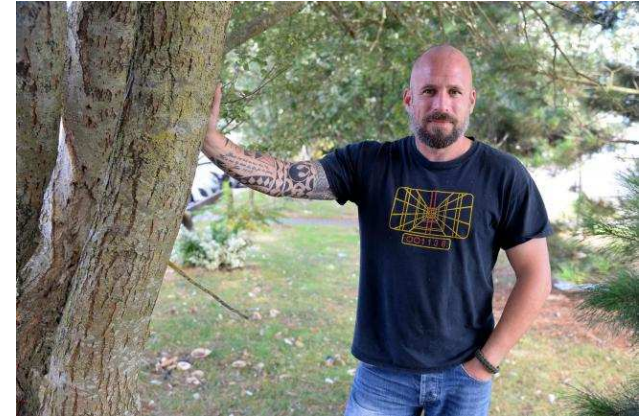
Making a Difference:

- People feeling safe in Dorset – 94%
- Increased public confidence in reporting hate crime, domestic abuse and serious sexual offences
- Police custody is no longer used as a place of safety for those suffering a mental ill health crisis

Focus On: Supporting our Veterans

Veterans are imprisoned at disproportionate rate to other groups. It is widely recognised that unresolved mental health issues play a large part in this unfortunate statistic.

My office does a lot of work behind the scenes with charities and other organisations who help veterans, through my Safer Dorset Fund – which provides small grants to projects aimed at making a positive difference to the county’s communities.



Read our guest blog from Andy Price about the work of the [Veterans' Hub](#)

These are just a few of examples of the work that I am supporting.

Veterans Hub, Weymouth

I have provided funding to the hub to enable them to build a gym at their centre in Wyke Regis.

Alabare, Weymouth

This charity provides homes for veterans who would otherwise be forced to sleep rough. Their centre provides six beds and two dedicated support workers who link residents with support to deal with issues from depression to unemployment or family breakdown.

YMCA, BCP

My office has also been liaising with the YMCA, who will now be prioritising homeless veterans in their communal living hostels, covering Bournemouth, Christchurch and Poole. The YMCA has brilliant staff who will be able to provide a package of support for homeless veterans.

Case Study: Longmead Community Farm



“We need to find innovative approaches to help people in crisis. The psychological benefits of spending time in the countryside are well known and Longmead does an excellent job of helping families tap into these benefits before more serious problems occur.”

Martyn Underhill, Police & Crime Commissioner

“When families are in crisis they often spend their whole time arguing, but coming to the farm gives them the space to take a step back and talk to each other.”

Claire Crescent, Project Manager

Working with our Communities



WORKING WITH OUR
COMMUNITIES

Road Safety

Cyber-crime

Engagement

Problem
Solving

Police & Crime Plan:

“An essential part of my role involves acting as a link between the public and police service, and also as a facilitator in bringing local partners together to tackle shared priorities, issues and concerns. I will therefore continue to work with Dorset Police and other agencies... to keep our communities safe. I am particularly keen to engage with community members to help them... tackle the issues most affecting them.”

Headlines & Progress:

- Expanded road safety team; continued drink drive lobbying; funded Force drug-testing kits; support for [innovative campaigns](#) and [Community Speedwatch](#)
- [Rough sleepers workshop](#)
- [Consultation](#) and engagement activity
- Problem Solving [Forums](#)
- Research projects – [national rural crime survey](#); [national rural DA survey](#); Police Foundation public priorities research
- Commissioning Spend for this theme in 2018/19 = £194,000

Making a Difference:

- Between 2012 and 2018, total road casualties in Dorset have fallen by 30% making 2018 the safest year on record
- Over 9000 responses to PCC-led public consultations

Focus On: Road Safety

2018 saw the lowest number of people killed and seriously injured on Dorset's roads; the figure has shown a sustained fall since 2012.

I am proud to support the work of Community Speed Watch volunteers and I was on hand to congratulate them on having completed more than 1,000 Speed Watch sessions in 2018.

I fund the Dorset Road Safety Partnership which launched a major new campaign titled 'Choices for Humanity' in 2019. The campaign encourages road users to make better choices.

I have continued to lobby Government after the results of its public consultation into Dorset residents' views on the drink drive limit. The majority of people would like to see a lower threshold introduced – over 2,000 people shared their views in a survey, with 72% supportive of legislative change to bring the current limit into line with standards seen in Scotland and Europe.

That cyclist in lycra slows me down every day. Today I will _____.

Squeeze past, I'm more important

Be slightly late and enjoy the view.

Over the past 4 years, there have been 950 cyclists injured on Dorset roads.

The road is not a game.

#ChoicesForHumanity

DorsetRoadSafe.org.uk/Choices

noexcuse

COMMUNITY SPEED WATCH

- Is speeding an issue in your area?
- Do others in your community agree?
- Are you and others prepared to get involved?

Community Speed Watch could be the answer

For further details, visit www.dorset.police.uk/CS

Supported by:

COMMUNITY SPEED WATCH

COMMUNITY SPEED WATCH

COMMUNITY SPEED WATCH

Case Study: Second Half - Rough Sleepers Project



“Rough sleeping is an incredibly complicated issue which requires support from a wide range of different organisations, and both of these projects are providing an important service in helping people get off the street – and more importantly, stay off the streets.”

Martyn Underhill, Police & Crime Commissioner



“We know that a lot of the groups who regularly work helping rough sleepers are using the project now, and it’s making it much easier for these groups to work together.”

Alistair Doxat-Purser of BCARS

Supporting Victims, Witnesses & Reducing Reoffending



SUPPORTING VICTIMS,
WITNESSES & REDUCING
REOFFENDING

Victims &
Witnesses

Offender
Management

Rehabilitation

Restorative
Justice

Police & Crime Plan:

“Support for victims and witnesses of crime was a priority for me in my first term and remains just as important now. I am determined to work with the Chief Constable to provide a policing service that is valued by people in Dorset and in particular by victims of crime. This theme also looks at offending and steps that can be taken to break the cycle of reoffending and rehabilitate our most prolific and regular offenders.”

Headlines & Progress:

- ‘Footprints’ mentoring for female offenders
- [Restorative Dorset one year on](#)
- [Circles South West](#)
- Commissioning Spend for this theme in 2018/19 = £927,000

Making a Difference:

- Over 26,871 support cases created by Victim Support
- Over 30,006 contacts made by the Victims' Bureau
- 76.6% Victim satisfaction

Focus On: Victims Commissioner visits Dorset

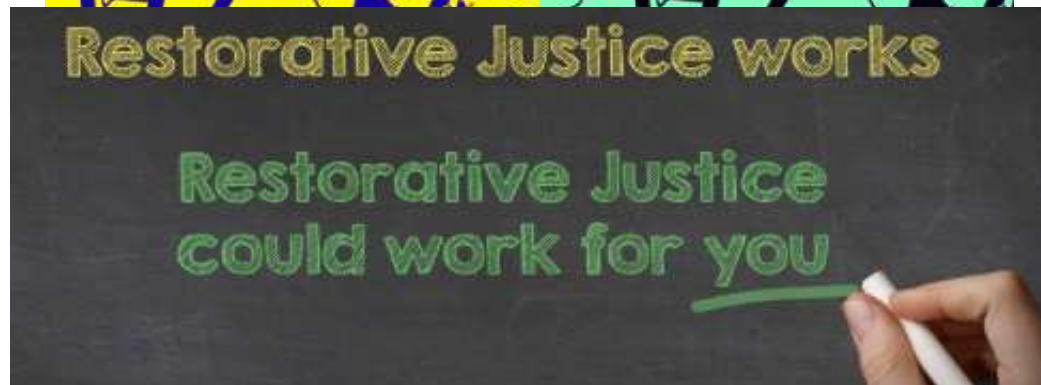
The Victims' Commissioner, Baroness Newlove, visited Dorset in 2018 to meet with victims of domestic abuse and hear first hand their experiences. She was also keen to see how victim services are being delivered across the county.

She met with me and the Chief Constable of Dorset Police, James Vaughan, and a number of domestic abuse practitioners to find out first hand what is happening at ground level. The Victims' Commissioner wanted to use their experiences and knowledge to provide feedback to the Government on the Domestic Abuse Bill Consultation.

Baroness Newlove said, "It's vital that the victim's voice is represented in the Consultation and I intend to do just that. I have been visiting Police & Crime Commissioners and Forces all over the country to find out about how they support victims of crime and, with the Consultation happening, my particular focus for my recent visits has been on the victims of domestic abuse. Too many victims are suffering in silence. We need to give them the confidence to come forward and report and then be sure that we are able to support them in re-building their lives".



Case Study: Dorset Restorative Justice



“By bringing together victims and offenders, the service explores a more sustainable solution to crime, empowering victims to share their experiences in a way that helps their own development. It also holds offenders to account, encouraging them both reflect on their behaviour and to look ahead to a life outside of crime.”

Martyn Underhill, Police & Crime Commissioner

“This was a very valuable experience to me and I will remember it forever.”

Restorative Justice Client

Transforming for the Future



TRANSFORMING FOR THE
FUTURE

Funding &
Resources

Technology

Innovation &
Service
Improvement

Police & Crime Plan:

“This theme looks at my roles and responsibilities in ensuring that Dorset Police operates as efficiently and effectively as possible – both now and in the future. The main strands here are focused on: people; information and communication technology; innovation and improvement; and partnerships and collaboration.”

Headlines & Progress:

- [Body Worn Video](#) roll-out across Dorset Police
- [Council Tax Precept consultation](#) undertaken
- Health & Wellbeing Fund initiatives for Dorset Police
- Safer Dorset Fund - [Community Grant Scheme](#)
- Weymouth CCTV regeneration programme
- [Chief Constable recruitment](#)
- Commissioning Spend for this theme in 2018/19 = £85,000

Making a Difference:

- Every Police Officer in Dorset has Body Worn Video cameras on their uniform
- Women's Network launched
- Inspectorate rates Dorset Police 'GOOD' for Efficiency

Focus On: Independent Custody Visiting Scheme

Independent Custody Visiting (ICVs) are volunteers drawn from all walks of life, whose main role is to provide an independent check on the welfare of people who are detained in police custody. They do this by making random visits in pairs to police custody suites throughout the county and reporting their findings.

Custody Visitors are appointed and overseen by the Office of the Police & Crime Commissioner and are totally independent of the police force. They carry out an important and highly valued role that helps to strengthen police accountability.

The custody visiting role is extremely important. Detainees are able to raise concerns about their detention with the custody visitor who can then raise the issue with officers to solve the problem.

In 2019, my office was awarded a prestigious gold national award for the quality of its ICV scheme.



Focus On: Scrutiny

Working on behalf of the public to ensure an efficient and effective policing in Dorset is a key part of my role. It is my job to appoint the Chief Constable of Dorset Police and to hold them to account for the delivery of policing services. In February I was delighted to appoint James Vaughan as Dorset's Chief Constable on a permanent basis and will work closely with him to support frontline policing locally but also to challenge where improvements can be made.

On particular issues of concern I raise a PCC Challenge with the Chief Constable to formally record issues requiring attention and seeking reassurance from the Force that these will be addressed. PCC Challenges have included issues such as police overtime, firearms licensing processes and the use of police bail and have proven to be an effective tool to place a spotlight on particular elements of police business and instigate change and improvements for the benefit of the public.



Focus On: Scrutiny

In my [blog on scrutiny](#), I said that “Scrutiny panels are a way in which ordinary members of the public get to look at the work of Dorset Police, have their say and help make a difference”.

We have four separate panels, each of which looks in depth at a different aspect of policing :-

- **Customer Service Improvement Scrutiny Panel**
- **Out of Court Disposals Scrutiny Panel**
- **Use of Force Scrutiny Panel**
- **Stop and Search Scrutiny Panel**

One important function shared by all of these panels is they take a detailed look at a set of cases dealt with by Dorset Police which have been independently selected at random by my office. They are usually based around a particular theme and have taken place over the previous three months.

The cases are anonymised, so the panel members have no information about names, but they are given detailed information about how officers responded to particular scenarios.

They then discuss whether or not they think the officers collectively acted appropriately, whether they have any concerns or thoughts about how the situation could have been handled better. Feedback – both good and bad – is then passed on to chief officers based on these discussions, and this is used as a way of helping drive up standards across the Force.

Case Study: Body Worn Video

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“I welcome the roll-out of BWV across the Force. It gives officers an increased ability to gather evidence and provide a factual record of what an officer has experienced.”

Martyn Underhill, Police & Crime Commissioner

“BWV will provide our officers and staff with vital technology. It is there to keep both the public and our officers safe.

“As well as bringing greater transparency to our policing activity, there are a number of operational benefits: the immediate capturing of vital evidence to support swift investigations and increased conviction rates, particularly in the case of domestic abuse.”

Claire Armes, Superintendent

Further Information and Accessibility

You can find out more about my work by visiting my website at:

www.dorset.pcc.police.uk

Use the links below for information on:

[Police & Crime Plan](#)

[Budget, Finance & Annual Accounts](#)

[Scrutiny](#)

[Community Engagement](#)

If you would like a translation of any part of this document, please email us at translation@dorset.pnn.police.uk

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AGENDA NO: 12

POLICE & CRIME PANEL – 9 JULY 2019

POLICE PROCUREMENT – VEHICLE FLEET DEEP DIVE

REPORT BY CHIEF FINANCE OFFICER

PURPOSE OF THE PAPER

To provide the Panel with an update on the OPCC work to review Dorset Police's vehicle fleet.

1. BACKGROUND

- 1.1. The Panel considered a report in June 2018 with an update on the OPCC's work to review Dorset Police's vehicle fleet, the vehicle replacement policy and budgets. The PCC had requested this review as a result of feedback from officers concerning certain vehicles.
- 1.2. It was noted that some vehicles in the fleet were old, worn, and with faded livery, while at the same time the vehicle budget was not all being spent.
- 1.3. The review had sought to look at areas where improvements could be found. The Panel was concerned that as much as 35% of the fleet was being "run on" past their established mileage or age thresholds. They had expectations that the consideration of whole life management of vehicles and value for money considerations should be clearly in evidence. The Panel therefore requested an update on progress of the implementation of agreed actions at the July 2019 meeting.

2. GOVERNANCE

- 2.1. Dorset Police and Devon & Cornwall Police operate a joint Fleet Strategy Board chaired by the Dorset Assistant Chief Officer. The Fleet Strategy Board has oversight of the vehicle replacement programme for both forces. The programme looks at vehicle class in order to determine the most appropriate replacement plan.
- 2.2. The Fleet Services department is responsible for identifying, procuring, maintaining and disposing of Force vehicles across the three counties for a fleet consisting of approximately 1,500 vehicles (Dorset <500). They are also responsible for monitoring the vehicles via the Vehicle Management System and Vehicle Intelligence Data Recorders (VIDR) system.
- 2.3. The Dorset joint Force/OPCC Resource Control Board provides ongoing oversight on the delivery of the actions arising from the previous recommendations as well as the budget queries identified below.

3. VEHICLE MANAGEMENT

- 3.1. Dorset Police Fleet Services department adopts ISO9001:2015 quality management accreditation and adhere to the standards dictated within for all the processes carried out.

3.2. For this accreditation the Force Quality Assurance Team, in collaboration with the Fleet Department have created written management processes for each area of Fleet, including a number of instructional flow diagrams for the responsible officers to adhere to when purchasing and carrying out work on vehicles.

3.3. These instructional flow diagrams have been designed to cover areas such as:

- New Vehicle Acquisitions
- Used Vehicle Acquisitions
- Vehicle Arrivals
- Vehicle Commissioning
- Vehicle Disposal
- Vehicle Security
- Demo and Loan Vehicles
- Collision Damage
- Integrity of Building
- Fuel Ordering
- Driver Controls
- Damage controls
- Defect reporting

3.4. This provides comprehensive quality assurance, on the procedures in place, to a recognised standard.

3.5. **Allocation of vehicles to stations**

Vehicles are allocated to stations on a needs analysis basis. This entails the Fleet Service department looking at telematics data from vehicles in the fleet and the number of operational officer requirements for each station/unit. Elements considered are:

- How many operational officers are based at the station
- How many are double-crewed, on 'foot-patrol', detached etc.
- Using telematics data; how many miles each vehicle travels daily, how often vehicles are not in use

This data allows the team to make fully informed decisions regarding fleet allocation.

3.6. **Requests for new/additional vehicles (uplift in establishment)**

Any unit requesting an uplift has to complete a business case form. The business case form is provided to the Fleet Operations Manager for initial consideration. If the Fleet Operations Manager deems the case to be acceptable it is submitted to the Fleet Strategy Board for sign-off by Chief Officers. Prior to the purchase of additional vehicles, the Fleet Operations Manager will assess the current vehicle fleet in an attempt to re-allocate a vehicle. The vehicle fleet is reviewed on an annual basis to ensure the establishment is appropriate for the Force's requirements.

3.7. **Decommissioning of Vehicles**

Vehicles which have reached one of the recognised mileage or age thresholds or become damaged are disposed of either through sale or scrap. Vehicles deemed as still being serviceable; i.e. hold a valid MOT, are sold via auction and the proceeds are retained for future purchases. Vehicles deemed to be no longer serviceable are either disposed of via a breakers yard, or sent for scrap.

3.8. **Vehicle Replacement Policy**

As identified in the last report it is still considered that a formal Vehicle Replacement Policy (VRP) should be drafted and implemented across the Alliance to ensure efficient and effective management of the vehicle fleet, providing the high level framework and transparency for vehicle management decisions. This has been raised through the Resource Control Board.

3.9. **“Run-ons”**

When last reported, the Panel was concerned at the high proportion of vehicles in use beyond the established mileage or age thresholds. At the time there were 174 vehicles (circa 35% of the fleet); 162 retained for additional years and 12 with excess mileage. This has reduced to 95 vehicles (circa 19%); 86 for additional years and 9 with excess mileage. An improved position, and one which will be kept under review.

It is noted that this is an inexact science. Different vehicles are put to very different uses; for example, Armed Response Vehicles generally cover high mileages at high speeds, and vehicles are specified to meet those operational requirements. Vehicles used by the Rural Crime Team must meet a very different set of criteria, and generally cover significantly lower mileage on an annual basis. Similarly, different vehicles have different manufacturer warranty periods, and some can be maintained and repaired more economically than others.

This complexity means that a single threshold for mileage or age, covering all force vehicles, might be inappropriate. This highlights the need for a more nuanced vehicle replacement policy to be developed.

4. **BUDGET**

- 4.1. Fleet capital expenditure for the past five years amounted to £5.8m. Costs would be expected to increase in the future if vehicles are to be replaced in accordance with the current policy, and the current medium term plan forecasts may prove to be inadequate.
- 4.2. A review of the medium term costs for vehicle replacements over a 10 year period will support better medium term financial planning and help to ensure that the budget is adequate, or at least that an informed choice has been made in terms of resource allocation.
- 4.3. This will be kept under review by the Resource Control Board, and will help inform the next budget and medium term plan.

5. **RECOMMENDATIONS**

- 5.1 It is recommended that the Panel note this report.

ALEXIS GARLICK FCCA
CHIEF FINANCE OFFICER, OPCC

Members' Enquiries to: Alexis Garlick, Chief Finance Officer 01202 229084
Media Enquiries to: Susan Bloss, Head of Communications & Engagement 01202 229095

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Dorset Police and Crime Panel Complaints Sub-Committee

Minutes of the meeting held at County Hall, Dorchester
on Monday, 18 March 2019

Present:

Iain McVie (Chairman)
Bobbie Dove and Bill Pipe

Officer Attending: Lucy Staddon-Snell (Solicitor - Litigation and Employment) and Denise Hunt (Senior Democratic Services Officer).

(Notes: 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 Cabinet to be held on **17 April 2019**.)

Election of Chairman

1 That Iain McVie be elected as Chairman for the remainder of the year 2018/19.

Appointment of Vice-Chairman

2 That Councillor Bobbie Dove be elected as Vice-Chairman for the remainder of the year 2018/19.

Apologies

3 An apology for absence was received from Councillor John Adams.

Code of Conduct

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

Councillor Bill Pipe declared a general interest as the complainant was a constituent in his ward of Lytchett Minster and Upton.

Terms of Reference

5 The Sub-Committee noted its Terms of Reference.

Minutes

6 The minutes of the meeting held on 20 October 2015 were confirmed and signed.

Complaints Monitoring Protocol

7 The Sub-Committee noted the Complaints Protocol, its provision for 5 members of the Sub-Committee and that the quorum was 3 members.

Noted

Consideration of a Complaint against the Police and Crime Commissioner

8 The Sub-Committee considered a complaint by a member of the public, Mr Hadfield, set out in a letter dated 27 January 2019 and the associated documentation.

Confirmation by panel members of receipt and reading of documentation relating to the complaint under consideration

9 Members confirmed that they had read all of the documentation contained in the agenda pack. Two additional documents were circulated and read by the Sub-Committee.

Remit of Complaints Sub Committee concerning the complaint under consideration

10 The Chairman highlighted the following points in relation to the Sub-Committee meeting:-

- The meeting would conduct a desktop review of paperwork to provide context to the complaint.
- There would be no attendees in addition to the Sub-Committee, Legal Advisor and Clerk.
- The meeting would establish what happened and assess if this aligned with the Complaints Protocol and associated processes.
- On reviewing the complaint, the Chairman would write to the complainant. Possible outcomes might include additional meetings whilst further information was requested from officers or the complainant, to determine whether there had been maladministration or no maladministration, or reference to the Local Government Ombudsman (LGO).
- The Sub-Committee's preference would be to ask for any further information in writing rather than interviewing members of staff
- In the event that the review identified maladministration this would be brought to the attention of DCC or Office of the Police and Crime Commissioner (OPCC) and dealt with this through each organisation's separate procedures as necessary.
- The process for the meeting would follow the steps outlined in agenda item 8 and the standard of proof would be the balance of probability.

The Chairman explained that the standards for the Police and Crime Commissioner (PCC) and Chairman of the Police and Crime Panel (PCP) were based on the 7 Nolan principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership) which formed the basis of the ethical standards of holders of public office.

The employees mentioned in the complaint were governed by the terms and conditions of employment for employees of either DCC or OPCC and was therefore not a matter for consideration by the Sub-Committee. However, this did not preclude the Sub-Committee from making recommendations concerning the employee terms and conditions of either organisation.

He confirmed that the Sub-Committee would look at the process to ensure that the people involved in the complaint had behaved lawfully, had taken the actions that were necessary and these actions were proportionate.

The Legal Advisor confirmed that it would be in accordance with the Complaints Protocol to request further information in writing as this would be prescriptive and specific and provide an audit trail of information in an open and transparent way.

Consideration of complaint and actions to be taken

11 Members of the Sub-Committee each highlighted areas where they felt that further answers were required, whilst having regard to the Sub-Committee's remit, the balance of proof and any actions that were required.

The following actions were agreed:

1. Following completion of the minutes, letters would be sent to the relevant OPCC and DCC officers containing the actions arising from the meeting;
2. A brief update letter would be sent to Mr Hadfield, thanking him for the additional information received at the meeting and advising that a number of actions were awaited from officers;
3. Convene a further meeting of the Sub-Committee w/c 22 April 2019 to assess the information received and draft any recommendations.
4. That following its deliberations the report of the Sub-Committee is considered by the PCP and that this report is appended to the final letter to Mr Hadfield.

Meeting Duration: 10.00 am - 1.05 pm

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DORSET COUNCIL - POLICE AND CRIME PANEL COMPLAINTS SUB-COMMITTEE

MINUTES OF MEETING HELD ON WEDNESDAY 17 APRIL 2019

Present: Iain McVie (Chairman and Independent Member) Cllr Bobbie Dove and Cllr Bill Pipe.

Apologies: None

Officers present (for all or part of the meeting): Lucy Staddon-Snell (Legal Advisor and Solicitor - Litigation and Employment) and Denise Hunt (Senior Democratic Services Officer).

1. Apologies

There were no apologies for absence.

2. Code of Conduct

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

3. Minutes

The minutes of the meeting held on 18 March 2019 were confirmed and signed.

4. Exempt Business

Decision

That in accordance with Section 100 A (4) of the Local Government Act 1972 to exclude the public from the meeting in relation to the business specified below it was likely that if members of the public were present, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the public interest in disclosing the information to the public.

5. Consideration of Complaint against the Police and Crime Commissioner

The Sub-Committee considered some additional information submitted by officers in respect of the complaint made by Mr Hadfield that had been requested by the Sub-Committee at its previous meeting on 18 March 2019.

The Chairman stated that it would be necessary for the Sub-Committee to review responses to the actions it had requested in respect of issues raised by Mr Hadfield and suggest any lessons that might be learned to improve the complaints process in future.

On conclusion of the meeting, he would write to Mr Hadfield and the individuals who were the subject of his complaint and prepare a report for consideration by the Police and Crime Panel (PCP) at its next scheduled meeting on 9 July 2019.

The following actions were agreed:-

- a) That a letter outlining the outcome of consideration of the complaint is sent to Mr Hadfield in accordance with the 5 working day response following the meeting;

- b) That a report is prepared for the Police and Crime Panel meeting on 9 July 2019; and
- c) That Mr Hadfield and the individuals subject of the complaint receive a copy of the report in advance of this meeting.

Duration of meeting: 10.00 am - 12.20 pm

Chairman

.....

Dorset Police and Crime Panel Complaints Sub Committee

Review of Complaint by Mr Hadfield

Introduction

Police and Crime Commissioners (PCC) for England and Wales were introduced as part of the Police Reform and Social Responsibility Act 2011 and subsequently elected by the public in 2012 and 2016.

Mr Martyn Underhill has been the elected Dorset PCC since 2012 and as legally required under the PCC Code of Conduct, and the requirements of the Elected Local Policing Bodies (Specified Information) Order 2011, the Commissioner is required to record and publish a register of disclosable interests. These have included the following under 'Sponsorship', 'MARK CONSTANTINE (Helped fund election expenses for November 2012 Election and 2016 Election)'. Mr Constantine is the co-founder and CEO of Lush a Dorset based cosmetics retailer.

Within the legislation provision was made for scrutiny of PCCs, by Police and Crime Panels (PCP). Whilst 'PCC complaints operate within a very narrow statutory framework', arrangements for the PCP in complaints handling are set out in the original 2011 legislation, the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, the Police and Crime Panels (Application of Local Authority Enactments) Regulations 2012 and any accompanying Home Office Guidance.

The Dorset Police and Crime Panel in June 2013, agreed a protocol for dealing with its statutory requirements for handling non-criminal complaints concerning the Commissioner and criminal complaints and conduct matters that are referred back to the PCP by the Independent Office for Police Complaints (IOPC), formally the IPCC. These arrangements include delegated authority for managing complaints to the Corporate Complaints Officer, Dorset County Council (DCC), now Dorset Council (DC), Monitoring Officer DCC, now DC, Chief Executive of the Office of the Police and Crime Commissioner Dorset (OPCC) and the PCP Complaints Sub Committee.

Circumstances

Over a number of years there has been a growing nationwide concern about the tactics and actions of the Metropolitan Police unit set up in the 1980's called the Special Demonstration Squad (SDS). The Dorset PCC has been a vocal critic of the tactics and individual actions of members of the SDS and as early as 2014 met with the Policing Minister to register his concerns and push for transparent action to establish the facts and learn for the future. Eventually the government established a Judge led enquiry into the activities of the SDS and this continues its work.

On the 1st June 2018 the privately owned Lush Cosmetics launched a campaign concerning the actions of the SDS which they advertised through their 100 plus shops and outlets across the country. The material used included such comments as 'Police have crossed the line' and for many people inferred that all police officers are 'paid to lie' and commit illegal acts. The provocative campaign drew a lot of media interest and criticism from many, eventually the campaign was stopped and the material removed from Lush stores and outlets.

On the same day the Dorset PCC made a number of statements both in the national media (BBC) and locally (PCC Facebook). He made it clear that he supported the Lush campaign but clearly separated

the actions of the SDS from the 'huge number of police officers who serve the public.' He also initially acknowledged the issue that the way the campaign was conducted could 'on the face of it' be viewed as anti-police'.

Following the comments made by the PCC there were a total of six individuals who raised concerns/complaints to the PCC/OPCC. One of these was a Mr J Hadfield, a local Dorset resident.

Additionally a representative from one of the Dorset Police Staff Associations raised concerns that the initial comments made by the PCC had not been well received by officers and staff.

As a delegated authority the Chief Executive (CEO) of the OPCC ensured that the complaints were recorded, acknowledged, accessed and eventually dealt with by way of informal resolution.

On the 5th June 2018 the PCC sent a message to all police and staff in Dorset regarding the Lush Campaign where he apologised for how he delivered his comments in support of the campaign and clearly identified that the campaign was 'clumsy and poorly thought through'.

As per the existing 2013 complaints procedure and protocol the CEO of the OPCC notified the DCC Monitoring Officer and in turn the Chairman of the PCP and the full PCP were updated at its regular scrutiny meetings.

Subsequently five of the six complainants made no further contact with either the OPCC or DCC/PCP upon receipt of the informal resolution. Mr Hadfield informed the OPCC that he was not content with the outcome of an informal resolution.

Between June 2018 and March 2019 there were a number of e mail and letter exchanges between Mr Hadfield, Mr S Bullock (OPCC), Mr M Taylor (DCC Lead Officer for PCP), Mr J Mair Monitoring Officer (DCC) and Mr M Short (Chairman Dorset PCP). These included Freedom of Information (FOI) requests, additional points raised by Mr Hadfield and ultimately the fact that Mr Hadfield was not satisfied with the resolution to the original concern/complaint and subsequently how it had been dealt with.

At the rearranged February 2019 PCP meeting it was agreed that the PCP Complaints Sub Committee should meet and as per the 2013 protocol (section 2.10) consider how the complaint(s) (from Mr Hadfield) had been managed and responded to. In doing so they would consider the existing written evidence, seek further evidence or clarification of existing information. Then inform Mr Hadfield of their conclusion(s), all parties involved in handling the complaint(s) and update the full PCP at its 9th July 2019 scrutiny meeting.

The PCP Complaints Sub-Committee consisted of Mr I McVie, Independent PCP Member (Chairman) and two PCP Councillor Members Mrs B Dove and Mr B Pipe. Also present were solicitor and clerk, both of whom were DCC employees. The sub-committee met on two occasions at County Hall. Firstly on 18th March 2019 where they reviewed all existing documentation (over 840 pages) and initiated a number of further lines of enquiry. Then for a second occasion on 17th April 2019 in order to review the further information and reach a conclusion to the points raised by Mr Hadfield based on the balance of probabilities.

Review and findings concerning the complaints, management and resolution.

Original Complaint – Police and Crime Commissioner, Mr Underhill.

The sub-committee understands why members of the public, police officers and employees were upset at the way in which the PCC expressed his support for the Lush 'Paid to Lie' Campaign. The committee also understands why Mr Hadfield, as an individual pursued an apology from the PCC. In the view of sub-committee the PCC is, as an elected principle, entitled and expected to express a view on topics such as the SDS and campaigns such as Lush. The sub-committee also considered how the seven principles of public life (Nolan Principles) applied to these circumstances. In their view, regardless of their personal thoughts the sub-committee believe that the PCC had not breached the Nolan principles, but has strongly expressed an opinion on a controversial subject. As the PCC acknowledged he could have explained his support for the principles behind the Lush "Paid to Lie" Campaign in a better way.

The sub-committee would also wish to make it clear that there is no evidence to indicate any prior knowledge of the campaign by the PCC or evidence to support that his views were expressed because Mr Constantine had previously supported his election campaign(s). In clear terms there is no evidence of a serious nature that would require referral to the IOPC.

Ultimately the opinion and actions of the PCC should be judged 'at the ballot box' by the electorate, which is one of the guiding principles for the introduction of PCCs by the then government of the day.

Complaints Mr S Bullock.

The sub-committee took the view that Mr Bullock has acted in accordance with the legislation and was correct in his decision to record the six complaints, including the original one from Mr Hadfield. To not have done this would have been grounds for complaints). Mr Bullock was correct in his assessments that these were all matters suitable for local resolution under the existing legislation and guidance.

The sub-committee were satisfied that Mr Bullock complied with the legislation and procedure in terms of informing the DCC Monitoring Officer. He also took the step of getting his Deputy to review his decisions and actions which we would recommend as best practice and ensures staff development and the ability of the OPCC to operate where the CEO may be unavailable when a complaint is made.

The sub-committee also reviewed the decision concerning the matters raised by the staff association and took the view that these were rightly raised as a staffing issue/concern and dealt with accordingly. They did not require recording as a complaint and were addressed correctly by the PCC to all Dorset Police employees and volunteers. The sub-committee were also satisfied that the message sent by email to all staff was from the PCC and was entirely his views and his apology for how he had initially expressed his support for the campaign and what it was trying to highlight.

In relation to the concern raised about an email sent by Mr Bullock to Mr Short and Mr Taylor requesting the content be kept confidential. The sub-committee are satisfied this was done as the contents were for internal publication only and to enable the contents of the email from the PCC to all Dorset employees to be read by as many individuals as possible before it could be subject of discussion for wider audience, for example the PCP members.

Mr Hadfield raised concerns about a redacted section on an email from Mr Bullock to Mr Taylor and Mr Short. The sub-committee have read the redacted section and can confirm that it related to another complainant and was therefore redacted correctly by the OPCC, as per FOI and GDPR legislation and guidance.

Complaints Mr M Taylor

The sub-committee took the view that Mr Taylor had acted in accordance with the legislation and were satisfied that his actions were in taken in good faith and in support of the PCP to ensure that the 2013 PCP protocol was adhered to and to ensure all complaints including Mr Hadfield's were resolved fairly.

The sub-committee though, believe that the original protocol needs revision to ensure greater clarity of who, where and when the PCP are informed of complaints. In turn this will lead to increased transparency and avoid the issues that Mr Hadfield rightly was concerned about how his complaint was managed.

Complaint Mr Short

The sub-committee took the view that Mr Short took his role in this matter, as Chairman of the wider PCP, seriously and responded to all the points raised by Mr Hadfield. Again though the sub-committee believe that the original protocol needs revision to ensure greater clarity of who, where and when the PCP are informed of complaints.

Complaints Mr Mair

The sub-committee took the view that Mr Mair had acted in accordance with the legislation and was notified of the complaints at the correct time by Mr Taylor. Again though, the sub-committee believe that the original protocol needs revision as outlined earlier in the report.

When reviewing the documentation the sub-committee did find the management of FOI requests confusing. Some of this, it is accepted, was due to the need for two organisations to manage the requests and there was some confusion caused by the applicant, as acknowledged by him in an apology to DCC. The sub-committee would suggest that Mr Mair may wish to satisfy himself, on behalf of Dorset Council, that the management of FOI requests are efficient, effective and economical. The sub-committee accept they cannot make recommendations on this matter as it is beyond their legislative responsibilities and not a matter within the remit of this review and investigation.

Complaints Mr Bullock, Mr Taylor, Mr Mair and Mr Short

The sub-committee found no evidence of collusion between these individuals to frustrate or compromise the management and resolution of the complaints made by Mr Hadfield. There was clear evidence of individuals working together, in particular Mr Bullock and Mr Taylor. The sub-committee members were also able to draw on their knowledge of how Mr Bullock and Mr Taylor have worked together over a number of years where there has been clear evidence of challenge and scrutiny in support of the role performed by the wider PCP.

The sub-committee would also wish to make it clear there is no evidence of any serious malpractice or criminal conduct by any of the individuals involved in managing and resolving the complaint.

Councillor D Smith

Whilst the PCP members were made aware of the complaints made by Mr Hadfield, one of the PCP elected councillor members, Mr D Smith, took it upon himself to directly contact Mr Hadfield concerning his complaints. This action was taken without the knowledge of the PCC, OPCC, DCC or the PCP and was done under the remit of the individual as an elected local councillor. Once the PCP were aware of this and provided advice to Councillor Smith the matter was left to be dealt by the sub-committee. The sub-committee are satisfied that the action taken by Councillor Smith was a genuine attempt to help a Dorset resident to resolve his complaint without realising the need to adhere to the agreed processes. It should be noted that Councillor Smith is no longer a councillor following May 2019 local elections.

Conclusion

The PCP Complaints Sub Committee fully appreciate why individuals were upset about how Lush Cosmetics conducted the public campaign concerning the activities of the now defunct Metropolitan Police Special Demonstration Squad. Whilst no one would condone the alleged actions of this squad and individuals within it, the method used by Lush to highlight the issues was undoubtedly misleading, ill-conceived and poorly executed, hence the level of condemnation across the country.

In terms of the PCC public support of the Lush Campaign and how this was conveyed, the sub-committee see this as a matter that should be judged 'at the ballot box' by the electorate, which is one of the guiding principles for the introduction of PCCs by the then government of the day.

The sub-committee are satisfied they have seen and reviewed all correspondence to arrive at their decision that all complaints have been correctly recorded, managed and resolved within the existing legislation and guidance. There is no evidence to support corrupt practices, collusion to frustrate complainants or deliberately mislead either members of the public or the PCP.

The sub-committee though have identified a need to review the existing complaints protocol to amend and clarify at what stage the PCP should be informed and who on behalf of the PCP this should be. The sub-committee would also wish to include increased information concerning complaints is made to the full PCP to ensure greater transparency.

ACTION: Following the appointment of the new PCP Complaints Sub-Committee members at the 9th July 2019 PCP Meeting. The sub-committee will meet to formally review the existing protocol, recommended improvements to increase scrutiny, accountability and transparency. The date for the implementation of an amended protocol will be the PCP Meeting 24th September 2019.

Mr Hadfield will be provided with a copy of this report as will all individuals subject of complaint. This report will be provided to the 9th July 2019 Police and Crime Panel for consideration.

Finally the sub-committee would like to take this opportunity to thank Mr Hadfield for raising his concerns and enabling the PCP to learn lessons and to improve upon the existing protocol for complaint handling.

Mr IJ McVie
Independent Member
Dorset Police and Crime Panel
Chair Dorset Police and Crime Panel Complaints Sub Committee
May 2019

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Date of Meeting: 9 July 2019

Lead Officer: Mark Taylor, Group Manager for Governance and Assurance

Executive Summary:

The Dorset Police and Crime Panel's focus is to support and scrutinise the actions and decisions of the Dorset Police and Crime Commissioner.

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.

The Panel's current work programme is attached.

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.

Equalities Impact Assessment:

N/A

Information used to compile this report is drawn together from the Committee's suggestions and priorities for items to be reviewed and scrutinised.

Budget:

No VAT or other cost implications have been identified arising directly from this programme.

Risk Assessment:

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

Other Implications:

N/A

Recommendation:

That the Panel's Work Programme be agreed.

Reasons for Recommendation:

- i. To plan the work of the Panel for the year;

| |
|---|
| <p>ii. To note meeting dates in 2019.</p> |
| <p><u>Appendices:</u></p> <p>The Forward Plan for Dorset Police and Crime Panel.</p> |
| <p><u>Background Papers:</u></p> <p>None.</p> |
| <p><u>Officer Contact</u></p> <p>Name: Fiona King Tel: 01305 224186 Email: Fiona.King@dorsetcouncil.gov.uk</p> |

- 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 a sufficient level of 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:-
 - Tuesday 24 September 2019
 - Tuesday 12 November 2019
 - Friday 13 December 2019, Informal session (Panel training)
 - Thursday 9 January 2020 - Informal budget briefing
 - Tuesday 4 February 2020 – Precept Meeting
 - Tuesday 18 February 2020 – Reserve Date



Dorset Police and Crime Panel Work Programme

Forward Plan

July 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)

| Date of Meeting | Item / Issue for Review | Purpose / Key Lines of Enquiry (KLOE) | Lead Panel Member / Officer(s) |
|---|---|--|--|
| FORMAL PANEL MEETING Tuesday 24 September 2019 (10.00am) | 1. Update on Complaints Monitoring Protocol from the Complaints Sub-Group 2. PCC Update on utilisation of Targeted Precept Funding 3. Health and Wellbeing Strategy and Development Plan 4. Police and Crime Plan 2017-2020 (Refresh) 5. Police and Crime Plan Monitoring Report | To receive an update from the PCC regarding the outcomes that have been achieved so far as a result of the targeted Precept increases for 2019/20. To receive an update on the latest position and the delivery of improvements. To receive and consider any proposed changes by the PCC to the Police and Crime Plan. | PCP Complaints Sub-Committee Office of the Police and Crime Commissioner (OPCC) Office of the Police and Crime Commissioner (OPCC) Office of the Police and Crime Commissioner (OPCC) Office of the Police and Crime Commissioner (OPCC) |
| FORMAL PANEL MEETING Tuesday 12 November 2019 | <i>(Provisional Date)</i> | | |

| | | | |
|--|--|--|--|
| (10.00am) | | | |
| INFORMAL SESSION Friday 13 December 2019 (10.00am) | | <p>Panel Training Session To provide training for the Panel</p> <p><i>For example to;</i></p> <ul style="list-style-type: none"> - <i>receive updates and presentations on emerging legislation and topical issues</i> - <i>actively support its approach and effectiveness</i> - <i>increase knowledge and awareness on key issues</i> - <i>help develop skills and attributes</i> | Panel Members / Support Officers (OPCC input may also be requested as appropriate and / or External Advisors) |
| INFORMAL BUDGET BRIEFING Thursday 9 January 2020 (10.00am) | | Informal Finance Briefing for all members | |
| FORMAL PANEL MEETING Tuesday 4 February 2020 (10.00am) | | Precept Meeting | |
| FORMAL PANEL MEETING Tuesday 18 February 2020 (10.00am) | | Reserve Date | |

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