



Police and Crime Panel

Date: Thursday, 1 February 2024
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Dr Liz Mytton, Mr Mike Short, (Chairman),
Cllrs: Pete Barrow, Pauline Batstone, Graham Carr-Jones, Les Fry, Sherry Jespersen,
Patrick Canavan, David Flagg, Alasdair Keddie, Peter Sidaway and Tony Trent

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

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.	APOLOGIES To receive any apologies for absence.	
2.	MINUTES To confirm the minutes of the meeting held on 14 December 2023.	5 - 10
3.	DECLARATIONS OF INTEREST 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

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 either 1 question or 1 statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting. **The first 8 questions and the first 8 statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below.** Further information read [Public Participation - Dorset Council](#)

All submissions must be emailed in full to elaine.tibble@dorsetcouncil.gov.uk by 8.30am on Monday 29 January 2024.

When submitting your question or statement please note that:

- You can submit 1 question or 1 statement.
- a question may include a short pre-amble to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to 3 minutes to present your question.
- when submitting a question please indicate who the question is for (e.g., the name of the committee or Portfolio Holder)
- 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

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.

The submissions must be emailed in full to elaine.tibble@dorsetcouncil.gov.uk by 8.30am on Monday 29 January

2024.

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

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|------------|--|---------|
| 5. | BUDGET PRECEPT FINANCIAL YEAR 2024/25 | 11 - 38 |
| | To set out the Police and Crime Commissioner’s proposals for the 2024/25 budget, precept and the medium term financial strategy. | |
| 6. | LUNCH BREAK | |
| 7. | Q3 2023/2024 MONITORING REPORT | 39 - 50 |
| | To receive the quarterly Monitoring Report. | |
| 8. | REHABILITATION | 51 - 62 |
| | To provide members with an update on the PCC’s work in support of the rehabilitation of offenders. This paper also seeks to address the following four Key Lines of Enquiry as provided by the Dorset Police and Crime Panel: | |
| 9. | COMPLAINTS UPDATE | |
| | To receive a verbal update. | |
| 10. | FORWARD WORKPLAN | 63 - 64 |
| | To consider the forward workplan. | |
| 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. | |

There are no exempt items scheduled for this meeting.

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POLICE AND CRIME PANEL

MINUTES OF MEETING HELD ON THURSDAY 14 DECEMBER 2023

Present: Elizabeth Mytton, Mike Short (Chairman), Cllrs Pauline Batstone, Les Fry (Vice-Chairman), Patrick Canavan, Alasdair Keddie, Peter Sidaway and Tony Trent

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

Simon Bullock (Chief Executive, OPCC)
Marc Eyre (Service Manager for Assurance)
Chris Harrod (Senior Democratic Services Officer)
Adam Harrold (OPCC Director of Operations)
John Miles (Democratic Services Officer)
David Sidwick (Police and Crime Commissioner)
Julie Strange (OPCC Chief Finance Officer)

23. **Apologies**

Apologies for absence were received from Councillors Pete Barrow, Graham Carr-Jones and Sherry Jespersen.

24. **Minutes**

The minutes of the meeting held on 28 September 2023 were confirmed and signed.

The Service Director invited the PCC to give an update relating to the actions that had been raised in the minutes, the details of which can be found at appendix 1.

25. **Declarations of Interest**

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

26. **Public Participation**

There were no questions, statements or petitions received from members of the public or from Town and Parish Councils.

27. **Q2 Monitoring Report 2023/23 (00:05:41 on the recording)**

The Chairman and Vice-Chairman put three strategic questions to the PCC. These and the PCC's responses can be found at appendix 1.

The PCC gave an update on the quarterly monitoring report Q1 (00:13:38 on recording). He gave a brief overview of the report, highlighting some of the main points and progress to date before focusing on the 6 Priority areas in further detail.

Priority 1 Cut Crime and Anti-Social Behaviour (ASB) (00:13:50 on recording)

The PCC highlighted the following points:

- A small uptick in dwelling burglary and plans for more prevention activity.
- ASB had continued to fall.
- The need to keep focusing on preventing road accidents in Dorset. Investment in preventing fraud.
- Supporting Young People

Follow on panel questions and responses from PCC (00:17:34 on recording) and at appendix 1.

Following a supplementary question that wasn't of a strategic nature, The PCC invited members to provide details of any individual cases to him outside of the meeting and advised that would follow up on them.

Priority 2 Make Policing More Visible and Connected (00:29:05 on recording)

The PCC highlighted the following points:

- The launch of Bournemouth "Town Teams", which had been put in place to ensure the safety of the public, particularly to support the nighttime economy.
- The reopening of three front-desks to the public, in Blandford, Swanage and Lyme Regis.

Additional Panel questions (00:31:55 on recording).

- Dorset Police needed to better explain how to use the single online home website and the PCC would work with the communications team at the force to communicate how best to use it.
- The 101 average response time was averaging at 15 minutes and the PCC aspired to reduce this average response time even lower. There had already been significant improvement in terms of response time.
- The single online home was designed to improve the quality of interaction between the police and the public.
- Dorset Police was working with BIDs, chamber of commerce's and businesses to develop a suitable reporting system for shoplifting and the PCC suggested he could bring this particular issue back to the panel at a future meeting.

Priority 3 Fight Violent Crime and High Harm (00:47:06 on recording)

The PCC highlighted the following points:

- Much violence can be linked to drug-related crime, progress being made across the county of Dorset.
- Bid submitted to home office for safer streets fund.
- He had commissioned domestic abuse charity to undertake a deep dive into the elements of domestic abuse pathways across Dorset.

Panel questions and responses from the PCC (00:50:37 on recording) and at appendix 1.

Additional Panel questions (01:10:27 on recording).

- The PCC could provide data relating to the victim satisfaction survey that is undertaken by the police.

Priority 4 Fight Rural Crime (01:13:36 on recording)

The PCC highlighted the following points:

- He and his regional counterparts were leading a campaign to combat the involvement of organised crime groups (OCGs) in rural crime.
- He had been working with partners to explore opportunities into preventing and enforcing fly-tipping.
- In his bid to the Home Office Safer Streets Fund, the PCC had included a request for rural burglary prevention packs, which would be delivered to property owners on a face-to-face basis to allow discussion on prevention.

Panel questions and responses from the PCC (01:17:31 on recording).

- There was under-reporting of rural crime, although this was far improved since the enlargement of the rural crime team.
- The rural burglary packs would come with all of the material required to allow their being proper use.

Priority 5 Putting Victim and Communities First (01:20:18 on recording)

The PCC highlighted the following points:

- He had been focussed on business and retail crime and had provided a fund for 200 businesses to take advantage of.
- The launch of a new police scrutiny panel to assess police stop and search powers.

Panel questions and responses from the PCC (01:26:25 on recording) and at appendix 1.

Additional Panel questions (01:31:20 on recording).

- The PCC was content that the police force was working hard to address the issue of hate crime and ensuring that communities felt safe.

- Dorset Police had a good understanding of exactly what constituted as a hate crime or hate incident, despite regular confusions by the public and press.

Priority 6 Make Every Penny Count (01:36:26 on recording)

The PCC highlighted the following points:

- There had been a number of successful bids for funding, including for the Safer Streets Fund and for managing the Bibby Stockholm.
- There was a new legitimacy board which was established to ensure that correct standards were in place.
- Work was being undertaken to bring the firearms licensing unit back into the remit of Dorset Police.

Panel questions and responses from the PCC (1:41:18 on recording) and at appendix 1.

Noted

The Meeting adjourned at 11:46am and recommenced at 11:55am.

28. Use of Precept Update (01:55:22 on the recording)

The PCC introduced the report which set out how the precept had been used for the year so far.

The PCC highlighted the following key areas:

- Set out priorities in a national context.
- Set out priorities in a local context.
- Fairer funding.

Panel questions and responses from the PCC (02:09:56 on recording) and at appendix 1.

Noted

29. Violent Crime and Prevention (02:16:48 on the recording)

The PCC introduced the report which provided the Panel with an update on the work being undertaken to tackle and prevent violent crime.

The PCC highlighted the following key points:

- Dorset had the second lowest figures in terms of knife crime, which was positive, however, this meant that it was challenging to receive funding to prevent it.
- The PCC was continuing to lobby for fairer funding that could allow Dorset Police to prevent knife crime, as opposed to having to combat it.

Panel questions and responses from the PCC (02:28:28 on recording).

- The PCC explained that he had a desire to establish a VRU in order to address the prevention of violent knife crime, particularly among young people.
- The PCC would provide a response to Cllr Canavan's question relating to the Community Safety Partnership at the next meeting, once he was aware of all of the relevant details.
- Keeping people safe should be a key priority for all councils as well as the police force.

Noted

In accordance with procedural rule 8.1 a vote was taken to extend the duration of the meeting.

30. Fly-Tipping Update (02:44:06 on the recording)

The PCC introduced the report which gave an update on the PCC's work to target fly-tipping.

The PCC highlighted the following key points:

- There were two main offenders in relation to fly-tipping, unscrupulous companies and private individuals.

Panel questions and responses from the PCC (02:56:55 on recording).

- There were plenty of opportunities to reduce fly-tipping, including utilising the forces' comms team to demonstrate where offenders had been made an example of. It would also be appropriate to showcase the effect on the environment where fly-tipping was prevalent.
- The PCC would be happy to support a campaign requesting signage, but this was not something that he would commit to funding as he felt that it would sit within the remit of the local authority.

Noted

31. Complaints Update (03:08:18 on the recording)

Cllr L Fry gave a verbal update on complaints including feedback from the Complaints Sub Committee and advised that there were no live complaints at this time.

Noted

32. Forward Workplan

The Forward Workplan was noted.

The Chair also advised that there was an informal session relating to the precept budget.

33. **Urgent items**

There were no urgent items.

34. **Exempt Business**

There was no exempt business.

Duration of meeting: 10:00am – 1:11pm

Chairman

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POLICE & CRIME PANEL – 1 FEBRUARY 2024

2024/25 BUDGET, PRECEPT AND MEDIUM TERM FINANCIAL STRATEGY

REPORT BY CHIEF FINANCE OFFICER

PURPOSE OF THE PAPER

To set out the Police and Crime Commissioner's proposals for the 2024/25 budget, precept and the medium term financial strategy.

1. BACKGROUND

- 1.1. The Police and Crime Commissioner (PCC) for each force area is required each year to set a balanced budget, including the precept to be charged to council taxpayers. All funding is received by the PCC, and they consult with the Chief Constable to determine how the funding should be allocated to ensure an efficient and effective police service.
- 1.2. In respect of the precept element of the budget, the PCC is required to notify the Police and Crime Panel of the proposed precept by 1 February each year, which must be considered within a week. The Panel can either accept the precept or veto it, subject to two thirds of the Panel supporting the veto. In the event of a veto, the PCC must present a revised precept by 15 February, which the Panel must consider by 22 February. A reserve date of 15 February 2024 has been set for a second meeting of the Panel, should this become necessary.

2. STRATEGIC APPROACH

- 2.1. In October 2021, the Police and Crime Commissioner launched his Police and Crime Plan for 2021 – 2029 which sets out the strategic intent for policing in Dorset. Within the plan there are six priority areas working towards the vision of making Dorset the safest county. The six priority areas are:
 - Cut Crime and Anti-Social Behaviour (ASB)
 - Make Policing More Visible and Connected
 - Fight Violent Crime and High Harm
 - Fight Rural Crime
 - Put Victims and Communities First
 - Make Every Penny Count
- 2.2. The Financial Strategy, including the Capital Strategy, Reserves Strategy and Treasury Management Strategy are used to translate the vision of the Police and Crime Plan into the detailed budget, with the Medium Term Financial Plan setting out what this looks like for future years.

- 2.3. The strategic approach taken to developing the 2024/25 budget proposals is to take a longer-term view to ensure that decisions taken are sustainable, building greater financial resilience and delivering value for money for Dorset residents.

3. CORE FUNDING

- 3.1. The core funding for the revenue budget comes from two main sources: government grant and council tax, with the split between the two almost equal. The funding from each source is set out in the table below:

Funding	2023/24 £		2024/25 £		Change £
Government Grant	78,947,888	(48.5%)	83,212,415	(48.4%)	4,264,527
Council Tax Precept	83,406,053		88,130,280		4,724,227
Collection Fund Balance	520,457		532,243		11,786
Total Council Tax funding	83,926,510	(51.5%)	88,662,523	(51.6%)	
Total Core Funding	162,874,398		171,874,938		9,000,540

- 3.2. The figures for 2023/24 in the above table are those announced in the Settlement last year and therefore the figures built into the current year's budget. During the year, additional pay award grant of £2.7m was received and this was included in the comparative figures used in the 24/25 Settlement.

Government Grant

- 3.3. The Spending Review announced in the Autumn of 2021 was for a three-year period, from 2022/23 to 2024/25, and set out the level of funding each Government Department will have to spend for each year. Key announcements for Policing in the Spending Review included:
- £550m increase in police funding in 2022/23 to deliver the final year of the Police Uplift Programme.
 - Police funding to increase by a further £100m in 2023/24 and another £150m in 2024/25, taking total increases to £650m and £800m respectively when compared with 2021/22.
 - £10 council tax referendum limit for Police and Crime Commissioners for each year of the review.
- 3.4. Whilst the Autumn Statement 2023 did not provide any detail on the funding for policing, the Department for Levelling Up, Housing and Communities (DLUHC) issued a Finance Policy Statement on 5 December 2023 setting out the council tax referendum principles for 2024/25. This confirmed that the referendum limit for Police and Crime Commissioners would be £13 in 2024/25.
- 3.5. The detailed funding for each PCC is not announced until the Provisional Finance Settlement in December each year with the final Settlement confirmed in January. For 2024/25 the Provisional Finance Settlement was issued on 14 December 2023 but at the time of writing this report, the Final Settlement had not been confirmed. A verbal update will be provided at the meeting.
- 3.6. The Government Grant is made up of two main elements; Police Grant and Legacy Council Tax Grants. The settlement confirmed that the legacy council tax grants would remain at the same level as 2022/23. In addition to the increase originally set out in the Spending Review, there was additional grant provided towards the costs of the 7% pay award agreed with effect from 1 September 2023.

- 3.7. As in previous years, a proportion of the funding will be allocated to Police and Crime Commissioners through a ring-fenced grant with the remaining funding allocated through the core grant. This ring-fenced grant is conditional on the maintenance of police officer numbers.
- 3.8. Alongside the settlement an additional grant was offered if forces who had undertaken additional recruitment of officers in 2023/24 wished to continue with funding those officers. This would increase the headcount required to be maintained to receive the ringfenced grant but would result in additional funding on a permanent basis. For Dorset this equates to 17 officers and £816,000 grant
- 3.9. In addition to the core grant, the settlement also confirmed that the Pensions Grant would increase as a result of the Police Officer Pension Scheme revaluation which takes effect in 2024/25.
- 3.10. The funding for Dorset in 2024/25 announced in the settlement is set out below. Whilst the core grants make up the funding for the budget alongside the precept, the specific grants are required to be built into the budget as income. The funding for 2023/24 is included for comparison and shows the breakdown included in the tables accompanying the Written Ministerial Statement.

	2023/24 £	2024/25 £	Change £
Police Grant	71,029,314	75,293,841	4,264,527
Legacy Council Tax Grant	7,918,574	7,918,574	0
In year pay award grant (23/24)	2,737,260		(2,737,260)
Total Core Funding	81,685,148	83,212,415	1,527,267
Ring-fenced Grant	2,281,050	3,525,259	1,244,209
Pension Grant	1,379,367	4,408,083	3,028,716
Additional Recruitment (24/25)	0	816,000	816,000
Total Specific Grants	3,660,417	8,749,342	5,088,925
Total Settlement Funding	85,345,565	91,961,757	6,616,192

Council Tax

- 3.11. The council tax precept is the total amount charged to Dorset residents. The Band D council tax charge is calculated by dividing the total precept by the taxbase. While the setting of the precept, and therefore the Band D council tax charge, is a local decision, the increase in the Band D charge must be within the referendum principles set by the Government or the increase must be supported by a public referendum. For 2024/25 the referendum limit for policing has been set at £13 per year.
- 3.12. The Minister of State for Crime, Policing and Fire's written statement for the provisional 2024/25 police finance settlement set out an assumption that PCCs would maximise this council tax flexibility.
- 3.13. The taxbase is calculated by each local authority in Dorset and is the number of Band D equivalent properties in Dorset liable to pay council tax, after taking account of discounts, collection rates and local council tax support schemes. In recent years, the total Dorset taxbase has increased by an average of 1.15% but reduced in 2021/22 by 1.3% as a result of the pandemic. The taxbase has partially recovered over the last couple of years but remains lower than the taxbase would have been if it had continued to grow by the average 1.15%. For 2024/25 the taxbase has increased by 0.99%.

Band D equivalents	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Bournemouth, Christchurch & Poole	139,910.2	141,772.0	142,995.7	139,170.5	142,814.0	144,839.0	146,342.0
Dorset	145,724.3	148,087.2	148,410.8	148,319.7	150,617.9	152,424.0	153,849.7
Total Taxbase	285,634.5	289,859.2	291,406.5	287,490.2	293,431.9	297,263.0	300,191.7
Increase / (Decrease)	1.4%	1.5%	0.5%	(1.3%)	2.0%	1.3%	1.0%

3.14. This growth in taxbase means the precept will generate over £0.8m more than 2023/24 before any increase in the Band D charge is considered.

3.15. In addition to the precept, funding also usually comes from the collection fund surplus generated by the local authorities. A surplus arises from a variety of factors such as improved collection rates, ongoing collection of prior year charges or higher growth of properties than estimated.

3.16. The table below sets out the position for each council and the overall impact for Dorset Police.

	Bournemouth, Christchurch & Poole	Dorset Council	Total
2024/25 Surplus	498,271	33,972	532,243

3.17. For 2024/25 the proposed council tax precept and collection fund surplus for each local authority area is as follows:

Funding	Bournemouth, Christchurch & Poole £	Dorset Council £	Total £
Council Tax Precept	42,963,085	45,167,195	88,130,280
Collection fund Surplus	498,271	33,972	532,243
Total	43,461,356	45,201,167	88,662,523

4. CHIEF CONSTABLE'S BUDGET

4.1. Over 98% of the budget is delegated to the Chief Constable for the operational delivery of policing in Dorset. The Chief Constable has requested the increase in precept as a result of a number of cost pressures within the budget. Key cost pressures and assumptions are outlined below, and the detailed budget is set out in Appendix 1.

Pay Budget

4.2. Pay and Employment costs make up over 88% of the Chief Constable's budget therefore it is unsurprising that it produces the largest budget pressure. The pay award is one of the largest assumptions included within the budget. In the 2023/24 budget the pay award was assumed

to be 2%, in line with the Spending Review assumptions. Additional grant had been provided in 2022/23 for the pay award being higher than the Spending Review therefore it was anticipated that this would continue.

- 4.3. The nationally agreed pay award for both officers and staff was announced during the summer at 7% and came into effect on 1 September 2023. As expected, additional grant was provided but for costs above 2.5% and was distributed on the basis of funding formula shares. Whilst the total amount of funding provided nationally may have been adequate, the impact of the allocation mechanism has resulted in a shortfall for Dorset. The additional costs of the 2023/24 pay award on the 2024/25 budget is £6.6m with the additional grant incorporated into the total funding estimated to be £4.2m.
- 4.4. For 2024/25 the pay award assumption for both officers and staff has been included at 2.5% in line with the unfunded element of the 2023/24 pay award at a cost of £2.4m. It is assumed that any pay award agreed in excess of this level will be covered by additional grant.
- 4.5. In addition to the pay award there are increased costs for contractual pay increments and associated impact on National Insurance and pension contributions from the increases in pay. In total, these increases and those for the pay award total £10.8m.
- 4.6. During the year, the revaluation of the Police Officer Pension Scheme was completed and will come into effect from 1 April 2024. The revaluation increased the contribution rate from 31% to 35.3% costing an extra £2.6m. In addition, there are some costs associated with implementing the pension remedy of around £0.4m. These are all covered by the increased pension grant in 2024/25 however this grant is not forecast to increase over the Medium Term Financial Forecast therefore the increased contribution rate will increase pressures in future years.

Inflation

- 4.7. Whilst the inflation rate has now fallen from its high point in October 2022, prices are still rising and causing pressure on the budget. Whilst no general inflation increase has been applied to budgets there are a number of areas where increases are required. In particular IT contracts, PFI costs and business rates are three of the biggest pressures. In total the inflation pressures are £1.7m but this is significantly less than in previous years.

Impacts of the Capital Programme

- 4.8. As there is no longer any capital grant provided to fund the capital programme the revenue budget and borrowing are the two main sources of funding for the capital programme. The capital programme continues to move towards a sustainable position over the medium term with a further increase to the revenue contribution of £1m in 2024/25. However, there is still a requirement for borrowing and the associated revenue costs of this add another £0.1m to the budget.

Service Developments

- 4.9. There are a number of service improvements that have been implemented during the year which now need to be built permanently into the budget. These include further firearms licensing investment, investigation capacity and the new IT Managed Service contract. There are also some mandated increases to services as well as some once off costs such as additional resources to support delivery of the cost challenge changes and specialist advice relating to the ending of our PFI contracts. In total these improvements total £2.2m but £0.5m of these will be funded from earmarked reserves.

Efficiency Savings

- 4.10. As part of the process to build the budget each line is reviewed to identify potential efficiency savings and budget holders were challenged to identify savings which can be delivered with no impact on services. This has identified savings totalling £1.8m from areas such as

reduced utilities costs and fuel, savings from Robotic Process Automation and efficiencies from the regional collaboration budgets.

Additional Specific Grants

- 4.11. Alongside the Settlement, the Home Office announced some further grants that would be available for Forces. The trial of Hotspot Policing to target Anti-Social Behaviour will be rolled out to all forces from 1 April 2024 with each force receiving at least £1m. Dorset is set to receive £1m, and this will be a welcome addition and has been built into the 2024/25 budget.
- 4.12. There may also be an opportunity for funding for more additional officers with further details expected to be published in January. As these details have not yet been received no allowance has been factored into the 2024/25 budget at this time.

Summary Position and Balancing the Budget

- 4.13. Taking into account all of the budget pressures, the efficiency savings, additional income and the proposed increased precept there still remains a budget gap of £2.7m. Following the requirement to deliver £7.3m savings in the current financial year, the Force has undertaken a comprehensive cost challenge process to develop the savings programme to deliver a balanced budget.
- 4.14. The cost challenge process involved members of the Force Executive working with Commanders and Department Heads to develop budget options to close the gap. This also included a review of the HMICFRS Value for Money profiles, the Force Management Statement and information emerging from the Operating Model review in order to identify areas for consideration.
- 4.15. Each area put forward has been assessed in terms of risk, impact and deliverability with savings only factored into the plan based on when they expect to be achieved. This means that the total value of savings options exceeds that required in 2024/25 and will make contributions to the 2025/26 budget position when the full year effect is realised, assuming all savings can be delivered.
- 4.16. In order to develop the detailed actions to deliver the savings, a number of reviews will be undertaken. These will look in detail at each area, looking at how the service could be delivered differently at less cost. This will involve challenging how the service is currently delivered, looking at best practice and how other forces operate, and considering if technology can play a part in increasing efficiency and productivity. Areas for review include:
- Custody
 - Training Delivery
 - Prevention
 - Rank Structure and supernumerary officers
 - Long term vacancies
- 4.17. Whilst the reviews have not yet been undertaken, it is anticipated that some of the outcomes from the reviews will include the removal of vacant police staff posts which would otherwise have been filled, the posting of police officers into roles previously held by police staff, and other changes to how individual policing services operate. The reviews will consider the impacts of these changes on service delivery and develop Equality Impact Assessments before final decisions are made. The Force has given its commitment to making savings in posts that result in the least disruption to operational service delivery, and to careful management of the use of officers to fill posts previously held by members of police staff.
- 4.18. The delivery of the savings plan will be carefully monitored by the renamed Efficiency and Productivity Board who currently meet fortnightly to receive progress updates. By working on a savings programme which exceeds those required for the 2024/25 budget, the Force will have flexibility if some savings under deliver or take longer than anticipated but will also

enable the Force to factor in any additional income which might be received after the budget is set, for example the potential additional funding from additional officer recruitment outlined in paragraph 4.12. This savings plan will enable a balanced budget to be set for 2024/25.

- 4.19. Alongside the savings programme the Force continues to develop its future operating model; identifying opportunities to work differently to improve productivity and improve services. It is designed to be affordable and sustainable, and it is therefore important that the financial savings programme is aligned to this model, enabling the consideration of how impacts of the savings may be able to be mitigated under the new model.
- 4.20. Given the significant amount of change that is likely to be generated from the reviews outlined above it is acknowledged that additional change management resources will be required in order to deliver the changes when needed. A budget of £300,000 has been included for this purpose to be funded from the Workforce Change reserve.

5. CAPITAL BUDGET

- 5.1. The capital programme is primarily made up of two types of projects: rolling programmes of replacing existing capital assets such as vehicles and IT equipment and more once off investments in the future such as PRISM and the Futures project. In order to achieve a sustainable, affordable programme, the Force is moving to a position where all recurring programme spend is funded from the recurring source of revenue contributions. This approach began in 2020/21 but will take some time before this can be achieved.
- 5.2. The Capital Strategy Group has thoroughly reviewed each scheme, challenging budget holders over timescales and estimated costs in order to develop a realistic, affordable programme based on the latest information.
- 5.3. Slippage identified in the current year's programme has been built into the 2024/25 budget and will be kept under review by the Capital Strategy Group. Any further slippage at the year end will be added into the 2024/25 programme through the usual carry forward process. As in 2023/24, an allowance for slippage of schemes has been included within the programme reflecting the continuation of extended lead times and procurement challenges.
- 5.4. The programme does include some projects, primarily in years beyond 2024/25, that are still subject to the production of a detailed business case. As such they are not fully approved and will be revised when further detail becomes available, and authorisation is provided to proceed. This is likely to be during the next financial year.
- 5.5. One area that is not reflected in the capital programme is the impact of the move to electric vehicles including the provision of further electric vehicles and the required electric charging infrastructure. Work has begun on developing a business case but at this time there is insufficient information available in order to be able to build an estimate into the capital programme.
- 5.6. In addition to the revenue contributions, the main source of funding for the capital programme is borrowing. Borrowing will be applied to the assets with the longest life in order to minimise revenue costs. This will be managed through the Treasury Management Strategy through either cashflow (internal borrowing) or external loans through the Public Works Loan Board (PWLB). The full suite of Prudential Indicators are included within the Treasury Management Strategy.
- 5.7. The summary Capital Programme for 2024/25 to 2027/28 is set out in Appendix 2.

6. OFFICE OF THE POLICE AND CRIME COMMISSIONER BUDGET

- 6.1. The budget for the Office of the Police and Crime Commissioner is exposed to the same challenges as the Force in relation to pay awards, increments and inflation. These have been accommodated where possible but has resulted in an increase of £0.16m up to £1.62m for 2024/25.
- 6.2. In 2024/25 the budget also includes costs relating to the creation of the Violence Reduction Unit as outlined to the Panel in the Violent Crime and Prevention paper at the previous meeting. These costs will be fully funded from the Earmarked Reserves in 2024/25 with the total funding set aside for the Unit transferred to the new Violence Reduction Reserve from the Police and Crime Plan Reserve.

7. PROPOSED PRECEPT

- 7.1. Following the Provisional Finance Settlement and the confirmation of the £13 council tax referendum limit for 2024/25 the PCC is consulting the public on the full use of the council tax flexibilities.
- 7.2. The consultation was launched on 20 December 2023 and will run until the end of January 2024. A total of eight face to face roadshows sessions have been held across the county in addition to the online elements of the survey. At the time of writing the survey is still open therefore a verbal update will be provided at the meeting on the final results.
- 7.3. As at 23 January 2024 there had been 1,930 responses with 75% of respondents agreeing that Dorset Police requires additional funding, and 57% being willing to pay an additional sum per year to help the Force achieve a balanced budget. This year a range of values were offered with 31% supporting an extra £30 per year, 14% supporting an extra £20 and 12% supporting the £13 per year.
- 7.4. Whilst it is reassuring that the majority are willing to pay an increased amount for Policing in Dorset, there is still a significant percentage of people who are not. Whilst many say this is because funding should be provided centrally, the cost of living crisis is also a significant issue for many people across Dorset. The primary means of addressing the affordability difficulties is the Local Council Tax Support (LCTS) Schemes operated by the two councils in Dorset. Both are means tested but provide support to those on low incomes. For those of pensionable age this provides support of up to 100% of the bill as part of a national scheme. In BCP, working age claimants can get support of up to 80% of the total bill. In Dorset the scheme has been updated for next year, meaning that from 1 April 2024 the scheme will provide support of up to 100% of the bill for working age claimants.
- 7.5. As a result, the PCC is proposing to increase the precept to £88,130,280. This will result in a Band D charge of £293.58, an increase of £13 per annum or £1.08 per month.
- 7.6. It is worth remembering that while Band D is the national average Band, the most common Band within Dorset is Band C and over 56% of properties are in Band A to C. The impact on each Band charge is set out below:

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
2023/24 Charge	£187.05	£218.23	£249.40	£280.58	£342.93	£405.28	£467.63	£561.16
Annual Increase	£8.67	£10.11	£11.56	£13.00	£15.89	£18.78	£21.67	£26.00
2024/25 Charge	£195.72	£228.34	£260.96	£293.58	£358.82	£424.06	£489.30	£587.16

8. MEDIUM TERM FINANCIAL STRATEGY

8.1. As part of the budget setting process the medium term financial strategy has been reviewed and updated, extending it until 2027/28. Some of the key assumptions included within the strategy are:

- Pay award of 2% per annum from 2025/26.
- Core grant increase of 0.5% in 2025/26 and 0% thereafter.
- Council taxbase increase of 1% each year.
- Council tax increase of £10 per annum (equivalent to 3.4% for 2025/26, 3.3% for 2026/27 and 3.2% in 2027/28).

8.2. These assumptions produce the following central case budget position until 2027/28:

	2025/26 £'000	2026/27 £'000	2027/28 £'000
Budget Requirement	178,076	183,361	188,488
Total Funding	176,132	180,115	184,168
Budget Gap	1,944	3,246	4,320

8.3. The above forecast shows budget gaps in each year, but these are at a lower level than the gaps addressed in the last two years. The budget savings plan for 2024/25 will also produce further savings in 2025/26 from the full year effects and these have been factored into the forecast above. New savings will therefore need to be identified in order to address these gaps. This will be co-ordinated by the Efficiency and Productivity Board as we go through the year.

8.4. This year, more than in recent times, the above forecast contains many uncertainties with little data available on which to base the assumptions. In the previous three years, whilst there were no finance settlements available at individual force level, the three-year Spending Review provided information on the funding available to policing in general. This enabled reasonable estimates to be forecast, including the likely council tax referendum limits. From 2025/26 a new Spending Review will need to be undertaken therefore the central case forecast is largely based on assuming current funding levels continue.

8.5. In order to provide an indication of the variation assumptions can create, best and worst case scenarios have been prepared by adjusting the above key assumptions to determine a range within which the real position might fall. The table below shows the cumulative position of each case over the next 3 years.

(Surplus) / Deficit	2025/26 £'000	2026/27 £'000	2027/28 £'000
Best Case	(833)	(2,268)	(4,144)
Central Case	1,944	3,246	4,320
Worst Case	4,020	7,226	10,845

8.6. At this stage, no assessment has been made about any potential impact from the Formula Funding Review which is in progress. We are still waiting for the initial consultation on the potential factors to be included, and whilst the Home Office have acknowledged the need to recognise sparsity and seasonality there are no guarantees it will be included in the final formula. In previous reviews, Dorset Police has been due to receive additional funding, however, there is no guarantee that this review will reach a similar conclusion. The work of the national group will be kept under review.

8.7. No allowance has also been made for any additional precept arising from changes to premiums for second homes and empty properties as a result of the Levelling Up and Regeneration Act. Whilst this may impact on 2025/26 at the earliest, the decision to levy any premiums is one for Billing Authorities.

9. RESERVES

9.1. The PCC holds two types of reserves, earmarked reserves and general reserves. Earmarked reserves are funds set aside for specific purposes such as the cost of uplift or changes to the workforce. They are currently estimated to be in the region of £4.0m by 31 March 2024 before any carry forward requests are made. There are four uses of earmarked reserves included in the 2024/25 budget as set out below:

Reserve	Amount	Purpose
Budget Management Reserve	£200,000	Specialist advice for PFI contracts
Workforce Development Reserve	£300,000	Change resources
PEQF Reserve	£47,000	To support the costs of the PEQF course
Violence Reduction Reserve (formerly held within the PCP Reserve)	£135,000	Year 1 cost of the Violence Reduction Unit

9.2. General Reserves are held to cover costs from unexpected events or emergencies. The PCC's Reserves Strategy, in accordance with Home Office guidance, is to keep the level of general reserves between 3% and 5% of net revenue expenditure. For 2024/25, based on net revenue expenditure of approximately £171.9m this would indicate reserves of between £5.16m and £8.59m. General Reserves are estimated to be £5.96m at 31 March 2024. This is equivalent to 3.47% of net revenue expenditure for 2024/25 and drops to 3.24% of net revenue expenditure in 2027/28, based on the central case medium term financial strategy.

9.3. In order to maintain the General Reserves and with the uncertainty of the forecast going forward, it is proposed to contribute £100,000 of the collection fund surplus in 2024/25 to general reserves, thereby increasing the balance to 3.53% in 2024/25. The forecast assumes that this practice will continue each year and therefore maintains General Reserves at 3.5% of net revenue expenditure over the medium term.

9.4. As a result, the Chief Finance Officer can confirm that the level of reserves is adequate.

9.5. Further details on the reserves are set out in the Reserves Strategy, included at Appendix 3.

10. ROBUSTNESS OF THE BUDGET

10.1. In addition to determining the adequacy of reserves, Section 25 of Local Government Act 2003 requires all Chief Finance Officers to make a statement regarding the robustness of the budget estimates at the time the budget is set. The PCC has a statutory duty to have regard to that report when making decisions about the budget.

10.2. The budget proposals have been developed using the latest information and variances reported in the current financial year. The base budget has undergone comprehensive review and challenge by Finance, Budget Holders and the Senior Executive of the Force as part of the Cost Challenge process and has been overseen by the Efficiency and Productivity Board. Outcomes from the Cost Challenge process have been scrutinised by Resource Control Board and Joint Leadership Board.

10.3. As previously mentioned, pay costs make up the vast majority of costs within the budget. These costs are built up on an individual basis using spreadsheets and are a significant part of the budget build process. However, the pay award assumption remains a key risk within

the 2024/25 budget. The 2.5% allowance is in line with the cost expected to be funded by forces in the current year with grant being provided for costs above this level. Whilst there remains a risk of shortfall if any future grants continue to be distributed in accordance with the funding formula, falling inflation would suggest it is unlikely to be at the same value as 2023/24. The maintenance of general reserves at 3.5% of net revenue expenditure to assist with mitigating this risk means that a reasonable approach has been made to assessing this risk and a robust estimate has been provided.

- 10.4. An emerging risk within the pay budget is the number of Police Officer leavers. This has not been an issue previously but recently the number of leavers has been reducing. Whilst this is good news in terms of retaining experience and knowledge it does create pressure on the budget as a certain number of leavers are factored into the calculations. This is being experienced by all forces therefore is carefully monitored by the Workforce Planning Board and Resource Control Board. A reduced assumption for leavers has been factored into the budget for 2024/25 but there is very little data available on which to base this assumption.
- 10.5. The approach to balancing the budget taken by the Force is comprehensive. The savings reviews have been given reasonable timeframes to be completed and savings have only been built into the budget allowing appropriate timescales for implementation. However, this remains challenging to complete and progress will need to be made promptly and consistently. The inclusion of targets over and above those required to balance the budget in 2024/25 builds in a good flexibility and contingency for delivering savings in 2024/25 but also starts to progress towards addressing the challenges forecast for 2025/26 and beyond.
- 10.6. The governance arrangements in place for oversight of the savings progress are well established through the Efficiency and Procurement Board and Resource Control Board. Work on the Operating Model is overseen by the Continuous Improvement Board and care will need to be taken to ensure these two key pieces of work remain in alignment. The Force is very mindful of this issue and is working hard to ensure the co-ordination of both programmes.
- 10.7. A key aspect of ensuring the budget is robust is ensuring that once off sources of funding are only utilised for once off expenditure. The Collection Fund surplus represents a significant once off funding source within the 2024/25 budget and has been used to fund once off items of expenditure as set out below:

	£
Gross Collection Fund Surplus	532,243
Contribution to General Reserves	100,000
Temporary Staff (Crime and Criminal Justice and People Departments)	262,243
Regional Collaboration Capital contribution	170,000
Total	532,243

- 10.8. The use of earmarked reserves are also related to once off costs as set out in Paragraph 9.1
- 10.9. Whilst the Finance Settlement has not been finalised at the time of writing this report, it is not anticipated that significant changes will be made affecting the robustness of the budget. This position will be reviewed once the final details are received, and an update provided at the meeting. Further detail on the risks associated with the budget are set out in Appendix 4.
- 10.10. The Chief Finance Officer for the Force has reviewed the estimates and assumptions used in preparing the 2024/25 budget and has confirmed that they present a robust budget for the year. Taking this all into account, I am able to provide a positive assurance statement

concerning the robustness of the budget estimates for 2024/25 and the adequacy of reserves as outlined in section 9.

10.11. Looking ahead to the medium term, from 2025/26 and beyond the position becomes much more uncertain. It is very difficult to make forecasts with any certainty given the significant number of unknowns or national changes that are anticipated such as:

- Impact of the General Election due this year
- New Spending Review for 2025/26 – will this be single or multiple years? What will this mean for the ring fencing of grants for the maintenance of officer numbers?
- Approach to council tax referendum principles.
- Review of the police funding formula.
- Implementation of council tax premiums for second homes and empty properties by local billing authorities.

10.12. However, policing is a dynamic and largely reactive service, and will always be subject to the level of demand and complexity that impacts upon it. Budgetary pressures across the wider public sector have led to difficult decisions being made elsewhere, just as they have in policing, and this will likely result in a collective diminution to the partnership response to community safety, prevention and crime reduction.

10.13. Whilst the worst case scenario in the medium term financial plan might appear almost catastrophic, with a few slight tweaks of the assumptions the deficit turns into a surplus. Given the sheer number of significant uncertainties outlined above it does not feel necessary to change our approach at this stage. Continuing to plan for the central case, until more information becomes available remains the most appropriate course of action, but this will be kept under constant review as the issues develop.

11. CONCLUSION AND RECOMMENDATION

11.1. Like all forces and other public sector bodies, the Force is facing significant cost pressures as outlined in this report. In order to address these pressures and continue the good work in delivering the Police and Crime Plan, it is necessary to increase the precept. Without the proposed increase, significantly more budget reductions would be required and would lead to a reduction in frontline services.

11.2. The Police and Crime Panel are, therefore, recommended to consider the PCC's proposal to increase the precept for 2024/25 to £88,130,280, equivalent to a Band D charge of £293.58, an increase of £13 per annum or £1.08 per month (4.6%), as set out in Appendix 5.

JULIE STRANGE CPFA
CHIEF FINANCE OFFICER

Appendix 1 – 2024/25 Budget Requirement

Appendix 2 – Capital Programme

Appendix 3 – Reserves Strategy

Appendix 4 – Risks

Appendix 5 – Council Tax Requirements

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Detailed 2024/25 Budget Requirement

Category	Description	23/24 Budget £000's	24/25 Budget £000's	25/26 Plan £000's	26/27 Plan £000's	27/28 Plan £000's
Pay & Employment Costs	Police Officer Pay	83,271	93,364	96,505	98,292	100,192
	Police Officer Overtime	3,708	3,664	3,883	4,317	4,238
	Police Staff Pay	44,054	46,898	45,980	46,984	48,207
	Police Staff Overtime	739	702	744	802	821
	Restructure, Training & Conference Costs	1,360	1,280	1,173	1,190	1,191
	Police Officer Injury/Ill Health/Death Pensions	2,206	2,406	2,619	2,799	2,984
	Other Employee Expenses	485	538	548	558	568
Pay & Employment Costs Total		135,822	148,852	151,451	154,942	158,201
Overheads	Premises Related Expenditure	21,251	21,622	22,122	22,635	23,162
	Supplies and Services	6,597	7,612	7,147	7,317	7,479
	Communications and Computing	7,177	7,573	7,915	8,017	8,158
	Transport Related Expenditure	2,491	2,539	2,613	2,684	2,753
	Third Party Payments	7,222	7,828	7,783	8,142	8,531
Overheads Total		44,738	47,174	47,580	48,795	50,083
Grant, Trading & Reimbursement Income	Government & Overseas Funding	(12,438)	(19,470)	(17,622)	(17,683)	(17,738)
	Interest/ Investment Income	(160)	(427)	(489)	(425)	(409)
	Local Government Specific/Partnership Funding	(620)	(635)	(638)	(640)	(643)
	Reimbursed Services	(6,064)	(6,386)	(6,540)	(6,697)	(6,859)
	Sales, Fees, Charges and Rents	(5,305)	(5,656)	(5,810)	(5,742)	(5,745)
	Special Police Services	(308)	(292)	(292)	(292)	(292)
Grant, Trading & Reimbursement Income Total		(24,895)	(32,866)	(31,389)	(31,479)	(31,686)
Capital Financing and Contributions	Interest Paid	599	733	720	894	1,042
	Loan Charges	118	107	107	107	107
	Minimum Revenue Provision	642	819	1,817	2,079	2,383
	Revenue Contribution to Capital	3,288	4,369	4,421	4,521	4,721
Capital Financing and Contributions Total		4,648	6,029	7,066	7,601	8,254
Transfers to / (from) Specific Reserves	Transfers to/from Revenue and Capital Reserves	(406)	(447)	100	100	100
Transfers to / (from) Reserves Total		(406)	(447)	100	100	100
Total Force		159,906	168,742	174,808	179,959	184,952
Office of the PCC	Dorset Office of the PCC	1,464	1,628	1,711	1,793	1,875
PCC Commissioning	Dorset PCC Commissioning	1,504	1,504	1,504	1,504	1,504
Office of the PCC	Violence Reduction unit	0	135	143	150	158
Office of the PCC	Transfers to/from Revenue and Capital Reserves	0	(135)	(90)	(45)	0
Total OPCC		2,968	3,132	3,268	3,402	3,537
Net Revenue Expenditure		162,874	171,875	178,076	183,361	188,488

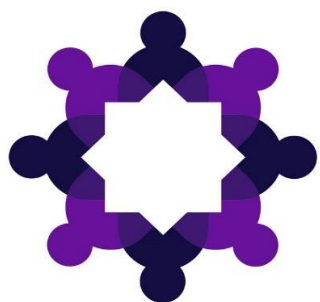
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2024/25 BUDGET, PRECEPT AND MEDIUM TERM FINANCIAL STRATEGY

Capital Programme 2024/25 to 2027/28

	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Vehicles	1,434	1,610	882	1,569
Building Works	7,996	3,855	3,065	3,900
ICT				
- PRISM	1,855	1,500	3,000	500
- Other ICT inc national projects	3,239	2,066	2,378	1,849
Equipment	976	1,105	485	675
Slippage	(400)	(300)	(200)	0
Total Capital Expenditure	15,100	9,836	9,610	8,493
Grant	0	0	0	0
Capital Receipts	0	0	0	0
Revenue Funding	4,369	4,421	4,521	4,721
Borrowing	10,731	5,415	5,089	3,772
Total Funding	15,100	9,836	9,610	8,493

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DORSET
POLICE & CRIME
COMMISSIONER
DAVID SIDWICK

RESERVES STRATEGY

2024/25 to 2027/28

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

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POLICE AND CRIME COMMISSIONER FOR DORSET RESERVES STRATEGY 2024/25 to 2027/28

1.0 Background

- 1.1 In January 2018 the Home Office issued guidance setting out the government's expectations around the information to be published by Police and Crime Commissioners (PCCs) on their financial reserves strategies.
- 1.2 The reserves strategy supports the annual budget and medium term financial plan, as reported to the Police and Crime Panel in February each year.

2.0 Scope

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

3.0 Guidance

- 3.1 Sections 32 and 43 of the Local Government Finance Act 1992 require precepting bodies to have regard to the level of resources needed to meet estimated future expenditure when calculating the annual budget requirement. This is further supported by the balanced budget requirement: England, sections 31A, 42A of the Local Government Finance Act 1992. Moreover, as part of the budget setting process, the Chief Financial Officer is required to comment on the adequacy of reserves. This relates to earmarked reserves as well as the General Balance and is a critical part in making the statutory Section 25 judgement on the robustness and sustainability of the PCC's budget proposals.
- 3.2 This strategy has regard to [LAAP Bulletin 99](#) 'Local Authority Reserves and Balances', issued in July 2014, and complies with the Home Office Guidance issued in January 2018, and the Revised Financial Management Code of Practice, issued in July 2018 by the Home Office.
- 3.3 Reserves are sums of money held to meet future expenditure. When reviewing the medium term financial plan and preparing the annual budget PCCs should consider the establishment and maintenance of reserves.
- 3.4 Reserves can be held for three main purposes:
 - a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
 - a contingency to cushion the impact of unexpected events or emergencies - this also forms part of general reserves
 - a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the General Fund.

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

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

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

4.0 Responsibilities

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

5.0 Reserves Strategy

5.1 The PCC's policy statement is set out in the table below.

Policy Statement

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

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

The key principles to be adopted in setting reserves are:

General Balances

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

Earmarked Reserves

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

This Strategy will be reviewed annually by the Office of the Police and Crime Commissioner (OPCC) Treasurer and consulted on with the Force Chief Financial Officer and the Joint Leadership Board.

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

5.2 The following earmarked reserves balances are held:

Name of Earmarked Reserve	Purpose	Opening balance 1 April 2023 £'000s	Target level
Budget Management Fund	To hold year end underspends for carry forward to the following year	1,616	Opening Balance to be cleared during the year
Police and Crime Plan Reserve	To fund planned Police and Crime Plan developments	1,028	£200,000 by 2028
Office of the Police and Crime Commissioner Legal Reserve	To fund future legal costs	220	£250,000 by 2024
Workforce Change Reserve	To fund one-off and transitional costs of change programmes including the Strategic Alliance with Devon & Cornwall Police	643	Nil by 2026
Regional Collaboration Reserve	To hold funds related to past underspends and future planned spending for regional collaborations	34	Nil by 2026
Learning and Development Reserve	Used for the benefit of Dorset Police Officers and Dorset Police Staff for training and development purposes	46	Reduce to zero
Policing Education Qualifications Framework (PEQF) Reserve	To fund the costs of the PEQF across the MTFP	375	Nil by 2028
Uplift Reserve	To hold funds for infrastructure relating to future years uplift programme	549	Nil by 2025
Forensics Capability Network Reserve	To fund continuing projects of the Forensic Capability Network	256	Nil by 2024
Office of the Police and Crime Commissioner Reserve	To fund additional projects and pilot schemes within the Office	377	Nil by 2026
Violence Reduction Reserve	Funds held for the costs of the Violence Reduction unit (to be transferred from PCP Reserve)	0	Nil by 2028

5.3 Home Office Classifications

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

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

5.3.3 *Funding for specific projects and programmes beyond the current planning period.*

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

5.4 Total Usable Reserves

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

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Closing Balance as at:	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	31/03/2028
	Actual	Forecast	Estimate	Estimate	Estimate	Estimate
	£000's	£000's	£000's	£000's	£000's	£000's
Budget Management Fund	1,616	886	686	0	0	0
Police and Crime Plan Reserve	1,028	258	258	258	258	258
Violence Reduction Reserve	0	770	635	360	125	0
Office of the Police and Crime Commissioner Legal Reserve	220	250	250	250	250	250
Workforce Change Reserve	643	643	343	0	0	0
Regional Collaboration Reserve	34	34	34	0	0	0
Learning and Development Reserve	46	46	46	46	46	46
Policing Education Qualifications Framework Reserve	375	375	328	250	150	0
Uplift Reserve	549	349	349	150	0	0
Forensics Capability Network Reserve	256	0	0	0	0	0
Office of the Police and Crime Commissioner Reserve	377	377	377	377	377	377
Total Earmarked Reserves	5,144	3,988	3,306	1,691	1,206	931
General Fund Balance	5,860	5,960	6,060	6,160	6,260	6,360
Total Revenue Reserves	11,004	9,948	9,366	7,851	7,466	7,291
Capital Receipts Reserve	379	3,412	3,412	3,412	3,412	3,412
Total Usable Reserves	11,383	13,360	12,778	11,263	10,878	10,703

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

5.4.2 The following table sets out the reserves as required by the Home Office strategy guidance.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Closing Balance as at:	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	31/03/2028
	Actual	Forecast	Estimate	Estimate	Estimate	Estimate
	£000's	£000's	£000's	£000's	£000's	£000's
Funding for projects and programmes over the period of the current MTFP	5,523	7,400	6,718	5,103	4,618	4,343
Funding for projects and programmes beyond the current MTFP	0	0	0	0	0	0
General Contingency	5,860	5,960	6,060	6,160	6,260	6,360
Total	11,383	13,360	12,778	11,263	10,878	10,703

**POLICE AND CRIME COMMISSIONER FOR DORSET
RESERVES STRATEGY 2024/25 to 2027/28**

FINANCIAL REGULATIONS [extract]

Maintenance of Reserves and Balances

- 3C.44 The PCC holds all reserves and balances.
- 3C.45 The Treasurer is responsible for creating a reserves strategy in consultation with the CFO.
- 3C.46 The Treasurer is responsible for advising the PCC about the level of reserves that the PCC holds and for ensuring there are clear protocols for their establishment and use. For each earmarked reserve held by the PCC there should be a clear protocol setting out:
- a. The reason for/purpose of the reserve.
 - b. How and when the reserve can be used.
 - c. Procedures for the reserve's management and control.
 - d. A process and timescale for review of the reserve to ensure continuing relevance and adequacy.
- 3C.47 The Treasurer and the CFO will keep any legal or constructive obligations (liabilities) under review throughout the year. Any changes to the provisions or reserves required in relation to such liabilities will be reflected in the regular budget monitoring reports to the Resource Control Board.
- 3C.48 In addition to the regular review outlined above the Director of Legal, Reputation and Risk will report formally to the appropriate governance board on the level of the outstanding liabilities and potential liabilities of the PCC and the Chief Constable as at 30 September and 31 March of any given financial year.
- 3C.49 The Treasurer and CFO have a duty to report on the robustness of estimates and the adequacy of reserves and provisions when the PCC is considering the budget. In particular the Treasurer must assess the adequacy of unallocated general reserves taking into account the strategic, operational and financial risks facing the PCC. In coming to this view the Treasurer must seek the advice of the CFO and of the Chief Constable on major policing risks facing the Force.
- 3C.50 The PCC shall approve the creation of reserves and appropriations to and from general balances and reserves. To enable the PCC to reach their decision the Treasurer shall report the factors that influenced their judgement, and ensure the advice given is recorded formally.

2024/25 BUDGET, PRECEPT AND MEDIUM TERM FINANCIAL STRATEGY**RISKS**

There are clearly numerous risks relating to the 2024/25 budget estimates and future financial projections. The key specific risks are set out below:

1. Pay Budget

The financial projections assume 2.5% for annual pay award from 2024/25 and 2% for the rest of the Medium Term Financial Forecast. An increase of 1% to this assumption would result in an additional cost of £0.8m in the first year (as pay awards are implemented from 1st September) rising to £1.4m in the second year. In the last two years additional funding has been provided for pay awards in excess of the 2.5% level therefore it is assumed that this would continue in 24/25.

2. Inflation

Inflation has been included on budgets where increases are known or have specific inflationary increases which apply. Primarily these relate to PFI costs, IT contracts and Business Rates. These have been based on either published rates or estimates for future inflation.

3. Pensions

The specific grant for Police Officer pensions (£4.4m for 2024/25) is assumed to continue annually, although this has not been confirmed by the Home Office, and will be reviewed as part of the annual settlement process. This has been increased this year as a result of the recent actuarial valuation but is not forecast to increase for increases such as pay awards etc.

In addition to the ongoing schemes there is the potential for compensation costs from legal action such as McCloud but it is not yet clear if this will be required to be funded locally or nationally.

4. 2021 Spending Review (SR)

2024/25 is the final year of the 2021 Spending Review which outlined the forecasts for Home Office spending allocations for 2022 – 2025. No further information is currently available for future years' forecasts therefore prudent forecasts have been made. More detail will be available as we go through the financial year.

5. Formula Funding Review

A review to the allocation of funding between forces has started with initial consultation on work completed to date originally expected in Spring 2023, but no consultation has yet been launched. No timetables have been announced for the potential implementation of any changes and this is likely to be contentious between forces as some will gain and others will lose. There is no indication of additional funding being provided to smooth any implementation therefore it is likely to be a slow process.

Whilst the previous formula funding review, which was not implemented, would have provided an additional £4m pa approximately to Dorset Police, there is no guarantee that a similar outcome will be generated by the latest review.

2024/25 BUDGET, PRECEPT AND MEDIUM TERM FINANCIAL STRATEGY6. Increasing population / expectations / demand

The challenges of policing in Dorset continue to change, with increased population and demand. The Force continue to review their operational capacity and capability in order to address the demand, but clearly the additional burden is a significant factor in financial planning.

7. Emergency Services Network (ESN)

No assumptions have been made in relation to any benefits for the implementation of ESN. An estimate of costs has been included in the capital programme although these are pushed back until 2027/28. Indications from Government are that local forces will be expected to incur some of the implementation costs, while some will be met centrally through top slicing. However, revenue savings are also anticipated.

8. Further top slicing / charges

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

9. Change in Political Environment

The potential for changes nationally through a policy change from the Government are thought to be limited in the short term. PCC elections are to be held in May 2024, with a General Election due to be held by January 2025 which could impact on later years of the Medium Term Financial Forecast.

10. Impact of Partners

It is widely reported that financial pressures of our partners such as Local Authorities and the NHS are significant. How partners choose to balance their budgets could have a detrimental impact on the Force such as increased demand following reductions in community safety initiatives for example.

11. Other Risks

There are also potential risks in the realisation of savings and changes to the police officer workforce. Workforce risks include changes in numbers of police officer leavers, delivery of recruitment targets, and numbers of officers on secondment.

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

DORSET POLICE AND CRIME COMMISSIONER - COUNCIL TAX REQUIREMENT

APPENDIX 5

2023/24	BUDGET SUMMARY	2024/25	2024/25
£		£	£
162,874,398	Budget Requirement		171,874,938
	Police Allocation Formula (PAF)		
71,029,314	Police Grant (Home Office)	75,293,841	
7,918,574	Legacy Council Tax Grants	7,918,574	
78,947,888	Total funding		83,212,415
83,926,510	To be met by Council Tax payers		88,662,523
(520,457)	Less: estimated surplus / Plus: estimated deficit on Collection Fund		(532,243)
83,406,053	PRECEPT REQUIREMENT		88,130,280

PRECEPTS						
Authority	2023/24		increase in tax base %	2024/25		Estimated Surplus on Collection Fund
	Tax Base	PCC Precept		Tax Base	PCC Precept	
Bournemouth, Christchurch & Poole	144,839.0	£40,638,927	1.04%	146,342.0	£42,963,085	£498,271
Dorset Council	152,424.0	£42,767,126	0.94%	153,849.7	£45,167,195	£33,972
Total	297,263.0	£83,406,053	0.99%	300,191.3	£88,130,280	£532,243

COUNCIL TAX								
Band	A	B	C	D	E	F	G	H
2023/24	£187.05	£218.23	£249.40	£280.58	£342.93	£405.28	£467.63	£561.16
Increase (4.63%)	£8.67	£10.11	£11.56	£13.00	£15.89	£18.78	£21.67	£26.00
2024/25	£195.72	£228.34	£260.96	£293.58	£358.82	£424.06	£489.30	£587.16

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

- The PCC provided funding to 11 organisations through the 'Fix the Future' fund.
- The PCC attended the Safer BCP Partnership's conference 'Keeping Our Young People Safe'.

Uplift and Visibility	Connectivity and Engagement	Customer Service
Green	Green	Green

- Boscombe police station reopened as an operational base for local policing.
- Neighbourhood Policing Teams continue to develop their Key Community Contact lists.

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

- The PCC heralded the results of the sixth phase of Operation Scorpion.
- The PCC commenced recruitment of Serious Violence roles within the office.



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

- The PCC welcomed the Home Office Safer Street Fund award to Dorset.
- The PCC launched his annual precept survey, seeking views from Dorset residents.

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

- November saw the formal launch of the Immediate Justice Scheme.
- The PCC welcomed 'Op Shopkeeper' which delivers an enhanced focus on retail thefts.

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

- The PCC approved funding for a fly-tipping role to gather evidence and map hotspots.
- The PCC attended the launch of the Rural Mounted Volunteers.

RAG Status	
This Period	Last Period

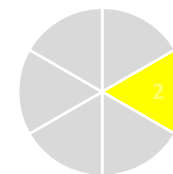


In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“What was clear to me, was that it takes more than just policing to make a difference... Without joined-up effective communication and shared objectives, tackling the scourge of knife crime and protecting our young people from harm will not be successful.”</p> <p>PCC, 17 November 2023</p>	Total Crime (from 2019 baseline)	↓	↓ -5%	Non-dwelling burglary 23/24 (YTD)	-3.1%(-24)		∨
				Dwelling burglary 23/24 (YTD)	+1.0% (+8)		∧
	Total ASB incidents (from 2019 baseline)	↓	↓ -25%	Killed or Seriously Injured (rolling)	-0.7%		∨
				ASB YTD	-14.2% (-1,988)		∨
	Public Opinion	↑	-- 46%	% people feeling safe in Dorset	91%		-
				Commissioning: Crime Prevention 23/24	£1.7m		∧

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Theme	RAG Q2	RAG Q3	Detail	Theme	RAG Q2	RAG Q3	Detail
Road Safety			The PCC funded a 12-month <u>road safety sign trial</u> . The trial follows speed complaints from North Dorset residents and will be rolled out in up to ten villages where no other measures, such as speed cameras, are in place.	Burglary			The PCC <u>issued</u> a blog of ‘ Top Tips ’ for staying safe and secure at Christmas, including tips for keeping safe at home and when out and about doing Christmas shopping.
			The PCC provided £3,000 to DocBike for First Aid Kits for the ‘Biker Down’ course. These kits provide emergency first aid at RTCs involving motorcycles.	Fraud & Cyber Crime			The Online Fraud Charter was signed in October by the UK government and leading tech companies, such as Google, Amazon and Facebook, who have pledged to take additional action to block and remove fraudulent content from their sites.
Crime and ASB			The PCC ran another round of the ‘ Fix the Future ’ fund, awarding <u>£51,824 to 11 organisations</u> to deliver projects that engage young people and/or provide education on crime prevention.	Support Young People			The PCC <u>attended</u> the ‘ Keeping Our Young People Safe ’ conference, hearing powerful personal testimonies along with expert findings on the best ways to help vulnerable young people in Dorset. He also <u>launched</u> the latest round of his Fix The Future Fund .

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“To have a Police and Crime Commissioner who is actively backing [business engagement] is a big step...The Dorset Safer Business Partnership is trailblazing what can be achieved when everyone works together.”</p> <p>Gareth Lewis, Southern Co-op, 19 October 2023</p>	Number of full-time equivalent police officers	↑	↑ 1,431.79	Victim Satisfaction (Whole Experience)	61.6%		V
				Victim Satisfaction (Actions Taken)	57.8%		V
	Percentage of People who feel Dorset Police do a good job in their area	↑	--	Victim Satisfaction (Kept Informed)	59.3%		V
		80%	67%	Average 101 answer time	15.6 mins		^
	Percentage of 999 calls answered within 10 seconds	↑	--	Complaints received by Dorset Police (Q3)	392		^
		90%	86.9%	Complaint Reviews received by OPCC (Q3)	32		^

Theme	RAG Q2	RAG Q3	Detail
Uplift and Visibility			Boscombe police station reopened as an operational base for local policing as part of efforts to improve response times to emergency calls in East Bournemouth and Christchurch. The PCC also attended the <u>launch</u> of the Rural Mounted Volunteers , as outlined later in this document.
Engagement and Connectivity			The PCC provided an <u>overview</u> of the results of his Annual Safety Survey . There were just short of 3000 responses – with respondents listing ASB, burglary and drug related crime as the top three areas of concern. 46% of respondents felt that Dorset was either the safest, or one of the safest, counties in England and Wales. December also saw the <u>launch</u> of the PCC’s annual Precept Survey . Neighbourhood Policing Teams continue to develop their Key Community Contact lists to get the right people sharing the updates across the county and the OPCC attend regular meeting with the Forces Engagement teams.
Customer Service			The PCC shared a statement on Facebook welcoming improved response times to serious emergency calls. This was a direct outcome from the PCC’s formal challenge to make improvements to the time it was taking to respond to the most serious calls for service. The improvement follows much hard work towards meeting this challenge. Dorset has a target of responding to the highest priority emergency calls – Grade 1 – within 20 minutes and the PCC was pleased to note that 83% of these are now being met within this time – a 10% reduction in response times overall.

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“Protecting women and girls forms a key part of my Police and Crime Plan to fight violent crime and high harm. I am dedicated to continue working with police and external partners to counter violence against women and girls by making our public spaces safer.”</p> <p>PCC, 29 November 2023</p>	Most Serious Violence (from 2019 baseline)	↓	-- +0.8%	Domestic Abuse Crimes	+10.4% (+673)		^
	Domestic Abuse Crime and Incident Reports	↑	↑	Domestic Abuse Incidents	+13.0% (+1,014)		^
	Effectiveness assessment by HMICFRS	ADQ.	ADQ.	Violence Against the Person	+0.4% (+67)		-
				Domestic Violence, Sexual Harm and Stalking Prevention Orders 23/24	183		^
Commissioning: Reducing Reoffending 23/24	£632k		^				

Theme	RAG Q2	RAG Q3	Detail	Theme	RAG Q2	RAG Q3	Detail
Addiction and Substance Misuse			The PCC <u>heralded</u> the results of the sixth phase of Operation Scorpion – the regional approach to combating drug supply in the Southwest. Arrests totalled 26 and £93k worth of drugs were seized.	Child Abuse			The OPCC received a formal update from Circles Southwest regarding the behaviour changing course , which works with young sex offenders.
			Through the Combatting Drugs Partnership , the PCC, Local Authorities, and Public Health co-funded continuation of the prevention work started through the NIHR Innovation Fund.	Violence Against Women and Girls			The PCC <u>launched</u> the VAWG Improvement Panel , bringing subject matter experts together to provide vital feedback and insight. The PCC also <u>supported</u> White Ribbon Day .
Violence Reduction			The PCC commenced recruitment of Serious Violence roles within the office, starting with the Head of Violence Reduction and Prevention. These roles will provide a greater focus in this area and initiate steps towards the implementation of a Violence Reduction Unit . The PCC <u>outlined</u> his ambitions to reduce violence, in particular to tackle knife crime , in his newsletter and also <u>supported</u> Op Sceptre .	Domestic Abuse & Stalking			The National Police Chiefs Council, the College of Policing and the Crown Prosecution Service announced a joint commitment to transforming how they investigate, handle and prosecute domestic abuse . The three organisations are committing to working together to develop a national Domestic Abuse Joint Justice Plan. The PCC <u>highlighted advice and support</u> for victims in his blog.

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“To successfully tackle the types of incidents involved in rural crime, the police must know about it. Without intelligence and knowledge of incidents which have occurred, the Force cannot deploy resources and officers to where they are needed.”</p> <p>PCC, 9 November 2023</p>	Total Rural Crime (compared to 2019 baseline – YTD)	↓	↓ -71%	Crimes ‘Flagged’ as Rural	-45.5% (-80)		V
	Rural Resources	↑	↑	Engagement events in County LPA (Q3)	-93% (2)		V
	Public Opinion	↑	TBC				

Page	Theme	RAG Q2	RAG Q3	Detail	Theme	RAG Q2	RAG Q3	Detail
4	Rural Resources			The PCC shared his <u>views</u> on the regional Rural Crime Survey results and his ambitions and achievements so far including Country Watch , fly-tipping, the increased size of Rural Crime Team, community engagement regarding the importance of reporting Rural Crime, progress of the Dorset PARC, and Operation Ragwort (OCGs).	Country Watch			The PCC received an update regarding the recruitment of Rural Mounted Volunteers (RMVs). There are now 6 <u>RMVs</u> who have had police training in first aid, de-escalation, rural crime training, and reporting to SOH / 999. Further to this, the Home Office Safer Streets Fund will be providing Theft and Prevention Packs to rural communities and businesses.
	Fly-Tipping			Through the work of the Dorset PARC, the PCC approved funding of a part-time fly-tipping role to gather evidence of fly-tipping offences and map crime hotspots . The post is costing £20,000 and will be hosted by Dorset Council. The PCC also <u>commented</u> on the results of a Southwest rural crime survey that showed fly-tipping was the crime most likely to affect rural residents in the past 12 months.	Wildlife Crime			Forensic training of Wildlife Crime Officers took place with <u>4 PCs, 1 PCSO and 1 Sgt</u> receiving training. Further to this, Dorset Police has asked the Game and Wildlife Conservation Trust to provide training on legislation in relation to traps and use of pesticides.

RAG Status	
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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“I know how damaging incidents of shoplifting can be [and] protecting Dorset businesses from crime is a responsibility I take very seriously. But it cannot be done through policing alone. We need to work together to ensure we make Dorset the safest county to live and work.”</p> <p>PCC, 27 October 2023</p>	Number of victims supported by OPCC commissioned services	↑	↑	Victim Support – Cases Created (Q3)	3087		-
	Victim Satisfaction	↑	-- 62%	Victims’ Bureau – Contact (Q3)	6667		v
	Legitimacy Assessment by HMICFRS	ADQ.	ADQ.	Recorded Hate Crime (YTD)	-9.5% (-65)		v
				Recorded Hate Incidents (YTD)	+3.9% (+4)		^
				Business Crime (YTD)	+31.5% (+990)		^
	Commissioning: Victim Services 23/24	£2m		-			

Theme	RAG Q2	RAG Q3	Detail	Theme	RAG Q2	RAG Q3	Detail
Criminal Justice Service and Restorative Justice			The Immediate Justice Scheme launched in Dorset, with the first referral being made and undertaken. To support this, the PCC issued a <u>survey</u> to understand how communities would like the scheme to work in their area.	Hate Crime			The PCC supported hate crime awareness week in October – Sharing a blog from a <u>victim of hate crime</u> and raising awareness on how to report hate crime.
Business and Retail Crime			The PCC welcomed ‘ Op Shopkeeper ’. This robust approach will see arrests, searches, and bail conditions put on high harm and prolific retail offenders. Days of action will be taking place in 2024 with high profile media support.	Vulnerability			Work commenced with STARS Dorset to deliver alcohol and consent training to students as part of the Safer Streets Fund bid. This training will help students understand and identify problematic behaviours in relationships and in the night-time economy.
				Victims and Community			The Victims and Witnesses Bill entered the report stage and third reading. The OPCC continues to work with Dorset Police to ensure we can collect and report on the required data metrics.

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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q2	Q3
<p>“I am delighted with the award of the Safer Street Fund grant – to have [this additional funding] coming into Dorset in one go is unprecedented. The range of projects that will receive help is on a scale that Dorset hasn’t seen before.”</p> <p>PCC, 27 October 2023</p>	Money secured from competitive national funds	↑	↑ £731k	Total Commissioning Spend by OPCC (2023/24)	£4.3m		^
	Budget Forecast	SEE FINANCE SLIDES	SEE FINANCE SLIDES	Innovation Bids Submitted (since 01/04)	7		V
				Small Grant Bids Awarded 2023/24	21		^
	Efficiency assessment by HMICFRS	ADQ.	ADQ.	Absence Rates for Officers (Q2)	3.45		^
				Absence Rates for Staff (Q2)	2.87		V

Theme	RAG Q2	RAG Q3	Detail	Theme	RAG Q2	RAG Q3	Detail
Funding			<p>The PCC <u>welcomed</u> the award of Home Office Safer Street Funding to Dorset, following three successful bids by his Office.</p> <p>The PCC launched his annual precept survey in December, which was supported with news releases, social media activity and face-to-face engagement sessions. The <u>survey</u> invited Dorset residents to have their say on the proposal of paying an increased amount.</p>	Efficiency			<p>In support of the budget and precept setting proposals, the PCC and his Office have been carefully scrutinising the Force’s saving plans. The PCC’s Chief Finance Officer has examined the work of the Force Efficiency Board and the PCC has made clear that the Force must protect the delivery of the Police and Crime Plan for the people of Dorset.</p>
Evidence Based Policing			<p>The PCC continues to support evidenced-based proposals to aid policing in Dorset. This quarter, this included <u>funding</u> specialist autism training for Independent Custody Visitors; <u>welcoming</u> the law to make Nitrous Oxide possession illegal; and <u>supporting</u> the Pineapple Project to safeguard young women.</p>	Philosophy and Co-Operation			<p>The OPCC reacted to the notification from the Home Office of the reduction of the Safer Streets Fund Grant by £180k. This saw the grant reduce from £964k to £784k. Work was carried out with the delivery partners to ensure delivery was realised and minimise the overall impact of the reduction.</p>

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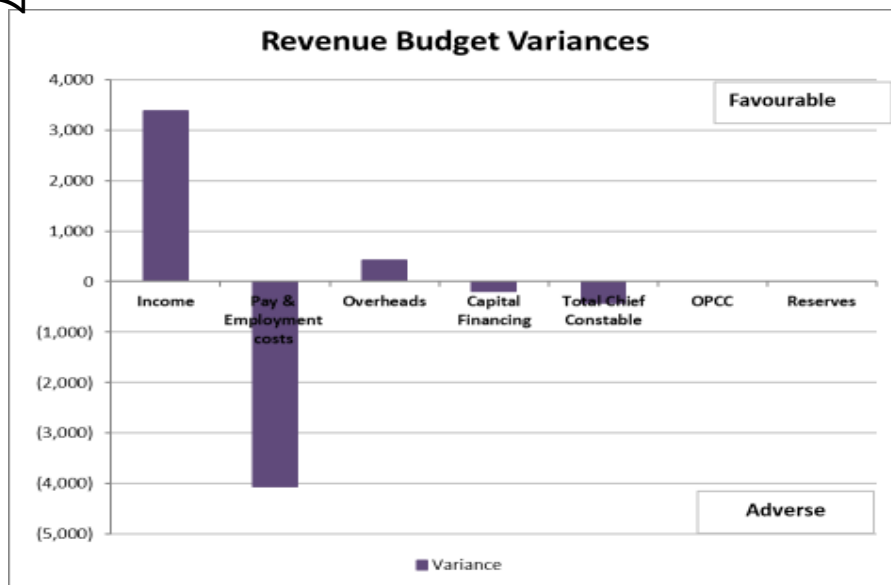


2023/24 QUARTER 3 FINANCIAL REPORT- OVERVIEW

The overall revenue spend is forecast to be £163.3m against a budget of £162.9m, an adverse variance of £0.43m or 0.26%, based on information up to 31 December 2023. This is an improved position compared to the Q2 forecast of a £1.89m adverse variance.

If the variance is still adverse at the year end this will reduce the General Fund Balance to £5.529m, equivalent to 3.39% of Net Revenue Expenditure. This would be above the minimum level of reserves however the Force continues to work on bringing the year end outturn back in line with the budget.

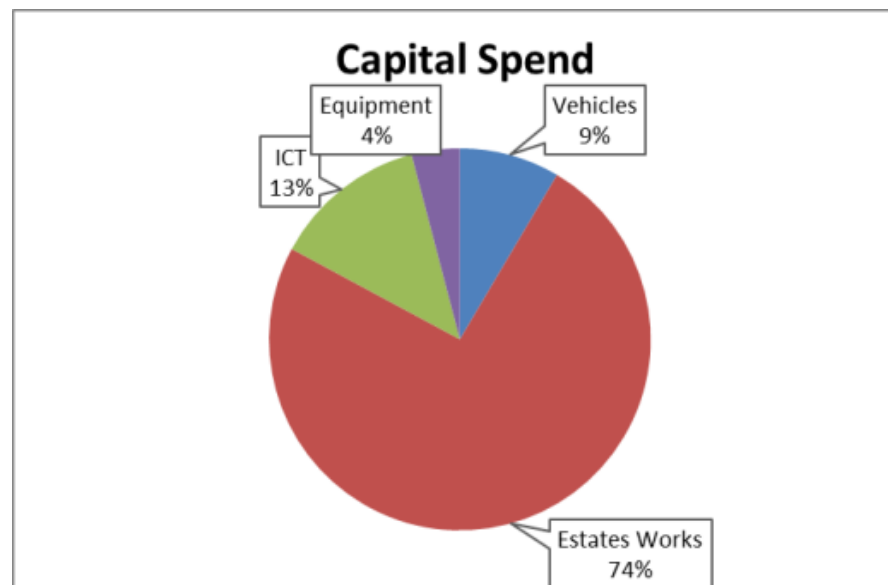
The graph below summarises the forecast revenue variances for the year to 31 March 2024.



CAPITAL

The Capital Programme is currently predicting expenditure of £17.570m against a revised budget of £18.406m for the year, after removing the slippage which has been built into 2024/25. The variance of £0.836m is made up of further slippage of £0.5m and forecast underspends of £0.3m. This will reduce the borrowing required in 2023/24.

The graph below shows the current allocation of the forecast spend for 2023/24.



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

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REVENUE BUDGET MONITORING

2023/24	Original Budget	Revised Budget	Actual to Date	Forecast Outturn	Variance fav / (adverse)	Ref	Revenue Commentary
	£000's	£000's	£000's	£000's	£000's		
Chief Constable							
Income	(24,895)	(28,556)	(18,154)	(31,943)	3,387	R1	R1. Overall variance relates to additional uplift recruitment offsetting addition pay costs, grant relating to the Bibby Stockholm operation, increased regional contributions and Increased interest received as a result of higher rates and cashflow. This more than offsets the additional interest payable forecast below.
Pay & Employment costs	135,821	139,352	105,674	143,406	(4,054)	R2	R2. The additional costs of the extra 27 officers are forecast here, as well as the £1.2m savings built into the budget which have not yet been delivered. The impact of the pay award (net of the grant received) is also forecast here. Overtime budgets are still under pressure but not as much as in previous years.
Overheads	44,738	44,984	33,100	44,562	422	R3	R3. Increased costs of business rates have now been exceeded by reductions in utilities and some maintenance. Increased costs of equipment, body armour and pension administration fees are being offset by savings in IT licences and network costs, regional collaboration costs and fuel savings.
Capital Financing	4,649	4,836	266	5,022	(186)	R4	R4. Increased interest costs for temporary borrowing forecast at year end as a result of continued high interest rates.
Total Chief Constable	160,312	160,616	120,886	161,047	(431)		
OPCC	2,968	3,054	1,562	3,054	0		
Total Net Revenue Expenditure	163,280	163,670	122,448	164,101	(431)		
Reserves	(406)	(796)	(390)	(796)	0		R5. The forecast variance of £0.431m is equivalent to 0.26% of the total net budget. If this position were to be the final outturn position this would reduce the General Reserves to 3.39%, which is still in excess of the minimum level of 3%. The Force are still working hard to address the forecast variance and the position is monitored closely by the Resource Control Board each month.
Net Budget	162,874	162,874	122,058	163,305	(431)	R5	

RAG Status	
This Period	Last Period

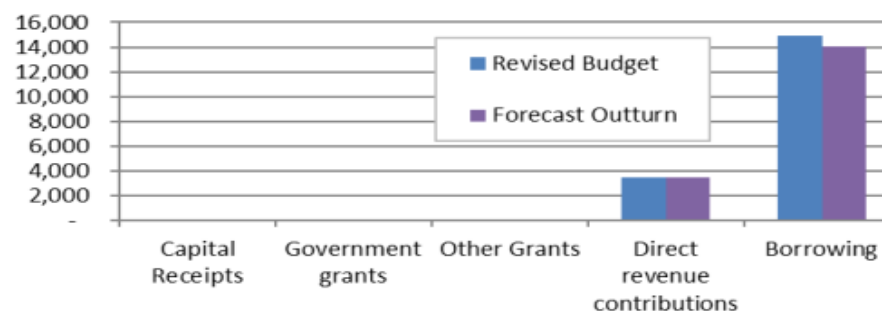


CAPITAL BUDGET MONITORING

2023/24	Original Budget	Revised Budget	Actual to Date	Forecast Outturn	Variance Fav / (Adverse)	Capital Programme Commentary
	£000's	£000's	£000's	£000's	£000's	
Capital Investment						
Vehicles	924	1,121	795	1,494	(373)	Slippage of £6.55m forecast at Q2 has been removed from the revised budget and built into the 2024/25 budget.
Estates Works	15,123	13,779	7,557	13,060	719	Some manufacturers are now forecasting improved lead times and some 2024/25 vehicles are now predicting to be delivered before the year end. Whilst early order prices have been honoured, new orders being placed are seeing significant increased costs, some as high as 24%.
IT	3,537	2,584	1,164	2,299	285	The Firing Range project is now not expected to start until April 2024, and underspends in the roofing projects are to be carried forward towards the costs of other roofing works in 2024/25.
Equipment	637	1,271	315	717	554	Some further slippage in IT projects has been identified in Q3 alongside underspends in projects totalling £198,000.
Slippage	(500)	(349)	0	0	(349)	Underspends are forecast where equipment is not required this year. In addition, there is some new spend relating to regional schemes which will be funded by additional revenue contributions.
Unallocated	0	0	0	0	0	
Total Capital Programme	19,721	18,406	9,831	17,570	836	

CAPITAL FINANCING

Sources of Finance					
Capital Receipts	-	-	-	-	0
Government grants	-	-	-	-	0
Other Grants	23	72	23	72	0
Direct revenue contributions	3,288	3,453	2,528	3,453	0
Borrowing	16,410	14,881	7,280	14,045	836
Total Capital Funding	19,721	18,406	9,831	17,570	836



RAG Status	
This Period	Last Period



USABLE RESERVES

2023/24	Opening Balance at 1/4/23	Budgeted transfer to/(from) reserves	Commitments to transfer to/(from) reserves	Actual Transfer to/(from) reserves	Forecast Closing Balance at 31/3/24	Reserves Commentary
Reserve	£000's	£000's	£000's	£000's	£000's	
Budget Management Fund	1,616	(696)	(340)	(390)	886	<ul style="list-style-type: none"> Of the forecast balance held in the Budget Management Reserve at 31 March 2024, £295,000 has been identified as no longer being required for its original purpose. £200,000 of this is being used as part of the 2024/25 budget. The remaining balance is committed to projects likely to complete in 24/25. £770,000 has been committed to the Violence Reduction Unit by the PCC so this will be transferred into its own reserve from the Police and Crime Plan Reserve An additional £30,000 is planned to be transferred to the OPCC Legal Reserve at the year end and then maintain at this level The balance on the Forensic Capability Network Reserve will be used to fund costs incurred this year as per the agreement with the Home Office No other transfers are currently forecast however this will be reviewed at the year end The General Fund Balance is budgeted to increase to £5.960m at 31 March 2024, equivalent to 3.66% of Net Revenue Expenditure. This would be above the minimum level of reserves, but below the maximum of 5%, however this does not factor in the current forecast position. If this variance is still present at the year end the General Fund Balance would be reduced to 3.39% and still above the minimum level. The capital receipt from the sale of Bargates has now been received. No commitments have yet been made on what these receipts should be used for.
Police and Crime Plan Reserve	1,028	0	(770)	0	258	
Violence Reduction Reserve	0	0	770	0	770	
OPCC Legal Reserve	220	0	30	0	250	
OPCC Reserve	377	0	0	0	377	
Regional Collaboration Reserve	34	0	0	0	34	
Forensic Capability Network Reserve	256	0	(256)	0	0	
Workforce Change Reserve	643	0	0	0	643	
Uplift Reserve	549	(200)	(200)	0	349	
Learning & Development Reserve	46	0	0	0	46	
PEQF Reserve	375	0	0	0	375	
Total Earmarked Reserves	5,144	(896)	(766)	(390)	3,988	
General Fund Balance	5,860	100	100	0	5,960	
Total Revenue Reserves	11,004	(796)	(666)	(390)	9,948	
Capital Receipts Reserve	379	0	3,033	0	3,412	
Total Usable Reserves	11,383	(796)	2,367	(390)	13,360	



POLICE AND CRIME PANEL – 1 FEBRUARY 2024

REHABILITATION OF OFFENDERS

REPORT BY THE CHIEF EXECUTIVE

PURPOSE OF THE REPORT

To provide members with an update on the PCC's work in support of the rehabilitation of offenders. This paper also seeks to address the following four Key Lines of Enquiry as provided by the Dorset Police and Crime Panel:

- I. How does the PCC define rehabilitation and what does the PCC see as his role?
- II. Can the PCC explain each of the seven pathways to reoffending and elaborate on:
 - The role that the PCC plays in these areas, including funding and commissioning,
 - How Value for Money is evaluated from commissioned work,
 - How the PCC works in partnership with others, including who leads on each pathway,
 - The key challenges,
 - What achievements have been delivered by the PCC including in partnership with others,
 - How success is monitored.
- III. How does the OPCC monitor both existing and proposed legislative change in areas which may impact on 'rehabilitation'?
- IV. What input and influence does the PCC have over national rehabilitation initiatives commissioned by central government?

1. INTRODUCTION

- 1.1. One in four offenders reoffend. National statistics measure the proven reoffending rate as those offenders who received a custodial sentence, non-custodial court conviction, reprimand or warning and then go on to commit a further offence within one year (or within one year of release where a custodial sentence was received).
- 1.2. The overall proven reoffending rate was 25.4% for the October to December 2021 offender cohort, the latest period for which data are available¹.
- 1.3. Adult offenders had a proven reoffending rate of 25.1%, and youth offenders of 32.5% for the same period. In Dorset, for the same period, adult offenders had a proven reoffending rate of 22.1% (as 2,533 offenders out of 11,447 reoffended), and youth offenders of 33.0% (206 offenders out of 624 reoffended). An offender's geographical location is based on their postcode on the date they received their disposal.

¹ <https://www.gov.uk/government/statistics/proven-reoffending-statistics-october-to-december-2021>

- 1.4. Of the overall national offender cohort, 85% were male and 15% were female, a gender split which has remained reasonably stable over time. Male offenders reoffended at a higher rate of 26.1% compared to female offenders who reoffended at a rate of 21.1%. The highest reoffending rate was observed for White offenders (26.8%), followed by Black offenders (26.3%), Asian offenders (20.2%), and offenders in the Other Ethnicity category (17.0%).

2. BACKGROUND

- 2.1. Rehabilitation services are primarily operated through the prison and probation services. However, this also involves co-operation with other public bodies, such as the police, and with voluntary organisations.
- 2.2. Offender rehabilitation is a primary component in reducing reoffending rates, and this report will set out the key factors associated with this. Evidence shows the importance of the role of supervision and the relationship between offender and offender manager in achieving these desired outcomes, for example, the Ministry of Justice evidence summary on reducing reoffending² concludes that: *“Good quality supervision, case management and holistic, tailored approaches can support and enable rehabilitation and reintegration.”*
- 2.3. The PCC supports this approach and notes that the ‘revolving door’ analogy of reoffending is widely recognised. Over the years, criminogenic theory – that is the consideration of systems, factors and approaches that are likely to give rise to or enable criminal behaviour – has pondered the question why.
- 2.4. Some commentators will state that prisons are too soft, holiday camps even, and that they afford offenders opportunities to meet like-minded individuals who strengthen their divergent beliefs, help them further develop their tradecraft, and forge new connections and alliances.
- 2.5. The suggestion often follows then that our prison regime should be more punitive. However, whilst there are certainly harsher prison regimes elsewhere in the world, these are rarely associated with lower recidivism rates.
- 2.6. The challenge in considering options for rehabilitation is that some demand that a more punitive or ‘common-sense’ approach is taken, and that minimal public funds should be used on the rehabilitation of offenders, an approach which has in the past given rise to initiatives like ‘Scared Straight’. These programmes typically involve supervised visits to prisons by young offenders or those at risk of offending, with the expectation that the reality of imprisonment helps them understand the risks associated with a criminal lifestyle.
- 2.7. From a common-sense perspective, this initiative might seem valid as it recognises the retributive consideration of the impact of crime on victims and does not seek to reduce the individual responsibility and culpability of offenders, or those at risk of offending. However, the summary evidence³ over decades of research, and with interventions focused on children as young as ten, is clear that these types of approach increase offending.

THE PRISON ESTATE

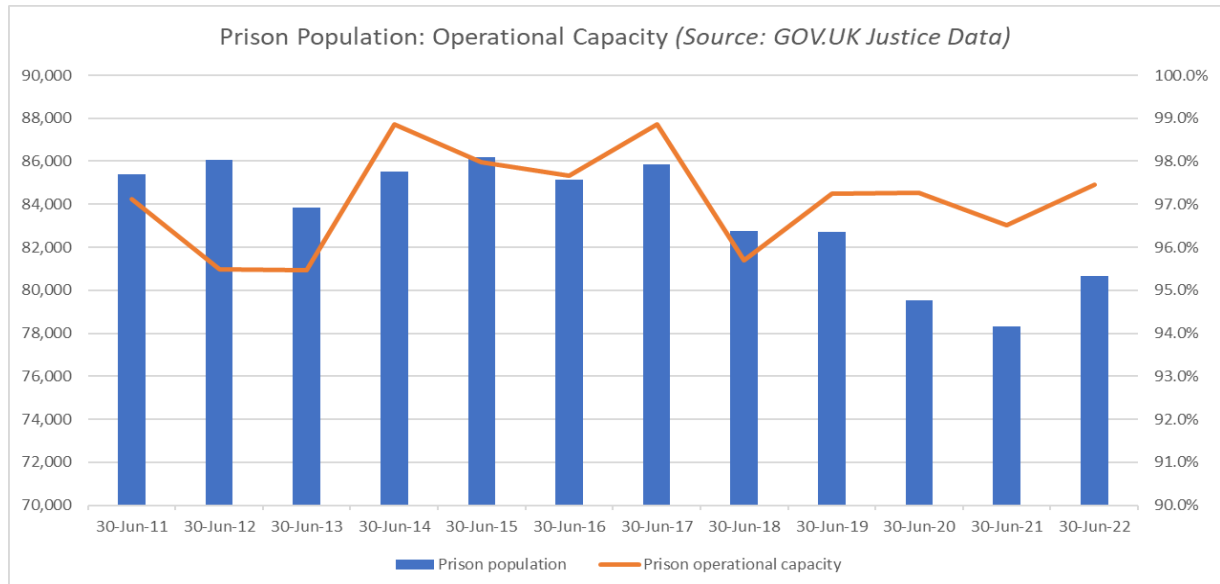
The prison estate itself should also be briefly considered in terms of its impact on reoffending rates. In June 2023, the latest date for which statistics are available, there were 85,851 people in the prison population, a figure which has been relatively static for over 15 years (aside from the Covid-19 pandemic period).

² <https://assets.publishing.service.gov.uk/media/5a7565a8e5274a1baf95e408/evidence-reduce-reoffending.pdf>

³ <https://www.college.police.uk/research/crime-reduction-toolkit/scared-straight>

THE PRISON ESTATE (continued)

Data on the operational capacity of the prison estate is available from 2011, and this is shown below (orange line) alongside the overall population (blue bars). The prison population has varied between 96% and 99% of the total operational capacity since 2011.



In October 2023, it was widely reported by the national media that two-thirds of prisons were officially overcrowded. At that point, official statistics⁴ showed that there were just 557 prison places available, from a total operational capacity of 88,782.

At the same time, national media also highlighted that the senior presiding judge for England and Wales, Lord Justice Edis, advised crown court judges to delay the sentencing of convicted criminals due to the capacity issues with the prison estate.

Again, at the same time, the NPCC lead for custody wrote to all Chief Constables highlighting that the prison estate was near full capacity and that Operation Safeguard should be initiated.

In October 2006, because of pressure on prison places, the Home Office implemented Operation Safeguard – the use of police cells to hold prisoners who could not be accommodated in prison establishments. Operation Safeguard operates under the Imprisonment (Temporary Provisions) Act 1980 which allows prisoners remanded or sentenced to prison by the courts to be temporarily held in police cells.

Operation Safeguard has been reinstated multiple times since its first introduction, however its impact on Dorset Police has been minimal, with the last local implementation occurring in 2008.

Whilst the position in October 2023 was critical, the data show that there has been an extended pressure on the prison population for many years. This will have undoubtedly shaped national policy, sentencing guidelines, the use of community sentences, and more.

Whilst this is an important contextual element, as are ‘though the gate services’ that are typically used within the prison estate to prepare prisoners for release, resettlement, and preparation from a life away from crime, a full consideration of these factors is clearly beyond the remit of this paper.

⁴ <https://assets.publishing.service.gov.uk/media/65290a31244f8e00138e752b/prison-pop-13-october-2023.ods>

3. WHAT WORKS

- 3.1. Having set out some of the challenges with identifying suitable approaches to rehabilitation and reducing reoffending, the OPCC approach to commissioning and supporting the rehabilitation of offenders will be briefly outlined.
- 3.2. Firstly, as usual, OPCC takes an evidence-based approach, ensuring commissioned and funded activities have high efficacy and utility, all whilst aligning with the aims and objectives of the Police and Crime Plan. There are seven widely accepted pathways to reducing reoffending⁵, as follows:

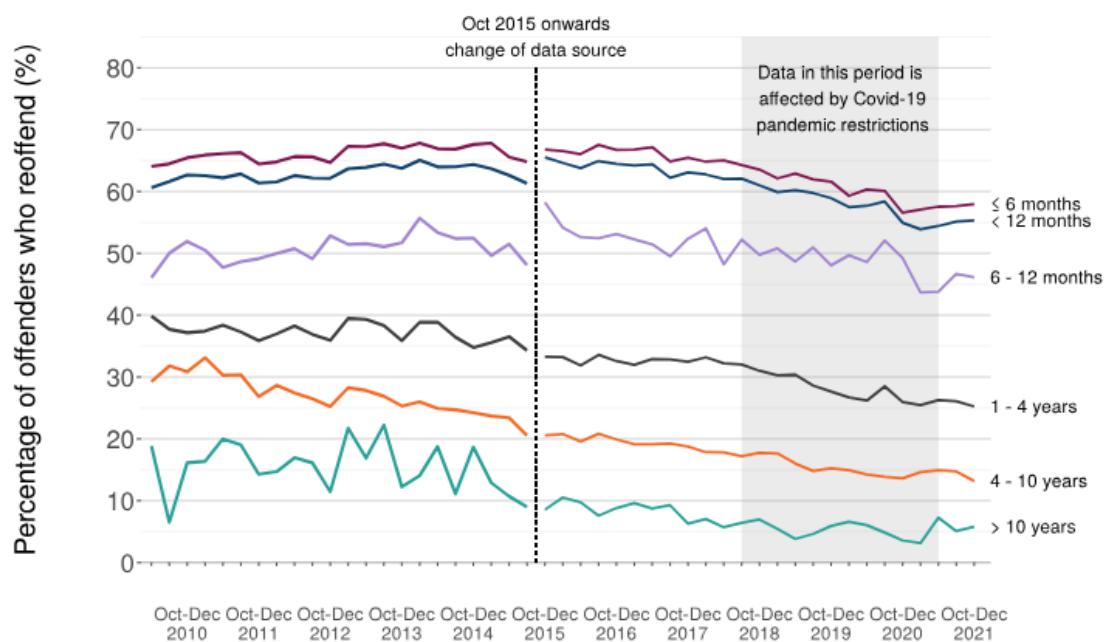
Accommodation	Getting offenders into accommodation is the foundation for rehabilitation and can factor in other crucial steps to rehabilitation such as finding employment and accessing healthcare. Offenders with accommodation problems have been found to be more likely to reoffend.
Education, training, and employment	Gaining employment upon release is crucial for stability and can influence a person's ability to lead a more stable life. Education and training are common prerequisites.
Physical and mental health	Many offenders have unmet or undiagnosed physical and mental health needs, which can lead to self-medication with drugs and/or alcohol as a coping mechanism, which further drives offending behaviour.
Drugs and alcohol	<p>There are well-established links between drug misuse and offending, with a particularly strong link to acquisitive offending. In 2022/23, for example, 53% of arrestees, in police forces who provided the Home Office with statistics⁶, had cocaine or other opiates in their system.</p> <p>Alcohol consumption both impairs judgement and lowers inhibition; and is associated with a range of violent crime both in the night-time economy and in private spaces.</p>
Finance, benefits, and debt	The economic drivers of crime are clear and, therefore, achieving financial stability through legitimate means, can reduce both the need for and the act of offending.
Children and family	Stable children and family pathways are important for rehabilitation to support normality and to prevent intergenerational offending by reducing family stressors. Prisoners receiving family visits have been found to be more likely to desist from future offending, more likely to engage in employment or training, and more likely to seek opportunities for accommodation support upon release, for example.
Attitudes, thinking and behaviour	Choosing to offend is a conscious choice and, therefore, can be influenced. Faulty thinking and behaviour – typically including high impulsivity or low self-control – can be addressed through various initiatives that support the development of positive social networks, and personal problem solving and resilience skills.

- 3.3. In recognising these pathways, OPCC is not seeking to diminish individual responsibility and culpability or otherwise develop a narrative that criminals are themselves victims.

⁵ e.g. <https://assets.publishing.service.gov.uk/media/5a7565a8e5274a1baf95e408/evidence-reduce-reoffending.pdf>

⁶ <https://www.gov.uk/government/publications/drug-testing-on-arrest-dtoa-programme-data/drug-testing-on-arrest-dtoa-programme-data>

- 3.4. However, offenders are not a homogenous group, and the dynamic and protective factors that influence whether, respectively, offending takes place or is desisted from, are complex. This necessitates the use of bespoke, individualised interventions to address the particular factors that will deliver the best opportunities to build the capability to desist from crime within those who currently choose to reoffend.
- 3.5. The 2023 King’s Speech recognised this complexity, where Government set out its intention to lay a Sentencing Bill before Parliament, which will introduce a presumption in favour of a suspended sentence for custodial sentences of twelve months or fewer. This will effectively mean that those sentenced to a 12-month custodial sentence, and so whom would typically serve six months, would instead serve their sentence in the community.
- 3.6. The recent Home Affairs Committee report⁷ supported this intention, finding that community sentences currently fall significantly short of their potential, but with the right investment, intensive community sentences can succeed where short prison sentences fail. The future focus on the use of more effective community rehabilitation is welcomed.
- 3.7. A helpful way of illustrating this complexity in offending and rehabilitation is comparing the national proven reoffending rate (as described in paragraph 1.1) by the custodial sentence length. The below shows a clear linear relationship between the length of sentence and the percentage of reoffenders who reoffend, with those receiving less than a 12-month custodial sentence going on to reoffend at very high rates:



Source: Fig. 6, Proven reoffending statistics: October to December 2021, Ministry of Justice

Integrated Offender Management

- 3.8. Recognising the individual complexity of offenders and of factors that influence offending, and that delivery against many of the offending pathways will sit outside of policing and the wider criminal justice service, in 2002, the Prolific and Persistent Offender (PPO) programme was nationally implemented by the Home Office to identify those offenders who were responsible for a disproportionate amount of (at the time) acquisitive crime.

⁷ <https://committees.parliament.uk/committee/519/justice-and-home-affairs-committee/news/199104/better-use-of-community-sentences-would-help-cut-crime-and-ease-pressure-on-prisons/>

- 3.9. PPO was then incorporated into the Integrated Offender Management programme in 2009, which allowed individual local areas to set their own priorities for how the offenders should be identified, allowing for the types of offences deemed to be of importance to local partners and communities to be prioritised.
- 3.10. The Government refreshed the national Integrated Offender Management⁸ (IOM) strategy, in 2020, with a focus on tackling neighbourhood crime. The strategy requires local police and probation services to identify three cohort types:
- Fixed (priority) – neighbourhood crime offenders with a high, very high or prolific risk of reoffending, assessed using the Offender Group Reconviction Score. Offenders assessed as having a medium risk, but associated with more serious crimes such as robbery and burglary were upweighted and included in this group.
 - Flex – in addition to nationally set criteria, ‘flex’ allowed the local IOM to recognise the importance of local crime trends and priority offences and ensure that services were targeted toward addresses those issues of local concern.
 - Free – the final cohort recognised the utility of employing the IOM approach with a much wider variety of offence types, including high hard offences such as domestic abuse.
- 3.11. The IOM Team has a dual function to target both neighbourhood crime and high harm offences and is particularly focused on perpetrators of domestic abuse and sexual harm. The team has a sergeant and two constables. There are currently 74 people under its management – 25 of whom are high harm, and eight are out of county (including in prison).
- 3.12. The IOM has good links with housing providers and drug and alcohol treatment services to support the cohort with access to other reducing reoffending pathways. The PCC supports the work of the IOM Team through funding both electronic monitoring (‘tags’) and restorative justice (see section 10).
- 3.13. The performance of the IOM Team is monitored quarterly through the Dorset Criminal Justice Board. The reporting includes: the level of risk; the numbers in each of the fixed, flex and free cohorts; the reoffending and reconviction data for each cohort and overall reoffending rate; and an overview of the reasons for reoffending and pathways data – where available.

Family Drug and Alcohol Courts

- 3.14. Family Drug and Alcohol Courts (FDACs) aim to stop parental substance misuse and keep families together where it is safe to do so, through a court process where trained judges and a specialist multi-disciplinary FDAC team collaborate to give parents a ‘trial for change.’
- 3.15. The Dorset Combatting Drugs Partnership is considering piloting FDACs in Dorset in 2024/25, with one of the key challenges being funding, although cost/benefit analysis work has shown this to have a likely positive impact, including savings on costs of care for children and young people.
- 3.16. BCP Council has established a Parental Substance Misuse Court in conjunction with the Bournemouth Family Court. There is one full-time co-ordinator who acts on behalf of the parents, ensuring that they have an advocate, liaising with the Judge, undertaking assessments of need, and making recommendations for treatment to the court. If those recommendations are agreed by the court, the co-ordinator will also make the referrals to the treatment services and ensure that treatment is meeting the parents’ needs.

⁸ <https://www.gov.uk/government/publications/integrated-offender-management-strategy>

Dorset Criminal Justice Board

- 3.17. The PCC is the Chair of the Dorset Criminal Justice Board (DCJB). The DCJB brings together the agencies with responsibility for delivering criminal justice services across Dorset, recognising that the justice landscape is complex and multi-faceted, and that no single agency is responsible for the system as a whole. The DCJB Strategy 2021-24 contains four priorities – including to promote the rehabilitation of offenders by ensuring services are available to support reductions in offending.
- 3.18. In support of this priority, the DCJB strategy identifies six key areas of focus, namely: prioritising agencies' understanding of the complex needs of females involved in offending; encouraging joint collaboration; establishing the Community Sentence Treatment Requirement in Dorset (see section 6.1); supporting the joint IOM model (see 3.8); improving the prison to community transition; and focus on the transitional age group (age 18-24).
- 3.19. A number of sub-groups support the DCJB in delivering these priorities and areas of focus. Most relevant to the work outlined in this paper, is the Reducing Reoffending sub-group. At the last meeting of this sub-group, by way of example, the following issues were discussed:
- Data and activity relating to IOM Cohorts and reoffending rates;
 - An update from the Health and Justice Partnership on the implementation of Community Sentence Treatment Requirements and the ongoing work to support continuity of care of people leaving prison, as well as the commissioning of personal wellbeing and dependency and recovery services; and
 - The latest position for the Reconnect Project, which seeks to address care after custody. The update included progress reports on the uptake of healthcare and relevant support services for those released from prison or Immigration Removal Centres.
- 3.20. The DCJB, and indeed the PCC as Chair, will continue to work in partnership to ensure that further improvements are made within these areas.

South West Reducing Reoffending Partnership

- 3.21. The South West Reducing Reoffending Partnership provides strategic governance for regional collaborations and partners who work together to reduce the level of reoffending, drive down crime and make the communities of the South West safer.
- 3.22. Led by the five PCCs, this group comprises of senior representation from policing, the National Probation Service, Community Rehabilitation Companies, NHS England, Public Health England and local clinical commissioning groups, plus prison governors and the Youth Justice Service.
- 3.23. The Partnership's strategic aim⁹ is to reduce the frequency and harm of reoffending by adults and young people to reduce crime and improve outcomes for people (both victims and offenders), by working collectively to reduce the misuse of substances by people in the Criminal Justice System, and to identify and address the needs of people with health and wellbeing vulnerabilities.
- 3.24. Having set out the framework for how rehabilitation and reducing reoffending is delivered by Dorset Police in partnership with other local agencies, and across the South West region, the following sections will contain a highlight summary of OPCC-led actions against the seven reoffending pathways.

⁹ <https://devonandcornwall.s3.amazonaws.com/Documents/SWRRP%20strategy%20final%20revised.pdf>

4. ACCOMMODATION

- 4.1. The Prisoners Building Homes programme is led by the five South West PCCs through the South West Reducing Reoffending Partnership. The purpose is to enable prisoners to be employed and trained by modular housing providers to build low carbon, modular homes for local communities and vulnerable people.
- 4.2. Participation in the scheme also provides an opportunity to reduce reoffending by ensuring prisoners have the skills they need to help secure employment upon their release. In Devon the proof-of-concept home was completed in March 2021.
- 4.3. In Dorset a suitable site, for 15 homes, has been identified in Poole. However, this has been challenging to progress as it is between two railway lines, and the relevant utilities have been slow to respond. Both the OPCC and BCP Council remain supportive of this scheme and are continuing to apply pressure as needed to ensure it moves to a successful outcome.
- 4.4. In the interim, the programme continues to work with HMP The Verne to explore the opportunity to open workshops within the prison to train offenders with the requisite skills. This is also subject to delay, as the Ministry of Justice Property Directorate has advised that reparative work would first need to be carried out to the workshops to make them fit for purpose. This matter has been escalated to the Secretary of State for Justice and the Prisons and Probation Minister.

5. EDUCATION, TRAINING AND EMPLOYMENT

- 5.1. OPCC has funded Dorset Trade Skills to deliver four types of education or training to improve employment opportunities for around 45 young people in:
 - Construction Skills and Health and Safety – to allow access to roles within the construction industry;
 - Maths and English – to provide appropriate qualifications to enable the young person to meet the minimum entry requirements for courses, apprenticeships, and jobs;
 - Customer Service – to help to achieve customer facing jobs such as retail and sales; and
 - Communication Skills – to enable success in employment and transferable to positive communication in everyday life.
- 5.2. Future Roots is funded to deliver practical courses to provide young people with direct experience in and qualifications for a range of vocational roles, including animal care, cooking and food hygiene, and health and safety. Additionally, training on broader life skills has also been funded under a National Open College Network accreditation.
- 5.3. AFC Bournemouth is funded to break the cycle of county lines involvement, through an initial 12-week programme with specific objectives to: bring about positive attitude and behaviour change, by enhancing employability, education, or training aspirations, and thereby steering young people away from criminal activity, violent behaviour and ASB.

6. PHYSICAL AND MENTAL HEALTH

- 6.1. Community Sentence Treatment Requirements (CSTRs) are court ordered clinical interventions as an alternative to custody, either as a standalone requirement or as part of one of several orders.
- 6.2. For many years, Alcohol Treatment Requirements and Drug Rehabilitation Requirements have been used locally, with success, as part of the wider CSTR regime.

- 6.3. Mental Health Treatment Requirements were the missing component for the menu of CSTRs used by Courts as part of sentencing in Dorset, and therefore the PCC was pleased to part fund these once the scheme was up and running here.
- 6.4. The scheme started in June 2023 and is funded for three years, with the monitoring being reported quarterly to both the Dorset Criminal Justice Board, and the Dorset CSTR Steering Group, of which the OPCC is a member.

7. DRUGS AND ALCOHOL

- 7.1. Alcohol Education Trust (relaunching as Talk About Trust) is funded to develop and evaluate an alcohol and drugs education pilot within schools. The approach is being co-developed with two schools and will be piloted for 12 months, and then independently evaluated.
- 7.2. In due course, the finalised programme will be shared with schools and education establishments across Dorset. Five lesson plans have been produced with the pilot schools thus far and the training of teaching staff is in progress, along with the evaluation questionnaires.
- 7.3. Drug Testing on Arrest operates as its name suggests, with the intention of identifying, through testing for drugs, people who commit acquisitive crimes to fund their drug habits, and those who are misusing drugs but do not see themselves as problematic users, but whose drug use may be contributing to their offending behaviour.
- 7.4. Once identified these individuals are referred to specialist services to ensure they receive support to address their drug dependency issues, and ultimately to reduce crime. Dorset Police is piloting this from February 2024 where it is focussed on VAWG offences.
- 7.5. Out of Court Disposals are funded, for Dorset Police, and delivered through the drug and alcohol treatment service providers commissioned by both BCP and Dorset Councils. They provide access to treatment services for young people and adults with alcohol and drugs addiction needs as part of their disposal.
- 7.6. The Dorset Combatting Drugs Partnership, chaired by the PCC, has a key focus on preventing and addressing the impact of drugs and alcohol in Dorset. The work includes three sub-groups of enforcement, prevention, and treatment and recovery.
- 7.7. The enforcement group, led by Dorset Police, also includes encouraging access to rehabilitation and treatment services to address the needs of substance misusers.
- 7.8. The treatment and recovery group ensures continuity of care of treatment services in the community for offenders released from prison with substance use needs. The national Office of Health Inclusion and Disparities monitors these levels across all local partnerships, and both BCP and Dorset are performing above the national and regional averages.
- 7.9. One area being closely followed by the Combatting Drugs Partnership, and the DCJB, is that of Problem Solving Courts. The first three such courts are being piloted, as part of the national drugs reduction strategy, in Birmingham, Teesside and Liverpool and will trial a tougher approach to community sentences for low-level criminals who would otherwise face short jail terms. The trial period is expected to end later in 2024 and the PCC awaits the subsequent evaluation report.

8. FINANCE, BENEFIT AND DEBT

- 8.1. Addiction to gambling causes major harm through economic crime and to those affected by it. The PCC, as the joint lead for the APCC's Addictions and Substance Misuse portfolio, has worked both locally and nationally to raise the issue of harmful gambling and its impact on communities, victims, and families, who often end up in financial difficulty. The PCC has also lobbied Government to enhance national policy, notably on the development of the Gambling Act Review.
- 8.2. Locally, through the OPCC, a range of measures have been implemented to enable the better identification of problem gamblers at various points through the criminal justice system journey – from initial screening and signposting to support, to support within police custody to reduce the risk of future offending, through to supporting the Criminal Justice Liaison Service to improve both prison and probation services.
- 8.3. Additionally, support has been put in place for Dorset Police staff through promoting the regional gambling support service, providing for both problem gamblers and affected others. Estimates from various reports published by the Gambling Commission and Gamble Aware respectively, indicate there are between 500,000 to 1.4 million problem gamblers in the UK.

9. CHILDREN AND FAMILY

- 9.1. Female offenders are the focus of a specific Government strategy¹⁰ and delivery plan, recognising that women in contact with the criminal justice system are often amongst the most vulnerable in society having experienced trauma, domestic abuse, mental health problems or drug or alcohol abuse. Additionally, some will have dependents who rely on them for support.
- 9.2. A coordinator for female offenders, based at HMP Eastwood Park, was funded through the five southwest PCCs, NHS England and Probation up to March 2022. The role was locally funded to determine its effectiveness in supporting female offenders 'through the gate' to enable them to access the seven reducing reoffending pathways outlined in this report.
- 9.3. Following the successful local implementation of the role, the national prison and probation service set up Health and Justice Coordinators in 2022, including at HMP Eastwood Park when female offenders from Dorset are detained.
- 9.4. The Drive Programme was funded to protect victims of domestic abuse by challenging and changing the behaviours of serial offenders and those deemed to be the most high-risk. This was a partnership initiative between OPCC, Dorset Police, BCP Council, and Dorset Council. The successful programme ran for two years from 2021 to 2023 and was funded by a Home Office grant, with some support from the PCC. OPCC continues to work creatively to identify an alternative funding source to continue this service.

10. ATTITUDES, THINKING AND BEHAVIOUR

- 10.1. Restorative Justice Dorset is funded given the ongoing benefit that restorative justice (RJ) practices have shown in reducing re-offending. RJ holds offenders directly accountable to their victims typically bringing them together in a facilitated meeting, which provides both better understanding of their victimisation to the victim, which aids their recovery, and better understanding of the impact of their actions to the offender, which aids their desistance from future offending.

¹⁰ <https://www.gov.uk/government/publications/female-offender-strategy-delivery-plan-2022-to-2025>

- 10.2. It can be an alternative way of dealing with a crime and/or anti-social behaviour rather than going through a more formal route using the courts. However, it can also operate alongside the criminal justice system, for example, in response to more serious crime.
- 10.3. In Dorset the offenders' reoffending rate is monitored at both 6 and 12 months after the RJ intervention – 77% do not reoffend. Recent analysis by the Integrated Offender Management Team has costed the crimes committed by three offenders both before and after they joined the IOM cohort. They were in the IOM for between 19 and 24 months and went through the RJ process – resulting in an average saving per year of over £9,000 per person.
- 10.4. Immediate Justice (IJ) is a diversionary scheme for adult offenders who have committed ASB related offences such as criminal damage, public order, assault, or lower-level theft. The offender is made to atone for the damage they inflicted on victims and communities by completing unpaid community-based work as swiftly as possible after a Conditional Caution or Community Resolution has been issued.
- 10.5. IJ can be used alongside other available diversion options. As well as the unpaid community work both ASB awareness courses and community conferencing are being used. Dorset is one of ten pilot areas funded by the Government in 2023/24, and the OPCC-managed scheme launched in November last year, with the reparative activities being delivered by Red Snapper, and the ASB awareness course and community conferencing being delivered by Restorative Solutions (who also deliver the restorative justice service in Dorset).
- 10.6. Circles South West is funded to deliver a range of interventions to reduce the risk of sex offending and reoffending by both adult and youth offenders. The support typically ranges from a high level where individuals have been sentenced for harmful sexual behaviour (HSB) through to training professionals to spot the signs of individuals at risk of HSB offending. The numbers and outcomes of the interventions are monitored by the OPCC.
- 10.7. 'Circles of Support and Accountability' are intensive interventions, designed to address deep-rooted thinking that leads to offending outcomes, for example, providing for a weekly meeting with a young person for approximately one year to continually challenge and address any harmful sexual thinking and behaviour. Development of a bespoke support programme for YP on bail and awaiting a court date, to reduce HSB reoffending on bail. This was raised as a concern by the Dorset Youth Justice Service (YJS) Partnership Board.
- 10.8. 'Circles Light Intervention Programme' is targeted at less complex cases to explore and understand the motivations for problematic sexual behaviour and deter further instances.
- 10.9. The 'Inform Young People' programme works with young people, and their schools and colleges, where concerns have been raised about their technology-assisted harmful sexual behaviour – including sexting, and the possession and/or distribution of indecent images of children (whilst being children themselves).
- 10.10. Finally, Dorset Police is funded to provide GPS electronic monitoring tags for use by the IOM Team. Tagging is widely regarded by offenders themselves as being helpful and effective in helping them desist from offending behaviour due to the immediate impact of them breaching the terms of their curfew or license.
- 10.11. There are a total of 18 tags, and when deployed result in a very low offending rate. Over the last year this was just two offences.

11. CONCLUSION

- 11.1. The ultimate aim of rehabilitation remains a total and permanent desistance from future offending behaviour. Offending and reoffending are not intellectual concepts however, and

this paper recognises the complex interaction of the various practical drivers and protective factors that have an effect, and how collective public services must work in close collaboration to address them.

12. RECOMMENDATION

12.1. Members are recommended to note the paper.

SIMON BULLOCK
CHIEF EXECUTIVE

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Dorset Police and Crime Panel Forward Workplan

Priority Leads:

Priority	Priority Lead One	Priority Lead Two
1) Cut Crime and Anti-Social Behaviour	Cllr Pete Barrow	Cllr Tony Trent
2) Make Policing More Visible and Connected	Cllr Sherry Jespersen	Cllr Graham Carr-Jones
3) Fight Violent Crime and High Harm	Cllr Patrick Canavan	Dr Elizabeth Mytton
4) Fight Rural Crime	Cllr Les Fry	Cllr David Flagg
5) Put Victim and Communities First	Cllr Alasdair Keddie	Cllr Peter Sidaway
6) Make Every Penny Count	Mike Short	Cllr Pauline Batstone

Item	Agenda Item	Title	PCP Lead	KLOEs
Q4 24 July 2024				
1)	Declarations of Interest			
2)	Minutes			
3)	Public Participation			
4)	Monitoring Report	Quarter Four 2023/24		
5)	Local/National Issues			
6)	Discussion Item One	Right Person / Right Care	Priority 5	
7)	Discussion Item Two	Alcohol, drug and gambling abuse	Priority 5	
8)	Annual Activity	PCC Annual Report Police and Crime Plan Update Election of Chair / Vice Chair		
9)	Complaints Update			
10)	Forward Workplan			

Items To Be Scheduled

<u>Item</u>	<u>Rationale</u>	<u>Lead</u>
Review demand model / police numbers	Postponed from Feb 23 meeting	
The value of the Restorative Justice Service	Identified Dec 22 meeting	
Serious Violence Duty legislation	Identified Feb 23 meeting	
Deep dive into Domestic Abuse, incl encouraging male victims to come forward	Identified Feb 23 meeting	
Police Race Action Plan update	Identified July 23 meeting	