



## Police and Crime Panel

**Date:** Thursday, 30 June 2022  
**Time:** 10.00 am  
**Venue:** Council Chamber, County Hall, Dorchester, DT1 1XJ

### Members (Quorum )

Mr Mike Short (Chairman), Mr Iain McVie,  
Cllrs: Bobbie Dove (Vice-Chairman), Pete Barrow, Les Fry, May Haines, Mark Howell,  
Sherry Jespersen, Toby Johnson, Andrew Kerby and Chris Rigby

**Chief Executive:** Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services  
Meeting Contact 01305 224202 - [elaine.tibble@dorsetcouncil.gov.uk](mailto:elaine.tibble@dorsetcouncil.gov.uk)

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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## Agenda

Item		Pages
1.	<b>APOLOGIES</b>	
	To receive any apologies for absence.	
2.	<b>MINUTES</b>	5 - 8
	To confirm the minutes of the meeting held on 3 February 2022.	
3.	<b>DECLARATIONS OF INTEREST</b>	
	To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration. If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	

- 4. PUBLIC PARTICIPATION** 9 - 10
- To receive questions or statements on the business of the committee from town and parish councils and members of the public.
- Please see attached guidance on Public Speaking
- 5. Q4 MONITORING REPORT** 11 - 22
- To receive an update of progress against the Police and Crime Plan Q4 2021/22, to enable Panel members to scrutinise performance, seek assurance and assess outcomes achieved in the reporting period.
- 6. PCC ANNUAL REPORT** 23 - 24
- To seek Members' views on the Draft Annual Report 2021/22 accordance with Section 12 of the Police Reform and Social Responsibility Act 2011.**
- 7. ALLIANCE SAVINGS** 25 - 30
- To provide members with an update on the current position of the Strategic Alliance between Dorset Police and Devon & Cornwall Police, including financial savings, operational efficiencies, and benefits to public safety.**
- 8. FUTURE ESTATE STRATEGY** 31 - 38
- To provide members with an update on the current position of the Estates Futures Programme and the delivery of the related commitments made in the Police and Crime Plan.**
- 9. COMPLAINTS UPDATE**
- To receive a verbal update from the Chair of the Police and Crime Panel Complaints Sub-Committee.
- 10. FORWARD WORKPLAN** 39 - 48
- To receive and review the PCP Forward Plan.
- 11. 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.
- 12. EXEMPT BUSINESS**

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

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## DORSET POLICE AND CRIME PANEL

### MINUTES OF MEETING HELD ON THURSDAY 3 FEBRUARY 2022

**Present:** Mr Mike Short (Chairman), Iain McVie, Bobbie Dove (Vice-Chairman), Pete Barrow, Les Fry, May Haines, Mark Howell (attended virtually (did not vote) left the meeting at 12:10), Toby Johnson, David Taylor, Ray Bryan (attended as substitute, left the meeting at 12:10) and Graham Carr-Jones (attended as substitute, left the meeting at 12:10)

**Apologies:** Cllrs George Farquhar, Barry Goringe and Sherry Jespersen

**Also present:** Mrs Sam de Reya, Deputy Chief Constable, Dorset Police

**Officers present (for all or part of the meeting):**

Simon Bullock (Chief Executive, OPCC), Marc Eyre (Service Manager for Assurance), Jonathan Mair (Director of Legal and Democratic), Elaine Tibble (Senior Democratic Services Officer), Adam Harrold (OPCC Director of Operations), David Sidwick (Police and Crime Commissioner) and Julie Strange (OPCC Chief Finance Officer)

#### 42. Minutes

The minutes of the meetings held on:

4 February 2020  
24 September 2020  
10 December 2020  
4 February 2021  
7 July 2021  
12 August 2021 (informal)  
23 September 2021 (informal)  
9 December 2021 (informal)

were agreed and signed as a correct record.

#### 43. Declarations of Interest

No declarations of disclosable pecuniary interests were made at the meeting.

#### 44. Public Participation

There were no statements or questions from Town and Parish Councils or the public at the meeting.

#### 45. 2022/23 Budget, Precept and Medium-Term Financial Strategy

**(00:06:15 on recording)**

Following an explanation of the precept process from the Chairman, the Police and Crime Commissioner (PCC) was invited to present his 2022/23 Budget, precept and medium-term financial strategy.

The PCC was very clear that his plan was based on the people's priorities and what they wanted from the Force, these were to cut crime and Anti-Social Behaviour (ASB), more visible and connective policing, to fight violent crime and high harms, fight rural crime, to put victims and communities first and to make every penny count for Dorset. His vision was to make Dorset the safest county in the UK. The PCC invited the Deputy Chief Constable to address the operational vision for Dorset.

The Deputy Chief Constable gave apologies from the Chief Constable as he was unable to attend the meeting and addressed the Force's vision, purpose and priorities for the future. (00:13:25 on recording).

The PCC continued to address the budget report (00:26:31 on recording)

The PCC then invited his Director of Operations to give an overview of the precept consultation (00:29:40 on recording).

The Chief Finance Officer gave an update on the key points of the budget and a resume of the settlement which had been confirmed the date before the meeting. This was an annual settlement and therefore contained certain estimates and forecasts. In conclusion the panel members were advised that the Chief Finance Officer was content to assure that the budget was both adequate and robust. (00:34:33 on recording).

Following the budget report the panel members were invited to put forward questions. (00:43:36 on recording).

A copy of these questions and answers are attached as an appendix to these minutes.

Additional questions and responses can be found at (01:43:30 on recording).

The PCC was asked to provide more details regarding how he would measure success against the priorities in his Police and Crime Plan. He advised the Panel that that benchmarking would continue to be developed in the weeks and months ahead and that this would be shared with the Panel. The Chief Executive further commented that the OPCC would be happy to discuss this further with members, as happened previously.

Proposed by Cllr Dove, seconded by Cllr Haines

**Decision: that the panel approve the PCC's proposal to increase the precept for 2022/23 to £77,929,644, equivalent to a Band D charge of £265.58, an increase of £10 per annum or £0.83 per month (3.9%).**

46. **Comfort Break 12:10-12:30, on return the panel voted to extend the meeting**

47. **Nomination of Chair/Vice chair for 2022/23 (02:31:50 on recording)**

Proposed by Mr McVie, seconded by Cllr Taylor

**Decision: that Mr Mike Short be elected Chairman for 2022/2023.**

Proposed by Cllr Fry, seconded by Cllr Taylor

**Decision: that Cllr Dove be elected Vice Chair for 2022/2023.**

48. **Q3 Monitoring Report (02:33:12 on recording)**

The PCC presented the Q3 Monitoring Report, he highlighted and reported on each of his 6 priorities:

The panel members were invited to ask questions of the PCC (02:46:39 on recording).

49. **Fight Rural Crime Progress Report (03:50:30 on recording)**

The PCC presented the report, reducing rural crime was one of his priorities.

The PCC noted that, for quite some time, Dorset Police's Rural Crime Team had consisted of just two people – and was pleased that he had secured a commitment from the Chief Constable to considerably increase the size of this team.

The PCC, and his Office, were working to develop the first Rural Crime Reduction Board and scope the Country Watch scheme. He looked forward to sharing developments in this area with the Panel in the coming months.

Panel members were invited to address the PCC in relation to the report. (03:58:58 on recording).

50. **Complaints Process - Spotlight Scrutiny Review (04:13:39 on recording)**

Mr McVie presented a spotlight scrutiny review of complaints against police and complaint reviews. Overall, he was content with the process and that the Key Lines of Enquiry in the report had been addressed. The panel were advised of the recent number of cases and the response timescales.

51. **Complaints Update (04:23:46 on recording)**

Mr McVie advised the panel that there were no new or outstanding complaints.

Members were asked to ratify the current complaints protocol which was unchanged since last year and to appoint a Vice Chair for the sub-Committee.

Proposed by Mr Short, seconded by Cllr Dove

**Decision:** that the current complaints protocol was agreed.

Proposed by Cllr Dove, seconded by Mr McVie

**Decision:** that Cllr Haines be elected as Vice Chair for the PCP Complaints Sub-Committee.

**Action:** Cllr Dove asked Mr McVie to review the make up of the Complaints Sub-Committee.

52. **Dorset Police and Crime Panel Work Programme (04:26:46 on recording)**

The Service Manager for Assurance presented the PCP Work Programme which was noted by the panel and would be reviewed at a future internal meeting in March.

53. **Urgent items**

There were no urgent items.

54. **Exempt Business**

There was no exempt business.

**Appendix - Precept letter from Chief Constable  
Panel Questions and PCC responses**

**Duration of meeting:** 10.00 am - 2.35 pm

**Chairman**

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Representatives of town or parish councils and members of the public who live, work or represent an organisation within the Dorset Council area are welcome to submit up to two questions or two statements for each meeting. Alternatively, you could submit one question and one statement for each meeting.

All submissions must be emailed in full to [elaine.tibble@dorsetcouncil.gov.uk](mailto:elaine.tibble@dorsetcouncil.gov.uk) by 8.30am on Tuesday 28 June 2022.

If you wish to submit a question and/or statement but are unable to attend the meeting in person please let us know and it will be read on your behalf.

When submitting your question(s) and/or statement(s) please note that:

- no more than three minutes will be allowed for any one question or statement to be asked/read
- a question may include a short pre-amble to set the context and this will be included within the three minute period
- please note that sub divided questions count towards your total of two
- when submitting a question please indicate who the question is for (e.g. the name of the committee) Include your name, address and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda
- all questions, statements and responses will be published in full within the minutes of the meeting.

[Dorset Council Constitution](#) Procedure Rule 9

## Councillor Questions

To receive questions submitted by councillors.

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda

and all questions, statements and responses will be published in full within the minutes of the meeting.

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[Dorset Council Constitution](#) – Procedure Rule 13



Crime & ASB	Burglary	Fraud & Cyber	Road Safety	Young People	Pet Theft
Green	Red	Yellow	Green	Red	Green

- PCC visited recipients of the Operation Relentless Community Fund.
- Fraud and cyber crime leaflets distributed to vulnerable members of the community.

Uplift and Visibility	Connectivity and Engagement	Customer Service
Green	Yellow	Yellow

- The first Use of Police Powers Scrutiny (UPPS) Board took place in the quarter.
- Extensive engagement in support of the precept consultation was undertaken.

Addiction	Violence Reduction	VAWG	DA & Stalking	Child Abuse	Modern Slavery
Yellow	Yellow	Yellow	Yellow	Green	Green

- Partnership with NHS England on the commissioning of MH Treatment Requirements.
- The PCC bid to the MOJ for additional funding to support victims of DA & SV.



Funding	Efficiency	Evidence Based Policing	Philosophy & Co-operation
Yellow	Green	Green	Yellow

- The Police and Crime Panel unanimously supported the PCC's precept proposal.
- The PCC welcomed the launch of the Chief Constable's new vision for Dorset Police.

Philosophy	CJS & RJ	Vulnerability	Hate Crime	Business & Retail Crime
Yellow	Red	Yellow	Yellow	Red

- The PCC attended the PFD Hate Crime Conference "No Place for Hate".
- Safer Dorset Business Partnership launched and inaugural meeting held.

Rural Resources	Country Watch	Fly-tipping	Wildlife Crime
Green	Yellow	Yellow	Yellow

- Design and consultation on the Country Watch scheme logo.
- Progression made towards the pilot of a rural crime van to support rural communities.

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“I was delighted to meet traders at Ashley Road who all reported that there had been a substantial decrease in ASB since June. There has been a significant amount of partnership work to address... issues.” <b>BCP portfolio holder for Community Safety and Regulatory Services, Jan 2022</b></p>	Total Crime (from 2019 baseline)	↓	↓ -6.0%	Non-dwelling burglary 2021/22 (YTD)	-15.4% (-134)		v
				Dwelling burglary 2021/22 (YTD)	-2.5% (-28)		v
	Total ASB incidents (from 2019 baseline)	↓	↓ -3.5%	Killed or Seriously Injured (rolling)	+1.8%		^
				ASB YTD (-13.4% without COVID)	-29.8% (-8k)		v
	Public Opinion	↑	TBC	% people feeling safe in Dorset	95%		v
				Commissioning: Crime Prevention 21/22	£281k		^

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Crime and ASB			<p>The PCC visited recipients of the <b>Operation Relentless Community Fund</b>. This included the North Bournemouth Crime Prevention Panel, who are <u>working</u> with ASB HELP – a charity that provides <b>support</b> for anti-social behaviour victims.</p> <p><b>Improvements</b> have been <u>observed</u> in an <b>ASB hotspot</b> area in Poole and <b>Acceptable Behaviour Contracts</b> are being drawn up by police in an area of Weymouth to tackle ASB following an increase in the area.</p>	Pet Theft			The PCC marked <b>Pet Theft Awareness Week</b> in March, by <u>sharing tips</u> to keep pet dogs safe.
				Fraud & Cyber Crime			Leaflets were <u>designed and distributed</u> , informing <b>older and vulnerable people</b> of fraud crime types, support and tips on prevention. The OPCC, Age UK, Dorset Police, Citizens Advice and local authority Trading Standards worked together on the project.
Road Safety			The PCC was supportive when responding to the Department of Transport consultation in relation to the creation of a <b>National Collision Investigation Branch</b> .	Support Young People			The PCC <u>visited</u> the Weymouth Skatepark, a recipient of his <b>Op Relentless Community Fund</b> . The funding has allowed children, some at a cross-roads when it comes to committing crime and ASB, to learn a new skill, to be in a safe space, and to encourage them to <b>stay safe</b> .

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“I give you my assurance that this year’s precept funding will be spent wisely and well and to the advantage of the residents and communities of Dorset, in the pursuit of making our county the safest in England and Wales.”</p> <p><b>PCC, 4 February 2022</b></p>	Number of full-time equivalent police officers	↑	↑ 1297.3	Victim Satisfaction (Whole Experience)	66.6%		v
	Percentage of People who feel Dorset Police do a good job in their area	↑	-- 76%	Victim Satisfaction (Actions Taken)	61.9%		v
	999 Calls answered within 10 Seconds	90%	-- 83%	Victim Satisfaction (Kept Informed)	69.5%		^
				Average 101 answer time	11.8 mins		v
				Complaints received by Dorset Police (Q4)	229		^
				Complaint Reviews received by OPCC (Q4)	30		v

Theme	RAG Q3	RAG Q4	Detail
Uplift and Visibility			The <b>precept proposal</b> was unanimously <u>supported</u> by the Police and Crime Panel. The investment will be used to fund a variety of improvements, including the <b>strengthening of neighbourhood policing</b> and an increase to the Rural Crime Team. Alongside the Uplift programme, this will enable <b>more officers</b> to police the streets of Dorset.
Engagement and Connectivity			<p>An online <b>survey</b> held across December and January, <u>supported</u> the PCC’s proposal to raise the <b>precept</b>. Of the 1,662 respondents, 67% supported the proposal to raise the precept and 77% agreed that Dorset Police needed more funding. The survey was supported by two <u>Facebook Live events</u>, in which the PCC took questions from the public.</p> <p>The PCC continued to work with the Force on the <b>Estates Future</b> programme, to ensure that police building are fit for purpose and enabling communities to better connect with the service.</p> <p>The PCC has ensured an uplift in communications with <b>elected representatives</b> since taking post to ensure they are kept informed and that the PCC is aware of key priorities in their constituencies. This also includes communication with non-elected officials through other means, such as <b>Community Safety Partnerships</b>.</p>
Customer Service			The first <b>Use of Police Powers Scrutiny (UPPS) Board</b> took place, reviewing and considering a number of areas related to customer service. The PCC, supported by <b>independent members</b> , scrutinised police public contact handling data, alongside the current performance of the Force’s complaints system.

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“As the APCC co-chair for Substance Misuse and Addiction, I have been delighted to see Scorpion in action... the results were impressive, with 18 arrests... £100,000 seized and six county lines disrupted.”</p> <p><b>PCC, 23 March 2022</b></p>	Most Serious Violence (from 2019 baseline)	↓	↓ -12.9%	Domestic Abuse Crimes	-0.2% (-376)		∨
				Domestic Abuse Incidents	+23.5% (+2.1k) Recording Change		^
	Domestic Abuse Crime and Incident Reports	↑	↑	Violence Against the Person	+8.2% (+1,572)		^
				Domestic Violence, Sexual Harm and Stalking Prevention Orders 2021/22	328		^
Effectiveness assessment by HMICFRS	ADQ.	GOOD	Commissioning: Reducing Reoffending 21/22	£607k		^	

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Addiction and Substance Misuse			All five South West PCCs and Chief Constables <u>came together</u> to combine powers to <b>tackle cross-border drug supply</b> as part of Op Scorpion.	Child Abuse			The PCC <u>supported</u> a campaign, run by the Children’s society and called <b>#LookCloser</b> , to <b>protect young people</b> from exploitation
			<p>The PCC agreed partnership funding with <b>NHS England</b> towards the commissioning of a new <b>Mental Health Treatment Requirement</b> service, which will form part of a wider offer supporting people with addiction and mental health issues.</p> <p>The PCC engaged with <b>substance misuse leads</b> to scope the possibility of a <b>drug rehabilitation programme</b> to be delivered in <b>prisons</b>.</p>	Violence Against Women and Girls [VAWG]			<p>An independent <b>Rape and Serious Sexual Assault</b> (RASSO) report was completed and considered by the PCC and Force. A new Investigative Standards board has been established to <b>drive improvements</b>.</p> <p>The OPCC bid to the Ministry of Justice for additional <b>ISVAs and IDVA</b> posts to increase service provider capacity in the county.</p>
Violence Reduction			A proposal was considered by the BCP <b>Community Safety Partnership</b> to scope a violence reduction hub, the precursor to a <b>Violence Reduction Unit</b> , with the PCC seeking to provide financial support alongside partners.	Domestic Abuse & Stalking			The PCC bid to the Home Office for additional funding to secure the continuation of <b>DA perpetrator programmes</b> established in the county.

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“To make the improvements that I want to see in rural policing will take commitment from partner agencies and rural organisations and it will take time to deliver, but I am absolutely dedicated to keeping up the momentum of change on this.” PCC, 4 February 2022</p>	Total Rural Crime (compared to 2019 baseline – YTD)	↓	↓ -65%	Crimes ‘Flagged’ as Rural	-40% (-162)		^
	Rural Resources	↑	↑	Engagement events in County LPA (Q3 to Q4)	+33.6% (+49)		
	Public Opinion	↑	TBC				

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Rural Resources			<p><b>Rural Crime</b> was specifically mentioned within the <b>precept</b> messaging to residents, with more officers due to be trained in rural crime during 2022/23 and <b>additional officers</b> and PCSOs anticipated to join the team.</p> <p>As has been well-publicised, there has already been a <b>sizeable increase</b> in the Rural Crime Team’s numbers and the PCC has made clear his ambition that rural communities should see an <b>improved service</b> in the years ahead.</p>	Country Watch			<p>The PCC consulted with the Rural Crime Reduction Board – set up to oversee the delivery of the key actions to Fight Rural Crime – on the design of the new <b>Country Watch</b> logo, which was well received. The branding will be used to drive awareness of the Country Watch scheme and its aims.</p> <p>Discussions took place regarding the pilot of a <b>Rural Crime Van</b> which could work with farmers, landowners, and rural businesses who have been victims of crime.</p>
Fly-Tipping			<p>The OPCC instigated conversations with regional partners to explore <b>joint approaches</b> to reduce fly tipping and techniques to catch perpetrators, such as the use of CCTV in vulnerable locations.</p>	Wildlife Crime			<p>The PCC <u>blogged</u> on his commitment to fighting rural crime – including <b>wildlife crime</b> – following a detailed briefing provided to the Police and Crime Panel. In February, the PCC attended a multi-agency <b>operation</b> to target hare coursers and poachers.</p>

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“It is important that the people of Dorset have trust and confidence [in] our justice system. Ensuring that our criminal justice system is fair and effective is not only vital for the successful functioning of the system but also for creating communities that feel safe.” PCC, 9 March 2022</p>	Number of victims supported by OPCC commissioned services	↑	↑	Victim Support – Cases Created (Q4)	3,063		v
				Victims’ Bureau – Contact (Q4)			v
	Victim Satisfaction	↑	--	Recorded Hate Crime (YTD)	+9.5% (92)		^
			67%	Recorded Hate Incidents (YTD)	+4.7% (17)		^
	Legitimacy Assessment by HMICFRS	ADQ.	GOOD	Business Crime (YTD)	+11.7% (+349)		v
				Commissioning: Victim Support 21/22	£1.7m		^

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Victims and Community			<p>Confirmation from the Ministry of Justice that <b>victims funding</b> (£152k) for domestic abuse and sexual violence services would continue into 2022/23.</p> <p>The PCC responded to the <b>Victims Bill</b> consultation, designed to improve victims’ experience of the criminal justice system.</p>	Hate Crime			<p>The PCC funded and attended the Prejudice Free Dorset conference “<b>No Place for Hate</b>”.</p> <p>The PCC <u>wrote</u> about <b>Holocaust Memorial Day</b> and took part in the Light the Darkness ceremony to remember those who were murdered for who they were and to stand <b>against prejudice and hatred</b> today.</p>
Criminal Justice Service and Restorative Justice			<p>The PCC joined his Wessex counterparts, the Wiltshire and Hampshire PCCs, to write to the Ministry of Justice and Home Office regarding <b>delays and challenges</b> within the courts and criminal justice system – raising that some national issues were affecting <b>local delivery</b>.</p>	Vulnerability			<p>The PCC <u>outlined</u> three key things he believes that are crucial to protecting <b>vulnerable</b> young people from the <b>dangers of drugs</b>.</p>
			<p>The PCC <b>promoted</b> the work of the <u>Dorset Criminal Justice Board</u>, which he chairs – highlighting the Strategic Plan for the county.</p>	Business and Retail Crime			<p>The PCC chaired the first <b>Safer Dorset Business Partnership</b>, bringing together key partners and businesses to discuss priority areas and prevention.</p>

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q3	Q4
<p>“I wholeheartedly welcome the Chief Constable’s policing vision for Dorset and I am particularly pleased that the vision reflects my own Police and Crime Plan. I very much support the approach of being tough on crime.”</p> <p><b>PCC, 26 February 2022</b></p>	Money secured from competitive national funds	↑	↑ 588k	Total Commissioning Spend by OPCC (2021/22)	£2.6m		^
	Budget Forecast	SEE FINANCE SLIDES	SEE FINANCE SLIDES	Innovation Bids Submitted (YTD)	23		^
				Small Grant Bids Awarded 2021/22	10		^
	Efficiency assessment by HMICFRS	ADQ.	GOOD	Absence Rates for Officers (Q3)*	3.70		^
Absence Rates for Staff (Q3)*				3.95		^	

Theme	RAG Q3	RAG Q4	Detail	Theme	RAG Q3	RAG Q4	Detail
Funding			<p>The <b>Police and Crime Panel</b> <u>unanimously approved</u> plans to increase the amount of money Dorset residents pay for their <b>policing</b>.</p> <p>The PCC continues to <b>lobby</b> government for a fair <b>funding settlement</b> for policing in Dorset. He <u>welcomed</u> the support from Dorset MPs.</p> <p>The Force and OPCC has been awarded a grant of just over <b>£149,000</b> towards the cost of <b>solar panels</b> planned for the Force estate.</p>	Efficiency			<p>Funding has been agreed to <b>form a small team</b> to exploit the tools and applications available to forces under Microsoft 365, delivered as part of the <b>National Enabling Programme</b>.</p> <p>Continued progress towards the launch of <b>Voyager</b>, which will see closer interface between <b>Niche and Pronto</b> to provide quicker access to data and reduce the need to rekey information.</p>
Evidence Based Policing			<p>Through the joint Force and OPCC commitment to <b>innovation</b>, investment has been provided to supply a Smart Water Deterrent for domestic abuse victims and the use of drug testing on arrest.</p>	Philosophy and Co-Operation			<p>The PCC <u>welcomed</u> the launch of the Chief Constable’s <b>policing vision</b> for Dorset: <u>a safe county for everyone</u>. The purpose includes being <b>tough on crime</b>; priorities include the <b>relentless pursuit</b> of criminals; <b>exceptional</b> local policing; innovating, transforming &amp; improving; and <b>putting victims first</b>.</p>

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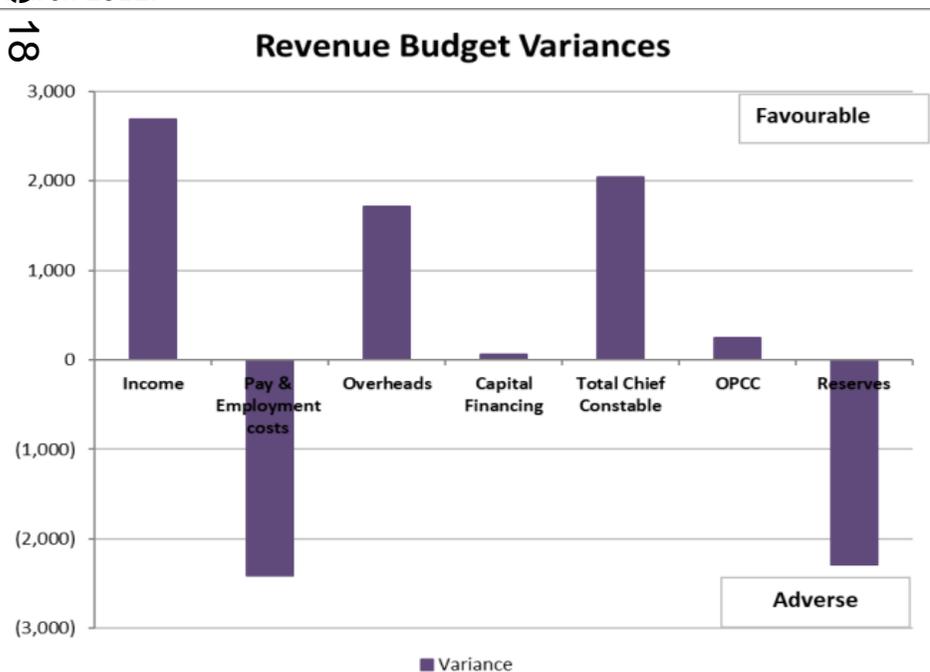
## 2021/22 QUARTER 4 FINANCIAL REPORT – OVERVIEW

The overall revenue spend for the year is on budget at £148.4m, but this is after carry forward requests of £1.456m have been transferred to the Budget Management Reserve. This is equivalent to 0.98% of the net revenue budget.

The general fund balance remains at £5.55m, equivalent to 3.74% of Net Revenue Expenditure.

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The graph below summarises the revenue variances for the year as at 31 March 2022.

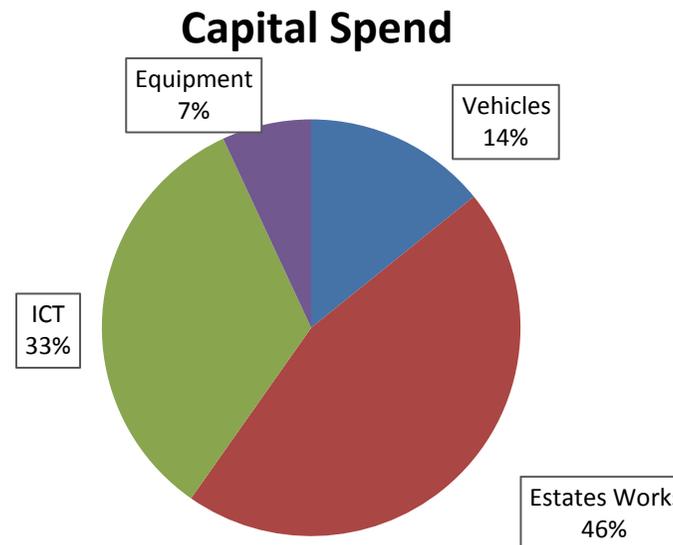


## CAPITAL

The Capital Programme ended the year with actual expenditure of £4.907m against a revised budget of £9.344m for the year, a favourable variance of £4.437m. This variance is made up of slippage of £4.194m and an underspend on schemes of £0.243m.

The impact of the war in Ukraine and high cost inflation requiring schemes to be redesigned and reprocured has resulted in additional slippage than planned this year.

The graph below shows the current allocation of the forecast spend for 2021/22.



Further information on both the revenue budget, capital programme and reserves can be found on the following pages.

RAG Status	
This Period	Last Period



## REVENUE BUDGET MONITORING

2021/22	Original Budget	Revised Budget	Full year Outturn	Variance fav / (adverse)	Ref	Revenue Commentary
Chief Constable	£000's	£000's	£000's	£000's		
Income	(20,532)	(22,115)	(24,801)	2,686	R1	R1. Additional income was received from Mutual Aid, primarily from the G7 summit and COP26. There is also extra income from more officers on secondment. Both of these increased incomes result in increased expenditure within the Pay Budgets. A notional income is also required to be included for courses funded by the Apprenticeship Levy, which is offset by a notional cost of training provided within the pay budget.
Pay & Employment costs	125,768	125,674	128,090	(2,416)	R2	R2. In addition to the increased costs of mutual aid, secondments and apprenticeships which are covered by additional income, there are increased police officer overtime costs, police staff overtime costs, primarily within the Force Command Centre, and increased costs of ill health retirements.
Overheads	38,055	40,614	38,902	1,712	R3	
Capital Financing	3,096	2,982	2,923	59	R4	R3. Reduced repairs and maintenance costs as a result of vacancies and lower fuel usage, reduced photocopying during the first half of the year whilst covid restrictions were in place. Further savings have been achieved through a review of IT licencing costs. Other underspends in this area make up the carry forward requests, including the Innovation Fund of nearly £0.5m.
<b>Total Chief Constable</b>	<b>146,386</b>	<b>147,155</b>	<b>145,114</b>	<b>2,041</b>		
OPCC	2,269	2,351	2,102	249	R5	R4. Savings in capital financing costs as a result of slippage of the 2020/21 capital programme.
<b>Total Net Revenue Expenditure</b>	<b>148,655</b>	<b>149,506</b>	<b>147,216</b>	<b>2,290</b>		R5. Underspends from vacancies and legal costs have been transferred to reserves. The increased commissioning has been funded by the Police and Crime Plan Reserve.
Reserves	(300)	(1,151)	1,139	(2,290)	R6	R6. Additional contributions to reserves for carry forward requests (£1.5m), uplift grant (£0.6m) and OPCC (£0.2m).
<b>Net Budget</b>	<b>148,355</b>	<b>148,355</b>	<b>148,355</b>	<b>0</b>		

RAG Status	
This Period	Last Period

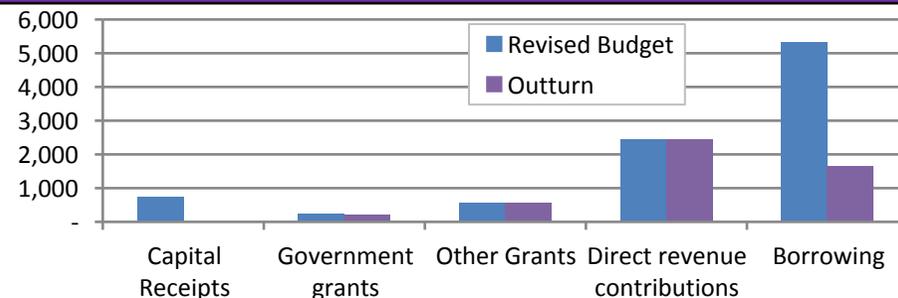


## CAPITAL BUDGET MONITORING

2021/22	Original Budget	Revised Budget	Outturn	Variance Fav / (Adverse)	Capital Programme Commentary
	£000's	£000's	£000's	£000's	
<b>Capital Investment</b>					
Vehicles	1,656	1,477	695	782	<p>Fleet Services slippage was higher than forecast in Q3 as a result of delivery delays from the war in Ukraine which has contributed to already long lead times. This will all be carried forward to next year.</p> <p>The underspend within Estates is entirely slippage, primarily related to works at Ferndown and the Futures project as the time taken to design and specify works and subsequently procure has taken longer than anticipated as a result of significant cost inflation, in order to remain within budget.</p> <p>£1.43m of the ICT variance is slippage into 2022/23 with projects such as the next phase of STORM, Firewall replacement, WIFI and switch replacements being delayed. The remaining variance is true underspend as a result of a different approach to a database project, requiring less upfront capital costs.</p> <p>The underspend within equipment relates to slippage in the planned purchase of drones and the digital camera upgrades and signage schemes. The ongoing global shortage of electronic chips has also impacted the delivery of equipment which had been on order for some time.</p>
Estates Works	4,927	3,747	2,236	1,511	
ICT	4,348	3,252	1,637	1,615	
Equipment	724	813	339	474	
Unallocated	0	55	0	55	
<b>Total Capital Programme</b>	<b>11,655</b>	<b>9,344</b>	<b>4,907</b>	<b>4,437</b>	

## CAPITAL FINANCING

Sources of Finance	Original Budget	Revised Budget	Outturn	Variance
Capital Receipts	-	756	-	756
Government grants	110	230	227	3
Other Grants	-	569	570	(1)
Direct revenue contributions	2,611	2,458	2,445	13
Borrowing	8,934	5,331	1,665	3,666
<b>Total Capital Funding</b>	<b>11,655</b>	<b>9,344</b>	<b>4,907</b>	<b>4,437</b>



RAG Status	
This Period	Last Period



## USABLE RESERVES

2021/22	Opening Balance at 1/4/21	Budgeted transfer to/(from) reserves	Actual Transfer to/(from) reserves	Closing Balance at 31/3/22	Variance against budgeted transfer	Reserves Commentary
Reserve	£000's	£000's	£000's	£000's	£000's	
Budget Management Fund	1,237	0	903	2,140	(903)	<ul style="list-style-type: none"> <li>Carry forward requests totalling £1,456,500 have been transferred to the Budget Management Fund, alongside the remaining ESN grant from 2020/21 of £186,300. In addition there are Transforming Forensics carry forwards of £496,800.</li> <li>Only a small amount was required from the Police and Crime Plan reserve to fund additional commissioning commitments during the year.</li> <li>No contributions were required for legal costs during the year therefore the budget was transferred to the OPCC legal reserve. Given the balance in the reserve the required budget will be reviewed during 2022/23.</li> <li>A new OPCC reserve has been created as a result of the significant vacancies experienced in the office during the year in order to provide funding for additional support and pilot projects within the office.</li> <li>Carry forwards on regional programmes we administer totalling £260,000 were utilised this year with only the SW ROCU carrying forward £73,000 at year end.</li> <li>The Uplift reserve contains the balance of the funding provided for infrastructure and year 3 of the uplift programme. This is expected to be utilised in the next 2 years.</li> <li>The cost of the Police Education Qualification Framework (PEQF) was underbudget again this year, therefore a further contribution to the reserve has been made.</li> <li>The transfer from the General Fund relates to funds held on behalf of the National Forensics Portfolio and will transfer to the new Portfolio lead shortly.</li> <li>Due to the higher levels of slippage in the capital programme than originally forecast there was no requirement to use the capital receipts reserve as originally budgeted. Net capital receipts of £315,000 were received in Quarter 1 taking the total balance to £1.071m.</li> </ul>
Police and Crime Plan Reserve	917	0	(52)	865	52	
OPCC Legal Reserve	96	0	82	178	(82)	
OPCC Reserve	0	0	219	219	(219)	
Regional Collaboration Reserve	260	0	(187)	73	187	
Workforce Change Reserve	643	0	0	643	0	
Uplift Reserve	200	(100)	649	849	(749)	
Learning & Development Reserve	46	0	0	46	0	
PEQF Reserve	265	0	22	287	(22)	
<b>Total Earmarked Reserves</b>	<b>3,664</b>	<b>(100)</b>	<b>1,636</b>	<b>5,300</b>	<b>(1,736)</b>	
<b>General Fund Balance</b>	<b>5,699</b>	<b>0</b>	<b>(149)</b>	<b>5,550</b>	<b>149</b>	
<b>Total Revenue Reserves</b>	<b>9,363</b>	<b>(100)</b>	<b>1,487</b>	<b>10,850</b>	<b>(1,587)</b>	
<b>Capital Receipts Reserve</b>	<b>756</b>	<b>(729)</b>	<b>315</b>	<b>1,071</b>	<b>(1,044)</b>	
<b>Total Usable Reserves</b>	<b>10,119</b>	<b>(829)</b>	<b>1,802</b>	<b>11,921</b>	<b>(2,631)</b>	

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## **POLICE AND CRIME PANEL – 30 JUNE 2022**

### **DRAFT ANNUAL REPORT 2021/22**

#### **REPORT BY THE POLICE AND CRIME COMMISSIONER**

##### **PURPOSE OF THE PAPER**

*To seek Members' views on the Draft Annual Report 2021/22 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 2021/22 has therefore been circulated 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 2021/22 FINANCIAL YEAR**

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

2.2 The Annual Report has been designed to be accessible and easy to digest. Members will note the 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 Panel members are invited to review the draft Annual Report and to provide their feedback and recommendations prior to finalising the document. It is hoped that Members of the Panel will be supportive of the approach and will also welcome the opportunity to comment and shape the report.

3.2 It is requested that any feedback is provided to the Chief Executive by Friday 8 July 2022. This can then be fully considered by the OPCC and assimilated in the final Annual Report ahead of publication.

#### **4. RECOMMENDATION**

- 4.1 Members are recommended to consider the draft Annual Report for the financial year 2021/22 and to provide feedback and recommendations as appropriate.

**DAVID SIDWICK**  
**POLICE AND CRIME COMMISSIONER FOR DORSET**

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Media Enquiries to: Susan Bloss, Head of Communications & Engagement (01202) 229095



## POLICE AND CRIME PANEL – 30 JUNE 2022

### THE STRATEGIC ALLIANCE



### PURPOSE OF THE REPORT

*To provide members with an update on the current position of the Strategic Alliance between Dorset Police and Devon & Cornwall Police, including financial savings, operational efficiencies, and benefits to public safety.*

#### 1. BACKGROUND

- 1.1. Every territorial police force in England and Wales works in collaboration with others, at a local, regional, or wider level. Across the public sector, it is established practice for agencies to collaborate with each other, and with partners, both on a local and a national scale. Collaboration done well can drive out financial savings, improve efficiency and effectiveness, and reduce duplication, thereby improving public service and outcomes.
- 1.2. Dorset Police and Devon & Cornwall Police formally entered into a strategic alliance in March 2015. The two forces (and three counties) share a common geography and demographics, with the mix of rural, coastal, and urban communities offer similar policing challenges, including the notable contributor of tourism.
- 1.3. Additionally, the two forces share a common commitment to sustaining an effective and proudly local policing service, whilst reducing costs, improving efficiency and resilience, and investing in tackling new and emerging threats. The alliance, therefore, is a collaboration of two equal partners in finding new and more efficient solutions to our policing needs, whilst at the same time remaining as separate forces.

#### 2. GOVERNANCE

- 2.1. The 'Working Together Board' continues to be the forum for making key strategic decisions and providing governance and oversight on the strategic alliance. This is a quarterly meeting of the two Chief Constables, two Police and Crime Commissioners, two Deputy Chief Constables, two Chief Executives, and four Chief Financial Officers representing the four policing legal entities (corporations sole) from Dorset and Devon & Cornwall. The Board is jointly chaired (on rotation) by the Chief Constables, and the agenda is set jointly by the Deputy Chief Constables and Chief Executives.

### 3. PRINCIPLES

3.1. In working together as a strategic alliance, Dorset Police and Devon & Cornwall Police agreed the following guiding principles:

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- Services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or ineffective to do so
- Our ambition should not be limited by geography and should focus on continuous improvement
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities and the independence of the four separate policing legal entities.

### 4. HISTORY

4.1. There are well in excess of 20 business areas which are managed by alliance departments and teams, covering both operational command, and enabling services. These are listed below in the order by which they 'went live' as alliance business areas, all between 2015 and 2018:

<b>Operational Command</b>	<b>Enabling Services</b>
Alliance Operations Dept	Alliance Admin Services Dept
Alliance Automatic Number Plate Recognition Team	Alliance Audit, Insurance & Strategic Risk Team
Alliance Dogs Team	Alliance Finance Dept
Alliance Roads Policing Team	Alliance Integrated Offender Mgmt. Team
Alliance Operations Planning Team	Alliance Information Assurance Team
Alliance Armed Response Vehicles Team	Alliance Fleet Services Dept
Alliance Tactical Firearms Team	Alliance ICT Dept
Alliance Force Support Group	Alliance People Dept
Alliance Drone Team	Alliance Information Compliance Team
	Alliance Firearms & Explosives Licensing Team
	Alliance Professional Standards Dept
	Alliance Corporate Communications Dept
	Alliance Evidential Property Team

4.2. Since late 2018, no further business areas have been aligned, and a steady state of 'working together' has ensued, with the operations and performance of the business areas being subject to the usual levels of scrutiny through the existing governance regimes. These include the various business, operations, and performance boards for both forces, some of which are attended by their respective OPCCs.

### 5. WORKING TOGETHER

5.1. In 2020, the HMICFRS thematic report on police collaborations '[Hard Yards](#)' noted that "too many police collaborations are failing, or not giving the results they should, costing forces money, time and effort".

5.2. It is wise to recognise that past decisions, often made by Chief Constables and Police and Crime Commissioners no longer in post, whilst considered correct at the time might no longer be regarded as so, as some of the overriding issues of the past now exert a lesser effect. This is particularly the case for decisions made in the peak of austerity.

- 5.3. In the case of the Dorset and Devon & Cornwall collaboration, whilst service improvement was always at the heart of decision-making, there was also an evident need to drive out financial savings to protect frontline policing services.
- 5.4. In that context, it is right that existing collaborations are kept under regular review to ensure that the current outputs being delivered are what is needed today. To ensure this, the Working Together Board has agreed that annual reviews should take place for each business area, with a focus on service delivery, sequenced so that the outputs of the review can feed into the development of the Force Management Statements for each force.
- 5.5. Without wanting to be critical of other force collaborations, where disagreements between collaboration partners have led to public positions being taken and ultimatums given, the maturity of the Dorset and Devon & Cornwall alliance has allowed decisions to be taken to return to single force structures, where needed, with relative ease. For transparency, this has happened twice.
- 5.6. Firstly, in 2019, where the decision was taken to decouple the alliance arrangement that created a single Prevention Department across both forces. In this case, prevention activities, notably the differential levels in investment of the 'citizens in policing' agenda (cadets, special constables, and police staff volunteers) and in approaches taken to deliver services for young people (including investment into Safer Schools Teams), linked to the delivery of individual force priorities and police and crime plans ultimately began to impact on service delivery due to competing priorities from each force area.
- 5.7. Secondly, in 2020, an exception was reported through Working Together Board as the operational business had concluded that due to differential ICT systems, the Alliance Intelligence Department was working inefficiently in different ways to service the needs of both forces. Whilst both forces had the goal of a single ICT platform for crime recording, it was recognised that this was (at the time) still some years away, and after the development and careful scrutiny of a business case, the decision was taken to return this department to a single force structure.
- 5.8. Both decisions came at a modest cost but were needed to safeguard local service delivery for both forces. Leadership, staff resilience and wellbeing are key, and transition plans ensured continuity of service and a smooth passage through the exit process, with specialist support and advice available to personnel from HR change professionals.
- 5.9. 'Lessons learned' reports were drawn up and considered at Working Together Board to ensure, not only, appropriate oversight of the decoupling process, but also, a clear scrutiny of ongoing delivery to ensure the desired outcomes were successfully delivered. Philosophically, the strength of a force collaboration is not tested in equilibrium, but when there are challenges, and thus far the strategic alliance is living up to its principle of 'working together'.

## 6. CURRENT FOCUS

- 6.1. With the collaborated alliance units operating in a 'business as usual' state, members of the Working Together Board, have begun a discussion to agree the future direction of the Forces' activity, assurance, benefit management and futures planning to ensure these continue to meet organisational needs in delivering Police and Crime Plans, strategic Force Vision and Mission Statements, and other policing requirements.
- 6.2. As a result of this discussion, it has been agreed that the Working Together Board consider its business under three principal tranches:

**Assurance:** The board will continue to provide an overall assurance of delivery, receiving insight, analysis and performance reporting by exception to ensure the smooth progression

of alliance business. Individual governance will sit within projects, either individually or jointly managed by forces, with OPCC oversight. The board will continue its purpose to provide assurance and focus on areas of challenge – largely cross cutting risks, with strategic decisions, requests for funding or resource, or performance exceptions continuing to be reported to the board, as at present.

**Delivery and Benefits Realisation:** The board will continue to maintain oversight of strategic delivery, performance and benefits realisation across the range of alliance business areas. Recognising the challenge of producing a strategic performance dashboard across such disparate areas of delivery, it has been agreed that a three-pillar approach of considering people, cost and service will be developed (this model is explained further in paragraph 7.4).

**Futures Planning:** Finally, recognising that both Forces and both OPCCs are running suites of activity spanning delivery against local, regional and national priorities, the board will now ensure to set aside time to collaboratively review the collective response to these strategic challenges, and determine areas of joint future planning and activity. This also enables Dorset and Devon & Cornwall to have a clear view when highlighting possible areas for collaboration with the other three south west forces (Avon & Somerset, Gloucestershire and Wiltshire).

- 6.3. Whilst the Working Together Board had traditionally focused on the first two of these elements, given most of the activity is scrutiny and assurance of 'business as usual', it was important to restrengthen the strategic direction of the board to ensure it continued to fulfil its purpose of directing the development of the alliance.

## **7. SERVICE DELIVERY**

- 7.1. To receive assurance that the strategic alliance business areas are performing as required, the Working Together Board has asked for a new strategic performance framework to be developed, as the existing benefits realisation model was no longer fit for purpose given the change in focus in recent years.
- 7.2. As mentioned in paragraph 5.2, in particular, the existing cost benefits model reflected a different time in policing delivery, albeit that the savings targets set out in back in 2015 were achieved, when comparing a like-for-like service provision. Naturally, however, with the advent of uplift and the opportunity to raise service delivery to the public (and, of course, the impact of inflation and rising costs over time) the current actual costs of alliance departments, in 2022, is higher than in 2015. Consequently, it cannot be expected that the previously delivered savings will still be observable within 2022/23 budget lines.
- 7.3. Recognising the need to completely reset the existing performance framework, the current arrangements attached to Force collaborations elsewhere were considered including: the Welsh forces arrangements; Warwickshire and West Mercia; Surrey and Sussex; Hampshire and Thames Valley; and Bedfordshire, Cambridgeshire and Hertfordshire. In addition, the HMICFRS report mentioned above was reviewed and further information was provided by the author. These reviews established that in most Force collaborations, while there is significant monitoring and tracking of cashable savings realisation, there is little effective monitoring of the quality of service provided.
- 7.4. In order to identify a suitable framework of measures that could be tracked to assess the quality of service delivery, a range of internal information and performance assessment were considered. This led to the collation of a suite of measures that would provide a high-level performance monitoring framework under the three-pillar model, previously highlighted. This framework is still in development, but a concept example is outlined below:

<b>People</b>	<b>Cost</b>	<b>Service</b>
Absence and assault rates	Adherence to agreed budgets	Public and victim satisfaction levels
Wellbeing assessments and staff survey	Achievement against corporate strategy	Internal customer satisfaction levels
Employee satisfaction	Internal and external audit	OPCC assessment
Turnover and retention rates	HMICFRS value for money profile	Partner and community feedback
PDR and talent review ratings		Scrutiny panels and IAGs
Success of recruitment and Positive Action campaigns		Local, national and partner evaluations

- 7.5. The framework, currently in development, will likely propose that each alliance department/unit/team will further refine their existing performance monitoring framework, and identify key or aggregate measures that provide useful indicators of strategic performance, stretch or challenge.
- 7.6. This would, essentially, lead to the production of a summary showing people, cost and service performance for each function. This dashboard would then be aggregated in the strategic overview framework, and be considered by other Force and Alliance boards, ultimately being reported, by exception, to Working Together Board.

## **8. CONCLUSION**

- 8.1. Like other territorial police forces within England and Wales, working in close collaboration with neighbouring Forces is very much business as usual, with no substantial changes in operations or governance mechanism in recent years.
- 8.2. However, over the past year, with the election of a new PCC, and the appointment of a new Chief Constable in Dorset and the re-election of the PCC in Devon and Cornwall it has been a good opportunity to consider the existing Strategic Alliance arrangements.
- 8.3. As a result of these discussions, the Working Together Board has determined that the existing strategic alliance benefits realisation model is out-of-date and needs to better reflect the current delivery priorities and operational context. This work is underway and will continue to be subject to close scrutiny and governance.

## **9. RECOMMENDATION**

- 9.1. Members are recommended to note the report.

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

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**POLICE AND CRIME PANEL – 30 JUNE 2022**

**ESTATES FUTURES PROGRAMME**



## **PURPOSE OF THE REPORT**

*To provide members with an update on the current position of the Estates Futures Programme and the delivery of the related commitments made in the Police and Crime Plan.*

### **1. BACKGROUND**

- 1.1. Police and Crime Commissioners, as a legal entity, own and are responsible for the police estate (both property and land). In Dorset, the day-to-day management of such is devolved to the Dorset Police Estates Team, which is under the direction and control of the Dorset Police Assistant Chief Officer (ACO). The 'Land and Property Owned and Occupied Register' is published on the [OPCC website](#).

### **2. GOVERNANCE**

- 2.1. Governance of the police estate (and hence the Estates Futures programme) occurs through the Strategic Estates Programme Board, chaired by the ACO, and attended by the OPCC Chief Executive (CX), Chief Finance Officer (CFO) and Director of Operations (DoO). In addition, a separate Headquarters Project Board is attended by the DoO, and the OPCC is represented on the Estates Futures working group by the Governance and Contact Manager.
- 2.2. Capital and revenue decisions related to the police estates are made through the Capital Strategy Group which is chaired by the CFO, and the Resource Control Board which is attended by the CX and CFO.

### **3. PRINCIPLES**

- 3.1. A modern estate – with buildings in the right place and fit-for-purpose – will help Dorset Police and the OPCC keep people safer and be more visible and better connected with local communities right across the county.
- 3.2. Some of the current buildings are in poor condition, not well suited to the current needs and expectations of the public and in need of urgent investment. They are also not best suited to help police officers maximise their time out in communities.
- 3.3. Modernisation and investment in the Dorset estate is necessary due to the poor condition of some of the current buildings and the ongoing maintenance costs caused by years of austerity. 'Make do and mend' is no longer a viable option.
- 3.4. Despite the initial outlays, a refreshed estate would offer value for money, by negating existing buildings' high maintenance costs and reducing energy costs through increased sustainability and use of renewables in the long term.

- 3.5. Reinvestment in the wider estate will allow Dorset Police to use new and emerging technology to better engage with communities. Using the right resources at the right time in the right place will result in improved visibility and connectivity with local communities.
- 3.6. Co-locating with public sector partners and using existing community hubs where appropriate will continue to be a priority and will further improve partnership and community working.
- 3.7. An upgrade of the estate will futureproof the organisation (in the case of the new headquarters for another 30 years), making every penny count and better enabling future challenges to be met.
- 3.8. The rebuild of Dorset Police headquarters at Winfrith will be a cost-effective solution to the existing building's high maintenance costs and health and safety issues, recognising that it will cost more to keep the current headquarters building fit for occupation than it will to replace it with another building.

#### 4. STRATEGY

- 4.1. The Estates Futures programme addresses the Police and Crime Commissioner's vision of making Dorset the safest county by setting out the delivery of a range of benefits to communities and staff that will secure and futureproof the Dorset Police estates for the next 30 years. It will improve service delivery to the public:

<b>Cut Crime and ASB</b>	By maximising community policing, multi-agency working and frontline deployment.
<b>Make Policing More Visible and Connected</b>	By maximising technology and minimising time needed to be spent by officers in stations.
<b>Fight Violent and High Harm Crime</b>	By ensuring the right resources, are available in the right place at the right time.
<b>Fight Rural Crime</b>	By building a strong understanding of the diverse needs of rural, coastal & urban communities.
<b>Put Victims and Communities First</b>	By reaching, and meaningfully engaging with, more people, especially seldom heard groups.
<b>Make Every Penny Count</b>	By ensuring estates are fit for purpose and are in the best locations for delivering policing services.

- 4.2. The programme follows a significant period of austerity, where inward investment in police estates was not deemed appropriate given the pressures on maintaining frontline services, and the global pandemic where new ways of working have been embraced across all sectors. It also follows a change in political and operational leadership with David Sidwick being elected in May 2021, and Chief Constable Scott Chilton being confirmed in post by the Panel in August 2021. The combined impact of these factors necessitated a root and branch review of police estates be undertaken and the resulting Dorset Police Estates Strategy 2022-2025 was agreed by the Police and Crime Commissioner and Chief Constable and subsequently published.
- 4.3. The guiding principles of the police estate, as set out in the Estates Strategy, are that it:
  - supports engagement with the public and is of the right quality and in the right place, with the aim of having a community footprint in every town so Dorset Police can better connect with the people of Dorset,

- is cost-effective and therefore the PCC will invest where it is most needed, co-locating with partners if necessary and delivering better connectivity with our communities, and
- is sustainable and improves energy efficiency, reducing carbon emissions and achieving Net Zero by 2050.

4.4. The programme also addresses the Police and Crime Plan, specifically priority two to 'make policing more visible and connected', with some of the detailed commitments including:

- to invest in technology and analysis capabilities, as well as improve processes, so that officers' time is spent as efficiently and productively as possible,
- to take action to improve the mental and physical wellbeing of officers and staff, so that they are best able to perform their role in challenging and demanding circumstances,
- to review the current use of police estates, to ensure that front desks are accessible and being used effectively, that key facilities are suitably located, and that officers have a footprint within each of Dorset's towns, and
- to examine... the best use of force estate to make sure that taxpayer money goes as far as possible.

## 5. CAPITAL PROGRAMME

5.1. Dorset Police has a footprint in every town, with 54 locations spread across the county. The estates strategy sets out the continuing commitment to ongoing collaboration, partnering and co-location with other public sector organisations where appropriate, and recognises the strategic intent to continue to move away from standalone leasehold sites.

5.2. Police estates have a complex mix of uses, and many of these are highly regulated and with strict security and operational requirements. Aside from buildings that house traditional corporate functions such as ICT, finance, HR, administration, communications, analysis and management, Dorset Police also houses a contact centre for emergency call handling, telecoms masts, three custody suites, an armoury and firearms training range, gyms for physical fitness and Taser training, forensics and evidential property hubs, dog kennels and workshops for vehicle maintenance.

5.3. Both Dorset Police and the OPCC acknowledge that budgetary constraints of the previous decade have meant the maintenance and development of police estate has not always kept pace with the changes in modern operational policing or the changes in working styles accelerated by the COVID-19 pandemic or ambitions towards achieving a Net Zero carbon emissions status.

5.4. The Estates Futures programme initiated in 2021, and in due course will positively impact every police station within the county. It includes a range of major capital investments carefully designed to improve locations strategically important to policing delivery, making every penny count and offering a better working environment for staff and officers and improved connectivity with the public, and is prioritised on cost effectiveness in improving service delivery to the public. By way of example, these include:

5.5. **Ferndown Hub:** a significant refurbishment programme is underway and will complete by Autumn 2022. The building, once complete, will offer a range of new facilities to cater for police officers and staff, including a Taser and officer safety training court, new forensics laboratories, IT communication rooms, as well as meeting and break out rooms. Ferndown will also feature a Smart Working Zone, where visiting officers and staff can touch down, plug into laptop docks and have casual meetings. There will also be extra desk spaces, a large dining area, new changing rooms, and extra car parking. The building will have

essential upgrades and renovation throughout to ensure it meets modern specifications, which include new site Wi-Fi, heating system upgrades, the installation of two lifts and new carpets and redecoration throughout.

- 5.6. **Learning and Development Unit (LDU):** the LDU building is overdue improvements in its infrastructure, including a replacement roof, heating and ventilation systems. This work offers an opportunity to improve sustainability with photovoltaic solar panels and other lower carbon technologies. The building will be fully refurbished to meet accommodation demands for training, including upgrades to provide a more flexible and usable conference/lecture theatre and a bespoke communications room which will allow better use of digital technology (voice and video recording). The programme will also enable better configuration of space in line with new Smart Working standards. This programme of work will initiate in 2024/25, with a two-year duration.
- 5.7. **Other major capital projects:** which include, the headquarters rebuild, the firing range upgrade, the public support unit building roof replacement, the upgrade of heating system in the Weymouth custody suite, all of which are due for commencement in 2022/23.

## **6. PARTNERING AND COLLABORATION**

- 6.1. Dorset Police and the OPCC are committed to ongoing collaboration and continue to explore further partnering and co-location possibilities with local councils and other emergency services.
- 6.2. To date the programme of collaboration with public sector partners has resulted in around one-half of the total of Dorset Police buildings, being occupied by partners, including Police Stations, Safer Neighbourhoods Teams sites, and administrative and specialist buildings.
- 6.3. The most recent collaboration is in Boscombe, at 'It's All About Culture', a charity started in 2013 as a community-led grassroots charity, dedicated to community cohesion, social inclusion and the general wellbeing of the people of Boscombe and the surrounding area. The Positive Action team and Neighbourhood Policing Teams have weekly presence, providing the opportunity for supporting, engaging with and learning from the community, and also providing an opportunity for the Force to attract and support recruits from a diversity of backgrounds.
- 6.4. Co-location is not just cost-effective, it creates a presence that is embedded in communities, providing local understanding, reassurance and driving collaboration across agencies that is beneficial for safeguarding vulnerable people. As a result, Dorset Police and the OPCC are continually looking for future co-location opportunities and support the sharing the police estate where we it improves functioning and the delivery of policing and community safety.
- 6.5. Current conversations include with Dorset & Wiltshire Fire & Rescue Service as part of their estates review, and with partners in north and west Dorset, notably Sherborne and Wimborne, to identify opportunities to optimise joint working and collaboration.

## **7. VISIBILITY**

- 7.1. The estates review, conducted as part of the Estates Futures programme, highlighted several operational drivers for improvement across the entire estates' footprint, and set out a number of initiatives designed to increase the visibility of Dorset Police officers and staff in communities. Principal amongst these is:
  - supporting the national Police Uplift Programme and the long-term retention of staff and officers as an employer of choice, and

- strengthening the introduction of the two Local Policing Areas.
- 7.2. Although the significant investment in Ferndown, to facilitate the increase in new officers bought about by the national Uplift programme began ahead of the Estates Futures programme, the longer-term capital work has now been folded within it.
  - 7.3. The Uplift programme refers to the national recruitment of 20,000 additional officers (increasing the overall police officer establishment) in the three years to March 2023. At the same time, Forces have been asked (and are now mandated) to ensure that any officer completing their three-year probation will have also gained a graduate-level qualification.
  - 7.4. A dedicated initial training campus has therefore been created in Ferndown, with classrooms, break-out areas, quiet study areas and an upgrade to the gym and physical training space to facilitate the classroom, study and practical requirements of the Police Constable Degree Apprenticeship (PCDA) scheme.
  - 7.5. After approximately 34 weeks of initial training and tutoring, student officers will gain independent patrol status, and be placed within local policing command (thereby enhancing local visibility) for the duration of their probation where they will complete their on-the-job learning, leading to a degree at the end of their three years.
  - 7.6. To achieve better visibility in communities, at the beginning of 2021, Local Policing Areas (LPAs) were introduced, aligned to the two councils in Dorset – BCP and Dorset (County) – to allow the Force to work closer with its partners and provide a localised service that works for communities.
  - 7.7. Local police estates are subsequently being optimised to support these operational policing and neighbourhood teams. To deliver this, the relevant teams helped to shape an underpinning standard that would be achieved in local police estates. At the same time, in light of the global pandemic, the opportunity was taken to review the existing ways of working across Dorset Police, to ensure officers and staff continued to operate within the requirements of their role.
  - 7.8. The ‘Space Standards’ policy sets out that workspaces should be demonstrably secure, inclusive and enabling, adaptable to changing circumstances, sustainable and well-supported. They must also meet all pertinent national standards including Workplace Regulations.
  - 7.9. The ‘New Ways of Working’ (NWoW) approach gives officers and staff guidance on when, where and how they should work, within the parameters of the needs of their role and of the Force. The five principles of NWOW are:
    - That work takes place at the most effective locations and at the most effective times, respecting the needs of the task, community, the individual and the team.
    - A ‘Flexibility First’ approach, where flexibility is the norm rather than the exception. Limitations on flexibility will be based on clear operational need, with different levels of flexibility being available to individuals based on their duties, workload and location.
    - A shared and agreed approach to agile working allows individuals the ability to be adaptable whilst balancing the requirement to meet business needs
    - That managing performance focuses on results and outcomes rather than presence. Employees are trusted to undertake their work and will be valued for their performance and achievements.
    - That technology should deliver simplicity, flexibility and empowerment for staff to enable transformational change and objectives.
  - 7.10. Practically, the Estates Futures programme has delivered, and continues to deliver, a series of estates and technology investments, through the prism of the space standards policy and

the new ways of working approach. These investments serve to amplify the visibility of LPA officers and staff, by providing:

- Better lockers, changing rooms and operational spaces, allowing officers to swiftly parade with their squad, be briefed, and deploy at the beginning of shifts.
- Touch Down desks and Smart Working Zones, allowing officers to quickly and efficiently undertake tasks and activities that must be carried out on police premises, hence improving turnaround time and time travelling between stations.
- Self-vend/self-pay mini-markets and wellbeing spaces, allowing officers the space to decompress after managing difficult or traumatic incidents such as fatal road collisions, and redeploy where appropriate.

7.11. Longer-term, the Ferndown Hub reinvestment work (outlined in paragraph 3.5) will also increase the location's ability to serve as an operational hub when the headquarters build is complete and the Force's training campus can move from Ferndown to Winfrith. This will further increase visibility as more frontline units become deployable from Ferndown (beyond the current position of LPA, patrol and the tactical firearms units).

## **8. CONNECTIVITY**

8.1. Dorset Police and the OPCC remain committed to ensuring high levels of meaningful engagement with communities right across the county. At the same time, it is important that this engagement be aligned to how communities wish to engage, whether online, via telephone, or in-person.

8.2. Needs and evidence-based analysis of crime and contact information has been undertaken as part of the estates review to inform choices for investment to best connect with the people of Dorset. Additional consideration has been given to maximising the opportunities of using mobile engagement (drop-ins, pop-up events and mobile stations) to minimise the need for members of the public to travel, by officers attending locations such as community hubs, youth clubs, church halls, supermarkets, libraries, and shopping centres where they already attend.

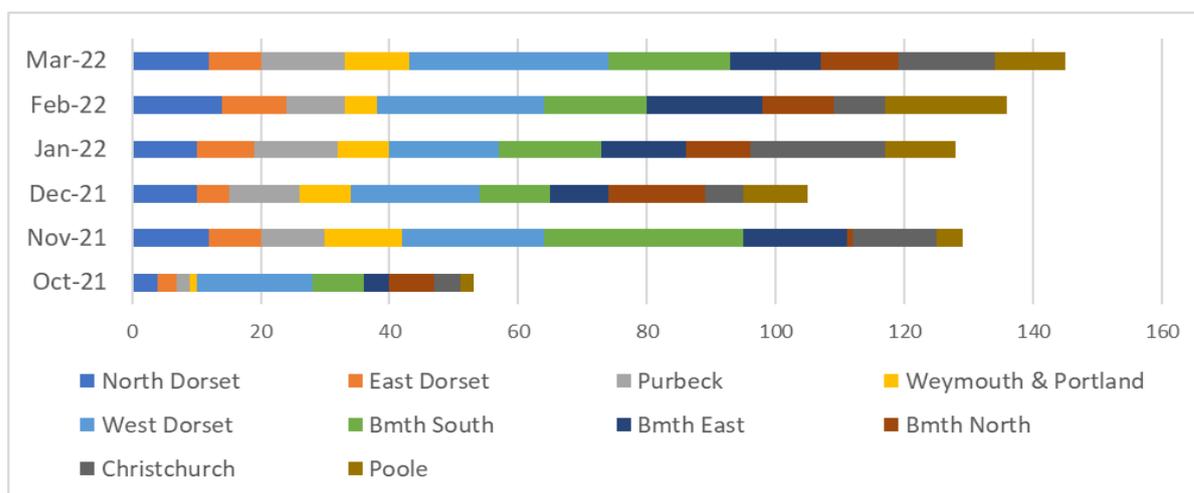
8.3. The OPCC previously introduced Neighbourhood Engagement Contracts which set out eight minimum standards and common objectives for each Neighbourhood Policing Team to achieve within their area. These cover off how policing teams will engage with communities through meetings and partnership events, as well as being contactable and connected via social media. These are refreshed annually and published on the Dorset Police website under the details for each team.

8.4. As part of the estates review, a series of analyses were undertaken looking at a range of data including:

- a geographic analysis of non-emergency demand data (calls and emails),
- a network analysis of police vehicle utilisation across the primary road network, and
- a heatmap analysis of the current mobile engagement locations

This was to ensure that the estate provision and connectivity through engagement locations was delivering total coverage across the county. As a result of this analysis, a decision was taken to increase the volume and number of locations that neighbourhood teams used to engage with communities and at events, in particular in the north and west of the county.

8.5. The below chart sets out the number of engagements undertaken by Dorset Police, by location, from October 2021 through March 2022. The split between the two LPAs is roughly 50/50, with 341 total engagements undertaken in the County LPA during this time, compared to 355 in the BCP LPA:



*Chart 1: Dorset Police Engagement, October 2021 to March 2022.*

The upward trajectory of these engagements is set to continue as the current schedule embeds and further opportunities are identified.

- 8.6. Separate geographic analysis has highlighted that some rural and isolated communities are located more than 10 miles from a police location with a front counter service, and therefore would benefit from the additionality of an alternative method of engagement.
- 8.7. The Rural Engagement Van was launched on 20 June and will be deployed by the Rural Crime Team to priority areas beyond a 10-mile radius from a police front counter service. The initial areas that will be attended include Lyme Regis, Swanage, Gillingham and Shaftesbury, Sherborne, Highcliffe and Christchurch. Further areas under consideration include Beaminster (as a route to cover West Dorset) and Wareham, Blandford, and Winton. The van will visit these locations across on three days per week, with the days in between being used to conduct enhanced crime prevention advice and follow up with things like tack and equipment marking to ensure that communities receive the best service.

## 9. TECHNOLOGY

- 9.1. Although not part of the Estates Futures programme, Dorset Police and the OPCC will continue to innovate and drive the use of technology to fully exploit the capabilities of the police estate and maximise visibility and connectivity with the people of Dorset.
- 9.2. The recent introduction of further mobile technology, including the Pronto software application that provides mobile access to policing systems and replaces core paper forms is one example, as is the introduction of an electronic pocket notebook that accurately records data, intelligence and photos recorded by officers and shares these quickly with colleagues and partner agencies as needed. A final example is the recent acquisition of 400 biometric fingerprint readers, which allow officers to scan fingerprints from suspects at the roadside rather than having to travel to a custody suite.
- 9.3. All of these technology innovations free up officer time by preventing travelling to police estates, thereby maximising visibility and connectivity.
- 9.4. Additionally, the recent introduction of the Single Online Home platform in Dorset will see core benefits to the Force's website, thereby improving both visibility and connectivity. Single Online Home is the approach taken by forces to offer a consistent approach to online communications, by using the same platform for all police websites. By offering the same 'digital front counter', Forces will ensure consistency (with local tailoring where needed) to the public, and better scalability and optimisation of processes to drive service improvement to the public.

- 9.5. Put simply, rather than having to manage the upkeep and development of locally owned websites, forces are able to use a common platform which benefits from centrally managed maintenance and development. Core 'onboarding' to Single Online Home occurred in May 2022, which saw some improvements to the existing public contact forms on the Force website. Full onboarding will commence in August, and complete by March 2023.

## **10. SUSTAINABILITY**

- 10.1. Dorset Police and the OPCC are committed to delivering a sustainable estate that improves energy efficiency, reduces carbon emissions, and achieves Net Zero by 2050, in line with Government targets.
- 10.2. Major capital projects are the primary opportunity to deliver manifest changes to estates sustainability, and the proposed new headquarters build will deliver a 40% reduction in CO2 emissions from the building regulations baseline, provide an all-electric-design, and use no fossil fuels in its MEP design (mechanical, electrical, plumbing). At the same time the design will deliver a 40% reduction in water consumption from the regulations baseline through low flow sanitary ware and use of native species in planting.
- 10.3. Furthermore, major capital works to replace existing roof structures have specified the use of photovoltaic panels, that are rated to reduce energy consumption by 40%. These repairs will also provide better insulation to the existing buildings, improving energy efficiency and sustainability in terms of the continuation of the use of the buildings.
- 10.4. Once the new build is complete, the environmentally considered ecological replanting of the Winfrith site for the conservation of birds and wildlife will also aid improving biodiversity.
- 10.5. Having the right estates in the right places, combined with making the best use of co-located premises and facilities with partner agencies – including touch down and smart working zones – plus the implementation of better mobile technology to minimise officers' time spent in stations will reduce the need for travel and hence fuel use and vehicle wear.
- 10.6. Gradually replacing the existing pool car fleet (not operational vehicles) with fully electric vehicles and increasing the number of electric vehicle charge points across the Force estate will also increase the proportion of miles travelled under electric power.
- 10.7. The nature of policing means services are delivered 24/7 across a range of police estates. Whilst more efficient heating and lighting systems have and are being implemented, for this reason, it is challenging to derive the same kinds of returns that can be made by other sectors. However, the ongoing commitment is clear, and all options will continue to be considered and evaluated.

## **11. RECOMMENDATION**

- 11.1. Members are recommended to note the paper.

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

Members' Enquiries to: Simon Bullock, Chief Executive (01202) 229084  
Press Enquiries to: Susan Bloss, Head of Communications and Engagement (01202) 229089

## **Dorset Police and Crime Panel 30 June 2022 Dorset Police and Crime Panel Forward Work Programme**

Report Author: Marc Eyre  
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Email: marc.eyre@dorsetcouncil.gov.uk

**Report Status:** Public

**Recommendation:** That:

- i) The Panel approve the Draft Forward Work Plan policy; and
- ii) The Panel's Work Programme be noted.

**Reason for Recommendation:** To plan the work of the Panel for the year

### **1. 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, following a review of the forward plan at an informal meeting of the Panel on 23 March 2022. This is supported by a draft policy document, which is presented to the Panel for approval.

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. Panel members are therefore invited to review their Forward Work Programme and identify any amendments or additions they wish to make.

### **2. Financial Implications**

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

**3. Climate implications**

N/A

**4. Other Implications**

N/A

**5. Risk Assessment**

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

**6. 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.

**7. Appendices**

Appendix A – Draft Forward Work Plan Policy;

Appendix B – Forward Work Plan

**8. Background Papers**

None

**Footnote:**

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.



## APPENDIX A

### Dorset Police and Crime Panel

#### Forward Work Plan

As outlined by the Local Government Association and the Dorset Police and Crime Panel (PCP) Guidance Handbook, the Dorset PCP Forward Work Plan (FWP) contains details of those key topics and items of business that will be the subject of future discussion and scrutiny at Panel meeting. The FWP is the anchor of the panel's business and it ensures a structured approach is in place to help guide the work of the Panel; and offer assurance to both Panel members and public observers that the delivery of the Police and Crime Commissioner's (PCC) Police and Crime Plan is being supported and scrutinised. The FWP sets out the purpose of the item, including any proposed 'key lines of enquiry' (KLOE) and indicating who it has been agreed is to take the lead on the item.

The FWP is a "live" document. Whilst every attempt is made to provide a firm footing for future meetings, there will be times when current events will impinge on the Plan, leading TO adjustments.

#### AIM

- The aim of the FWP is to programme work streams that ensures panel members and the Office of the Police and Crime Commissioner (OPCC) can plan activities that support the work of the PCP for the good and benefit of the people of Dorset.

#### 1) FORWARD WORK PLAN FORMAT

The FWP format follows the standard agenda for the PCP. Aside from annual precept arrangements, which follow a largely mandated timeline, there are two key areas from a planning perspective:

- **PCC's Quarterly Report - Local/National Issues.** There will be events that have occurred during the Quarter that the PCP may wish for the PCC to succinctly brief on.
- **Formal Papers.** The OPCC has agreed that they will bring up to two formal papers to PCP meetings. The subject of these papers will be driven by the PCP in concert with the OPCC. In order to gain full effect from these papers, the lead panel member nominated for the topic is to work with the Dorset Council Lead Officer (DCLO) for the PCP and the OPCC in order to produce a coherent set of KLOE. This will ensure that the paper produced by the OPCC will cater to the PCP's concerns, rather than a generic document.



## 2) FWP TIMELINES

In order to allow panel members and the OPCC to plan their activities, the following timelines are to be adhered to:

- **PCC's Quarterly Report - Local/National Issues.** Approved questions should be passed to OPCC no later than 10 working days before the meeting. Panel members should therefore submit the draft questions to the **DCLO** no later than 15 working days before the meeting.
- **Formal Papers.** Approved KLOE should be passed to OPCC no later than 20 working days after the previous meeting. Lead panel members should therefore submit the draft KLOE to the **DCLO** no later than 10 working days after the previous meeting, when the proposed topics on the FWP will be confirmed.
- **FWP Review.** The FWP will be:
  - Overviewed by **DCLO** at:
    - All PCP Quarterly Meetings.
    - The PCP Training Day.
    - Formally reviewed by the PCP/OPCC annually in March

### Key Contacts:

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## Dorset Police and Crime Panel Forward Workplan

### Priority Leads:

Priority	Priority Lead
1) Cut Crime and Anti-Social Behaviour	Cllr Pete Barrow; Cllr May Haines
2) Make Policing More Visible and Connected	Iain McVie
3) Fight Violent Crime and High Harm	Cllr May Haines
4) Fight Rural Crime	Cllr Les Fry; Cllr David Taylor
5) Put Victim and Communities First	tbc
6) Make Every Penny Count	Mike Short

Item	Agenda Item	Title	PCP Lead	KLOEs
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Four 2021/22		
5)	Local/National Issues	<ul style="list-style-type: none"> <li>HMICFRS FY21/22 Report – PCC View.</li> <li>999 league tables</li> <li>Combating County Lines.</li> <li>The low proportion of criminal suspects charged.</li> <li>PCC's view on the Home Office's attempt to revise the policing protocol. The new draft protocol gives the home secretary the right to demand answers from chief constables,</li> </ul>		<ul style="list-style-type: none"> <li>To seek an understanding of what action the PCC will be taking following the publication of the HMICFRS FY21/22 Report on Dorset Police; esp on reassurance that sufficient long-term provision is in place so that investigations are timely, and children remain safe.</li> <li>The Home Officer has released information on how long it took each police force in the UK to answer 999 calls between November 2021 and April 2022. Sixty-three per cent of calls were answered in less than ten seconds, 32 per cent of calls were answered between ten and 60 seconds and five per cent were answered after 60 seconds. Can the PCC please give a view on these results.</li> <li>PCC update on his recent activity on combatting county lines.</li> <li>Home Office figures show that of the 12,463 investigations concluded in Dorset between April and June 21, just 880 resulted in charge or</li> </ul>

# APPENDIX B

Item	Agenda Item	Title	PCP Lead	KLOEs
		which PCCs believe impinges on their role.		summons – 7.1 per cent. What action is the PCC taking to improve this figure.
6)	Formal Paper One	Alliance Savings	Priority 6 / M Short	<ul style="list-style-type: none"> <li>• Will the PCC please update the PCP on the status of the Alliance and how he oversees strategic direction?</li> <li>• The OPCC briefed the PCP on 22 Sep 17 that a total saving of £10.6m will be achieved by 2022/23 through the Alliance. What efficiencies and savings have actually been made? How does the PCC ensure that the approach provides best value for the Dorset taxpayer?</li> <li>• How has the PCC satisfied himself that increased resilience has been achieved through the Alliance?</li> <li>• Can the PCC confirm how the Alliance has delivered improvements for the public and public safety?</li> <li>• Can the PCC outline progress on bringing together the different strategic risk frameworks that are used by the four corporation soles into a single effective risk management arrangement?</li> </ul>
7)	Formal Paper Two	Future Estates Strategy	Priority 2 & 6 / M Short / I McVie	<ul style="list-style-type: none"> <li>• Can the PCC succinctly outline how the Future Estates Strategy will deliver the commitments made in his Police and Crime Plan?</li> <li>• Can the PCC explain the evidence base that supports the strategy, including the extent that the “reset/recovery” work following the Covid pandemic and new ways of working has influenced the approach?</li> <li>• Can the PCC explain what benefit the strategy will provide for the people of Dorset and how will the PCC benchmark the success over the tenure of his appointment?</li> <li>• Can the PCC provide an overview/timelines of cost (given the increase in energy prices and the war in Ukraine, both of which have led to the increase in cost of steel and other raw materials), how he will ensure value for money for the Dorset taxpayer when executing this strategy (including independent financial scrutiny), what affect will the</li> </ul>

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Item	Agenda Item	Title	PCP Lead	KLOEs
				<p>strategy have on future Precept policy and how he brief the public on the strategy progress?</p> <ul style="list-style-type: none"> <li>The construction company working on the TVP Reading HQ has gone into administration. How will the PCC manage risk in this strategy and ensure the financial solvency of contractors.</li> </ul>
8)	Annual Activity	PCC Annual Report		
9)	Complaints Update			
10)	Forward Workplan	Approval of Policy		
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter One 2022/23		
5)	Local/National Issues			
6)	Discussion Item One	Road Safety	Priority 1 / Cllr Barrow	To be confirmed
7)	Discussion Item Two	Domestic Violence Advisors	Priority 3 / Cllr Haines	To be confirmed
8)	Annual Activity			
9)	Complaints Update			
10)	Forward Workplan			
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Two 2022/23		
5)	Local/National Issues			
6)	Discussion Item One	Review of Precept Activity	Priority 6 / M. Short	
7)	Discussion Item Two	Discrimination vs Disparity	tbc	
8)	Annual Activity			

# APPENDIX B

Item	Agenda Item	Title	PCP Lead	KLOEs
9)	Complaints Update			
10)	Forward Workplan			
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Budget Precept	Budget Precept – 2023/24		
5)	Monitoring Report	Quarter Three 2022/23		
6)	Local/National Issues			
7)	Discussion Item One	Review demand model / police numbers	Priority 2 / I McVie	PM
9)	Annual Activity	Election of Chair / Vice Chair		
10)	Complaints Update			
11)	Forward Workplan			
		Informal Meeting! + Review of FWP		
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Four 2022/23		
5)	Local/National Issues			
6)	Discussion Item One	Protection of people in the night time economy (Op Vigilant)	Priority 5 / tbc	
7)	Discussion Item Two	Rural Resources	Priority 4 / L Fry / D Taylor	KLOE incl fly tipping
8)	Annual Activity	PCC Annual Report Police and Crime Plan Update?		
9)	Complaints Update			
10)	Forward Workplan			
1)	Declarations of Interest			

# APPENDIX B

Item	Agenda Item	Title	PCP Lead	KLOEs
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter One 2023/24		
5)	Local/National Issues			
6)	Discussion Item One	Violence Reduction Units	Priority 3 / M Haines	
7)	Discussion Item Two	PCC working with Schools and protection of children	Priority 1 / P Barrow / M Haines	
8)	Annual Activity	Innovation Fund		
9)	Complaints Update			
10)	Forward Workplan			
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Two 2023/24		
5)	Local/National Issues			
6)	Discussion Item One	Reduce Crime	Priority 5 / tbc	
7)	Discussion Item Two	Wildlife Crime	Priority 4 / L Fry / D Taylor	
8)	Annual Activity	Review of Precept Activity		
9)	Complaints Update			
10)	Forward Workplan			
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Budget Precept	Budget Precept – 2024/25		
5)	Monitoring Report	Quarter Three 2023/24		

# APPENDIX B

Item	Agenda Item	Title	PCP Lead	KLOEs
6)	Local/National Issues			
7)	Discussion Item One	Rehabilitation	Priority 3 / M Haines	
9)	Annual Activity	Election of Chair / Vice Chair		
10)	Complaints Update			
11)	Forward Workplan			
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Four 2023/24		
5)	Local/National Issues			
6)	Discussion Item One	PCC Commissioning value for money	Priority 6 / M Short	
7)	Discussion Item Two	Alcohol, drug and gambling abuse	Priority 5 / tbc	
8)	Annual Activity	PCC Annual Report Police and Crime Plan Update?		
9)	Complaints Update			
10)	Forward Workplan			

Items in Red are proposals. Items in Black are confirmed with the OPCC/PCP.