

**DORSET**  
POLICE & CRIME  
COMMISSIONER

# POLICE & CRIME PLAN

APRIL 2013 – MARCH 2017

---



Working together for a safer Dorset



# CONTENTS

## POLICE & CRIME PLAN 2013/14

|  |    |
|--|----|
| INTRODUCTION   | 3  |
| EXECUTIVE SUMMARY  | 4  |
| LEGAL REQUIREMENTS AND PERIOD COVERED BY THE PLAN  | 5  |
| POLICE & CRIME COMMISSIONER'S FUNCTIONS & RESPONSIBILITIES   | 5  |
| THE ROLE OF THE POLICE & CRIME PANEL   | 5  |
| MY 5 YEAR VISION   | 6  |
| MY KEY PRIORITIES  | 7  |
| HOW THE COMMISSIONER WILL MONITOR PERFORMANCE AND HOLD THE CHIEF CONSTABLE TO ACCOUNT FOR OPERATIONAL DELIVERY | 17 |
| RECOGNITION OF THE NEEDS OF DIVERSE AND POTENTIALLY VULNERABLE GROUPS  | 17 |
| STRATEGY FOR ENGAGEMENT WITH VICTIMS, COMMUNITIES AND PARTNERS   | 18 |
| HOW THE PUBLIC CAN GET INVOLVED  | 19 |
| HIGH LEVEL STRATEGIC ASSESSMENT FINDINGS   | 19 |
| OPPORTUNITIES FOR CROSS-AGENCY JOINT WORKING AND COLLABORATION   | 20 |
| NATIONAL THREATS   | 21 |
| FINANCE AND RESOURCES  | 22 |
| ACCESSIBILITY STATEMENT  | 26 |
| APPENDIX 1 – GEOGRAPHY/DEMOGRAPHY  | 27 |
| APPENDIX 2 – PRIORITY OUTCOMES AND MEASURES  | 28 |
| APPENDIX 3 – PARTNERSHIP OUTCOMES  | 30 |
| APPENDIX 4 – POLICE AND CRIME COMMISSIONER FOR DORSET- COMMITMENTS   | 31 |
| GLOSSARY   | 32 |

# INTRODUCTION



*As I write this it is 18 months since I had the honour of being elected as the first Police and Crime Commissioner for Dorset. That time has gone in a flash. Much has been done, but much more remains to be achieved during my remaining term of office.*

My Police and Crime Plan was first published in March 2013 and covers the period beyond the next election in 2016. The overarching priorities and aims of the Plan remain the same, but I feel that it is important to review and refresh the Plan annually to update on progress and the context of what will always be a fast moving environment. This refresh therefore ensures that the Plan remains an active 'living' document.

The Plan continues to be informed by understanding local need and considering the views of the public, partners, victims and other stakeholders. It sets out the clear priorities that I have set for the Chief Constable and I will hold her to account for Dorset Police's contribution towards their delivery. However, it is important to remember that this is a four year plan and that some goals will be achieved quickly, whilst others will take longer to come to fruition.

These clearly remain difficult times economically and Dorset Police continues to face the pressure of funding cuts. The Chief Constable and I are having to explore ever more innovative ways of working to maintain service delivery as a result, including exploring greater collaboration with Devon and Cornwall to meet these challenges.

There have also been some notable achievements during my first year in office. I am delighted that the Dorset Victims Bureau is doing much to improve the support and services provided to victims of crime in Dorset and will roll out further to include all key partners alongside the police. In addition, I have just announced the award of a three year contract to Victim Support to provide enhanced victim services, starting from October 2014. Excellent progress is also being made in relation to mental health; I chair a cross-governmental working group and I am delighted that this work resulted in the recent publication of a national Crisis Care Concordat. Local developments include the launch of a street triage pilot scheme and the expansion of existing liaison and diversion activities based in police custody suites.

I am also pleased with the way that my PCC Forums have become established as an excellent means to inform, update and engage the public across Dorset. I will work hard to develop these further, along with other initiatives such as my PCC Advocates, to ensure that I am open, transparent and communicative with the people that matter most – local communities. I am delighted to say that, as a result of this work, I and my small team of support staff have recently been awarded the CoPaCC gold award for the best OPCC team for Community Engagement in England and Wales. Great recognition, but still more to do.

Alongside this, I will play my part in supporting and monitoring Dorset Police in the implementation of the new Code of Ethics developed by the College of Policing. By embedding the principles and standards of the Code across everyone working in policing, this will play a significant part in maintaining and enhancing public trust and confidence in Dorset Police.

I remain fully committed to working with Dorset Police, the public and partners to continue to move our county forward, to help cut crime and to ensure Dorset remains a great place to live and work. By working together we can keep Dorset safe.

That was my promise to the electorate and that is what I remain determined to deliver.

A handwritten signature in black ink, appearing to read "Martyn Underhill". The signature is fluid and cursive, written in a professional style.

**MARTYN UNDERHILL**  
**POLICE & CRIME COMMISSIONER FOR DORSET**  
**JUNE 2014**

# EXECUTIVE SUMMARY

*This plan lays out my vision and priorities alongside the financial and other resources that I provide to the Chief Constable to achieve them. It also shows how I monitor performance against the priorities.*

*It describes how I, on your behalf, hold the Chief Constable to account for operational policing and how I ensure that the highest standards of local policing are consistently delivered.*

## MY VISION

### WORKING TOGETHER TO KEEP DORSET SAFE

In summary, my vision is for a Dorset where:

- There are fewer victims of crime, and those who do become victims are always well supported and feel their voice is being heard in their journey to recovery.
- People feel safe in their homes and communities.
- People have confidence in the police and their community safety and criminal justice partners.
- People work together to prevent crime, to support vulnerable people and to help the police fight crime.
- Offenders know that crime doesn't pay and that they will be held to account for their actions. They will also be supported to change.
- Dorset Police will be a well-funded, efficient and effective Force which serves all the people and diverse communities of Dorset, is professional at all times and acts with integrity, fairness and respect.

## VALUES

I share and support the Dorset Police values of;

- Integrity – to be honest, trustworthy and genuinely accountable
- Professionalism - committed to excellence and delivering the highest quality of service
- Fairness - act impartially, treating all according to their needs
- Respect - treat all with dignity and value difference

Following my election and my appointment of Miss Debbie Simpson as Chief Constable, consultation was carried out within the Force, and beyond, to establish if these four values were still valid. The overwhelming response was that they were, despite the challenging environment we all face.

These values are also at the heart of the implementation of the new Code of Ethics that has been developed by the College of Policing. The Code sets out clear standards of behaviour that the public can expect from everyone working in policing, based around nine policing principles and 10 standards of professional behaviour.

## PRIORITIES

The priorities have been informed by a number of sources including: consultation with over 3500 local residents and the surveying of over 2700 victims annually; identifying which threats cause the greatest harm in Dorset; reviewing current performance. In addition, the priorities of Dorset's three Community Safety Partnerships (CSPs) have also been taken into account to allow for consistency in focus across the whole of Dorset.

Beyond the local picture, the priorities are also influenced by the national context and I have to be cognisant of the Government's national Strategic Policing Requirement (SPR) within this plan.

*My Key Priorities (not in preferential order) are to work in partnership with our communities and relevant agencies to:*

- 1 Reduce the number of victims of both crime and anti-social behaviour**
- 2 Reduce the number of people seriously harmed in Dorset**
- 3 Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism**
- 4 Reduce Re-offending**
- 5 Increase people's satisfaction with policing in Dorset**
- 6 Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset**

## THE BUDGET

I have set the annual policing budget for 2014/15 including the policing precept element of Council Tax which will increase by 1.96%. In setting the policing element of Council Tax (the Precept) for the year, I have sought to balance the desire to keep the Council Tax low while ensuring Dorset Police is adequately resourced in the medium term to meet the needs of the public, in the context of reduced national funding.

For further information on the budget please refer to the Finance and Resources section later in this Plan.



# THE POLICE & CRIME COMMISSIONER'S 5 YEAR VISION AND STRATEGIC OBJECTIVES FOR DORSET, BOURNEMOUTH & POOLE



## WORKING TOGETHER TO KEEP DORSET SAFE

### *A) To Improve Services and Care for Victims of Crime, thereby helping to ensure that Dorset is;*

- a place which is committed to reducing the number of victims or the number of times a person is a victim;
- a place which helps people affected by crime;
- a place where the victim is kept informed of progress, and can check the progress of their case on-line if necessary;
- a place where the victim's voice is heard throughout their journey to recovery; and;
- a place which supports victims, including those who do not report crime to agencies.

### *B) To Prevent Crime, thereby helping to ensure that Dorset is;*

- a place where people feel safe, both at home and in the community;
- a place where 'early intervention' by Health, Social Care and other agencies creates positive outcomes from birth;
- a place where people have confidence in their Emergency Services and Local/Unitary Authorities;
- a place committed to delivering a proactive multi-agency approach to preventing and reducing harm;
- a place where people contribute to improving the safety of their community;
- a place where all agencies routinely engage with communities.

### *C) To Reduce Reoffending, thereby helping to ensure that Dorset is;*

- a place where the offender is held to account, where criminals feel unwelcome and where crime doesn't pay;
- a place committed to meeting the challenges and needs of repeat offenders (for example, through mentoring);
- a place where offenders will be supported to change
- a place where Restorative Justice is championed.

### *D) To Involve the Public to help ensure that Dorset;*

- is a place where the public comes first;
- has a police force that embraces Neighbourhood Policing across Dorset;
- has a police force that interacts with the public at all levels;
- has a police force that welcomes volunteers to work with them to make Dorset safe; and
- has communities that are supported to keep themselves and others safe e.g. through increased involvement in Watch schemes.

### *E) To Ensure that Dorset Police is Effective and Efficient by;*

- delivering a scalable model of effective policing in partnership with other public sector bodies and communities;
- maximising new funding streams through partnership, income generation, Government grants and sponsorship;
- seeking to collaborate at all levels with other Forces and partners to improve efficiency and effectiveness;
- acting professionally at all times and in accordance with its values;
- being transparent and endeavouring to listen, learn and improve;
- respecting the needs of the diverse communities we serve;
- embracing the particular needs and requirements of coastal, rural and urban policing; and
- being committed to focusing all of its resources on achieving this Plan and providing a firm platform for the longer term.

## THE PLAN 1

### THE POLICE & CRIME COMMISSIONER'S KEY PRIORITIES

*These key priorities underpin the achievement of the Commissioner's vision.*

The priorities have been informed by a number of sources - consultation with over 3500 local residents and surveying of over 2700 victims annually, identifying which threats cause the greatest harm in Dorset and reviewing current performance and progress. In addition, the priorities of Dorset's Community Safety Partnerships have been taken into account to allow for consistency in focus across the whole of Dorset.

Beyond the local picture, the priorities are also influenced by the national context. The Strategic Policing Requirement, new legislation, Ministerial direction as well as formal national publications all provide an indication of the direction national policy is likely to follow in the future.

**THE KEY PRIORITIES ARE TO WORK IN PARTNERSHIP WITH OUR COMMUNITIES AND RELEVANT AGENCIES TO:**

#### 1. REDUCE THE NUMBER OF VICTIMS OF CRIME AND ANTI-SOCIAL BEHAVIOUR

*Key facts – since the publication of the Plan in April 2013:*

- Overall crime compared to 2012-13 has reduced by 7.3% (2,951 fewer crimes)
- Year on year incidents of ASB have decreased by 8.9 % (2,867 fewer reports)
- Dwelling burglaries have reduced by 9.7% (184 fewer homes burgled this year)
- Dwelling burglaries where the offender(s) have been caught have risen from 13.5% to 19.3%
- Vehicle crimes have reduced by 16.1% (762 fewer victims)

Putting the victim first is a clear strategic priority for the Commissioner and for Dorset Police and is a fundamental principle for service delivery. Having fewer victims is the key outcome but it is equally important to ensure that care and support is given to those who suffer crime and anti-social behaviour. How victims are supported and how the risks they face are managed is also carefully monitored. Now the challenge is to ensure that services provided to victims are effective across the criminal justice system and beyond.

#### CUTTING CRIME AND ANTI-SOCIAL BEHAVIOUR

Detailed delivery plans have been drawn up to describe the work involved to achieve lasting reductions in the number of victims. Areas of highest priority are dwelling burglary (which includes garden sheds), 'personal' anti-social behaviour and vehicle crime.

Much progress has been made in relation to ASB but there is still work to be done to ensure that all agencies with information about the vulnerability of people and the risks they face share that information effectively. This year, with partners, we are exploring the potential development of an ASB awareness course for young offenders, and the Commissioner is supporting a pilot in 2014/15.

Following the enactment of the Anti-social Behaviour, Crime and Policing Act 2014 the Commissioner has also discharged his statutory duty by launching a public consultation on Community Remedy – giving members of the community a say in determining a menu of punishments for low-level crime and anti-social behaviour – allowing victims to select a punishment for the offender as a means of delivering justice without involving the court process. This consultation remains live at the time of publishing this refreshed Plan.

#### RESOLVING CRIME – POSITIVE OUTCOMES

Dorset Police is on course to enabling the Commissioner to fulfill his pledge to you to increase the amount of crime that is resolved to one in three at the end of the first term from one in five when the Commissioner came to office. The percentage of crimes achieving a positive outcome has increased from 22.8% in 2012/13 to 26.8% in 2013/14. With regard to burglaries to people's homes the percentage detected has improved from 12.8% to 20.5% over the last year.

#### HELPING VICTIMS COPE AND RECOVER

The Commissioner is the voice for victims and as such he is working with partners in the criminal justice system to ensure that a victim's journey through the system is as positive as possible. To that end the Commissioner will hold the Chief Constable to account for Dorset Police's contribution to that aim - such as ensuring that prosecution files are of high quality and delivered to CJS partners in a timely manner.

The Dorset Criminal Justice Board is a key vehicle for ensuring that this vision of improved care for victims of crime is achieved.

In November 2013, the Commissioner launched the Dorset Victims' Bureau – one of only two in England and Wales. It will grow to become the first multi-agency victims' service in the country encompassing all the Criminal Justice Agencies. The Bureau offers tailored support and advice to victims of crime, treating people as individuals and responding according to their particular needs. Contact is maintained using whatever reasonable means the victim decides.

As well as the Dorset Victims Bureau, the Commissioner has also introduced Victim Focus groups and Surgeries across Dorset, so that he can learn from people's experiences. The Commissioner wishes to give victims a voice, through listening to personal experiences and the impact of crime on individuals, and exploring how he can influence and facilitate change for the better in the criminal justice system.

The Victim Focus groups are held quarterly and are open to any individual or business that has been the victim of crime. The focus groups have proved a valuable link to victims and they have highlighted several issues that the Commissioner and the Chief Constable have been able to address, from very basic issues such as members of the public not knowing how to recognise Police ID badges, to more serious concerns, including the damaging effects on individuals at the periphery of an incident, that have been overlooked when organising victim support. Accompanying each focus group, the Commissioner holds individual surgery sessions where individuals who may have experienced a more serious crime can discuss their victim journey in private.

The new Code of Practice for Victims of Crime came into force on 10 December 2013. It helps to ensure that victims are rightfully at the heart of the Criminal Justice System and are treated with respect, sensitivity and professionalism. The Commissioner will work with Dorset Police (and other relevant agencies) to ensure that they fulfil their requirements under the Code.

The Commissioner is also committed to the development of a new victims website for Dorset which will signpost victims to relevant partners and agencies in relation to their particular crime and provide suitable advice and guidance. This will help ensure that the right information is readily available to people at risk such as victims of domestic abuse. Such a website could also be an invaluable resource for signposting those victims who do not wish to report their crime to Police to appropriate support.

In addition, work is also underway to replace the Dorset Police website. The new site will be more focussed on the needs of the public, provide appropriate information when it is required and enable direct reporting of incidents.

## EARLY INTERVENTION

The Commissioner has been delighted to support Dorset County Council and the Borough of Poole in their bids for key national Early Intervention programmes. Dorset won two out of twenty 'pioneering places' across the country – a great result for the county. These Early Intervention Foundation Places will improve the lives of vulnerable children by breaking the cycle of dysfunction and under-achievement. By working together, the OPCC, Dorset Police and partner agencies can help to remove chaos, criminality or poor parenting and we can give children a chance their parents didn't have. This programme complements the wider Troubled Families work ongoing in the County.

## WHAT WE WILL DO

- A core role for the police that has a direct impact on the number of victims is the effective resolution of crimes. The Commissioner has pledged to raise the proportion of all offences that are resolved to a third over the course of this plan. This is being achieved through more effective crime screening and improved investigation of solvable crimes.
- The Commissioner will fund and direct (through the OPCC) the expansion of the work of the Victims' Bureau to ensure support is provided throughout the victim journey across the Criminal Justice System and beyond.
- The Chief Constable will improve the Dorset Police website so that victims have ready access to the information they need.
- The Commissioner will work with partners to expand 'early intervention' from birth, enabling parents and children to make positive choices and improve outcomes for children.
- The Commissioner and Chief Constable will continue to consult on how victims can be more involved in deciding how offenders who commit crime and ASB are dealt with, including consultation on Community Remedy as required by the Anti-social Behaviour, Crime and Policing Act 2014.
- The Commissioner will continue to build on the restorative justice approach that has proven successful in Dorset in relation to young offenders, extending it to adults and more serious offences where appropriate, ensuring pan-Dorset coordination of Restorative Justice (RJ) from the OPCC, with the development of a Dorset RJ Strategy and the employment of an RJ Coordinator within the OPCC (funded through government grant).
- The Commissioner will work with partners, and directly commission services that help ensure that the offenders who pose the highest risk of reoffending have the opportunity to be mentored to support them in moving away from a life of crime.
- The Commissioner will continue to spread the success achieved by Watch groups in some neighbourhoods across all of Dorset, especially groups such as Neighbourhood Watch, Community Speed Watch, Shopwatch and Farmwatch.
- The OPCC will explore an ASB awareness scheme so that offenders can be more informed about the impact of their offending.
- The Commissioner, with partners, will offer support and alternatives to street sex workers to help them change their lifestyles, whilst enforcing the law and educating 'kerb crawlers' on the implications of their actions.

## WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- A reduction in recorded crime and anti-social behaviour in Dorset.
- All relevant agencies consistently share information and contribute to lasting solutions to problems.
- Communities feel safer and are involved in the work to maintain and enhance that safety.
- A reduction in repeat victimisation – how many times the same person is a victim of crime or ASB.
- One in three crimes are resolved rather than one in five.

## THE PLAN 2

# 2. REDUCE THE NUMBER OF PEOPLE SERIOUSLY HARMED IN DORSET

## KEY FACTS

- Most serious violent crimes have reduced by 12.9% - 12 fewer victims (defined as offences ranging from grievous bodily harm with intent, to murder)
- Violent crime has reduced by 3.5 % (234 fewer victims)
- The number of repeat domestic abuse incidents has decreased by 21.8% (850 fewer repeat incidents)
- 49% of non-white residents surveyed are worried about being a victim of hate crime

This priority focuses on repeat and targeted victims, irrespective of the type of crime or incident to which they are subjected, as well as those suffering from the most serious offences such as serious sexual offences, domestic abuse and hate crime.

It also focuses on partnership working which aims to prevent death and serious injury on Dorset's roads.

Within this priority there are specific delivery plans for serious sexual offences, hate crime, domestic abuse, public place violent crime and where people are killed or seriously injured on the roads.

*There is also a number of cross-cutting themes within this priority:*

### MENTAL HEALTH

The Public has stated repeatedly that mental health provision in Dorset is a concern. The Commissioner shares that view. Whilst there is provision of secure "places of safety" for people in crisis, that provision needs enhancing. The Commissioner has therefore campaigned against people in crisis ending up in police custody suites, purely because they need to be in a 'place of safety'. Mentally ill people should not be detained in police cells, unless they have broken the law. Assessment suites should be provided by mental health services in all areas, so police stations are no longer used regularly as 'places of safety' for people who are detained under the Mental Health Act.

There will be a pilot street triage scheme in Dorset in 2014. It will be jointly funded by Dorset Police, the Commissioner, and partners, and will see mental health nurses accompany officers on call-outs. It aims at improving the way people with mental health problems are treated during emergencies, especially out of hours. A further pilot will also improve existing liaison and diversion initiatives for people in police custody by expanding it to a 24/7 service.

The Commissioner has also established, and chairs, a PCC Mental Health Working Group to examine mental health issues and community safety issues at a national level. The Group includes representation across government and has worked with all relevant agencies to agree a national minimum standard of service that it is reasonable to expect people in crisis to receive. This resulted in the Mental Health Crisis Care Concordat which was published by the Government in February 2014. In the years ahead, the Commissioner will continue to work on building a closer relationship between the police, health and social care services in Dorset. The Commissioner is determined to play his part with partners to promote and meet the Concordat standards locally.

### SAFEGUARDING

As in many other areas Dorset has experienced an increase in the reporting of historic sexual offences following the Jimmy Savile inquiry (and others). The Commissioner believes this is also an indication of the increased confidence that victims have in the Police, and other agencies, in relation to the response and support that they will receive when reporting such crimes.

Work is underway to establish a Multi-Agency Safeguarding Hub (MASH) on a pan-Dorset basis to enhance information sharing and risk management. The MASH will help to protect the vulnerable, including children, victims of domestic abuse and missing people, from harm. This enhanced coordination between agencies will lead to an improved service for children and adults.

The Commissioner remains committed to rolling-out a pan-Dorset, web-based, IT platform to enhance strategic information sharing and risk management, to prevent serious harm in Dorset. The system enables operational multi-agencies working across areas such as Police and Crime Plan tasking, briefing and coordination, strategic meetings and the management of commissioning and victim referrals to service providers. This initiative will be led by the OPCC. The OPCC will also, on behalf of the Commissioner, work with public sector partners to maximise the benefits of enhanced partnership working in this innovative way.

### MISSING PEOPLE

People going missing are often the most vulnerable and in need of help. The greatest numbers of reports are made from children's homes and from mental health units. The Commissioner is committed to working with partners to reduce the number of missing person reports from some of these locations.

There are clear risk factors associated with the more vulnerable persons, either by virtue of their mental ill-health issues and/or their age. Additionally, children who go missing on a regular basis are at increased risk from: sexual exploitation, drifting into alcohol or substance misuse, or a pattern of criminal offending. The commissioner is working with partners, charities and government to help reduce this risk and protect the most vulnerable in society.

## ALCOHOL HARM REDUCTION

In August 2013, Dorset Police launched the Alcohol Diversion Scheme (ADS) as a means for dealing with alcohol-related offenders in Dorset. Offenders issued with a Penalty Notice for Disorder (PND) are offered the opportunity to attend a half-day educational course, for which they pay. Early signs have been encouraging, with a number of offenders completing the scheme during its initial months of operation, and none of them reoffending within the six-month review period that followed.

The Commissioner will continue to influence the introduction of other initiatives and best practice, to improve safety so that people can enjoy socialising at night in Dorset. Such measures will include increased use of the Safe Bus scheme, and wider roll-out of Street Pastors initiatives. Further exploration with local authorities on the potential introduction of the Late Night Levy (LNL) and Early Morning Restriction Orders (EMROs) will continue. (The LNL allows licensing authorities to raise contributions from late-opening alcohol suppliers towards the cost of policing at night time. EMROs restrict alcohol sales between midnight and 6am in specified areas.)

## ROAD SAFETY

The Commissioner supported the introduction of Community Speed Watch in August 2013. Community Speed Watch helps local communities become actively involved in road safety through discouraging drivers and riders from speeding. There are currently 43 groups actively engaged, with a number of others about to commence. Community Speed Watch is an excellent example of the public and the Police working together to make Dorset safer.

In November 2013, the Commissioner chaired a multi-agency conference on road safety to agree the strategic priorities for the Dorset Road Safety Partnership. More recently, he has been working to engage with GPs, and other health partners, to discuss the risks of older road users and prescription medication that may have a bearing on their ability to stay safe on the roads.

Partnership working in this area of business will continue to be a focus throughout the life of this Plan to ensure that road safety matters remain high on the agenda locally.

## WHAT WE WILL DO

- The OPCC will influence the introduction of a pan-Dorset system to enhance strategic partnership working, particularly in relation to Safeguarding.
- The Commissioner will continue to work with others, at both a national and local level, to improve services to people suffering from mental ill health.
- Through Operation Protect the Commissioner will support Dorset Police in its efforts to combat the 'binge-drinking' culture, supporting those licensed premises that act responsibly, and targeting those that do not.
- The Commissioner will continue to lobby local authorities to consider Early Morning Restriction Orders (EMROs) as a means of reducing the length of time that the Night Time Economy (NTE) is open.
- The Commissioner will continue to lobby local authorities to consider imposing Late Night Levies (LNL), to assist in the cost of policing the NTE, and to enable voluntary sector initiatives to help keep Dorset safe.
- With partners, the Commissioner will ensure that victims, especially of serious offences, are provided with effective support such as through the Sexual Assault Referral Centre (SARC), or through independent domestic or sexual violence advisors.
- The Commissioner will support the Chief Constable in identifying and targeting serial perpetrators of domestic abuse and violence, supporting those willing to change.
- The Commissioner will provide the young members of our community with information in ways that have been shown to reduce the risks they face.
- The Commissioner will establish a multi-agency safeguarding hub (MASH) to enhance information sharing and risk management.
- The Commissioner will continue to support the 'No excuse' campaign combining education and enforcement to ensure fewer people die, or are seriously injured, on our roads.

## WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- Fewer victims of serious crime in Dorset.
- Fewer repeat victims especially of domestic abuse.
- Fewer people killed or seriously injured on our roads.
- The establishment of a Multi-Agency Safeguarding Hub (MASH) in Dorset
- Fewer people detained in Police Stations whilst in mental health crisis.
- People suffering from mental illness will be better supported.

## THE PLAN 3

### 3. HELP PROTECT THE PUBLIC FROM SERIOUS THREATS (LOCAL, REGIONAL & NATIONAL) TO THEIR SAFETY, INCLUDING ORGANISED CRIME & TERRORISM

#### KEY FACTS

- Organised crime costs the United Kingdom at least £24 billion a year
- Less than a third of people surveyed nationally use complex passwords to protect online accounts
- In 2012/13 over £642,000 of assets were confiscated from criminals in Dorset
- In 2012 there were 1186 cases of human trafficking in the UK. This rose to 1423 in 2013
- As part of the drive to strip criminals of their assets, just under £200,000 was returned direct to victims in 2012/13 in Dorset

The lead-in to all the priorities that we will 'work in partnership with our communities and relevant agencies' is of particular significance to this priority. The community and partners have a key role in helping to protect Dorset from organised criminals, and identifying those who may be attracted to terrorism or domestic extremism. Dealing with organised criminality (much of which is drug-related in Dorset) and preventing terrorism are responsibilities that extend far beyond the Police Service.

On 20 September 2013 Keith Bristow, the Director General of the National Crime Agency (NCA), attended the regional meeting of Police and Crime Commissioners and Chief Constables that the Commissioner hosted at Dorset Police Headquarters. This was just prior to the Agency's launch. All attenders gave their commitment to work together to combat organised crime.

#### CYBER CRIME

Cyber crime is the use of any computer network for crime. It is broad and far-reaching, and encompasses:

- 'pure' online crimes – where a digital system is the target as well as the means of attack
- 'existing' crimes that have been transformed in scale or form by their use of the internet
- Use of the internet to facilitate 'traditional' types of crime

The Commissioner welcomes the formation of the National Cyber Crime Unit within the NCA which will assist the Commissioner and Dorset Police in dealing with the growing threat of cyber crime here in Dorset. The Commissioner is very keen to raise awareness of cybercrime and to provide information to help individuals protect themselves and their families from online threats.

To that end, the Commissioner is exploring the best way to deliver a local awareness raising campaign to Dorset residents, which is likely to involve writing to every resident in the County. Ideally this campaign will be tailored to different elements of the community who may be vulnerable to different threats. Cyber-enabled crime covers a wide spectrum of issues – from fraud and identity theft, to cyber-bullying and sexting – and the campaign will help ensure that people are informed of these risks and are able to take as much preventative action as possible.

The Commissioner has also asked the Chief Constable to review the Force capability requirements for tackling cyber crime locally and is committed to providing the resources to meet these requirements, such is the importance of this issue.

#### HUMAN TRAFFICKING

The Commissioner is deeply concerned about the threat posed by human trafficking. It is a serious criminal activity that is very much under the radar. Dorset Police and partner agencies are currently profiling the problem in Dorset and the Commissioner has played his part in trying to raise awareness locally. All agencies are becoming more aware of the signs to look for and the steps to take when a case is identified. There is a clear need to raise awareness amongst Dorset Police (especially frontline staff and call handlers), and this process is underway.

#### CHILD SEXUAL EXPLOITATION (CSE)

Another area of high risk criminality that the Commissioner believes is under-reported locally is the sexual exploitation of children. We have witnessed a number of high profile cases across the country where groups of vulnerable young people were horribly abused. Dorset Police and relevant partners such as social care, schools and health professionals are more focussed on the risk and are becoming more adept at spotting the signs of abuse and effectively reacting to them. Work also remains ongoing with regard to awareness raising and training.

## WHAT WE WILL DO

- The Chief Constable will ensure that Dorset Police seek to recover cash and other assets from criminals, especially those who operate in organised groups, and let the public know when we do.
- Counter terrorism presentations will be provided to all schools and colleges in Dorset where appropriate.
- The Chief Constable will ensure that Dorset Police share information with partners wherever possible so that they can effectively play their part in protecting the community from these threats, such as Project Griffin which engages the business community in countering terrorist activity.
- The Chief Constable and the OPCC will provide the people of Dorset with information about success in fighting organised crime, terrorism or domestic extremism where it is appropriate to do so.
- The Chief Constable and the OPCC will provide local people with information to raise their awareness of risks in relation to cyber-crime and how to stay safe on-line.
- The Chief Constable will ensure that Dorset Police Safer Neighbourhood Teams (SNTs) and local partners have sufficient information to identify those who may be involved in organised criminality, terrorism or domestic extremism.
- The Chief Constable will ensure that frontline Dorset Police officers and staff have sufficient information to identify promptly human trafficking, slavery or child sexual exploitation.
- The Chief Constable will ensure that Dorset Police has people who are adequately trained to support other Force areas at critical times such as during widespread disorder.

## WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- Criminals will be deprived of their assets where appropriate.
- Communities and partners will be better informed about the risk of terrorism, cyber crime and other organised criminality and the part they can play to minimise that risk.
- The risk posed by organised crime groups in Dorset will be reduced where possible.
- Members of the public are better able to protect themselves against the threat of cyber crime.
- The Force will be better equipped to identify and deal with human trafficking, slavery or child sexual exploitation.

## THE PLAN 4

### 4. REDUCE REOFFENDING

#### KEY FACTS

- Almost half of all adult offenders reoffend within a year of leaving custody
- Around half of all crime is committed by people who have already been through the Criminal Justice System
- The cost to the taxpayer of reoffending is estimated to be between £9.5 and £13 billion nationally
- Ministry of Justice research has found 85% victim satisfaction and a 14% reduction in the frequency of reoffending as a result of Restorative Justice approaches.

This priority is cross-cutting – it impacts on a number of other priorities within the Plan and those of partner agencies. It acknowledges, at a strategic level, the role played by the Police and others in reducing reoffending. It also focuses on the management of those offenders responsible for the highest risk crimes and incidents, or on the greatest volume of offences through all of the priorities.

There is an acknowledged gap within the criminal justice system when offenders leave prison and re-enter society. This is especially the case with offenders who are not supervised on licence by Probation i.e. those sentenced to less than a years imprisonment. The Commissioner has pledged to ensure that there are effective mentoring services and support available especially in relation to the criminals who pose the greatest risk to the communities of Dorset.

#### TRANSFORMING REHABILITATION

This priority is also the subject of significant Government reforms being undertaken nationally which bring their own challenges locally as these changes take effect. Probation Trusts are being reorganised into a single national public sector Probation Service and 21 Community Rehabilitation Companies (CRCs). CRCs will then transfer over to successful bidders following a competition process.

The Probation Service will retain responsibility for the supervision of high-risk offenders, with CRCs providing services for low-to-medium risk offenders. Every offender released from custody will therefore receive statutory supervision and rehabilitation into the community.

A nationwide 'through the prison gate' resettlement service is also being introduced, meaning that most offenders will be given continuous support from custody to the community by one provider. The biggest challenge to the OPCC, Dorset Police and partners has been the decision by the Government, made during this transition, that Dorset prisoners will be housed in Devon and that Dorset prisons will house offenders from Avon and Somerset, Gloucestershire and Wiltshire. This increases the challenges ahead and time will tell whether they will adversely affect the reducing reoffending agenda within Dorset.

However, despite this challenge, the Commissioner is committed to engaging and working closely with the Probation Service, the CRC, prison governors and other key partners in reducing reoffending locally.

#### RESTORATIVE JUSTICE

The Commissioner is keen to build on the success in Dorset in relation to Restorative Justice and to expand this important means of restoration for victims of adult offenders, which can also reduce the risk of reoffending. The Commissioner also wishes to extend victim conferencing with offenders into prisons and to extend and evaluate Neighbourhood Justice Panels in Dorset. Using government funding for Restorative Justice co-ordination, the OPCC will also be employing a Restorative Justice Co-ordinator to bring together best practice from across the County.

#### WHAT WE WILL DO

- The OPCC and Dorset Police will work effectively in partnership to ensure that information about offenders and the risks they pose is shared effectively, and those risks are properly managed.
- The Commissioner will work with partners to ensure that support for offenders, such as effective mentoring, is in place.
- The Chief Constable will ensure that Dorset Police will deal firmly and quickly with those offenders who breach conditions put in place to manage the risk they pose.
- The Commissioner will explore more advanced tagging of offenders.
- The Chief Constable will ensure that Dorset Police will identify the top tier of 80 offenders and put mechanisms in place to support them to change.
- The Commissioner will seek to extend victim conferencing in prisons, and Neighbourhood Justice Panels.
- The Commissioner and the OPCC will work towards specific interventions for female offenders and war veterans. Both cohorts of offenders have complex motives and needs and a specialised response is needed for both groups.

#### WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- More offenders, especially those who pose the highest risk to people, will cease or reduce their offending.
- More offenders will be supported along the pathways out of offending, whether it is by a mentor or other means according to their particular need.
- More offenders will be provided with access to appropriate housing, training or employment.
- More victims will be offered alternative justice through Neighbourhood Justice Panels and Victim Conferencing.

## THE PLAN 5

# 5. INCREASE PEOPLE'S SATISFACTION WITH POLICING IN DORSET

## KEY FACTS

- 82.7% of victims surveyed have expressed satisfaction with the service they have received this year compared to 80.6% last year
- 77.1% of people surveyed who reported racist incidents have expressed satisfaction with the way they have been kept informed this year rising from 74.7% last year
- This year the average time taken for Dorset Police to finalise complaint cases is 77 days, the national average is 99 days
- From April to June 2013 Dorset Police answered 61.4% of non-emergency calls within 30 seconds. From October to December 2013 this improved to 73.5%

This priority cuts across all of the others and recognises the importance of increasing the public's satisfaction with the delivery of policing in Dorset. If you are pleased with the service provided by the police and other agencies then the Commissioner believes that you will be more likely to report issues and provide vital information that is crucial to keeping Dorset safe.

## ETHICS & INTEGRITY

The College of Policing has now published a Code of Ethics for the police service. Dorset Police are already making preparations to ensure that this code is fully implemented and embedded across the Force. The Code is based on the seven principles of public life developed by the Nolan Committee in 1994 – selflessness; integrity; objectivity; accountability; openness; honesty; and leadership – and sets out nine policing principles and 10 standards of professional behaviour for everyone working in policing. The Commissioner will play his part in supporting the Code and holding the Chief Constable to account for its implementation in Dorset.

The integrity of police recorded crime statistics has come under the spotlight nationally and has had an impact on public confidence in the service as a result. The most recent HMIC inspection reports for Dorset relating to this, and a peer review conducted by Hampshire, highlight that Dorset Police takes a particularly robust approach to ensuring that crime is recorded as accurately as possible in line with the complex recording requirements put in place by the Government. However, this is a particular area of focus for the Commissioner, who meets monthly with the Deputy Chief Constable and the Force Crime Registrar to scrutinise crime recording performance and

challenge where appropriate.

The existing Ethics and Appeals Sub-Committee will also be reviewed and enhanced to ensure that independent monitoring and reassurance will be provided to the Chief Constable and the Commissioner over ethics and integrity related matters.

## PUBLIC CONTACT & FEEDBACK

Reporting issues to the police is a key element of the service. With regard to the 101 non-emergency telephone service, the public highlighted to the Commissioner the high amount of abandoned calls and unacceptable waiting times being experienced. The Commissioner therefore asked the Chief Constable to improve performance in this area. New telephone operators were recruited and technology was upgraded. As a result performance levels have improved.

In relation to vehicle crime, victims complained to the Commissioner that they were unhappy that incidents were only dealt with over the phone. As a result, since January 2013, whenever operationally possible, a police officer attends all incidents of vehicle crime.

A key indicator to gauge progress in relation to this priority is the survey carried out with victims of crime. The Commissioner has encouraged Dorset Police to focus particularly on this area. As a result there have been improvements in relation to keeping victims informed, and in overall satisfaction with the service provided. The work of the Victims' Bureau is expected to further enhance continued improvement in satisfaction amongst victims of crime.

From 1 April 2015 surveys with victims of crime and the wider community in Dorset will be carried out within the OPCC to enable greater flexibility and the ability quickly to reflect changes in policing and community safety. It will also allow a broader approach in seeking to hear the views of all sections of our diverse community.

## STRATEGIC ALLIANCE

The Commissioner fully supports the creation of a joint project team to explore how Dorset and Devon and Cornwall Forces can collaborate effectively across all areas of policing. This will include the exploration of how policing services can be maintained to a high standard when police budgets are being reduced. An initial scoping exercise identified what the potential benefits of enhanced collaboration between the two forces might be. Following this work, the decision was taken in June 2014 to work on a more detailed business case to understand fully these benefits and how they may be practically implemented in the future.

## WHAT WE WILL DO

- The Commissioner will safeguard future neighbourhood policing in Dorset through effective financial management, efficient modern policing, and encouraging innovation and resourcefulness in Dorset Police and partners.
- The Chief Constable will ensure that Dorset Police further develop the Victim First programme so that the criminal justice journey is a much better experience.
- The OPCC and the Dorset Police will expand the work of the Victims' Bureau to ensure that support is provided to victims across the criminal justice system and beyond.
- The Commissioner will ensure that everyone who seeks assistance is listened to, their needs understood and expectations met where possible.
- The Commissioner will improve consultation and engagement with all communities to identify, and deal with, issues together.
- The Commissioner will publicise what is being done for the benefit of communities.
- Officers and staff will be professional in attitude, the actions they take and their appearance.
- The Commissioner will increase the visibility of Officers by providing them with technology that will mean more time spent in the community.
- The Commissioner and Chief Constable will introduce Body Worn Video (BWV) for officers to increase accountability, reduce complaints, raise public confidence and lead to more convictions.
- We will all aim to get it right first time. When we do not, we will apologise, learning lessons and making changes where appropriate.

## WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- Members of the public will express improved satisfaction with the policing services they receive, especially if they are a victim of crime or anti-social behaviour.
- In particular we will improve how satisfied people feel with how they have been kept informed of progress.
- We will answer at least 95% of emergency calls within 10 seconds and at least 75% of non-emergency calls within 30 seconds.
- We will seek to reduce recorded complaints and the number of appeals upheld by the Independent Police Complaints Commission (IPCC).

## THE PLAN 6

# 6. SUPPORT NEIGHBOURHOOD POLICING THAT IS APPROPRIATE FOR BOTH RURAL AND URBAN COMMUNITIES

## KEY FACTS

- The number of volunteers assisting Dorset Police has risen from 72 to 172 since the publication of this Plan in April 2013
- There are currently 209 Special Constables working for Dorset Police
- Dorset Police has recruited 113 Special Constables in the last year (a significant increase following a Plan pledge)
- In 2012/13 Special Constables gave over 50,000 hours of their time to help keep Dorset safe

This priority recognises the importance of neighbourhood policing in achieving all of the priorities in this plan. A visible uniformed presence provides reassurance to local communities together with prevention of crime and anti-social behaviour and problem solving with the community and partners when it occurs.

With the Chief Constable, the Commissioner has reversed the recruitment freeze in place since 2009 and welcomed 24 new police officers into the Force. They have also agreed to increase further recruitment numbers over the next year.

### SAFER NEIGHBOURHOOD TEAM (SNT) POLICING

Safer Neighbourhood Teams (SNTs) have done much to enhance the service to victims especially where they have suffered repeat offences. It is essential that neighbourhood policing focuses on the effective assessment of threat, risk and harm. Effective systems of early intervention to prevent escalation and to enable multi-agency problem solving are crucial. The Commissioner plays a key role in ensuring that agencies work together and share important information so that effective decisions can be made.

SNTs have an important part to play in all of the Commissioner's priorities in this Plan. Victims and offenders live on their 'beats', and that includes those affected by, or involved in, organised crime or terrorism.

### SPECIAL CONSTABLES AND VOLUNTEERS

In recognition of this the Commissioner has pledged to double recruitment of Special Constables and significantly increase the number of volunteers in Dorset Police by 2016. Some will be dedicated to rural and marine areas to provide local,

recognisable, and accessible contact. Since the Commissioner took office a number of measures have been introduced to support this ambition. These include the creation of a Strategic Volunteers Board to co-ordinate all Special Constabulary and volunteer activity across the Force; different tiers of volunteering to help remove some of the bureaucracy related to recruitment and vetting, depending on the specific role being applied for; and a renewed focus on the retention of Special Constables.

### WATCH SCHEMES AND CRIME PREVENTION

The Commissioner welcomes the good working relationships between Dorset Police and Neighbourhood Watch Groups in many areas and will play his part in encouraging these positive and productive relationships in all areas. The past year has seen a positive increase in the number of Watch Groups and there are now over 17,000 contacts across Dorset. (However, there is a need for greater Watch engagement in West Dorset.) It is anticipated that numbers will increase further following the introduction of 'Dorset Alert', a new community messaging system, in May 2014.

Early intervention with neighbourhood teams working with partners to stop crime before it happens is an essential part of this priority. This requires a strategy involving all relevant agencies, whether they are public, private or voluntary, in tackling the behaviours and lifestyles that generate crime and ASB.

### RURAL CRIME

Dorset Police and the Commissioner are working together to embed a fresh approach to combating rural crime. Dorset Police have reviewed rural crime across the county and the Commissioner has met with a number of rural agencies such as the National Farmers Union (NFU), the Countryside Alliance (CA), the Country Land and Business Association (CLA) and the Royal Society for the Prevention of Cruelty to Animals (RSPCA), to ensure a joined-up approach across the county. Dorset Police has also joined the National Rural Crime Network. It is important that all agencies and communities work together to reduce rural crime. By joining schemes such as 'Stop That Thief', people will feel safer and it will also help to protect the farming community from crime.

## WHAT WE WILL DO

- In response to community feedback the Commissioner will seek to protect Police Community Support Officer (PCSO) numbers as an essential part of Neighbourhood Policing.
- The Commissioner will considerably increase the number of Special Constables recruited and explore incentivisation for them.
- Having established a Force Volunteers Board the OPCC will oversee all volunteer engagement and make better use of

volunteers, including mentors and street pastors.

- The Chief Constable will ensure that the marine, rural and urban communities have appropriate neighbourhood policing from Dorset Police.
- The Commissioner will work closely with specific partners to make our neighbourhoods safer such as with the Harbour Authorities across Dorset's coast.
- The OPCC and Dorset Police will ensure that, with our partners, preventing and 'designing out' crime and disorder is a priority for our Safer Neighbourhood Teams.
- The Chief Constable will ensure that Safer Neighbourhood Teams are focused on the issues that matter most to you.
- The Chief Constable will ensure that Dorset Police keep you informed about their work, sharing success.
- Dorset Police will involve you in problem solving.

The OPCC and Dorset Police have started working with Bournemouth University to seek state-of-the-art technological solutions to rural crime.

## WHAT RESULTS ARE WE SEEKING TO ACHIEVE?

- You will see improvements in how relevant agencies share information to solve problems.
- You will see more Special Constables recruited and performing more hours of duty.
- More people will agree that local community priorities are being dealt with.
- You will see a more consistent approach to rural crime issues across Dorset.

## HOW THE COMMISSIONER WILL MONITOR PERFORMANCE AND HOLD THE CHIEF CONSTABLE TO ACCOUNT FOR OPERATIONAL DELIVERY

The outcomes for each of the priorities in this Plan are monitored by the Commissioner and the OPCC on behalf of the people of Dorset. The OPCC will ensure that relevant information is made available to the public so that it can be transparently seen how the Commissioner, Dorset Police and partners are performing towards the objectives of this plan.

The Commissioner's role is to hold the Chief Constable to account for the operational delivery of this plan against the specified outcomes and measures for each priority and he will challenge the Chief Constable when required. The Commissioner's overarching objective is to ensure an efficient and effective police force, where resources are configured and used to provide the best possible service to the public, whilst achieving the best possible value for money.

The Commissioner and the OPCC have already established a strong working relationship with the Chief Constable and

together have agreed a 'Single Governance Model' of internal governance, monitoring and scrutiny. The Commissioner respects and recognises that the Chief Constable's leadership role is essential for success and the Commissioner expects the Chief Constable to encourage, recognise, reward and spread excellence throughout Dorset Police.

In terms of monitoring the outcomes for each of the priorities contained in the Plan, the Commissioner co-chairs the weekly meetings of the Joint Executive Board with the chief officer team of Dorset Police. Additionally, the Commissioner or officers of the OPCC attend a number of supporting Strategic Boards which focus on specific areas of business. These include the Strategic Performance Board which examines performance against each of the targets and indicators contained within the delivery plans and agreed by the Commissioner. This Board also seeks to understand the reasons for both good and poor performance by examining progress against delivery plan activity. It also makes comparisons with previous performance, most similar group forces and, where the data is available, national comparisons.

Other key boards include the Standards & Ethics Board and the Equality & Confidence Board. The Joint Independent Audit Committee (JIAC) provides independent reassurance to both the Chief Constable and the Commissioner over internal financial control matters. The Ethics and Appeals Sub-Committee undertakes a similar function in relation to professional standards matters and will be further enhanced in the future.

The Commissioner works closely with partner agencies to monitor services they commission on his behalf and to ensure they are meeting the needs of the communities they are designed to serve.

The Police and Crime Panel focuses its attention on the important strategic actions and decisions that the Commissioner makes, including whether the aims set out in this Plan are achieved, primarily through a quarterly performance report to each Panel meeting. The Commissioner's Annual Report will also be a key document for the Police and Crime Panel, and for the public, in summarising the progress that has been made in each financial year in meeting the key objectives of the Plan (the Annual Report is a statutory requirement under the Police Reform and Social Responsibility Act 2011).

Performance data is available on both the OPCC and Dorset Police websites and through the Police and Crime Panel meetings. Data, including national comparisons such as the 'Value for Money' profiles, is also available on the Government's crime mapping site available at: [www.police.uk](http://www.police.uk)

## RECOGNITION OF THE NEEDS OF DIVERSE AND POTENTIALLY VULNERABLE GROUPS

The Commissioner has a responsibility to ensure that corporate practices, policies, procedures, decisions and activities do not have an adverse impact on individuals within the community.

The Commissioner also has a duty under the Equality Act 2010 to have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation.
- Advancing equality of opportunity between different groups.
- Fostering good relations between different groups.

In order to demonstrate the Commissioner's commitment to the community it is important that an equality and human rights impact assessment is undertaken to identify any potential discrimination or perceived unfairness. The OPCC will arrange for these assessments to be carried out in the development of all relevant practices, policies, procedures, decisions or activities the Commissioner undertakes. This plan has also been equality impact assessed as part of its development.

The OPCC has a Community Engagement Officer to ensure that the views of communities are gathered and represented in setting local policing priorities and in developing policing services. The Community Engagement Officer has a good understanding of communities and oversees the delivery of the Commissioner's overarching community engagement and consultation strategy which is designed to consider the needs of individuals and groups.

The Commissioner works closely with the Chief Constable to ensure that Dorset Police continues to deliver an effective and responsive policing service to Dorset's diverse communities and to ensure equality of opportunity for all those working within Dorset Police. The Commissioner does this by holding Dorset Police to account on their own duties, both general and specific, under the Equality Act 2010 through his position as co-chair of the People, Confidence and Equality Board. This enables the Commissioner to scrutinise equality performance data and ensure that Dorset Police is meeting its requirements under the Act and in turn meeting the equality objectives set out to ensure commitment, engagement and transparency.

***The Commissioner fully supports the Dorset Police initiative of Equality Champions who are police officers and staff, available to support frontline officers and staff in:***

- Continuing to build trust and confidence with minority communities.
- Providing specialist support in the investigation of hate crimes and incidents.
- Providing guidance and support to SNT officers.
- Identifying and supporting SNTs in regular contact with minority and hard to reach individuals and groups.
- Supporting the existing staff support networks in retaining a diverse workforce.

Working with Dorset Police, the Commissioner has identified new areas for Equality Champions, such as a Champion for the Polish Community.

The Commissioner has also appointed a number of PCC Advocates. These Advocates are volunteer members of the

public who are the Commissioner's "eyes and ears" in the community, helping to engage directly with specific communities and areas within Dorset – including the Polish community and older people.

The Commissioner is also looking at ways to better engage with children and young people locally, including the potential introduction of Youth Champions to represent the views of the youth in Dorset.

In March 2014 the Commissioner was awarded by CoPaCC (a national organisation monitoring and scrutinising the work of Police and Crime Commissioners) with the gold award for Public Engagement. This was in recognition of the engagement work that the Commissioner has already undertaken which was considered to be good practice and, in the judgement of the awarding body, places Dorset as the leading OPCC in England and Wales at engaging with the public across many mediums, covering thematic as well as general issues.

The Commissioner is committed to the principles set out in the Police and Crime Commissioners Code of Conduct. This includes agreement to abide by the 'Nolan principles': seven principles of public life encompassing selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Consistent with these principles, the Commissioner has pledged to place equality, diversity and human rights at the heart of his work in order to help him understand and respond to the needs of the community to ensure that Dorset is a place where people feel safe in their homes and their communities.

## **STRATEGY FOR ENGAGEMENT WITH VICTIMS, COMMUNITIES AND PARTNERS**

As a directly elected official, the Commissioner is accountable to the public for the delivery of efficient and effective policing in Dorset. It is vital that he takes into account public views when setting out his plans and priorities.

The Commissioner has developed a community engagement strategy detailing further how he will engage with both the community and wider stakeholders. This is publicly available on the OPCC website [click here](#).

The Commissioner has also developed a Media and Communications strategy detailing how he provides information to the public and keeps them updated on his role. This is also available on the OPCC website [click here](#)

Decisions he makes and the reasoning behind them are published on the OPCC website [click here](#) and also shared by other means such as social media.

A key area of focus is the maintenance of effective methods of communicating, consulting and engaging with the public. This is essential not only to understand views, concerns and priorities with regard to policing matters locally, but also to encourage communities to play their part in taking ownership of issues and help in solving problems, where appropriate.

Such methods of engagement include Victim Focus groups and PCC Forums, Surgeries and the use of the OPCC website for on-line surveys and feedback. The Commissioner has hosted 25 PCC Forums and Surgeries across Dorset up to April 2014 and remains committed to using this as his primary method for speaking directly to local people in the years ahead. In response to public requests, the Forums will be held at different times of day across 2014/15 to try and ensure access for all members of the community.

The Forums also allow the Commissioner to meet with representatives of a variety of established groups to hear the voice of all sections of communities. The Forums include consultation through the use of interactive handsets allowing for instant community feedback on emerging issues. The Commissioner is particularly keen to engage with the older population and 'hard to reach' groups that have historically proven difficult to reach through mainstream engagement opportunities. The Community Engagement Officer within the OPCC will continue to work on ensuring that the Commissioner is able to meet and engage with members of all of Dorset's diverse communities and to represent the OPCC at a number of key partnerships in order to achieve this aim.

Recognising that some community issues can involve very detailed and complex multi-agency issues, the Commissioner will continue to develop his concept of unpaid voluntary Advocates. These Advocates support his work and extend his reach to facilitate communication between the Commissioner and the community to address a particular community issue.

A community that is safe and secure provides a higher level of confidence to those who wish to start or move a business to Dorset. This in turn will assist the local economy and be of benefit to all residents.

## HOW THE PUBLIC CAN GET INVOLVED

For success in the fight against crime in the future, the police will need the support of active citizens who have the knowledge and the confidence to intervene safely in criminal activity and the motivation to report crime and relevant information to the police.

Dorset Police enjoys the benefit of many willing volunteers as Special Constables and people performing roles such as CCTV operators or working on the Safe Bus.

The Commissioner wants to empower Dorset Police to police effectively the community and empower the community to police itself. 1 in 10 people in Dorset undertake some form of voluntary work. The Commissioner will continue in his drive to increase volunteering in Dorset Police and the OPCC to reflect this untapped potential.

In relation to Special Constables, as well as increasing recruitment, the Chief Constable and the Commissioner are both keen to expand on the roles that these officers can play inside the organisation. As well as increasing the numbers of Marine and Traffic Special Constables, various new roles have been identified, and advertised, in areas such as CID and Prisoner Processing Teams.

The Commissioner is statutorily responsible for maintaining an independent custody visiting scheme. Independent Custody Visitors (ICVs) are local volunteers from all walks of life whose main role is to provide an independent check on the welfare of people who are detained at police stations. Regular recruitment campaigns for more ICVs are undertaken and in particular the Commissioner is keen to recruit younger people to the role.

The Commissioner fully supports Watch groups who play an active role in making their communities safer by running community projects, securing funding, working with Safer Neighbourhood Teams or simply looking out for neighbours' homes and being the eyes and ears of the community. There are many areas across the County where Watch schemes are thriving but there are others where this is not the case. The Commissioner is keen to ensure that Watch schemes are available and implemented consistently across the whole County and that all areas are provided with the support they need to reach high levels of effectiveness. There are many reasons why people choose to volunteer but the bigger picture is always to help others and make Dorset a better and safer place to live, work and visit. This is something the Commissioner wishes to encourage during his term of office.

## YOU CAN CONTACT THE COMMISSIONER IN A VARIETY OF WAYS:

Via the OPCC Dorset website: [www.dorset.pcc.police.uk](http://www.dorset.pcc.police.uk)

By phone: (01202 or 01305) 229084

By email: [pcc@dorset.pnn.police.uk](mailto:pcc@dorset.pnn.police.uk)

Via Twitter: @PCCDorset

Via Facebook: Dorset Police and Crime Commissioner

If you need to contact the Commissioner 'in confidence' you can email: [ContactPCC@PCCDorset.org.uk](mailto:ContactPCC@PCCDorset.org.uk)

## HIGH LEVEL STRATEGIC ASSESSMENT FINDINGS CROSS-AGENCY

Dorset Police's Community Threat Assessment Matrix (CTAM) has been taken as the basis for Community Safety Partnership (CSP) CTAMs which cover a broader range of threats and assesses them on a consistent basis across the whole of Dorset. This enables identification of those issues that are of concern at the pan-Dorset level, whilst also highlighting differences between the local CSPs.

For the first time for 2014/15, the three CSPs in Dorset have worked together jointly to produce a single 'Pan-Dorset' Partnership Strategic Assessment (PSA) – the PSA is a major component of the annual planning cycle for CSPs. A key aim of the joint PSA process has been to identify shared priorities at the Pan-Dorset level, sufficient to inform further integration of collaborative arrangements across the existing CSP areas and a statement of shared priorities for Bournemouth, Dorset and Poole. The shared priority themes for 2014/15 are:

- anti-social behaviour, with a focus on individuals and communities identified as being at the greatest risk of harm;
- violent crime, incorporating:
  - addressing serious sexual offences
  - decreasing the incidence of domestic abuse, and reducing the escalation of risk to victims
  - addressing alcohol-related and public place violence, disorder and harm;
- acquisitive crime (tailored to the specific priority issues affecting each CSP area).

### **OPPORTUNITIES FOR CROSS-AGENCY JOINT WORKING AND COLLABORATION**

The Police and Crime Commissioner role offers an important opportunity to enhance partnership working by the Commissioner having a legitimate lead role in promoting and facilitating joined up working on community safety.

The regeneration of Boscombe and the improvement of Dorset's main night-time economies are key priorities for the Commissioner and partner agencies, such as Bournemouth Borough Council and the Chamber of Trade and Commerce, and the Commissioner will continue to work hard with partners to enhance Dorset for everyone.

Community Safety Partnerships (CSPs) are statutory multi-agency partnerships that work together to reduce crime, disorder, anti-social behaviour and substance misuse in their local areas. More recently they have also been tasked with the reduction of reoffending. The Commissioner is represented on all of the local CSPs and will continue to work closely with them on shared aims, priorities and outcomes, particularly given that from April 2013 community safety funding that previously supported the work of the CSPs became part of the Commissioner's fund. Work is underway to explore the potential for the creation of a single strategic CSP across Bournemouth, Dorset and Poole. A Working Group will develop an initial draft proposal for consideration having agreed the scope and principles underpinning this project.

The Commissioner works closely with the Dorset Criminal Justice Board (DCJB). The DCJB brings together the chief officers of the criminal justice agencies, to co-ordinate activity, to deliver an efficient and effective criminal justice system locally. An example of the work of the Board is a project to develop the mentoring of offenders which will contribute towards the priority of reducing reoffending. Another development is the introduction of a Scrutiny Panel to review and scrutinise out-of-court disposals, to ensure the appropriate use of these disposals and to develop future best practice.

In 2012, the Ministry of Justice announced plans to review the victim and witness sector including how services to victims such as the national Victims' Support Service (currently provided by Victim Support) would be commissioned in the future.

The result of that consultation was a new victims' code and a commitment to work with Police and Crime Commissioners to meet the needs of victims at a more local level.

From October 2014 funding to support the commissioning of victim services locally will be held by the Commissioner, as one of the 'Early Adopter' areas for this change. In June 2014 the Commissioner announced the award of the contract to Victim Support to provide an enhanced service to victims for the next three years, and work is ongoing to prepare for the implementation of the contract from 1 October 2014.

The Commissioner fully supports the work of the Bournemouth, Dorset and Poole Local Resilience Forum (LRF) and the Dorset Civil Contingencies Unit pilot. This partnership arrangement, chaired by the Chief Constable, is a statutory undertaking under the provisions of the Civil Contingencies Act 2004. It facilitates an integrated emergency management and planning approach with partners. The LRF is an essential part of the Commissioner's commitment to fulfilling the Home Secretary's Strategic Policing Requirement in relation to the risk of civil emergencies.

### **COMMISSIONING AND PARTNERSHIP STRATEGY**

In addition to the functions provided directly by the Force, the Commissioner is engaging with partners in other statutory organisations, the voluntary sector, and other providers of services to help carry forward Plan priorities.

The Commissioner will be commissioning services with partners to meet needs that require the expertise of the voluntary and wider provider sectors, such as the offender mentoring scheme and specialist support to victims.

The Commissioning and Partnerships Strategy sets out in more detail how the Commissioner and the OPCC will work with partners to achieve shared priorities and contribute towards a safer Dorset. This strategy is published on the OPCC website [click here](#). It provides more detail on how the OPCC will commission services that will be innovative, that will ensure value for money and will provide good outcomes. It also details how the OPCC will monitor these services with partners and the community they support, to ensure they are meeting the outcomes they were commissioned to achieve.

The current budget contains specific funds to support any commissioning that the Commissioner needs to complete in order to meet Plan priorities. In addition to current funds provided through the Police Main Grant and the Community Safety Fund provided by the Home Office, the Commissioner will be in receipt of a grant to support victims of crimes and provide restorative justice interventions, enabling the securing of services needed to provide ongoing and targeted support for victims in Dorset.

In addition to the main commissioning budget, the Commissioner will make use of the Police Property Act Fund (funds raised through the public auction of unclaimed stolen or lost property), to support community based initiatives that can contribute to the priorities of the Plan. This "Safer Dorset" Fund

will allow small community based charitable organisations the opportunity to bid for small grants on an annual basis.

The OPCC will also be seeking to secure every opportunity for additional funds, from government, to provide services for the most vulnerable victims in Dorset. These victims require more specialist support and we need to work with our partners to identify blockages in the system that stop them from receiving all they need. It is important that we are able to ensure that victims are both able to cope with the immediate consequences of the crime and enable them to recover and lead fulfilling lives in the future. This will be made as part of a £12million bidding round announced by the Government for services in 2014/15 to support what the Victims Code describes as our enhanced victims.

## STRATEGIC ALLIANCE

In December 2013 the Chief Constable and the Commissioner, along with counterparts in Devon and Cornwall, announced the intention to explore a potential Strategic Alliance between the two force areas. This is a joint project to assess how the two police forces might be able to collaborate further across all areas of policing. With the significant ongoing budget restrictions being faced by policing locally, regionally and nationally it is important that Commissioners explore every opportunity to make these savings whilst maintaining a high standard of policing services. A project team has been assembled to take a detailed look at joint working arrangements to determine if this is a viable approach for the future.

In June 2014, the Commissioner will be considering (with the Chief Constable and counterparts in Devon and Cornwall) outline business cases for a number of different aspects of policing which will review the potential financial, operational and cultural benefits of a Strategic Alliance. If the decision at that point is to move towards detailed business cases, exploring more fully the options for closer collaboration on service delivery by the two forces, then the Commissioner will begin a programme of engagement across the County to ensure that local communities have a say in how this work progresses and develops.

## COLLABORATION

A key opportunity going forward is to develop further, collaborative opportunities and activities between the forces in the South West. In this regard, standardisation and interoperability between the forces are seen as critical requirements to be built into the planning assumptions of all five forces in the region. Successful current examples of collaborative working in the region include the Regional Procurement Unit and the Serious Organised Crime Collaboration (Zephyr).

Work on other key areas, such as Special Branch, is now ongoing. It should also be noted that the planning and scope of collaborative work in the region will potentially encompass the full range of Police and Crime Commissioner responsibilities including Policing, Criminal Justice and Community Safety issues.

Dorset is the lead Force for regional collaboration in relation to forensic services aiming to provide improved service at a lower cost. Initial saving for the regional forces is estimated at nearly £2 million but by 2018-19 that figure is forecast to rise to £6.6 million.

The Commissioner warmly supports the development of collaborative opportunities with other forces and agencies where these will further the objectives and priorities contained in this Plan and secure the delivery of an efficient, effective and capable police service in Dorset. For example, close working relationships have been developed with the National Health Service (NHS) on the provision of custody medical resources and with local authorities in relation to key support services such as finance and accountancy.

Discussions on blue light collaboration are well advanced in Dorset. Blue light collaboration seeks to explore how the emergency services may be able to work more closely, efficiently and effectively together. The Chief Constable and the Commissioner are therefore keen to explore ways of working with our partners locally which will improve the service provided to the public. The Olympics really demonstrated how successful agencies can be if they work together. Examples of the work underway include joint estates provision with the Dorset Fire and Rescue Service (DFRS) and shared accommodation with local authorities.

Further examples of significant ongoing partnership work include the provision of the SARC (Sexual Assault Referral Centre) at Bournemouth which provides support to victims of some of the most serious crimes.

## NATIONAL THREATS

The Home Secretary's Strategic Policing Requirement, which sets out the national threats that the police must address and the national policing capabilities required to counter them have also been taken into account in this plan. The threats are:

- public disorder;
- terrorism;
- civil emergencies;
- serious and organised crime; and
- large-scale cyber incidents.

The Commissioner is committed to Dorset playing its part in ensuring that these threats are effectively managed, which is evidenced by the priority to help protect the public from serious threats (local, regional and national) to their safety, including organised crime and terrorism. There are detailed arrangements in place to enable the Commissioner to monitor regularly Dorset's capability in relation to the Strategic Policing Requirement.

To access the Strategic Policing Requirement click [here](#)

## FINANCE & RESOURCES

### OUR COMMITMENT TO VALUE FOR MONEY

The Commissioner is committed to ensuring that Dorset Police delivers value for money in all of its activities. This involves making sure that all resources used by the Force – whether people, financial or other assets – deliver the maximum benefit in achieving the necessary outcomes as efficiently as possible.

*There are many ways in which Dorset Police achieves this, including:*

- Ensuring officers and staff are used as effectively as possible to deal with operational demands. The internal 'One Team' change programme is the current mechanism for achieving this and the Commissioner attends the Programme Board chaired by the Deputy Chief Constable.
- Constantly reviewing non staff costs and budgets, such as for the estate and transport to include transparent tendering of new and renewed contracts via the South West Police Procurement Department.
- Continually challenging budgets to ensure they reflect actual requirement.
- Benchmarking of costs and performance against other police forces. This includes the active use of Her Majesty's Inspectorate of Constabulary (HMIC's) Value for Money Profiles, and other function-specific comparisons.
- Maximising collaboration opportunities where this will deliver the most efficient outcome. Dorset Police works closely with other police forces, as well as other public and voluntary sector partners.

In line with the statutory Financial Management Code of Practice (FMCP) a Joint Independent Audit Committee meets regularly and is independent of the Commissioner and Dorset Police. The committee has five independent members whose primary role is to provide the Chief Constable and the Commissioner with reassurance in respect of our internal control measures and the financial environment.

Dorset Police is the lowest funded Force in the country. In line with my manifesto to secure more funding, I have written to the Chancellor and briefed both local and Cabinet MPs on the issues facing Dorset. The Government is currently reviewing the police funding formula and I have urged the Government to ensure that the challenges in Dorset of policing our rural areas, along with the demands created by the millions of annual visitors, are reflected in the revised formula. The Commissioner is also working with local partners to secure additional local funding to support the delivery of this Plan.

Resources are allocated on the basis of the key priorities in this Plan and statutory functions to be delivered. Internal structures

are developed to address these areas and functions within an affordable budget. Each objective has a local delivery plan that is costed based on resources used. These delivery plans are costed using the nationally determined Police Objective Analysis methodology to ensure consistency with costings in other forces for purposes of comparability.

### NATIONAL FINANCIAL CONTEXT

In October 2010, the government set out its spending plans for each of its Departments for the four years to 2014/15 in a Comprehensive Spending Review (CSR). The CSR set out a 20% reduction in Home Office funding, mainly to be found from policing budgets. Dorset Police needed to reduce expenditure by £22.5m over the course of the CSR period to address this cut in funding. In June 2013 the Government published Spending Round 2013 (SR2013), which updated the previous CSR and moved the planned public spending forecasts forward a year to 2015/16, and provided indications of further significant cuts to Home Office budgets in future years.

The Government's financial forecasts are updated annually in their Budget and Autumn Statement. Although these forecasts are at Department level, it is clear that funding reductions will continue to be imposed in 2015/16 and beyond under the current plan. A General Election will be held in 2015, the result of which may impact upon the scale of future reductions, although there appears little doubt that further cuts to funding will be made whatever the outcome.

Nationally, police forces currently receive around 70% of their funding from Central Government and 30% from Council Tax, although this varies between Forces. In Dorset, this ratio is 55% Government funding and 45% from Council Tax. The funding from Central Government is based on a formula intended to take the likely policing requirements in each Force area into account. The Government also provides specific grants to encourage development of certain service areas on which the Force is reliant. For example, these currently include funding towards the cost of private finance initiatives (PFI) for major building works.

In each of the last three years, grant funding was provided to police forces that agreed to freeze their Council Tax. The 2011/12 and 2013/14 freeze grant funding both continue to be paid annually as specific grants, while the 2012/13 freeze grant was made available for one year only. This year the Government has offered grant funding equivalent to a 1% increase in Council Tax to Police and Crime Commissioners who decide to freeze their Council Tax rates at the same level as 2013/14. However, it is currently expected that this grant will only be payable for 2014/15 and 2015/16.

## BUDGET & CORE ASSETS

### LOCAL FINANCIAL CONTEXT

Dorset Police is the lowest funded police force in the country in terms of Government formula grant per resident. This low level of central funding inevitably means that the Force receives a relatively high proportion of local funding through Council Tax precept. The Force received the 8th highest income from Council Tax precept nationally in 2013/14.

This disproportionately low level of central funding means that the reduction in central funding announced in the Comprehensive Spending Review is projected to result in a slightly lower than average reduction in Dorset Police spending over the CSR period. However at £22.5m (18%) this clearly still represents a significant challenge.

This challenge is made particularly difficult as Dorset Police already prides itself on its cost efficiency, low overheads, financial stability and rigorous examination of the budget requirement each year. The estate is largely fit for purpose, although work is ongoing to identify further opportunities for efficiency. Specific reserves are also the lowest of any police force in the country. £5.8m of savings were achieved in 2013/14, on top of the £13m already achieved in the preceding two years. A further £6.9m of savings have been identified and removed from the base budget in 2014/15.

In addition to the savings already achieved, and planned to be achieved, it is clear from the Government's SR2013 that funding reductions will continue into 2015/16 and beyond. Plans for this eventuality are being drawn up, with particular reference to the relationship between this expected funding reduction and operational service delivery.

The financial context for Dorset Police is therefore a low funded, low spending, high performing force. It is currently financially stable and has appropriate, but not excessive, assets and reserves. The financial outlook however, is one of continuing reductions in funding, and a need to continue to identify even more efficient methods of service delivery.

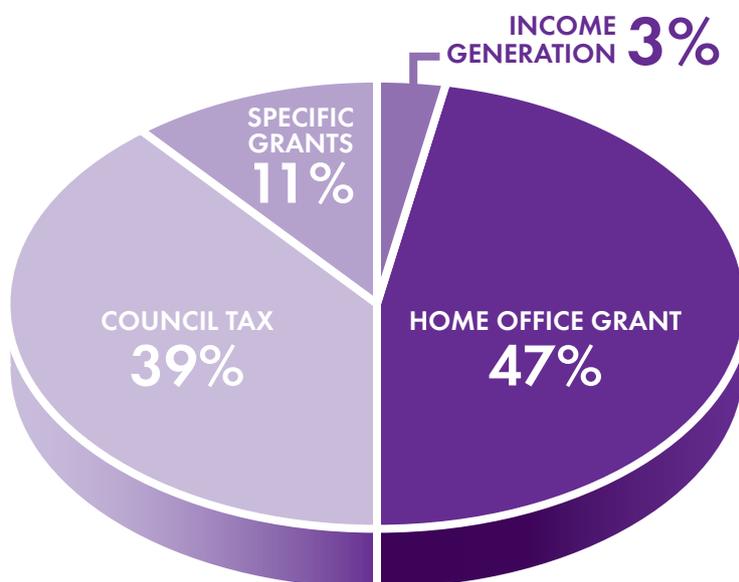
### REVENUE BUDGET 2014/15

The planned revenue budget for 2014/15 is £113,391,000. A budget at this level allows the Commissioner and Chief Constable to maintain police officer numbers for the year, with intakes of new officers. This is a particularly important step, as the number of officers, at 1,204, is already significantly below the 1,500 officers identified as being required to deliver an appropriate level of service in 2009/10. However, against the context of declining funding, it is also necessary to continue the current policy of severely restricted police staff recruitment, further reduce spend on non staff areas such as premises, vehicle fleet and equipment, and seek opportunities to increase income. Organisational structures have been drawn up by the Force that address the continued overall reduction in workforce while continuing to provide the required level of service to address the key priorities and carry out statutory functions.

The Commissioner was elected in 2012 on the basis of a number of manifesto promises. Working with Dorset Police and partners, there has already been significant progress in many areas, and the Commissioner will continue to act on these promises in the coming year. While endeavouring to deliver most promises within existing resources, the Commissioner has also made some additional budgetary provision to include:

- Enhanced Integrated Offender Management (IOM)
- Provision of Body Worn Video (BWV) for officers, funded from the Commissioners' Local Innovation Fund
- Funding of a cyber crime awareness campaign for the residents of Dorset
- Funding additional community/rural vehicles for Dorset Police

In order to fund this budget, including the significant investment on police officer recruitment manifesto promises, the Commissioner made the difficult decision to increase the policing element of Council Tax for 2014/15 by 1.96%, an increase for the year of £3.60 for a Band D property.



The Commissioner has allocated the following budgets to the Chief Constable, for 2014/15:

| COMMAND   | SECTION                               | 2014/15<br>£000'S | 2014/15<br>£000'S |
|---|---------------------------------------|-------------------|-------------------|
| Territorial Policing                                      | Community Engagement and Partnerships | 1,123             | 708               |
|   | Neighbourhood Policing                | 11,726            | 11,452            |
|   | Response Policing                     | 23,908            | 23,351            |
|   | Territorial Policing Command          | 1,105             | 627               |
|   | Safer Schools and Communities         | 209               | 268               |
| <b>TERRITORIAL POLICING TOTAL</b>                         |                                       | <b>38,071</b>     | <b>36,405</b>     |
| Crime & Criminal Justice                                  | Crime and Criminal Justice Command    | 1,680             | 1,493             |
|   | Criminal Justice                      | 8,037             | 7,537             |
|   | Intelligence                          | 4,850             | 3,912             |
|   | Investigations                        | 12,178            | 12,594            |
|   | Specialist Investigations             | 5,324             | 4,935             |
| <b>CRIME &amp; CRIMINAL JUSTICE TOTAL</b>                 |                                       | <b>32,070</b>     | <b>30,470</b>     |
| Operational Support                                       | Air Support Unit                      | 1,423             | 889               |
|   | Armed Policing                        | 2,693             | 2,743             |
|   | Operational Support Command           | 304               | 630               |
|   | Communications                        | 447               | 295               |
|   | Control Room                          | 4,693             | 4,725             |
|   | Counter Services                      | 827               | 909               |
|   | Non Emergency Call Handling           | 2,536             | 2,330             |
|   | Dog Section                           | 1,015             | 781               |
|   | Information Management                | 327               | 395               |
|   | Marine Unit                           | 494               | 147               |
|   | Licensing                             | 251               | 185               |
|   | Operational Contingency Planning      | 2,027             | 1,930             |
|   | Operational Support                   | 247               | 169               |
|   | Safety Education Enforcement Services | (250)             | (419)             |
| Traffic Patrol  | 2,738                                 | 2,600             |                   |
| <b>OPERATIONAL SUPPORT TOTAL</b>                          |                                       | <b>19,772</b>     | <b>18,307</b>     |
| Support Services  | Administrative Services               | 1,436             | 1,315             |
|   | Business Change                       | 546               | 953               |
|   | Corporate Development                 | 540               | 574               |
|   | Estates and Building Services         | 6,942             | 7,050             |
|   | Finance                               | 732               | 692               |
|   | Governance                            | 2,774             | 2,561             |
|   | Human Resources                       | 2,017             | 2,294             |
|   | Information Systems                   | 4,241             | 4,421             |
|   | Learning and Development Unit         | 2,643             | 2,521             |
|   | Legal Services                        | 74                | 52                |
|   | Procurement                           | 941               | 918               |
|   | Professional Standards                | 1,927             | 1,945             |
|   | Service Support Desk                  | 154               | 246               |
|   | Transport                             | 2,112             | 2,170             |
| <b>SUPPORT SERVICES TOTAL</b>                             |                                       | <b>20,080</b>     | <b>27,711</b>     |
| Office of the Police & Crime Commissioner (OPCC)          | Cost of the OPCC                      | 916               | 858               |
| <b>OFFICE OF THE POLICE AND CRIME COMMISSIONER (OPCC)</b> |                                       | <b>916</b>        | <b>858</b>        |
| OPCC Commissioning Funds                                  | Commissioning Fund                    | 0                 | 309               |
|   | Community Safety Fund                 | 555               | 555               |
|   | Community Safety Fund Grant           | (555)             | 0                 |
|   | Victims and RJ Commissioning          | 0                 | 418               |
|   | Victims and RJ Grant                  | 0                 | (418)             |
| <b>OPCC COMMISSIONING FUNDS</b>                           |                                       | <b>0</b>          | <b>864</b>        |
| Central Costs   |                                       | (3,618)           | (1,225)           |
| <b>GRAND TOTAL</b>  |                                       | <b>114,291</b>    | <b>113,391</b>    |

## CAPITAL BUDGET 2014/15

The capital programme covers long-term investment in buildings, equipment and vehicles, and is financed by a combination of Government grant, receipts from sale of capital assets and revenue funding. Details of the 2014/15 capital programme are as follows:

|                                  | 2013/14<br>£000'S | 2014/15<br>£000'S |
|----------------------------------|-------------------|-------------------|
| VEHICLE REPLACEMENT PROGRAMME    | 815               | 1,400             |
| BUILDING WORKS                   | 200               | 660               |
| INFORMATION SYSTEMS              | 1,691             | 3,590             |
| SPECIALIST OPERATIONAL EQUIPMENT | 450               | 900               |
| <b>GRAND TOTAL</b>               | <b>3,156</b>      | <b>6,550</b>      |

## MEDIUM TERM FINANCIAL STRATEGY

In order to ensure that the financial position of the Force remains stable, short term budgets and financial decisions are made in the context of a longer term five year financial plan (the 'Medium Term Financial Strategy', or MTFS). This overarching financial strategy is formally reviewed annually, and used to inform the budget setting process and decisions with an ongoing financial effect, such as recruitment.

The current MTFS reflects the national and local financial context set out above, in particular further significant reductions in central Government funding.

## WORKFORCE STRENGTH

The impact of this MTFS is perhaps best reflected in the anticipated affordable workforce, as the national economic context inevitably has an implication for workforce numbers. Therefore, while every opportunity is taken to ensure non staff costs are minimised, staffing numbers also have to reduce. Significant work is ongoing to minimise the reductions in workforce, and it is currently anticipated that Dorset Police will be able to maintain police officer numbers throughout 2014/15.

The effect of the MTFS is shown in the table below in terms of workforce numbers. Included in this table is the workforce numbers at 31 March 2010, the 'starting point' from which funding reductions have been made. The future workforce projections are indicative, and the most appropriate workforce mix may ultimately be different from that shown.

|                        | ACTUAL            | PROJECTED         |                   |                   |                   |                   |
|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                        | 31/03/10<br>(FTE) | 31/03/14<br>(FTE) | 31/03/15<br>(FTE) | 31/03/16<br>(FTE) | 31/03/17<br>(FTE) | 31/03/18<br>(FTE) |
| OFFICERS               | 1,463             | 1,204             | 1,204             | 1,168             | 1,145             | 1,098             |
| PCSOS                  | 166               | 155               | 155               | 155               | 155               | 155               |
| STAFF                  | 1,232             | 880               | 844               | 808               | 772               | 736               |
| <b>TOTAL WORKFORCE</b> | <b>2,695</b>      | <b>2,239</b>      | <b>2,202</b>      | <b>2,130</b>      | <b>2,071</b>      | <b>1,989</b>      |

The MTFS identifies anticipated future resourcing levels within which longer term operational plans can be drawn up. The overall operational plan is supported by strategies for resource utilisation,

the most significant of which are the Workforce Plan, Information Systems (IS) Strategy, Estates Strategy and Fleet Strategy. Each of these plans informs, and is informed by, the MTFS.

## ACCESSIBILITY STATEMENT



If you would like a translation of any part of this document please email us at [translation@dorset.pnn.police.uk](mailto:translation@dorset.pnn.police.uk).



A number of key pieces of information, referred to in this document are already available in BSL on the Force website [www.dorset.police.uk](http://www.dorset.police.uk). Look for the logo on our homepage.



The executive summary of this document will be available in large print and easy read.

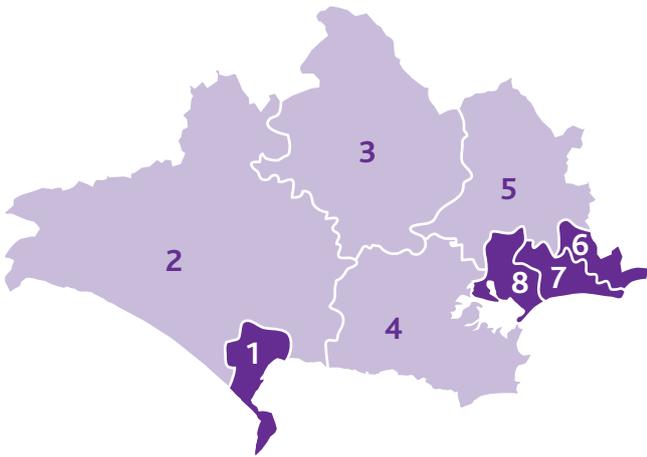
# APPENDIX 1

## GEOGRAPHY/DEMOGRAPHY

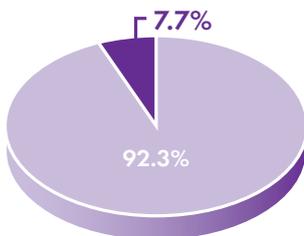
Dorset is a largely rural county with many small villages, few large towns and no cities. The Force patrols an area of 1,024 square miles (2,650 square km) and more than 170 miles of the coastline.

The area served by the Force is both urban and rural, with only 6.3% of Dorset's total area being classified as 'urban'; where more than half of Dorset population lives.

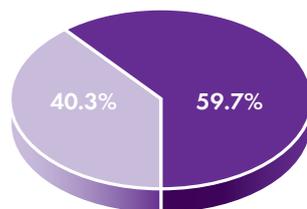
Maps below show that 40.3% of Dorset's population lives in 92.3% of Dorset (West Dorset, East Dorset, Purbeck and North Dorset).



- 1 Weymouth & Portland District
- 2 West Dorset District
- 3 North Dorset District
- 4 Purbeck District
- 5 East Dorset District
- 6 Christchurch District
- 7 Bournemouth Unitary Authority
- 8 Poole Unitary Authority



**AREA**



**POPULATION**

Approximately half of Dorset's 1,024 square miles is designated as Areas of Outstanding Natural Beauty (AONB) and Sites of Special Scientific Interest (SSSI).

Dorset is one of the few counties in England not to have a motorway, with three trunk roads (A303, A35 and A31) passing through the county. There are 3,332 miles of road network in Dorset with the rural/ urban split being 65%.

There are three major ports in Dorset, serving both central Southern England and the South West. Poole and Weymouth are both major seaports handling passenger and freight traffic to the Channel Islands and the Continent. Bournemouth International Airport currently serves over 1 million passengers each year.

People are attracted to Dorset to live, learn, work, relax or retire. The yearly influx of more than 15 million tourists to Dorset results in an average growth of the resident population by 6%, with summer months experiencing higher increases. The areas of Dorset that attracts the greatest volume of tourists are Weymouth & Portland, Bournemouth, West Dorset and Purbeck.

According to the 2013 School Census data, the most common language spoken by pupils after English is Polish, followed by Portuguese, Bengali, Malayalam and other foreign languages. The main languages besides English spoken by people who had contact with the Police during 2013 were Polish, Romanian, Russian, Portuguese and Arabic.

The Index of Multiple Deprivation (IMD) 2010 helps to highlight pockets of multiple deprivation within Dorset. Areas of Boscombe, Melcombe Regis and West Howe are identified as having a particular concentration of the most deprived areas nationally within their boundary.

Whilst the urban conurbations have their own unique challenges, so too does the rural county. Here, the number of reported crimes is lower, though the impact of these crimes on communities and their confidence cannot be ignored. Theft of livestock, theft or damage of agricultural equipment, metal and fuel theft, damage to crops etc. are real issues. During 2012, it is estimated that rural crime cost £5.6 million in the South West region.

## APPENDIX 2

### PRIORITY OUTCOMES & MEASURES

#### PRIORITY: REDUCE THE NUMBER OF VICTIMS OF CRIME AND ANTI-SOCIAL BEHAVIOUR

##### OUTCOMES:

Effective multi-agency problem solving  
People engaged in making their communities safer  
Reduced volumes of crime and ASB  
Reduced repeat victimisation  
At least a third of crimes resolved

##### MEASURED BY:

- Total number of crimes
- Number of repeat victims
- Percentage of people who feel safe in Dorset
- Positive outcome rate for crime

#### PRIORITY: REDUCE THE NUMBER OF PEOPLE SERIOUSLY HARMED IN DORSET

##### OUTCOMES:

Fewer victims of serious crime  
Fewer people killed or seriously injured on Dorset roads  
Establishment of a Multi-Agency Safeguarding Hub (MASH) across Dorset  
Fewer people detained in Police Stations whilst in mental health crisis

##### MEASURED BY:

- Number of most serious violent crimes
- Number of alcohol related violent crimes
- Number of public place violent crimes
- Number of serious sexual offences
- Number of domestic abuse crimes
- Number of domestic abuse incidents
- Number of hate crimes
- Number of people killed or seriously injured on our roads
- Number of people detained in police custody as a 'place of safety' as a result of mental health crisis

#### PRIORITY: HELP PROTECT THE PUBLIC FROM SERIOUS THREATS (LOCAL, REGIONAL AND NATIONAL) TO THEIR SAFETY INCLUDING ORGANISED CRIME AND TERRORISM

##### OUTCOMES:

Criminals deprived of their assets  
Communities and partners better informed and engaged in reducing the risk of terrorism and organised criminality  
Reduced risk from organised crime groups in Dorset

##### MEASURED BY:

- Value of assets seized from criminals
- Number of Organised Crime Groups (OCGs) disrupted
- Collective number of years of imprisonment OCG members sentenced to

**PRIORITY: REDUCE REOFFENDING**

**OUTCOMES:**

Reduced reoffending rates of highest risk offenders  
Increased number of offenders diverted from offending  
Increased number of offenders in accommodation and employment

**MEASURED BY:**

- Total reoffending rate
- Reoffending rate of high-risk offender group
- Number of high-risk offenders being managed through IOM
- Number of high-risk offenders brought to justice

**PRIORITY: INCREASE PEOPLE'S SATISFACTION WITH POLICING IN DORSET**

**OUTCOMES:**

Increased victim satisfaction  
Increased public satisfaction  
At least 95% of emergency calls answered within 10 seconds  
At least 75% of non-emergency calls answered within 30 seconds

**MEASURED BY:**

- Percentage of victims who are satisfied with being kept informed
- Percentage of crime and ASB victims satisfied with the overall service received
- Percentage of 999 calls answered within 10 seconds
- Percentage of non-emergency calls answered within 30 seconds

**PRIORITY: SUPPORT NEIGHBOURHOOD POLICING THAT IS APPROPRIATE FOR BOTH RURAL AND URBAN COMMUNITIES IN DORSET**

**OUTCOMES:**

Increased Special Constables' hours and volunteer numbers  
Increased agreement that local community priorities are being dealt with  
Effective multi-agency problem solving

**MEASURED BY:**

- Number of Special Constables recruited and hours worked by them
- Number of volunteers
- Percentage of people who agree that the Police are dealing with community priorities

## APPENDIX 3

### PARTNERSHIP OUTCOMES

#### PRIORITY: REDUCE THE NUMBER OF VICTIMS OF CRIME AND ANTI-SOCIAL BEHAVIOUR

##### PARTNERSHIP OUTCOMES:

- Development of the Victims Bureau Phase Two
- Victim services commissioned locally which involve existing support services such as Victim Support, Independent Domestic Violence Advisors, Independent Sexual Violence Advisors and other key partners
- Dorset Police, the PCC and the local Community Safety Partnerships have shared aims, priorities and outcomes
- Agencies share information that contributes to lasting solutions to problems
- Role of voluntary PCC Advocates embedded across communities
- The success achieved by certain Watch Groups in Dorset replicated across the whole of Dorset, linking in with specific schemes such as Neighbourhood Watch, Speedwatch, Shopwatch and Farmwatch.
- Early intervention introduced with Health & Wellbeing Boards in support of the Troubled Families agenda

#### PRIORITY: REDUCE THE NUMBER OF PEOPLE SERIOUSLY HARMED IN DORSET

##### PARTNERSHIP OUTCOMES:

- Establishment of a MASH across Dorset which facilitates the sharing of information between key agencies to reduce the risk faced by the vulnerable members of our community
- Key partners involved in the Dorset Road Safe Strategic Partnership work together to prevent death and serious injury on Dorset's roads
- Victims of serious offences supported through partnership services such as the SARC, IDVAs and ISVAs
- Reduced level of missing person reports, especially from children's homes and mental health units.
- Increased provision of 'places of safety' for people with mental ill-health through partnership working with Dorset's Local Action Plan, responding to the national Crisis Care Concordat

#### PRIORITY: HELP PROTECT THE PUBLIC FROM SERIOUS THREATS (LOCAL, REGIONAL AND NATIONAL) TO THEIR SAFETY INCLUDING ORGANISED CRIME AND TERRORISM

##### PARTNERSHIP OUTCOMES:

- Cross-border threats tackled with regional & national partners.
- Partners play a key role in helping to protect the public from organised crime
- Help provided by the community and local partners to identify those people who may be attracted to terrorism or domestic extremism.

#### PRIORITY: REDUCE REOFFENDING

##### PARTNERSHIP OUTCOMES:

- Information about offenders and the risk they pose is shared between relevant agencies to ensure effective management of their offending
- Reduced reoffending rate
- Offenders are supported through mentoring and other services
- An increased number of offenders are in suitable accommodation and employment

#### PRIORITY: INCREASE PEOPLE'S SATISFACTION WITH POLICING IN DORSET

##### PARTNERSHIP OUTCOMES:

- Multi-agency plans are in place for high risk victims, offenders and locations to ensure lasting solutions
- Increased confidence in the activity of the police and local council

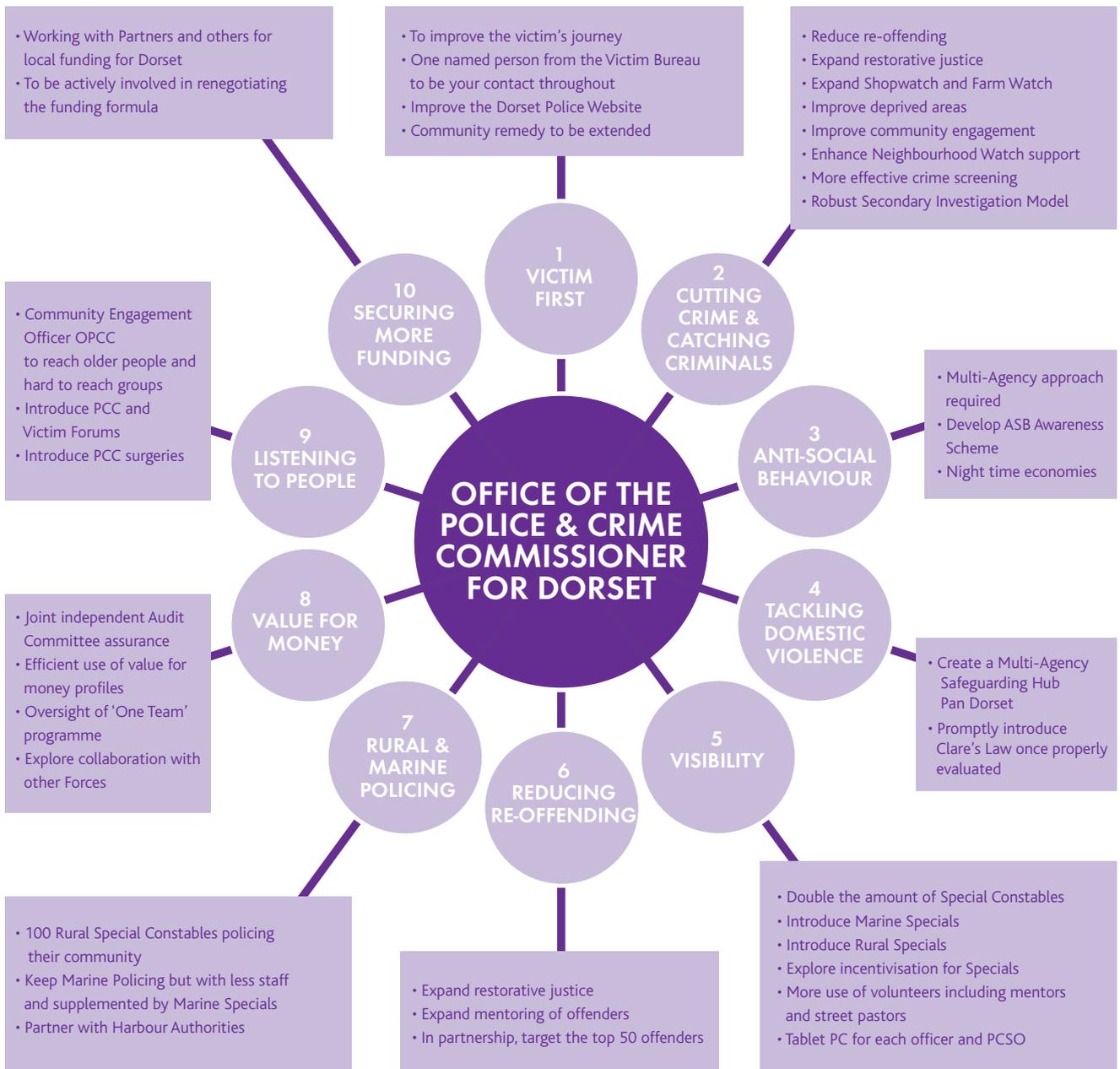
#### PRIORITY: SUPPORT NEIGHBOURHOOD POLICING THAT IS APPROPRIATE FOR BOTH RURAL AND URBAN COMMUNITIES IN DORSET

##### PARTNERSHIP OUTCOMES:

- Special Constables work with Safer Neighbourhood Teams to provide a visible presence and reassurance to communities along with problem-solving capacity.
- Good working relationships between the Force and Watch groups across Dorset
- Crime and disorder is prevented and 'designed out' through partnership working
- Specific local agencies such as the Harbour Authorities are engaged with policing to make Dorset's neighbourhoods safer

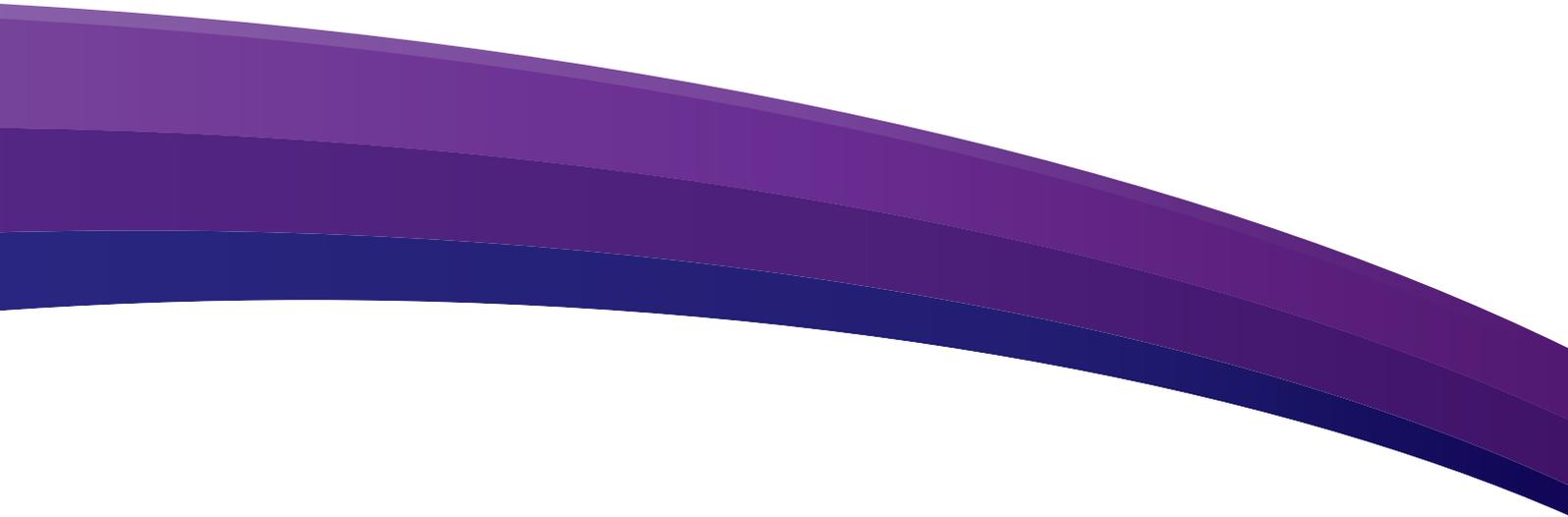
# APPENDIX 4

## POLICE & CRIME COMMISSIONER FOR DORSET - COMMITMENTS



## GLOSSARY

|               |   |               |  |
|---------------|---|---------------|--|
| <b>ACPO</b>   | Association of Chief Police Officers          | <b>IPCC</b>   | Independent Police Complaints Commission               |
| <b>ADS</b>    | Alcohol Diversion Scheme                      | <b>ISVA</b>   | Independent Sexual Violence Advisor                    |
| <b>AONB</b>   | Area of Outstanding Natural Beauty            | <b>JIAC</b>   | Joint Independent Audit Committee                      |
| <b>APCC</b>   | Association of Police and Crime Commissioners | <b>LNL</b>    | Late Night Levy  |
| <b>ASB</b>    | Anti-Social Behaviour                         | <b>LRF</b>    | Local Resilience Forum                                 |
| <b>BME</b>    | Black and Minority Ethnic                     | <b>MASH</b>   | Multi-Agency Safeguarding Hub                          |
| <b>BWV</b>    | Body Worn Video                               | <b>MTFS</b>   | Medium Term Financial Strategy                         |
| <b>CA</b>     | Countryside Alliance                          | <b>NCA</b>    | National Crime Agency                                  |
| <b>CCTV</b>   | Closed Circuit Television                     | <b>NFU</b>    | National Farmers Union                                 |
| <b>CJS</b>    | Criminal Justice System                       | <b>NHS</b>    | National Health Service                                |
| <b>CLA</b>    | Country Land & Business Association           | <b>NTE</b>    | Night-Time Economy                                     |
| <b>COPACC</b> | Comparing Police and Crime Commissioners      | <b>OCGS</b>   | Organised Crime Gangs                                  |
| <b>CRC</b>    | Community Rehabilitation Company              | <b>OPCC</b>   | Office of the Police and Crime Commissioner            |
| <b>CSE</b>    | Child Sexual Exploitation                     | <b>PCC</b>    | Police and Crime Commissioner                          |
| <b>CSP</b>    | Community Safety Partnership                  | <b>PCP</b>    | Police and Crime Plan or Police and Crime Panel        |
| <b>CSR</b>    | Comprehensive Spending Review                 | <b>PCSO</b>   | Police Community Support Officer                       |
| <b>CSW</b>    | Community Speed Watch                         | <b>PFI</b>    | Private Finance Initiative                             |
| <b>CTAM</b>   | Community Threat Assessment Matrix            | <b>PND</b>    | Penalty Notice for Disorder                            |
| <b>DCJB</b>   | Dorset Criminal Justice Board                 | <b>PRSRA</b>  | Police Reform and Social Responsibility Act 2011       |
| <b>DFRS</b>   | Dorset Fire and Rescue Service                | <b>RJ</b>     | Restorative Justice                                    |
| <b>EMRO</b>   | Early Morning Restriction Order               | <b>RSPCA</b>  | Royal Society for the Prevention of Cruelty to Animals |
| <b>FMCP</b>   | Financial Management Code of Practice         | <b>SARC</b>   | Sexual Assault Referral Centre                         |
| <b>FTE</b>    | Full-Time Equivalent                          | <b>SNTS</b>   | Safer Neighbourhood Teams                              |
| <b>HMIC</b>   | Her Majesty's Inspectorate of Constabulary    | <b>SPR</b>    | Strategic Policing Requirement                         |
| <b>ICV</b>    | Independent Custody Visitor                   | <b>SR2013</b> | Spending Round 2013                                    |
| <b>ICVA</b>   | Independent Custody Visiting Association      | <b>SSCT</b>   | Safe Schools and Communities Team                      |
| <b>IDVA</b>   | Independent Domestic Violence Advisor         | <b>SSSI</b>   | Site of Special Scientific Interest                    |
| <b>IMD</b>    | Index of Multiple Deprivation                 | <b>SWPPD</b>  | South West Police Procurement Department               |
| <b>IOM</b>    | Integrated Offender Management                | <b>YOTS</b>   | Youth Offending Teams                                  |



Martyn Underhill was elected as the first Police & Crime Commissioner for Dorset on 15 November 2012 and took up office on 22 November 2012. The term of office ends in May 2016, when an election for Police & Crime Commissioner is scheduled to take place.

You can contact Mr Underhill or the Office of the Police & Crime Commissioner for Dorset in the following ways:

[www.dorset.pcc.police.uk](http://www.dorset.pcc.police.uk)



**Office of the Dorset  
Police & Crime Commissioner**  
Force Headquarters  
Winfrith  
Dorchester  
Dorset DT2 8DZ

**T** (01202 or 01305) 229084  
**E** [pcc@dorset.pnn.police.uk](mailto:pcc@dorset.pnn.police.uk)  
or in confidence at:  
**E** [contactpcc@pccdorset.org.uk](mailto:contactpcc@pccdorset.org.uk)  
**@PCCDorset**  
**f** Dorset Police and Crime Commissioner