



POLICE AND CRIME PANEL

MINUTES OF MEETING HELD ON FRIDAY 6 FEBRUARY 2026

Present: Cllrs Alasdair Keddie (Chair), Louise Bown (Vice-Chair), Patrick Canavan, David Flagg, Simon Gibson, Louie O'Leary, Karen Rampton, Peter Sidaway and Carl Woode

Apologies: Cllrs B Sargeaunt and Sarah Williams

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

Simon Bullock (Chief Executive, OPCC), Marc Eyre (Service Manager for Assurance), Jonathan Mair (Director of Legal and Democratic and Monitoring Officer), Adam Harrold (OPCC Director of Operations), Julie Strange (OPCC Chief Finance Officer), David Sidwick (Police and Crime Commissioner), Joshua Kennedy (Democratic Services Officer) and Susan Dallison (Democratic & Governance Services Team Leader)

79. Minutes

The minutes of the meeting held on Tuesday 2nd December 2025 were confirmed as a correct record and signed.

80. Declarations of Interest

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

81. Public Participation

A question had been received from Mr Mark Ellis. The Manager for Assurance read out the question on behalf of Mr Ellis. The question and response are appended to these minutes. The Chairman thanked Mr Ellis for submitting his question.

No further questions had been received.

82. Budget Precept Financial Year 2026/2027 (00:14:32 on recording)

Following the late receipt of a full set of financial figures to the Office of the Police & Crime Commissioner (OPCC) the Chairman commended the Chief Finance Officer, Julie Strange, for preparing the budget report in such challenging circumstances. The Chairman reminded members of the panel of the statutory rules regarding the decision to be taken; the panel could either support the precept proposal, support the precept and request further information for the July panel

meeting precept, support the precept proposal with the additional option to veto the proposal (which would require 8 members to vote against the proposed precept and the panel would meet again on 19th February 2026).

The Police and Crime Commissioner (PCC) introduced the budget which was seeking an increase in the precept of £15 per annum, it had been a difficult budget setting period and there was a need to balance the need to keep people in Dorset safe against not wanting to ask for additional funding. The PCC paid tribute to his staff for all of the hard work that had gone into producing the budget. To provide the panel with all of the salient information required to make a decision on the budget the PCC asked Amanda Pearson, Chief Constable, Julie Strange, Chief Finance Officer and Adam Harrold, Director of Operations to make presentations to the panel.

(00:22:12 on recording)

The Chief Constable, Amanda Pearson, provided a comprehensive oversight in respect of the operation aspect of policing, the achievements of the previous year, the reductions in budget already achieved and the ongoing commitment to continuous improvement and seeking further opportunities through the use of technology, income generation, reductions in staff posts, utility costs, vehicle running costs and software. However, it had got to the point where the workforce could not be asked to do more, their resilience had been stretched to the limit and there was a need to stabilise workforce and maintain the level of policing; the service to the public could not be maintained without the increase of £15 to the precept.

(00:58:56 on recording)

The Chief Finance Officer, (CFO) Julie Strange, provided an overview of the budget provided to the Panel and confirmed that since the publication of the report no further information had been received so the report remained accurate and was up to date. The CFO confirmed that the budget being put forward to the panel was a balanced budget and provided assurance that the budget was robust and that the overall level of reserves was adequate.

(01:02:28 on recording)

The Director of Operations, Adam Harrold, providing a presentation to the panel on the public consultation exercise that had been undertaken between 27th November 2025 and 26th January 2026, details of which were set out in the budget paper.

At that point the PCC invited questions from members of the panel; the questions and responses are attached at Appendix 2 to these minutes.

The Chairman closed the question and answer session at 11.45am. Cllr Rampton asked a question on process for clarification, in response Simon Bullock, Chief Executive confirmed that the decision of the panel was to support or not support the budget; further clarification on the budget proposals could be provided at the next panel meeting in July. Cllr Canavan expressed his concerns in respect of not understanding the consequences and not knowing the full impact of the decision on communities. Jonathan Mair, Dorset Council Monitoring Officer advised the panel that they had to make a decision based on the information provided with the

agenda papers, if the panel did not support the budget the panel would need to meet again to consider an alternative precept.

The budget recommendation was put to the vote: -

Decision

That the PCC's proposal to increase the precept for 2026/27 to £102,014,893, equivalent to a Band D charge of £322.58, an increase of £15 per annum or £1.25 per month (4.88%), as set out in Appendix 5 of the report be approved.

Following the vote the PCC asked the panel to write to the Home Secretary in support of a review of the national funding formula as the current formula for police funding did not work for rural police forces. The PCC was seeking support from all partner organisations to request a national review of funding and to address the issues of seasonal pressures and rurality.

Members of the Panel discussed whether to write a letter in support of the Police and Crime Commissioner's (PCC) lobbying of the Government for a fairer funding formula for Dorset. Members expressed the view that it was important to secure cross-party support on the issue and to pursue a review to ensure that rural police forces were properly funded under any revised model.

Councillor S. Gibson proposed that a recorded vote be taken. This proposal was supported by a majority of the Panel. The Chair noted that securing a fair deal for Dorset had been a recurring theme for the Panel.

The Chair recognised and noted the efforts of Dorset Members of Parliament in supporting the PCC's lobbying of the Home Office.

The Chair also noted that the Panel had previously agreed on the need to write a letter of support from the Panel to the Home Office regarding securing a fair funding settlement for Dorset.

On being put to the vote the motion was CARRIED.

Decision

That the panel write to the Home Secretary in support of the PCC's lobbying to review the national funding formula to achieve a fairer deal for Dorset.

The Chairman asked for volunteers from the panel to form an informal working group to draft the letter; Cllr Keddie, Cllr Gibson and Cllr Woode put themselves forward.

To lobby the Government for a fair deal for Dorset (Resolution)	
Councillor Alasdair Keddie	For
Councillor Louise Bown	For
Councillor Patrick Canavan	Against
Councillor David Flagg	For
Councillor Simon Gibson	For

Councillor Louie O'Leary	For
Councillor Karen Rampton	For
Councillor Peter Sidaway	For
Councillor Carl Woode	For
Carried	

At that point (12.27pm) the panel took a short 10-minute comfort break.

83. Q3 Monitoring Report (time on recording 02:44:09)

The panel was provided with an update of progress against the Police and Crime Plan to enable members of the panel to scrutinise activity and assess the achievement of outcomes. The PCC made a statement in respect of each of the priorities and took questions at the end. The questions and responses are appended to these minutes.

Following the response to the final question from Cllr Canavan on the risks associated with the White Paper the Chairman invited the PCC to give his views on the White Paper reforms. The PCC agreed that some aspects of policing such as IT, commercial and forensics could benefit from economies of scale. In respect of mergers, creating large forces, the PCC did not believe that bigger was better, some of the safest and cost effective forces were the smallest forces. Issues such as ASB, rural, shoplifting and drugs could be deprioritised and a focus on the cities instead of a focus of everybody. The PCC was also concerned about the centralisation of power, if dictated from the centre then there would be a move to the politicisation of the Police. Most important going forward was to have robust local governance, if there was Southwest police force it wouldn't be overseen by a Dorset committee.

84. Complaints Update

The Service Manager for Assurance advised the panel that 1 complaint had been received an investigated and had been appealed. A meeting of the Complaints Sub-committee was being held following the budget meeting to consider the appeal.

85. Forward Workplan

It was noted that hate crimes and hate incidents, RISE/out of court disposals had been put forward as items for the July meeting. The Chairman suggested that an additional item be added to the July agenda on the Evolve project to get a deeper understanding of the transformation programme. The Chairman also suggested that a further review of the budget be undertaken in July or September, depending on when the PCC had the additional information from Government.

86. Urgent items

There were no urgent items of business.

87. Exempt Business

There was no exempt business.

Appendix 1

Appendix 2

Appendix 3

Duration of meeting: 10.00 am - 1.32 pm

Chairman

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Police and Crime Panel – 6th February 2026

Public Participation – Question submitted by Mr Mark Ellis

Question: “Dorset Police refuse to accept and address complaints against Dorset Police’s own officers and staff. The OPCC does not accept direct complaints against Dorset Police’s refusal to police, and complaints against behaviour of Dorset Police (Including the behaviour of Professional Standards team).

What actions has the Commissioner taken to investigate the whole complaint handling process of Dorset Police and hold the Chief Constable to account for training across the force”

Response by the PCC

Like all forces, Dorset Police is required to handle complaints received from the public. Save for certain circumstances - for instance the most serious complaints which are dealt with by the IOPC - the regulations state that complaints against police officers and staff must be dealt with by the Force. In other words, my Office is therefore not able to record or investigate complaints about Dorset Police officers and staff, as it is not within my remit. My Office does, however, deal with the majority of appeals, or reviews as they are known – again, in line with the relevant laws and procedures.

As this Panel has heard previously, there is a rigorous programme of scrutiny that covers the complaints process. In addition to the reviews undertaken by the Complaints Review Officer, complaints materials are subject to additional enquiry at my Use of Police Powers and Standards Scrutiny Panel – at which complaints data and processes are scrutinised by myself and independent volunteers. This includes a regular dip-sampling of Force complaints to ensure that good standards are present and that policies are being followed. Summaries of the Scrutiny Panel meetings are published on my website.

My Director of Operations also attends the Force Standards and Ethics Board, at which Force level service is discussed, and holds regular meetings with the Head of Professional Standards to best understand the complaint handling processes and ensure that strong levels of customer service are maintained.

The Director of Operations is also a member of the Organisational Learning Board and Legitimacy Board so that my Office can be assured that lessons are learned, and that training picks up areas that can be improved upon. Myself and the Director of Operations also meet with IOPC representatives to understand any national trends and, alongside the information available to us locally, ensure that Dorset Police’s complaints performance compares well with other similar force areas.

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Police and Crime Panel – 6th February 2026

Agenda item - 5 Budget and Precept

Question from Cllr Rampton: The report identifies that the £1m funding for visible policing hot spots is not present. How would you propose that the positive outcomes from Op Track can be maintained?

The hotspot policing funding will not be continued in 2026/27 as a specific grant. This was one of the few grants that was not distributed on the basis of funding formula and enabled Dorset to significantly increase the amount of hotspot policing that could be undertaken, delivering 1963 hours of patrols from 1st April to 31st December last year. A small portion of the funding from the last two years has been used to create an app, used to set out foot patrol routes and local intelligence for officers, and help them record patrols, and outcomes including the use of police powers, and this data will be instrumental in how the hotspot patrols are taken forward and monitored.

The visible patrols have seen reductions in anti social behaviour and whilst the data for this current year have not yet been evaluated, the previous year found that a reduction in ASB was achieved in two-thirds (67%) of the hotspot areas.

There is clear evidence that this approach should therefore be built into the Neighbourhood Policing Team's business as usual, but this may need to be balanced against their other day to day priorities. The increase in funding for enhancing the neighbourhood teams under the neighbourhood policing guarantee in 2026/27 is significantly less than the £1m previously received for hotspot policing, therefore resources would need to be moved from elsewhere to maintain at the current level.

Question from Cllr Canavan: Where does the PCC believe that the efficiency savings can be found? What are the consequences on operational policing if those efficiency savings cannot be fully achieved?

Given that around 85% of Dorset Police's budget is on direct workforce costs such as pay and pension contributions, it is important that Project Evolve, the Force's continuing programme to equip the force to serve the public, whilst addressing financial sustainability and resilience has had an initial focus on staffing. A key area of work to date therefore, under phase 1 of Evolve, has been a wholesale leadership review and building of a new operating model to optimise and reduce the number of supervisory ranks, and release officers back onto the frontline. Phase 2 is now in place and will continue to drive further, iterative improvements through until 2030.

Some of the areas being looked at to drive further efficiency savings in phase 2 include:

- Reducing or removing vacant posts that are not critical or where operational impact is limited, and the work can be delivered differently. and rebalancing the Force to prioritise police staff roles most in need.
- Identifying where process efficiencies can be realised through artificial intelligence or robotic process automation to reduce bureaucracy and double-keying – ultimately freeing up time for officers and staff to serve the public.
- Reviewing income generation opportunities with partners, further collaboration opportunities with Alliance and Regional Forces, and commercial opportunities through considering utilities,

licensing and other supplier contracts and through moving to regional and national procurement arrangements which offer better economies of scale.

- Learning the lessons from Priority Based Budgeting which looked at Alliance departments working across Devon and Cornwall and Dorset and progressing with a local implementation of this approach – Productivity Efficiency Reviews – which focus solely on Dorset areas of business.

In terms of the impact on operational policing should these efficiencies not be found – this is a hypothetical and therefore difficult to answer. Please understand, this is not obfuscation on my part, but transparency – as there are no plans in place as to what areas of delivery might have to be curtailed should the opportunities to achieve the efficiency savings required not be identified.

What I can say however, is what has happened in the past. Dorset Police has a tightly controlled process that oversees its productivity and efficiency delivery, and my Office has good engagement with this process, including being specifically consulted each time a vacancy is proposed for deletion within the Force, along with any potential repercussions on the Police and Crime Plan delivery, and how that is proposed to be mitigated. That is now established process and will continue. So, whilst I cannot say what might happen in some hypothetical future, I can say what the process will be to ensure whatever happens is fully understood and best mitigated.

Question from Cllr Canavan: What are the implications of the removal of the police numbers uplift scheme restrictions, and what impacts will that have on police numbers?

It is a little early to say what the actual implication will be given Forces are still awaiting the detail of the delivery and reporting requirements of the initiative, but the intention is clearer, and both the Chief Constable and I welcome this.

Members will have heard me speak before about the restrictions that the previous police officer uplift programme and maintenance target has had on policing, in that for several years individual Chief Constables have been constrained by being required to maintain the overall number of police officers at an artificially high level in the face of reducing budgets.

In Dorset, this has meant that we had to lose over 70 skilled and experienced police staff through the mutually agreed resignation scheme, plus have had to manage reductions in PCSOs, control room and contact services staff, and numerous other staff posts by not recruiting into the roles when they have become vacant. This has meant increasing numbers of police officers have been fulfilling roles traditionally carried out by police staff.

This is obviously not sustainable, and therefore it is hoped that this new approach will help address this and rebalance the workforce mix in a positive and more efficient way.

Question from Cllr Woode: Previous years have identified a funding gap, but the Commissioner has remained able to deliver on his key priorities. What are the implications of the 2026/27 budget gap on delivery of the Police and Crime Plan?

Thank you, and yes, I am tremendously proud of the actions Dorset Police and my Office have taken in previous years to have protected Police and Crime Plan delivery in the face of reducing budgets and increasing demand, but you are right to suggest that this position is not infinitely achievable.

Previously, delivery has been smoothed through a combination of efficiency savings, careful financial management, and the use of reserves to manage short-term pressures. However, the 2026/27 position is more challenging in a number of important respects.

Firstly, the scale and persistence of the funding gap means there is now far less flexibility in the system. Many of the efficiencies that could be achieved without impacting delivery have already been taken in previous years. As a result, further savings increasingly carry a risk of affecting capacity rather than just improving efficiency – in other words we are no longer in a position whereby the savings can be absorbed with little impact.

Secondly, whilst the Chief Constable and I remain absolutely resolute on protecting the core priorities of the Police and Crime Plan – and will continue to work to align budgets as best we can to sustain those priorities as far as possible – very challenging and very difficult choices often must be made to prioritise certain areas of policing over others.

A good example that Members will be well aware of here, is the conscious decision that the Chief and I agreed to prioritise emergency call response performance over non-emergency call response performance. That is, of course, not to say that we regards those calls as being of lesser importance, far from it as these remain a good source of local intelligence that enable criminals to be brought to justice and victims protected, just that – in the face of not having sufficient resources to do everything, difficult and far-reaching decisions have to be made.

The implication of the budget gap on future delivery, therefore would include:

- Slower progress against some longer-term ambitions in the Plan, particularly those reliant on transformation or service development.
- Increased pressure on support functions that underpin frontline delivery, which can obviously directly affect performance.
- Reduced resilience in the system, meaning less ability to absorb unexpected demand, major incidents or further financial pressures, and
- Significant and growing pressures on our workforce, exacerbating health and wellbeing concerns, which – again as Members are aware of – manifest themselves in higher-than-average sickness absence rates.

Question from Cllr Gibson: What level of confidence is there in the assumptions on Council Tax levels up to 2030? The projected increase levels look low compared to local authority assumptions.

There are two elements to forecasting council tax, the increase in the taxbase and the referendum limits. In terms of the taxbase, this has been around 1% for a number of years, however, there is still some concern that the full impact of the second homes premium and the resulting reductions in second homes has been felt, based on the experience of Welsh authorities when this policy was introduced. Both Local Authorities took slightly different approaches to factoring in the second homes premium therefore a prudent average assumption of 0.7% has been used in the central case forecast.

In terms of the referendum principles, the assumption of £10 has been used as that was the previous maximum applied in the previous CSR. There have been no further confirmations on the assumptions used in the current CSR therefore the Force have chosen to plan on a prudent

level of council tax. Clearly a multi-year settlement would make the process of forecasting council tax income significantly easier, but we have no information beyond 2026/27.

Question from Cllr Sidaway: The risks outlined in the paper appear quite generic and without detail of the likelihood, impact and mitigation. Is there an under-pinning document that contains more detail?

Yes, there is – that's correct.

Police and Crime Panel – 6th February 2026

Quarterly Monitoring Report - Questions

Priority One - Cut Crime and Anti-Social Behaviour

Question from Cllr Woode: The Killed and Seriously Injured figures are noted as "to be determined". Why is that?

Unfortunately, the paper deadline for this meeting was closer to the end of the quarter than is typically the case, meaning that the KSI data was not available at the time of submission.

I can now confirm that the KSI figure for Q3 is as follows: 79. This compares to 98 in the previous Quarter.

I must stress that these numbers, again, because of the tighter deadlines remain unverified – that is to say that the severity of injuries can change and, indeed, that some injuries are only reported some time after the event.

Priority Two - Make Policing More Visible and Connected

N/A

Priority Three - Fight Violent Crime and High Harm

Question from Cllr Rampton: The monitoring report refers to "honour based abuse". This terminology seems to have changed from "violence" to "abuse". What is the rationale for this change?

Honour based abuse is a nationally recognised term that relates to a form of Domestic Abuse which is motivated by the abuser's perception that a person has brought or may bring 'dishonour' or 'shame' to themselves, their family or the community. It can take many forms, and can be complex to identify, but centres around the idea of controlling individuals to make them behave in certain ways or subscribe to certain beliefs.

For some people, the concept of so-called 'honour' is prized above the safety and wellbeing of individuals, and to compromise a family's 'honour' is to bring dishonour and shame – which can have severe consequences. As a result, this can be used to wrongly justify many types of abuse, and even disownment or physical harm.

Like domestic abuse, which was once much more frequently referred to as domestic violence, the terms honour-based violence and honour-based abuse are often used interchangeably. However, as abuse can take place without physical violence, Karma Nirvana – the first specialist charity established to help victims affected by these crimes – uses the term Honour Based Abuse.

Question from Cllr Rampton: Operation Scorpion has been delivering good results. What follow up is there with victims to ensure that they remain protected?

Dorset Police puts victims first and delivers bespoke vulnerability training to officers and staff. This training teaches how to spot the signs of vulnerability. Vulnerable victims are supported by attending officers and staff, who provide immediate safeguarding advice. In certain cases,

police powers of protection can be used to remove a child to a place of safety to prevent significant harm.

Furthermore, referrals are made to local and national agencies to ensure enduring safeguarding is put in place. Dorset Police remains committed to multi agency information sharing to safeguard vulnerable members of the community, indeed much of the planning takes place with partner agencies.

Operation Scorpion operates regionally but is delivered locally by neighbourhood policing teams – therefore, officers continue to conduct patrols and checks on vulnerable victims who are susceptible to crime.

In terms of cuckooing, officers complete cuckooing checks, these are raised by the Chief Inspector lead for actioning via Neighbourhood Policing Teams or the most appropriate person if there is an immediate threat, risk or harm issue. These are tracked through Viper to ensure compliance, safeguarding is conducted at the address where necessary, intelligence submitted, and relevant partner referrals made.

Officers also work in BCP with the With You charity to refer in vulnerable adults who are being cuckooed so partner engagement can happen with such things as alcohol/drug treatment and rehousing. In the last Scorpion week a total 36 vulnerable adults and children were visited and safeguarded.

Op Tauri was also implemented during Scorpion – this is a prevent initiative around the criminal use of taxis to educate drivers around the signs of exploitation with children using taxis for county lines. NPTs spoke with over 30 drivers that week as part of that prevent campaign.

Op Makesafe also ran during Scorpion – test purchases in local hotels were made to ensure the hoteliers are spotting the signs of exploitation around children. Learning opportunities were identified in a number of hotels and will benefit from wider contextual safeguarding led by the Chief Inspector safeguarding lead.

Op Pester – was also utilised, by sending public health messaging to users known to message county lines phones. This is part of a wider approach to tackling county lines that include wider preventative messaging.

And finally, officers worked with local charity, Escapeline, focusing on educating local schools, communities and businesses with identifying the signs of county lines and drugs use. This was delivered at a partner wide conference in Nov 2025 at AFCB which was well received.

Priority Four - Fight Rural Crime

Question from Cllr Flagg: Social media reported that Dorset Police were joining up with other forces in the response. Has this been beneficial, how has success been monitored, and are there intentions to continue this collaborative approach?

The Dorset Police Rural Crime Team continue to work regionally under the South West Regional rural crime strategy – Operation Ragwort, which aligns with NPCC Wildlife Rural Crime Strategy for 2025-2028. The Superintendents responsible for rural crime matters meet regularly with their regional counterparts to work together on specific operations across the year. Dorset will host an Op Ragwort event later this month for which planning is well underway and rural crime officers from neighbouring forces will work together in a show of strength and commitment to rural crime matters.

Ultimately, Chair, the goal here is to apply the same rigour and scrutiny to rural crime at a regional level, as happens with county lines and tackling drugs through Op Scorpion at a regional level.

To that end, from April Dorset Police will take the regional lead for Rural Crime for the following 12 months, on rotation, providing a co-ordination and leadership role and continuing to raise the profile of rural crime matters.

In terms of benefits, yes, this has been successful, for example in recent months:

- Following a series of farm thefts in West and North Dorset, Dorset Rural Crime Team and A&S Police conducted several arrests attempts in Somerset and Gwent against known OCG members. 6 people were arrested for conspiracy to steal, and 3 trailers were recovered.
- Following intelligence of a large hare coursing event due to take place in East Dorset Op GAUGE saw Wiltshire, Dorset and Hampshire respond with proactive patrols.
- Following a burglary in North Dorset where several peregrine falcons were stolen. RCT liaised with both national and international partners (Europol) as part of their investigation. They quickly identified a suspect who was arrested.

Performance statistics are not always easily captured for rural crime matters as there is no set Home Office recording measure for rural crime as there are with other crime types, but I am pleased to report that the volumes of reported rural crime show a sustained downwards trend – from 204 in 2022/23, to 176 in 2023/24, and 158 in 2024/25, with 132 crimes recorded in the first three quarters so far this year.

This illustrates the relatively small numbers of crimes reported which as I say continue to reduce year on year in terms of total crime commission, which is a testament to the hard work of the Rural Crime Team and their regional colleagues.

Priority Five - Put Victim and Communities First

N/A

Priority Six - Make Every Penny Count

Question from Cllr Canavan: *The risk appendix to the budget report recognises risks relating to the recently issued white paper. What transitional work are the PCC and force going to do in advance of the bill becoming legislation. What impact does the PCC believe that this transitioning will have on efficiency projects proposed or already underway?*

As Members will know, the long-promised White Paper was published last week. It proposes a number of reforms including:

- The creation of a new National Police Service, which would bring together existing national bodies, including the College of Policing, the National Crime Agency and Counter Terrorism Policing, into a single organisation.
- An independent review of police structures, which is due to report recommendations in Summer 2026, and has been trailed that will lead to a reduction in the number of Forces by the end of the next Parliament (2034).

- Greater centralisation of power, including powers for the Home Secretary to dismiss Chief Constables, greater centralisation and oversight of local performance measures and, of course,
- The abolition of PCCs (and of Police and Crime Panels) by 2028, being replaced by a local-authority-led Police and Crime Board.

Members will note that although the White Paper is far-reaching, it is a statement of policy intent at this stage, rather than a draft Bill, which will follow later. Members will also note that the cited timescales for the proposed reforms are quite far away.

As a result, I can confirm for Members and for the public listening to this meeting online that I am very clear that I have a job to do, and this will not alter right up to the point whereby primary legislation is enacted that brings about a change. Therefore, until such time as we have some detail on those timeframes, locally, the focus of my Office and of Dorset Police remains on the delivery of the Police and Crime Plan.

In terms of transitional work, there are a number of national workstreams, to which my Office remains closely engaged. For example, the Home Office Police Efficiencies and Collaboration Programme is a pre-existing programme that already was considering potential opportunities to unlock policing efficiencies through shared services at a national scale. With the publication of the White Paper, this programme has strengthened its focus around delivering the initial iteration of the new National Centre of Policing, which will consist of four initial capabilities, covering existing national IT, commercial, air service and forensics capabilities.

My Office will continue engage with these national transitional programmes in the first instance, and endeavour to develop local programmes as and when the detail of what is required is made available.

And finally, in terms of the impact of this change on existing efficiency projects, the reality is that Dorset Police already works collaboratively at local, regional and national levels, and undoubtedly, there will continue to be further opportunities for improvement identified at all levels which need careful management in advance of national changes.

Simply put, we cannot afford to stand still waiting for national reform programmes to have an impact, and nor would the people who live, work and visit Dorset expect us to, either