



DORSET
POLICE & CRIME
COMMISSIONER

**WORKING TOGETHER TO
KEEP DORSET SAFE**

**The Dorset Police and Crime
Plan**

April 2013 – March 2017

2015/16 UPDATE

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Introduction

This is the second update of my Police and Crime Plan and I would like to take this opportunity to thank Dorset Police, partners and volunteers for their dedication, commitment and professionalism in delivering my Plan priorities. I would also like to extend my gratitude to the public for continuing to work with us on policing and crime issues. With further cuts to our budget, there is no greater time to co-operate. Recorded crime continues to fall and public confidence in policing is rising. That is testament to the dedication, integrity and professionalism of our police officers, staff and volunteers.

However, the funding situation remains increasingly challenging as the threats to our communities become more diverse. There are only so many efficiency savings that the Force can make and difficult decisions will need to be made. I remain committed to protecting neighbourhood policing to fight crime and to provide a reassuring presence across Dorset. Therefore, we have to look at other ways to save money. Our work on a Strategic Alliance with Devon and Cornwall has now been formalised as both forces are faced with having to achieve further savings above and over what has already been made. We are continuing to look at viable options to work more efficiently and effectively together and remain positive that savings and benefits can be found as a result.

Despite the financial challenges, we are making huge strides forward in victim care and I am delighted with the progress made in addressing victim needs. I made history this summer by becoming the first PCC to commission a local service for victims. This new contract with Victim Support will include a 24 hour helpline for victims of crime and will provide additional support for victims of antisocial behaviour and business crime. This is a step change for local services and builds on the excellent work started with the creation of the Dorset Victims Bureau. In partnership with Dorset Police, my office has also secured over £2.4m extra funding over and above the core policing budget, the major share of which has directly supported victims. This will see a real improvement in victim care and help us to fill in the gaps where provision is lacking. For example, we are now able to offer courses to male victims of domestic abuse and specialist counselling to child victims of domestic abuse. That is really exciting and will make a positive difference to many people's lives.

I am also proud of our work on mental health in Dorset. Mental health has a significant impact on policing in Dorset and is estimated to take up anything between 20% to 40% of police time – through responding to individuals in mental health crisis; use of police custody as a “place of safety”; supporting victims and witnesses of crime with mental health issues; and managing offenders in custody with similar issues. I have long campaigned for people with mental health issues to get the ‘right care, at the right time and in the right place’. I am delighted that health agencies in Dorset have now signed up to the national Mental Health Concordat. It marks an important step forwards in our work to improve mental health services locally and I am leading work with partners to develop action plans to deliver the Concordat's principles. Our pilot street triage scheme is already improving mental health care for those in crisis and has been recognised by the Home Secretary. There is a real commitment locally from all agencies to tackle this national issue and the benefits in releasing valuable police resources should not be underestimated as a result.

So real progress has been made, but as always much still remains to be done. Ever more diverse threats and challenges face policing today and demand on the service increases. New and emerging threats including child sexual abuse and exploitation, cyber-crime, extremism, human trafficking and hate crime all need to be tackled as resources reduce. This updated Plan therefore sets out my priorities and focus for the remainder of my term of office in looking to meet those challenges.

Martyn Underhill
Police and Crime Commissioner for Dorset

July 2015

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 what makes us different

Following my election and the 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 through the Community Safety Survey (CSS) and the surveying of over 2700 victims annually; identifying which threats cause the greatest harm in Dorset; reviewing current performance; my ongoing Community Engagement program; liaison with local authority members, town and parish councils, voluntary organisations and other community groups. 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 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 reoffending.**
- 5. Increase people's satisfaction with policing and the criminal justice system in Dorset.**
- 6. Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset.**

Challenges

Of course, a number of significant challenges to achieving my priorities exist and are acknowledged throughout the main body of this Plan. However, major headline issues over the next few years include:

- **Police funding and resourcing:** Further significant cuts to policing are expected in the years ahead which will place considerable strain on the resources available to meet the demands and expectations of the public. Similar funding reductions to other agencies also impact on wider partnership approaches to tackling issues.
- **Strategic Alliance:** The development and implementation of this ambitious programme is designed to assist in making savings whilst maintaining frontline services, but will see significant changes to the way policing services are delivered across Dorset, Devon and Cornwall.
- **New and Emerging Threats:** Whilst resources reduce, the demands placed on policing continue to diversify and increase. Issues such as child sexual abuse and exploitation, cyber-crime, human trafficking and hate crime all need addressing alongside more 'traditional' crime prevention and response.

The budget

I have set the [annual policing budget](#) for 2015/16 including the policing precept element of Council Tax which will be frozen at the 2014/15 level, offset by a £574,000 Government freeze grant. In making this decision I have sought to balance the needs of our police service with the demands placed on tax payers across Dorset. Taking this decision will allow police officer numbers to be maintained for this financial year.

The Dorset Police and Crime Plan April 2013 – March 2017

Legal requirements and period covered by the plan

Police and Crime Plans are a statutory requirement for all police force areas, introduced as part of the [Police Reform and Social Responsibility Act 2011](#) (the Act). This plan covers the period up to the end of the financial year in which the next PCC election is expected to take place, ie the next election is anticipated in May 2016, therefore this Plan runs until 31 March 2017.

This Plan has been re-examined to reflect the progress that has been made to date and changes that have occurred since it was first published. This Plan sets out the local priorities for the current period of office and I will ensure that the views, priorities and concerns of local people, especially victims and the most vulnerable members of the community, are fully considered in any future update.

I am also required to publish an [Annual Report](#), outlining achievements and the progress made in meeting the objectives of this plan. The draft Annual Report for 2014/15 will be presented to the Dorset Police and Crime Panel in June 2015.

As a holder of public office I am committed to working in as open and transparent a way as possible. My [website](#) is the key vehicle for sharing information on the way that I and my team work – with the [Information Hub](#) section specifically designed to meet [statutory publication requirements](#) and recommended approaches to information provision by the [Information Commissioner's Office \(ICO\)](#).

Full consideration has been given to equality issues in the development of this plan. In addition it also describes how the Commissioner will engage with local people.

Police and Crime Commissioner's functions and responsibilities

My primary role is to oversee the drive to cut crime and ensure the delivery of an effective and efficient police service in Dorset. I was directly elected by the public and a crucial part of my role is to listen to public need and to bring more of a public voice into policing. It is also to highlight local concerns and provide a visible name and face to approach if you are not satisfied with policing and crime related matters throughout Dorset.

There are many organisations that contribute to cutting crime and through their own policies, procedures and priorities, can and do make a significant contribution to this objective. Similarly there are many organisations that take responsibility for the investigation, detection and prosecution of crime, working both independently and, in some instances, alongside the police.

A key role is therefore to [work closely with these partners and agencies](#) to prevent and tackle crime and to promote community safety. In particular, there is a statutory duty of mutual co-operation between me, [Community Safety Partnerships \(CSPs\)](#) and local [Criminal Justice](#) agencies and a requirement for each to take account of the other's strategic priorities.

All PCCs are also required to contribute towards tackling wider national and international threats, such as terrorism and organised crime. The [Strategic Policing Requirement \(SPR\)](#) issued by the Home Secretary sets out the collective capabilities and capacity that police forces across England and Wales are expected to have in place to protect the public from such cross-boundary threats.

The role of the Police and Crime Panel

The Act established a Police and Crime Panel which has the principal role of providing a 'check and balance' on the role of the Police and Crime Commissioner and provides support in the undertaking of the Commissioner's duties.

The [Dorset Police and Crime Panel](#) has elected representatives (councillors) from each of the local authorities (County, Unitaries and Districts) within the County, together with independent members.

The Panel does not have any part to play in scrutinising the performance of the Chief Constable as that is my responsibility as PCC.

The Panel is required, primarily, to focus its attention on whether I have:

- achieved the aims set out in this plan
- considered the priorities of community safety partners
- consulted appropriately with the public and victims of crime

Panel meetings are open to the public. Information considered at these meetings is made publicly available on the Dorset for You website. Some meetings have also been webcast to encourage more engagement, openness and transparency. To access this information please [click here](#)

The Police and Crime Commissioner's 5 Year Vision and Strategic Objectives for Dorset, Bournemouth and 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 eg through increased involvement in Watch schemes.

E) To Ensure that Dorset Police is Effective and Efficient by:

- delivering a flexible 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 Police and Crime Commissioner's Key Priorities

These key priorities underpin the achievement of my vision.

The priorities have been informed by a number of sources – survey consultation with over 3500 local residents and surveying of over 2700 victims annually, my Community Engagement programme, 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, and liaison with other key stakeholders, agencies and community organisations, 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 2014:

- ***Overall crime compared to 2013-14 has reduced by 3% (1,128 fewer crimes)***
- ***Year on year incidents of ASB have decreased by 12.3 % (3,615 fewer reports)***
- ***Dwelling burglaries have reduced by 16.4% (281 fewer homes burgled this year)***
- ***Over the last year, more than 10,000 crimes have been solved in Dorset – an increase of 215 on the previous year***
- ***Vehicle crimes have reduced by 14% (544 fewer victims)***

In 2010 the Home Secretary removed all centrally driven police performance targets and stated that the role of the police was simply to “cut crime”. Recorded crime has fallen in Dorset for each of the last 10 years, but the focus remains on further reductions in crime and ASB, alongside enhanced support for those that do fall victim.

Putting the victim first is a clear strategic priority for me and for Dorset Police and is a fundamental principle for service delivery. 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

The latest annual fall in recorded crime in Dorset was 3% in 2014/15. Looking ahead, areas of highest priority are dwelling burglary (which includes garden sheds) and ‘personal’ anti-social behaviour, and detailed operational and tactical delivery plans have been drawn up by Dorset Police to describe the work involved to achieve lasting reductions in the number of victims here.

The creation of a dedicated Prevention Directorate as part of the work being undertaken through Strategic Alliance with Devon & Cornwall Police will further improve approaches to crime prevention across both force areas and seek to reduce demand on policing services

as a result. A detailed business case has been approved and work has now commenced on implementing this exciting new initiative.

The enactment of the [Anti-social Behaviour, Crime and Policing Act 2014](#) has seen changes to the powers that can now be used to address ASB. The Act includes two specific new measures aimed at giving victims and communities a say in how ASB is dealt with. These are:

- **Community Trigger** – giving victims the ability to demand action, starting with a review of their case, where a locally defined threshold has been exceeded;
- **Community Remedy** – giving victims a say in the out-of-court punishment of perpetrators of low-level crime and ASB

I had a specific statutory duty to consult with the public on Community Remedy to identify a potential menu of appropriate punishments. This consultation has been undertaken and the public have expressed support for the following measures to be included in the menu of options:

- A punishment to fit the crime (eg carry out graffiti, then clean up graffiti)
- Litter picking in community areas
- Maintenance of community facilities (eg village or community halls)
- Working for third parties eg public sector vehicle cleaning; gardening at public attractions; assisting charities needing extra support
- Conservation and environmental support
- Face-to-face or written apology, depending on the wishes of the victim
- Agreement between the victim and the perpetrator for the perpetrator to provide financial recompense for damage to property
- Participation in a suitable education programme to prevent re-offending

I therefore continue to work with the Police, local authorities and other key partners such as the [Dorset Devon & Cornwall Community Rehabilitation Company \(DDCCRC\)](#) to explore how these measures can be practically implemented. As part of the Community Remedy proposals, the potential for developing a Victim Awareness Course for perpetrators of low-level crime and ASB is also being explored.

This work very much links in with Priority 4 of my plan – Reducing Reoffending.

Resolving crime – positive outcomes

I had a clear ambition upon election to increase the amount of crime that is resolved, the Positive Outcome Rate (POR), from one in five when I came into office, to one in three by the end of this Police and Crime Plan.

So far, the percentage of crimes achieving a positive outcome has increased incrementally, from 22.8% in 2012/13, to 26.8% in 2013/14, and to 28.3% in 2014/15. Operation Advance Plus is a specific initiative within Dorset Police which will continue to focus on the investigatory process and improvements relating to POR. I will monitor this work through the monthly Strategic Performance Board.

Helping victims cope and recover

I am the voice for victims and as such am 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 I 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 \(DCJB\)](#) is a key vehicle for ensuring that this vision of improved care for victims of crime is achieved.

In November 2013, I launched the [Dorset Victims' Bureau](#) – at the time one of only two in England and Wales. Work continues to grow and develop the Bureau 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.

In October 2014 I became the first PCC nationally to award a contract for the commissioning of a local service for victims, following Government reforms to the way that support for victims is delivered. This new contract with [Victim Support](#) includes a 24-hour helpline for victims of crime and will provide additional support for victims of antisocial behaviour and business crime. My office works closely with Victim Support to monitor these arrangements and to continue to develop and embed services.

I was also successful in securing £300,000 from the [Ministry of Justice Competed Victims Fund for 2014/15](#) which was used to fund enhanced victim support services, including support for those with mental health issues; child victims of serious sexual offences; victims of domestic abuse; and specialist LGBT hate crime case workers. These services will be reviewed and evaluated to establish the potential for continuing them beyond this initial funding, and how they may be sustained.

I will continue to hold victim surgeries across Dorset, in order to understand and learn directly from people's experiences. I am committed to ongoing engagement and consultation with victims of crime and ASB to appreciate the key issues affecting them and inform any necessary improvements that need to be delivered in supporting them appropriately.

The revised [Code of Practice for Victims of Crime](#) came into force in 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. I will continue to work with Dorset Police (and other relevant agencies) to ensure that they fulfil their requirements under the Code.

Options continue to be explored around developing a new victims' website for Dorset to signpost victims to relevant partners and agencies in relation to their particular crime and provide suitable advice and guidance. A national product has now been created so work is focused on identifying whether or not this, or a bespoke local product, would be more cost effective and the most engaging way for signposting those victims who do not wish to report their crime to Police to appropriate support.

In addition, work remains ongoing 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

I have been delighted to support three [Early Intervention \(EI\)](#) schemes in the Bournemouth, Poole and Dorset County Council areas in Dorset. These EI projects improve the lives of vulnerable children by breaking the cycle of dysfunction and under-achievement. By working together, my office, Dorset Police and partner agencies can help to remove chaos, criminality or poor parenting and we can give children a chance that their parents probably didn't have. This programme complements the wider Troubled Families work ongoing across Dorset and I will continue to play an active role in promoting EI approaches both locally and nationally.

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. I have an ambition 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.
- I will fund and direct (through my office) 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.
- I will work with partners to further expand 'Early Intervention' from birth, enabling parents and children to make positive choices and improve outcomes for children.
- The Chief Constable and I, with key partners, will continue to work on the implementation of Community Remedy locally following the consultation exercise undertaken in 2014, as required by the Anti-social Behaviour, Crime and Policing Act 2014.
- I 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.
- I 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.
- In line with wider Community Remedy approaches, my office will explore a Victim Awareness Scheme so that perpetrators of low-level crime and ASB can be more informed about the impact of their offending.

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.

2. REDUCE THE NUMBER OF PEOPLE SERIOUSLY HARMED IN DORSET

Key facts

- ***Most serious violent crimes have increased by 85.2% (defined as offences ranging from grievous bodily harm with intent, to murder) in 2014/15 compared to the previous year – but overall numbers still remain low***
- ***Violent crime has increased by 32%***
- ***In the last year, Domestic Abuse crimes have increased by 38.3% indicating victims have greater confidence in reporting crimes to the police***
- ***The number of repeat domestic abuse incidents has decreased by 3.6%***
- ***47% of non-white residents surveyed are worried about being a victim of hate crime***
- ***23 young people locally considered to be at “significant risk” of Child Sexual Exploitation (CSE) and therefore subject to police safeguarding arrangements***
- ***29 crimes or incidents recorded as Honour Based Violence (HBV) related in 2014/15***
- ***364 people Killed or Seriously Injured (KSI) on Dorset’s roads in 2014/15 (subject to validation), the same as in 2013/14***

This priority focuses on the most vulnerable members of our communities, 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.

This is proving to be a particularly challenging area, with Dorset seeing increases in recorded crime as part of a wider national trend – particularly in relation to violent crime and serious sexual offences (including a significant increase in the reporting of ‘historic’ offences).

To tackle this there are specific delivery plans for child abuse and child sexual exploitation, serious sexual offences, hate crime, domestic abuse (including honour based violence, forced marriage and female genital mutilation), public place violent crime and where people are killed or seriously injured on the roads, in order to address the key issues falling within this priority.

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

Safeguarding Children & Adults

A number of high profile cases nationally in recent years have raised the profile and concerns around sexual offences and Child Sexual Exploitation (CSE) in particular. This has also resulted in Child Sexual Abuse (CSA) being added as a threat to the [Strategic Policing Requirement](#) as a result (see Priority 3, page 22). Following the revelations in Rotherham and the subsequent independent review report published by Professor Alexis Jay I wrote to the Chief Constable seeking reassurance over Dorset Police’s arrangements for tackling CSE. Whilst Dorset Police are just one element of the wider multi-agency approach needed to tackle crime against vulnerable children and adults, the Chief Constable has provided me with a detailed response outlining the key measures in place and ongoing work in this area. These key measures include:

- **Safeguarding Referral Unit (SRU)** – a central point of contact for child protection, vulnerable adult and domestic abuse referrals;
- **Missing Person Unit (MPU)** – responsible for overseeing all reports of absent or missing children;
- **CSE Investigation Team** – a dedicated resource established following the publication of the Rotherham Report;
- **Paedophile Online Investigation Team (POLIT)** – a dedicated resource focused on dealing with the online grooming of children.

It has also been agreed locally that the chief officer team and PCC will be alerted to any complaint of service failure by the police or other agencies in relation to CSE in Dorset.

The two Local Safeguarding Children Boards (LSCBs) have worked together to oversee the creation of a Pan-Dorset CSE Strategy to ensure a co-ordinated response locally to this issue.

As this updated Plan was finalised, HMIC published the findings of their national programme of child protection inspections – '[In harm's way: the role of the police in keeping children safe](#)'. Despite the measures already set out in this Plan, and the investment of more resources into tackling Child Sexual Exploitation, I shall never be complacent on this issue and will work closely with the Force around the implementation of all relevant recommendations identified by the Inspectorate.

I am also mindful of issues relating to vulnerable people being detained in police custody, including children and young people. HMIC recently published their [inspection findings](#) on this issue and I will work with Dorset Police and partners to review and implement the report recommendations locally, as appropriate.

Sexual Assault: Ongoing work will conclude in 2015 in relation to the re-commissioning of the [Dorset Sexual Assault Referral Centre \(SARC\)](#) and the [Independent Sexual Violence Advisor \(ISVA\)](#) service, with new contracts commencing from 1 October 2015. This partnership approach has involved the OPCC, NHS England, Dorset Police and the three Community Safety Partnerships (CSPs).

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. I am 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. I am therefore working with partners, charities and government to help reduce this risk and protect the most vulnerable in society.

Information Sharing: Work also continues to develop the Multi-Agency Safeguarding Hub (MASH) on a pan-Dorset basis to enhance information sharing and risk management. A number of partner agencies are now co-located with the police, with plans in place for this to expand further. In this way 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.

I also remain committed to exploring opportunities to enhance existing information sharing protocols with public sector partners in Dorset for the implementation of a pan-Dorset, web-based, IT platform to enhance and improve strategic information sharing and risk management between the police and other key agencies, to further enhance the prevention of serious harm in Dorset.

Mental Health

The Public has stated repeatedly that mental health provision in Dorset is a concern and I share that view. The issues are essentially twofold – ensuring that individuals get the most appropriate levels of care in the right place, and freeing up valuable police time that is currently used in responding to, and managing, incidents relating to individuals with mental health problems.

Whilst there is provision of secure “places of safety” for people in crisis, that provision needs enhancing. I have 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](#).

Two pilot schemes were launched in Dorset in 2014 to assist individuals with mental ill health who come into contact with the police. The pilot [street triage scheme](#) is jointly funded by Dorset Police, the OPCC, and partners, and sees mental health nurses working in the Force Command Centre (FCC) and available to accompany officers on call-outs. It aims to improve the way people with mental health problems are treated during emergencies, especially out of hours. This pilot will continue to run and be evaluated in 2015, although the scheme already appears to be having a positive impact with early indications showing a nearly 50% decrease in the use of police custody as a place of safety (Section 136) for those in mental health crisis. A further pilot is also running which improves the existing liaison and diversion initiatives for people in police custody by expanding it to a 24/7 service.

I have also established, and chair, 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, I will continue to work on building a closer relationship between the police, health and social care services in Dorset. I am determined to play my part with partners to promote and meet the Concordat standards locally.

In addition to the two pilot schemes mentioned above, in 2014 I was able to secure a grant to develop the [Staying Safe](#) project to enhance support for victims of crime with Serious Mental Illness (SMI). As well as funding a dedicated coordinator, the funding is being used to create and deliver a bespoke education package for victims and to develop a needs analysis in order to develop learning for future delivery of appropriate interventions.

Although at an early stage of development, my aspiration is for the project to enhance victims’ services and for the liaison and diversion scheme for offenders, to work more closely together. This potential model is innovative and is attracting national and governmental interest in recognition of the attempt to take a holistic approach to mental health provision in Dorset.

Domestic Abuse

Dorset Police was one of only 8 forces specifically praised by HMIC in their [2014 inspection](#) of the police response to domestic abuse crimes and incidents. Reports of domestic abuse have increased recently, an indication of increased confidence in victims approaching the police and efforts made to encourage the reporting of such crimes and incidents. The repeat victim rate is reducing however, a sign that interventions and responses are proving effective.

HMIC still identified improvements to be made however, and I will continue to monitor and scrutinise the implementation of the associated action plan as part of my role in holding the Chief Constable to account for policing delivery.

Hate Crime

[Hate Crime](#) is another area that has historically been considered as under-reported and much emphasis has been placed on trying to encourage more people to come forward where they have experienced such crime.

Recent initiatives have included the launch of the [Hate Crime reporting app](#), enhanced hate crime training to police call handlers, and Force Equality Champions reviewing relevant hate crimes and incidents. These measures have already resulted in an increase in reporting and I will continue to work with the Police and other agencies to further promote this area of work.

Whilst it is encouraging that more reporting is taking place, the marked increase in faith-related incidents in 2014/15, particularly in relation to anti-semitic abuse, will mean that this area is closely monitored in 2015/16.

Public Place Violence

In line with national trends, Dorset has seen an increase in violent crime occurring in public places. Dorset Police continues to review its responses to such crime to ensure that resources are deployed appropriately to address it.

One such initiative is the [Alcohol Diversion Scheme \(ADS\)](#). Launched in 2013, ADS is 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. The initial evaluation has been encouraging, with none of the offenders who completed the Scheme reoffending within the six-month review period that followed. The subsequent 12 month evaluation report has found that:

- 78 offenders attended the Scheme during the period of operation
- 88% of attenders rated the Scheme as 'excellent'
- 100% of attenders subsequently felt that excessive drinking was anti-social
- 64 of the 78 offenders who took part in the scheme had no further arrests following it; The majority of participants demonstrated a marked change in their behaviour.
- Post-course, there was a 100% reduction in attenders reporting being violent towards others whilst under the influence of alcohol

The evaluation recommendations look to expand the Scheme further, with a particular desire to increase referrals.

I 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 allow restrictions to be placed on alcohol sales between midnight and 6am in specified areas.)

To assist with this, I have joined with other PCCs to lobby nationally for improvements in alcohol policy, including a reduction in the drink-drive limit, a review of licensing and related legislation, and the potential for the introduction of a minimum unit price (MUP) for alcohol.

Road Safety

Partnership working in this area of business will naturally continue to be a focus throughout the life of this Plan to ensure that road safety matters remain high on the agenda locally. Analysis of local [Town and Parish Council](#) Plans highlight road safety matters as their primary community safety concern. However, the significant impact on the budget cuts across the public sector should not be underestimated with regard to the resources available to the police, local authorities and other partners to address road safety issues.

The figures for 2015 were yet to be validated at the time of this Plan update, but indications are that there were 364 people killed or seriously injured on the roads in 2014/15, the same level as the previous year. Cyclist casualties are a particular concern and the [Dorset Road Safe Partnership](#) is looking at ways to reduce this in future.

I continue to support the Dorset Police approach to road safety which is focused on three key strands – the traffic unit (patrol and response; collision investigations); the [‘No Excuse’](#) team (education and enforcement); and the Road Safety Unit (camera enforcement; Safe Drive and Driver Awareness Scheme; analytical support). I will continue to lobby for specific local road safety measures where there is significant concern and local support for these to be implemented. I have requested a review of all mobile camera enforcement sites to ensure that these continue to be used in the most effective and appropriate manner. I have also led on work that will see Dorset sign up to the National Driver Offender Retraining Scheme (NDORS) in due course.

I am a keen supporter of [Community Speed Watch \(CSW\)](#) which helps local communities become actively involved in road safety through discouraging drivers and riders from speeding. There are now over 50 CSW groups actively engaged and the initiative is an excellent example of the public and the Police working together to make Dorset safer.

I also continue to engage with GPs, and other health partners, to discuss the risks posed by vulnerable road users, such as older road users and those under prescription medication that may have a bearing on their ability to stay safe on the roads.

Following the road safety conference hosted by myself in late 2013, a Road Death Overview Panel (RDOP) has also been established to investigate any trends or patterns following fatal road collisions. Initial work of the Panel is focused on reviewing high risk motorcyclists to improve the understanding of this risk.

What we will do

- My office will continue to explore the potential for the introduction of a pan-Dorset system to enhance strategic partnership working, particularly in relation to Safeguarding.
- I 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 I 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.
- I 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.
- I 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.
- I will work with PCC colleagues nationally to lobby for changes regarding alcohol policy to help address the recent increase in alcohol related violent crime across England and Wales.
- With partners, I 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.
- Again with partners, I will continue to offer support alternatives to street sex workers to help them escape their chaotic lives, whilst enforcing the law and educating 'kerb crawlers' on the implications of their actions. A street sex outreach worker, employed by Bournemouth Borough Council and part funded by the Commissioner is now in post to deliver direct support to street sex workers.
- The People Involved in Prostitution Strategy 2014-2019 is also the first Pan-Dorset approach to tackling prostitution across Dorset, with priorities and an action plan specifically aimed at providing the routes and support needed for sex workers to exit sex work.
- I will support the Chief Constable in identifying and targeting serial perpetrators of domestic abuse and violence, supporting those willing to change.
- I will provide younger members of our community with information in ways that have been shown to reduce the risks they face.
- I will push to further develop the multi-agency safeguarding hub (MASH) to enhance information sharing and risk management.
- I will continue to engage with the Dorset Strategic Road Safety Partnership (DSRSP) and seek to influence partnership approaches to improving road safety locally.
- I 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.

3. HELP PROTECT THE PUBLIC FROM SERIOUS THREATS (LOCAL, REGIONAL AND NATIONAL) TO THEIR SAFETY, INCLUDING ORGANISED CRIME AND 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 2013/14 over £500,000 of assets were confiscated from criminals in Dorset**
- **In 2014 2,340 potential victims of human trafficking were identified in the UK – a 34% increase on 2013**
- **As part of the drive to strip criminals of their assets, over £250,000 has been returned direct to victims in the last two years in Dorset**

This priority takes into account the requirements of the [Strategic Policing Requirement \(SPR\)](#), where the Home Secretary sets out her view of the national threats that the police must address, as well as the [National Strategic Assessment of Serious and Organised Crime 2014](#), published by the [National Crime Agency \(NCA\)](#), and the South West Regional Strategic Assessment 2014. The current national threats identified within the SPR, as at March 2015, are:

- Terrorism;
- Serious and Organised Crime (including cyber-crime and child sexual exploitation);
- A national cyber security incident;
- Threats to public order or public safety;
- Civil emergencies;
- Child sexual abuse

Part of my scrutiny role is to hold the Chief Constable to account for ensuring that Dorset Police has the necessary trained officers and resources to contribute towards the wider policing response to these national threats and this scrutiny will continue throughout the life of this Plan. This is primarily achieved through the Commissioning Board regionally and the Strategic Performance Board locally.

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.

I remain fully engaged with the work of the NCA in a number of ways, including through the national strategic group; attendance at national briefing events; regular senior NCA representation at regional meetings of PCCs and Chief Constables and access to key NCA reports and assessments to increase understanding of the threats specifically affecting Dorset and the South West region.

Cyber-crime

Cyber-crime is the use or misuse 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

Significantly perhaps, in recent years Dorset residents have consistently informed us through our Community Safety Survey (CSS) that financial crime, including internet related and identity theft) is the specific crime type that worries them most.

I am therefore very keen to raise awareness of cyber-crime and to provide information to help individuals protect themselves and their families from online threats. To that end, I have met my pledge to deliver a local awareness raising campaign to Dorset residents, with the launch of the [Dorset Police Cybersafe](#) initiative in April 2015. Cyber-enabled crime covers a wide spectrum of issues – from fraud and identity theft, to cyber-bullying and “sexting” (sending sexually explicit messages by mobile phone) – and the campaign will help ensure that people are informed of these risks and are able to take as much preventative action as possible.

I have also asked the Chief Constable to review the effectiveness of Dorset Police's capability for tackling cyber-crime locally and that this complements regional and national arrangements, which include the Regional Cyber Crime Unit (RCCU) within the wider [Zephyr Regional Organised Crime Unit \(ROCU\)](#) for the South West, and the National Cyber Crime Unit (NCCU) within the NCA. Dorset Police has already developed an internal cyber-crime Strategy and delivered further training to officers and staff to enhance our response locally. I am committed to providing the Chief Constable with the necessary resources to meet the requirements for tackling cyber-crime in Dorset.

My office continues to work closely with the [Cyber Security Unit of Bournemouth University](#) to help raise awareness of cyber-crime and measures that can be taken to minimise the risk of falling foul of this type of crime.

I also welcome the formation of the [National Cyber Crime Unit](#) within the NCA which will assist me and Dorset Police in dealing with the growing threat of cyber-crime here in Dorset.

Human Trafficking

I am 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 I have played my 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.

Counter Terrorism

The terrorist threats faced by the UK are now more diverse than ever and increasingly unpredictable. The Home Office is responsible for countering the threat from terrorism through the [CONTEST strategy](#) but all police forces need to have the necessary capacity and capability to contribute towards managing the national threat. Local activity is co-ordinated by Special Branch, working closely with colleagues in the South West region. I will continue to hold the Chief Constable to account for ensuring that Dorset has the necessary capability in place.

Civil Contingencies

As recent examples of extreme weather have highlighted, the emergency services play a vital role in responding to large scale incidents and emergencies. The [Local Resilience](#)

[Forum \(LRF\)](#) co-ordinates this activity locally, with Dorset Police one of a number of Category 1 responders – the organisations at the core of the response to most emergencies. Again, my role will primarily focus on holding the Chief Constable to account for ensuring that Dorset Police make their necessary contribution to the wider work of the Local Resilience Forum.

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 any issues relating to human trafficking, slavery, honour-based violence, forced marriage, female genital mutilation and 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 risks of terrorism, cyber-crime and other organised criminality and the part they can play to minimise those risks.
- 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.

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 research also found that 78% of victims would recommend restorative justice to others***

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.

Previously, there has been an acknowledged gap within the criminal justice system when offenders leave prison and re-enter society. This was especially the case with offenders who are not supervised on licence by Probation ie those sentenced to less than a year's imprisonment. The Transforming Rehabilitation reforms outlined below aim to address this and I have pledged to play my part locally 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

The Transforming Rehabilitation programme is part of significant government reforms and changes the way that offenders are managed in the community, while continuing to protect the public.

Key reforms include:

- The creation of a new public sector [National Probation Service \(NPS\)](#) to manage high risk offenders;
- An open market approach to managing lower-risk offenders, allowing a diverse range of private, voluntary and social sector rehabilitation providers to deliver this through the 21 Community Rehabilitation Companies (CRCs) that have been created;
- Ownership of the [Dorset, Devon and Cornwall CRC](#) awarded to [Working Links](#) from 1 February 2015;
- Extended statutory rehabilitation to short sentenced offenders;
- A nationwide 'through the prison gate' resettlement service meaning that most offenders will be given continuous support from custody to the community by one provider.

The biggest challenge to my office, Dorset Police and partners has been the decision taken by the Government in 2014 (despite fierce lobbying by myself and others) 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, I am committed to engaging and working closely with NPS, the CRC, prison governors and other key partners in reducing reoffending locally.

Restorative Justice

I am keen to build on the success in Dorset in relation to [Restorative Justice \(RJ\)](#) and to expand this important means of restoration for victims of adult offenders, which can also reduce the risk of reoffending. The [Restorative Justice Council \(RJC\)](#) have identified that for every £1 spent on delivering restorative justice, up to £8 was saved in lowering costs of offending. It also works, with a [Criminal Justice Joint Inspection report](#) in 2012 highlighting that RJ conferences substantially reduced repeat offending for some offenders, provided an increased level of satisfaction for victims, and reduced reoffending more than prison (for adults) and as well as prison (for youth).

I also wish 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, a dedicated Restorative Justice Co-ordinator has been employed within my office to bring together best practice from across the County and review the use of Out of Court Disposals (OoCD) for adults. The co-ordinator is actively progressing the following workstreams:

- developing a local RJ Strategy which will incorporate key workstreams such as Community Remedy and Neighbourhood Justice Panels (NJPs);
- Increasing the use of NJPs locally, with Panels in Poole and Weymouth & Portland operating in 2015;
- Evaluation of the existing West Dorset Panel by Bournemouth University, which will be completed within 2015;
- Researching the potential use of RJ across a broader range of crime types – with the views of the victim and safeguarding considerations at the heart of this process;
- Working with partners to implement Community Remedy and the provision of punitive, reparation and rehabilitative sanctions (see also Priority 1)

Enhanced Scrutiny

With the support of the [Dorset Criminal Justice Board \(DCJB\)](#), I have requested an independent review of the use of Out of Court Disposals (OoCD) by Dorset Police in 2014/15 to provide external scrutiny to the processes used and to ensure that decisions are victim focused and compliant with national guidelines. The findings and recommendations from this review will be considered and implemented with the Force during the course of the 2015/16 financial year.

This is in addition to the existing External Scrutiny Panel which provides ongoing monitoring and scrutiny of the use of Out of Court Disposals locally.

Integrated Offender Management (IOM)

One strand of the ongoing Strategic Alliance work concerns Integrated Offender Management and looking at the most efficient and effective way of managing prolific and priority offenders across the three counties of Dorset, Devon and Cornwall. Following approval of a detailed business case, work will now begin to implement arrangements to enhance the focus on the highest risk and most prolific offenders and how these are managed within the community. This work will build on the success of the Pier Project in Dorset and Turnaround project in Devon & Cornwall.

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.
- I 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.
- I will explore more advanced tagging of offenders following the initial success of this scheme and an increase in the number of tags available.
- The Chief Constable will ensure that Dorset Police will identify the top tier of offenders posing the highest risk and put mechanisms in place to support them to change. Work within the Strategic Alliance programme with Devon and Cornwall Constabulary is exploring the potential for expanding the cohort of offenders that this may apply to.
- I 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, and ensuring pan-Dorset coordination of Restorative Justice (RJ) from the OPCC with the development of a Dorset RJ Strategy. An RJ Coordinator within the OPCC (funded through government grant) is overseeing this work.
- I will seek to extend victim conferencing in prisons, and Neighbourhood Justice Panels.
- My office will explore the potential for 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.

5. INCREASE PEOPLE'S SATISFACTION WITH POLICING AND THE CRIMINAL JUSTICE SYSTEM IN DORSET

Key facts

- **96% of Dorset residents generally feel safe in their local area**
- **84.9% of victims surveyed have expressed satisfaction with the service they have received this year compared to 82.7% last year**
- **75.9% of victims surveyed in Dorset have expressed satisfaction with the way they have been kept informed this year, rising from 65.6% last year**
- **This year the average time taken for Dorset Police to finalise complaint cases is 67 days, the national average is 110 days**
- **In 2014/15, Dorset Police answered 91.9% of 999 calls within 10 seconds and 62% of non-emergency calls within 30 seconds**

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 I believe 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. 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. Dorset Police are already well advanced in ensuring that the code is fully implemented and embedded across the Force. My office has also signed up to the Code and I will play my part in supporting it 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. Whilst the most recent [HMIC inspection of Dorset Police](#) did acknowledge a number of strengths in the Force's approach to crime recording, some weaknesses were also identified and an action plan has been developed to address these. This is a particular area of focus for me and I meet every two months with the Deputy Chief Constable and the Force Crime & Incident Registrar to scrutinise crime recording performance and challenge where appropriate.

The existing [Ethics and Appeals Sub-Committee](#) is also under review with a view to enhancing the current arrangements to ensure that independent monitoring and reassurance will be provided to the Chief Constable and myself over ethics and integrity related matters.

Public Contact & Feedback

A core role for me is to engage, communicate and consult with the public in order to understand the police and crime-related issues that matter most to them, and to reflect these views in the service delivered by Dorset Police. There are specific examples of areas where I have been able to intervene on behalf of the public and help drive service improvements. These include:

- **The 101 non-emergency telephone service** – where the public highlighted to me concerns over the high number of abandoned calls and unacceptable waiting times being experienced. I 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 but I am aware that concerns over the service

remain. That is why I have retained specific call-handling targets for responding to [emergency and non-emergency telephone calls](#) to maintain focus on this – the only targets retained in my Plan. I will be monitoring this closely.

- **Enquiry office provision** – the ongoing savings that Dorset Police need to achieve has meant the necessity for a full review of the police estate, including changes to [enquiry office](#) provision. I played a significant role in ensuring that extensive consultation with the public and other key stakeholders was undertaken to influence and inform the final decision. This directly led to some enquiry offices being retained which were initially earmarked for withdrawal.
- **Travellers** – I continue to work closely with local authorities to find solutions to the problems caused annually by [unlawful encampments](#) on public parks and spaces. In particular I have lobbied hard for the provision of suitable transit sites in each of the unitary and top-tier local authority areas to enable Dorset Police to utilise fully the powers available to them and this will remain an area of focus for the future. The opening of a temporary transit site (operating between March and August) by Dorset County Council in 2014 did much to alleviate the issue in this part of the County.

I have also reviewed my approach to community engagement activity, more detail of which is provided later in this Plan.

A key indicator to gauge progress in relation to this priority is the survey carried out with victims of crime. I have encouraged Dorset Police to focus particularly on this area. As a result there have been improvements in 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.

My office has worked with Dorset Police and Devon & Cornwall Constabulary to implement new survey provision arrangements from 1 April 2015 which will ensure greater flexibility and the ability to reflect quickly any changes in policing and community safety. This will also allow a broader approach in seeking to hear the views of all sections of our diverse community.

Other Key Issues

I am also fully engaged in a number of other key areas and initiatives that impact (or potentially impact) on public confidence. These include:

- **Smarter Systems Programme** – an ambitious Dorset Police programme to replace key supporting IS systems and the provision of a number of mobile data devices which will better equip frontline officers and increase their visible presence in the community. Implementation will be completed during 2015.

This programme will also facilitate the roll out of Body Worn Video (BWV) to frontline police officers. Cameras have been purchased and work continues to develop and implement the required Digital Evidence Management System (DEMS) infrastructure to support the BWV equipment.

- **Stop and Search** – I am represented on the Stop and Search Scrutiny Panel to monitor the use of [Stop and Search powers](#) locally and the implementation of the [Home Office Best Use of Stop and Search](#) programme.
- **Use of Force** – I hold the Chief Constable to account for the [police use of force](#) locally, to ensure that this is applied appropriately and is not causing concern within local communities. This includes the police [use of Taser](#). In January 2015 I commissioned an

independent review into the Dorset Police use of force in 2014/15. Once the findings and recommendations from this review have been finalised, I will work with the Chief Constable to implement any actions and improvements.

- **Complaints** – through the Standards and Ethics Board and the Ethics and Appeals Sub-Committee, along with direct contact with the public, I am able to monitor and scrutinise [Dorset Police complaints handling processes](#), including the random checking, or “dip-sampling” of individual complaints as reassurance that these have been handled in the correct and appropriate manner. As a result I have been able to identify themes or trends in the types of complaints being received and challenge the Chief Constable accordingly, as appropriate. I also have specific responsibility for handling any [complaints made directly against the Chief Constable](#).

In 2014, the Coalition Government undertook a consultation over [proposed reforms to the police complaints and disciplinary systems](#). The Government response to the consultation has now been published and includes a number of proposed changes, some of which also potentially increase the role of PCCs within the system. My office is currently reviewing these proposals with Dorset Police and will implement any required changes as appropriate.

What we will do

- I 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 OPCC and the Dorset Police will expand and develop all victim support services, including the work of the [Victims' Bureau](#), to ensure that support is provided to victims across the criminal justice system and beyond.
- I will ensure that everyone who seeks assistance is listened to, their needs understood and expectations met where possible.
- I will improve consultation and engagement with all communities to identify, and deal with, issues together.
- I will publicise what is being done for the benefit of communities.
- The Chief Constable will ensure that officers and staff will be professional in attitude, the actions they take and their appearance.
- I will increase the visibility of Officers by providing them with technology that will mean more time spent in the community.
- With the Chief Constable, I will introduce Body Worn Video (BWV) for officers to increase accountability, reduce complaints, raise public confidence and lead to more convictions. Cameras have been purchased and work continues on securing an appropriate management system for the storage of the data.
- We will all aim to get it right first time. When we do not, we will apologise, learn lessons and make 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 deal with recorded complaints in an effective manner and measure our performance against [Independent Police Complaints Commission \(IPCC\)](#) key indicators (these include the percentage of appeals upheld, either by the Force or the

IPCC, and measures of timeliness in recording and responding to complaints and appeals).

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 188 since the publication of this Plan in April 2013***
- ***There were 249 Special Constables working for Dorset Police at the time of producing this version of the Plan.***
- ***Dorset Police has recruited 143 Special Constables in the last year (and 113 the year before that)***
- ***In 2014/15 Special Constables gave over 55,000 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, I have reversed the [recruitment](#) freeze that had been in place since 2009 and welcomed 164 police officers into the Force, a mix of new recruits and experienced officers transferring to Dorset from other forces, since taking office. There is also an agreement to recruit a further 16 officers during 2015/16.

Safer Neighbourhood Team (SNT) policing

[Safer Neighbourhood Teams \(SNTs\)](#) are the bedrock of community policing, providing a dedicated, visible policing presence at the local level.

SNTs have also done much to enhance services 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. I play 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 my Plan priorities. Victims, witnesses and offenders live on their 'beats', and that includes those affected by, or involved in, organised crime or terrorism.

Special Constables and Volunteers

Upon election I pledged to double the recruitment of [Special Constables](#) and significantly increase the number of [volunteers](#) in Dorset Police by 2016. This has proven to be particularly challenging, primarily due to the reversal of the recruitment freeze which has provided the opportunity for a number of Specials to join the regular force. Despite this, over 250 new Special Constables have been recruited in the last two financial years, leading to a small increase in overall numbers. I will continue to focus on increasing capacity in this area.

Since I took office a number of measures have also 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

I welcome the good working relationships between Dorset Police and [Neighbourhood Watch Groups](#) in many areas and will play my 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. A new community messaging system, '[Dorset Alert](#)', was launched in May 2014 and provides the Force, OPCC and other partners with a modern and flexible tool for disseminating information to large parts of the local community. The system also now allows individuals to respond directly to messages that they have received - a particularly valuable tool in facilitating the provision of intelligence or consultation feedback for example.

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 are working with me to embed a fresh approach to combating [rural crime](#). The Force has reviewed rural crime across the county and developed an associated strategy and delivery plan. I continue to meet and engage with key rural stakeholders to understand their needs and concerns and to ensure a joined-up approach across the county. Dorset Police and the OPCC have also joined the [National Rural Crime Network \(NRCN\)](#) – an organization specifically looking at raising awareness of rural crime issues and developing effective approaches to tackling and preventing such crimes. 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.

I am also working closely with Bournemouth University in looking at innovative approaches to tackling rural crime issues. One such area currently being explored is the potential for sheep-tagging to address the growing issue of sheep-rustling affecting rural communities. Livestock theft has increased significantly across the country in recent years.

Business Crime

I am committed to consulting and engaging specifically with members of the local business community to ensure that their issues, concerns and experiences are captured and inform the policing response to crime in Dorset. Successful annual business crime conferences and surveys have been undertaken and we continue to explore ways to ensure that [business crime](#) issues in Dorset are understood and tackled effectively.

Strategic Alliance

I fully support the Strategic Alliance programme which is exploring how the Dorset and Devon & 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, with a particular focus on maintaining frontline operational policing at the neighbourhood level. Further information on the Strategic Alliance can be found later in this Plan.

What we will do

- In response to community feedback I will seek to protect Police Community Support Officer (PCSO) numbers as an essential part of Neighbourhood Policing and have ring-fenced PCSO numbers until May 2016 at least.
- I will work to increase considerably the number of Special Constables recruited and explore incentivisation for them.
- Having established a Strategic 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.
- I 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 and about their successes.
- 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, including the potential for the tagging of sheep to counter sheep rustling.

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 me and the OPCC on behalf of the people of Dorset. My office will ensure that relevant information is made available to the public so that it can be transparently seen how I, Dorset Police and partners are performing towards the objectives of this plan.

My 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 I will challenge the Chief Constable when required. My 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 national [Policing Protocol](#) sets out the policing governance arrangements and clarifies the respective roles of PCCs and Chief Constables.

My office and I have established a strong working relationship with the Chief Constable and her chief officer team and together have agreed a 'Single Governance Model' of internal governance, monitoring and scrutiny. I respect and recognise that the Chief Constable's leadership role is essential for success and I expect 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, I co-chair the weekly meetings of the [Joint Executive Board](#) with the chief officer team of Dorset Police. Additionally, myself 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 me. This Board also seeks to understand the reasons for both good and poor performance by examining progress against operational delivery plans and associated policing 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 Protecting Vulnerable People Board, Standards & Ethics Board, Strategic Change Board and the Equality & Confidence Board. The [Joint Independent Audit Committee \(JIAC\)](#) provides independent reassurance to both the Chief Constable and myself over internal financial control matters. The [Ethics and Appeals Sub-Committee](#) undertakes a similar function in relation to professional standards matters and is currently being reviewed with a view to enhancing its roles in the future.

I work closely with partner agencies to monitor services they commission on my 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 I make, including whether the aims set out in this Plan are achieved, primarily through a quarterly performance report to each Panel meeting. My [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 the [OPCC](#) website (www.dorset.pcc.police.uk) and through the Police and Crime Panel meeting reports. Data, including national comparisons such as the 'Value for Money' profiles, is also available on the Government's national [Police.UK](#) crime mapping website.

Her Majesty's Inspectorate of Constabulary (HMIC)

[HMIC](#) independently assesses police forces and police activity on behalf of the public. Their annual inspection programme focuses on a number of key areas of police business as well as incorporating themes or issues that the Home Secretary wishes to be reviewed. Inspections and report findings are a valuable tool for assisting me in assessing Force performance and in holding the Chief Constable to account for the delivery of effective policing locally.

I am also able to commission directly HMIC to undertake a specific inspection of Dorset Police if deemed of benefit.

Independent Police Complaints Commission (IPCC)

The [IPCC](#) oversees the police complaints system in England and Wales and sets the standards by which the police should handle complaints. Most complaints about police officers and staff are handled by the relevant police force, with a right of appeal to the IPCC available where complainants remain dissatisfied with the outcome. Police forces must refer the most serious cases to the IPCC who may then decide to investigate them independently.

The IPCC regularly publishes reports and updates in relation to police complaints and associated issues, such as the use of Force. These are valuable documents in assisting me to undertake my monitoring and scrutiny role. The IPCC also publishes regular 'Learning the Lessons' bulletins which provide key learning points from completed complaints, and their associated investigations, for forces and PCCs to review and act on accordingly.

Recognition of the needs of diverse and potentially vulnerable groups

I have a responsibility to ensure that corporate practices, policies, procedures, decisions and activities do not have an adverse impact on individuals within the community. I also have 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 my 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 that I undertake. This plan has also been equality-impact assessed as part of its development.

My office has a small Community Engagement team 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 my overarching [community engagement and consultation](#) strategy which is designed to consider the needs of individuals and groups.

A pool of community engagement volunteers also assists me in being able to undertake a busy calendar of [engagement events](#) throughout the year.

I work 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. I do this by holding Dorset Police to account on their own duties, both general and specific, under the Equality Act 2010 through my position as co-chair of the People, Confidence and Equality Board. This enables me 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.

I fully support 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, I have identified new areas for Equality Champions, such as a Champion for the Polish Community.

I am 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. One initiative that has already been completed, in conjunction with young people, is the publication of a [Young People's Police and Crime Plan](#).

It is also an aim to maintain a community that is safe, secure and 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.

I am 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, I have pledged to place equality, diversity and human rights at the heart of my work in order to help me to 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, I am accountable to the public for the delivery of efficient and effective policing in Dorset. It is vital that I take into account public views when setting out my plans and priorities.

My office has developed a [community engagement strategy](#) detailing further how I will engage with both the community and wider stakeholders. The OPCC has also developed a [Media and Communications](#) strategy detailing how I will provide information to the public and keep them updated on my role.

Decisions I make and the reasoning behind them are published in the [Decision Log](#) on the OPCC website and are 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. I have hosted a significant number of Forums and Surgeries across Dorset since taking office. Our approach to engagement was acknowledged in March 2014, when I was awarded with the gold award for Public Engagement by [CoPaCC](#) (a national organisation monitoring and scrutinising the work of Police and Crime Commissioners). This was in recognition of the engagement work that I had already undertaken which was considered to be good practice and, in the judgement of the awarding body, placed Dorset as the leading OPCC in England and Wales at engaging with the public across many media, covering thematic as well as general issues.

However, I am always keen to develop and improve my approach to engagement and the focus will now be on a series of monthly '[Community Days](#)' held across the County. Each Community Day will incorporate public meetings and surgeries with visits to the local police station and OPCC supported projects or initiatives contributing towards crime and community safety initiatives. They will also allow for me and my office to spread our reach by including shopping centre and supermarket consultation opportunities as well. It is hoped that this approach will allow me and my staff to interact directly with more members of the community, provide a specific focus on an area of the County, and make the best use of my time.

Digital engagement is also fundamentally important which is why I commissioned the development of a new PCC website, launched in January 2015, to provide clearer, more accessible and more engaging information online. I was therefore delighted that the work of my Communications and Engagement Team was recognised externally, winning two silver distinctions in the prestigious Communicator Awards for the new website, and also receiving a nomination for 'website of the year' in the 2015 UK Public Sector Communications Awards, which recognises innovation and excellence in communications projects. Judges specifically commended the fact that the new bespoke website prioritises engagement with communities across Dorset, by enabling the team to do more consultations and polls to boost interactivity between the public and the office. They also praised the site's accessibility, enhanced transparency and responsive design.

I will continue to develop my Social Media presence as a tool for informing and discussing key issues and utilise on-line surveys as an effective method of consultation.

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.

I want 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. I will continue my 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 I 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.

I am 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 I am keen to recruit younger people to the role.

I fully support Watch groups who play an active role in making their communities safer by running community projects, securing funding, working with Safer Neighbourhood Teams (SNTs) 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. I am 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 that I wish to encourage during my term of office.

You can contact me in a variety of ways:

Via the OPCC Dorset website [click here](#)

By phone: (01202 or 01305) 229084

By email: pcc@dorset.pnn.police.uk

Via Twitter: [@PCCDorset](#)

Via Facebook: [Dorset Police and Crime Commissioner](#)

If you need to contact me 'in confidence' you can email ContactPCC@PCCDorset.org.uk

High level strategic assessment

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.

In 2014/15, the three CSPs in Dorset worked together to produce a single 'Pan-Dorset' Partnership Strategic Assessment (PSA) for the first time. 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 identified as at September 2014 are:

- violent crime, incorporating:
 - addressing serious sexual offences, including those against children
 - addressing domestic abuse, and reducing repeat victimisation
 - addressing alcohol-related and public place violence, disorder and harm;
- anti-social behaviour, with a focus on individuals and communities identified as being at the greatest risk of harm;

Opportunities for cross-agency joint working and collaboration

My role offers an important opportunity to enhance partnership working by taking on 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 me and other partner agencies, such as Bournemouth Borough Council and the Chamber of Trade and Commerce, and I will continue to work hard with partners to enhance service delivery in 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. I am represented on all of the local CSPs and will continue to work closely with them on shared aims, priorities and outcomes.

I sit on the Dorset Criminal Justice Board (DCJB) which brings together the chief officers of the criminal justice agencies, to co-ordinate activity, and to deliver an efficient and effective criminal justice system locally. I am involved in developing a number of emerging and ongoing approaches to improving the criminal justice process, such as greater use of out-of-court disposals, the extended use of restorative justice and the introduction of a public-influenced Community Remedy process for tackling low-level crime and anti-social behaviour.

An External Scrutiny Panel also meets regularly to review and consider the use of Out of Court Disposals locally to ensure that these options are being used effectively and appropriately.

Work continues in exploring the potential creation of a single strategic body across Bournemouth, Dorset and Poole, where Community Safety and Criminal Justice issues can

be addressed in one place. It is hoped that these new arrangements may be introduced during 2015/16.

Beyond these arrangements, my office and I will continue to work closely with a broad range of statutory, non-statutory and voluntary organisations, both locally and nationally, to further enhance community safety and criminal justice matters in Dorset.

My approach to Commissioning and Partnerships

In addition to the functions provided directly by the Force, I am engaged with partners in other statutory organisations, with the voluntary sector, and with other providers of services to help carry forward Plan priorities. In this way, I not only directly support service delivery, but also help to join up some of the effective work that is being delivered by individual organisations, thereby capitalising on economies of scale and achieving greater value for money.

My [approach to commissioning](#) focusses upon the priorities that have been identified and published within this Police and Crime Plan. The priorities have been determined through analysis of key information at both a local and a national level (commonly known as 'strategic assessments'); together with consultation with Dorset Police, with other partner organisations and with members of the public. Utilising the funding available to me, a range of worthwhile projects and initiatives that address one or more of these priorities, is commissioned.

The current budget comprises of funding streams and grant allocations that the government provides to enhance community safety at a local level as well as for specific areas of work such as in support of victims of crime, providing restorative justice coordination, encouraging innovation etc and I continue proactively to seek to repeat the success of previous years in being awarded some of these limited allocations for the benefit of Dorset's communities.

In addition to the main commissioning budget, I 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. The [Safer Dorset Fund \(SDF\)](#) has also been established by utilising some of this funding, which allows community based charitable organisations and other non-statutory providers the opportunity to bid for small grants.

In the financial year 2014/15 I managed to secure over £2.4 million of funding over and above the core policing budget to enhance the delivery of services in Dorset. Over 45 different projects have been supported across broadly 10 key themes, further detail of which can be found on the [OPCC website](#). My team and I will naturally explore further opportunities for securing additional funding to contribute to our community safety work in Dorset. The employment of a dedicated Development Manager in 2014, a joint resource for Dorset Police and OPCC, will specifically focus on this and other means of income generation.

Strategic Alliance

In December 2013 the Chief Constable and I, along with counterparts in Devon & 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 I 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. The key objectives of the programme are to:

- Protect ongoing service delivery to the public
- Ensure delivery against the PCCs' Police and Crime Plans
- Retain a local policing service/approach
- Increase resilience around our Strategic Policing Requirement
- Maximise value for money
- Achieve cost reduction (by 2017/18 at least £12m annually)
- Maximise opportunities for the ongoing personal/professional development of our staff

In June 2014, I considered (along with the Chief Constable and counterparts in Devon and Cornwall) outlining business cases for a number of different aspects of policing which will review the potential financial, operational and cultural benefits of a Strategic Alliance. The decision was then taken to move towards detailed business cases, in order to more fully explore the options for closer collaboration on service delivery by the two forces. There are 26 business areas being explored, including Operational Support and Planning; Contact Management; Criminal Justice & Custody; Finance; Estates; and Administrative Support. These detailed business cases started to come forward for consideration in late 2014.

In March 2015, I, the Chief Constable and our Devon & Cornwall counterparts [signed an agreement](#) under Sections 22 and 23 of the Police Act 1996 to formalise the Strategic Alliance, the first time that this has happened since the introduction of PCCs. This is a legal agreement for the two force areas to work together as preferred partners whilst retaining separate force identities and local accountability.

As further momentum and change occurs under the Alliance, I will then 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 [South West Police Procurement Department \(SWPPD\)](#) 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.

I warmly support 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 I 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.

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:

- Terrorism
- Serious and Organised Crime (including cyber-crime)
- A national cyber security incident
- Threats to public order or safety
- Civil emergencies
- Child sexual abuse

I am 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.

The SPR requirements are primarily addressed locally through Priority 3 within this Plan.

Finance and Resources

Our commitment to value for money

I am 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:

- The Strategic Alliance programme with Devon & Cornwall Police.
- Ensuring officers and staff are used as effectively as possible to deal with operational demands. A number of internal change programmes are the current mechanism for achieving this and the Commissioner attends the Strategic Change 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 me with reassurance in respect of our internal control measures and the financial environment. The committee also now has additional joint meetings with Devon & Cornwall's equivalent committee to share risks, best practice and to oversee the Strategic Alliance work.

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 soon due to review the police funding formula and I am delighted to have been invited to sit on the review panel so that I can 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. I also continue working with local partners to secure additional local funding to support the delivery of this Plan wherever possible.

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 previous 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. The outcome of the General Election in 2015 has resulted in a majority Conservative Government until 2020, and whilst the scale of future reductions is not yet known, there appears little doubt that further cuts to funding will be made to the police service. The additional budget to be announced by Government on 8 July 2015 is likely to provide a much clearer picture of future cuts.

Nationally, police forces currently receive around 70% of their funding from Central Government and 30% from the policing precept element of 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 four years, grant funding was provided to police force areas that agreed to freeze their Council Tax precept. A 2% cap on Council Tax increases was also implemented, with a referendum required for any proposed increases above this. Dorset Police Authority accepted the Council Tax Freeze Grant for 2011-12 which was equivalent to a 2.5% increase in Council Tax precept. This made them eligible for a grant of around £1.3m for the four years of the spending review period. A similar scheme was offered for 2012-13 with a Freeze Grant equivalent to 4% on offer if the precept was frozen, equivalent to £1.6m. The key difference was however that this funding was one-off ie offered for 2012-13 only. This funding was therefore lost from the budget from 2013-14 onwards. For 2013-14 and 2014-15 the Freeze Grant on offer was only equivalent to 1%, with significant uncertainty around whether this would be only payable for a limited period. This, coupled with the level of cuts being imposed by central government and my desire to invest in a number of initiatives, meant that the Freeze Grant was rejected and increases of 1.95% and 1.96% in Council Tax were made.

Despite much speculation that the referendum limits would be cut for 2015-16, the limit remained at 2% and the Freeze Grant on offer at 1%. It also appears that the 2015-16 freeze grant will now be added to the funding baseline whereas it was only originally anticipated that it would be payable for 1 year. However, treatment of all of these grants will be subject to the next spending review which is expected later in 2015.

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 2015/16.

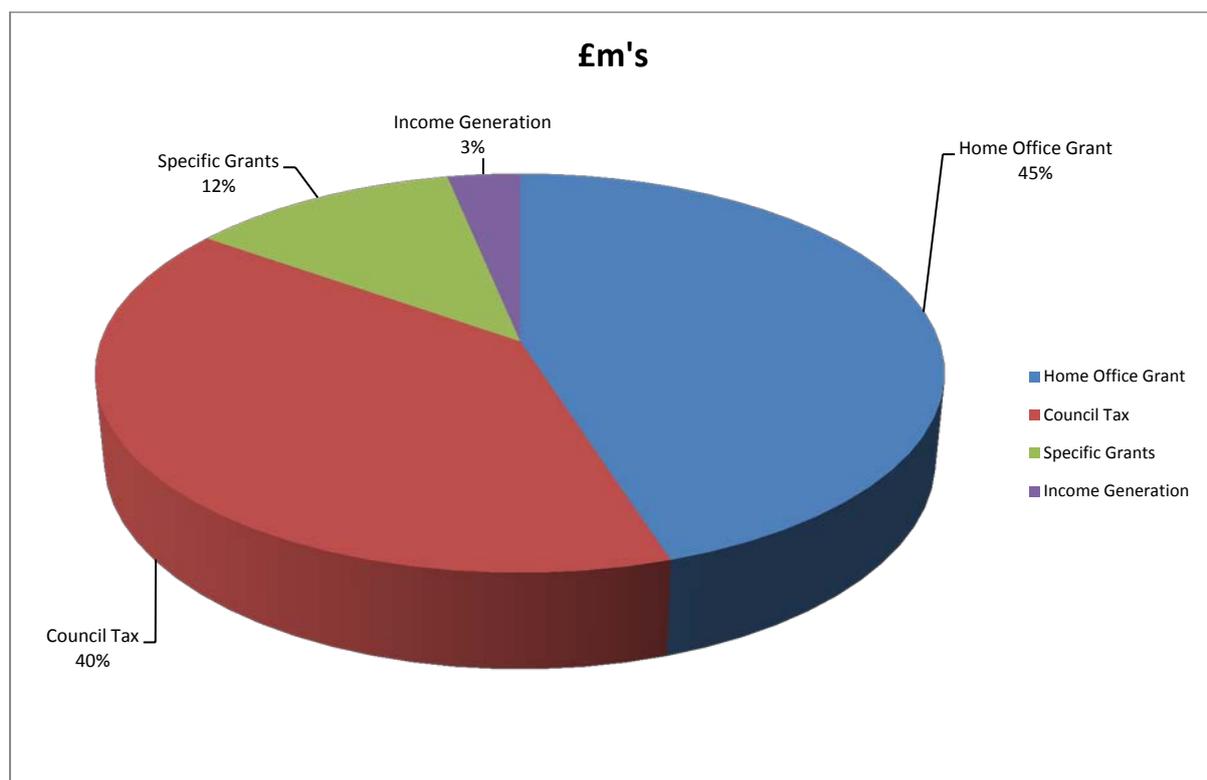
This disproportionately low level of central funding means that the reduction in central funding announced in the Comprehensive Spending Review was projected to result in a slightly lower than average reduction in Dorset Police spending over the CSR period. However at £22.5m (18%) it clearly still represented 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. Reserves set aside for specific policing purposes (Specific Reserves) are also the lowest of any police force in the country. £6.9m of savings were achieved in 2014/15, on top of the £19m already achieved in the preceding three years. A further £5m of savings have been identified and removed from the base budget in 2015/16.

In addition to the savings already achieved, and planned to be achieved, it is clear from the new Government's manifesto that funding reductions will continue until at least 2017/18. Plans for this 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.

Budget and core assets



Revenue Budget 2015/16

The planned revenue budget for 2015/16 is £110.855m, a reduction of around £2.5m from 2014/15. When the budget was set last year, an undertaking was given to review the key areas of expenditure with a view to driving our additional savings and if possible freezing Council Tax for 2015/16.

Part of the review was to introduce a more risk based approach to budgeting, removing the risk of an under-spending occurring in year which was occurring partly as a result in the time taken to recruit new officers albeit in a reducing workforce.

This review led to:-

- A significant increase in the recruitment of officer numbers to get ahead of the curve and reduce this risk;
- A review of the capital programme and how it is financed, particularly in light of significant capital receipts anticipated from the sale of surplus properties over the next few years;
- A reduction in several demand-led budgets, eg Major Operations / Insurance where specific reserves are in place to deal with any significant variations which are difficult to predict and might occur during the year.

The loss of grant funding from Government for 2015-16 was £3.2m and additional cost pressures increased the total budget gap to around £5m.

A significant increase in the taxbase within Dorset helped to offset part of this. The increase for the year was 1.5%, compared to an estimate of 0.6%. The largest rise was within Bournemouth which saw an increase of around 3%.

The savings set out above, plus additional council tax income, meant that only a small reduction in officer numbers was necessary to balance the budget for 2015-16. With the significant increase during 2014-15 this still leaves numbers higher than previously anticipated and will mean some recruitment of new officers during the year to partly offset the reductions occurring through natural turnover.

Two options were considered in setting the precept for 2015-16 which were either to:-

- accept the freeze grant on offer from the Government of around £574,000, equivalent to a 1.1% increase in Council Tax; or to
- increase the Council Tax by 2%, raising around £1.03m.

Whilst the second option would have provided an additional £429,000 in funding, the whole £1.03m would have come from council taxpayers rather than £574,000 in grants from government. The Commissioner therefore made the difficult decision to freeze the policing element of Council Tax for 2015-16 at £187.11 for a Band D property.

The Commissioner has allocated the following budgets to the Chief Constable, for 2015/16:

| Command | Section | 2014/15 £000's | 2015/16 £000's |
|---|---------------------------------------|-------------------|-------------------|
| Territorial Policing | Community Engagement and Partnerships | 708 | 663 |
| | Neighbourhood Policing | 11,452 | 10,729 |
| | Response Policing | 23,351 | 24,616 |
| | Territorial Policing Command | 627 | 559 |
| | Safer Schools and Communities | 268 | 307 |
| Territorial Policing Total | | 36,405 | 36,874 |
| Crime & Criminal Justice | Crime and Criminal Justice Command | 1,493 | 1,302 |
| | Criminal Justice | 7,537 | 7,793 |
| | Intelligence | 3,912 | 5,054 |
| | Investigations | 12,594 | 12,719 |
| | Specialist Investigations | 4,935 | 6,345 |
| Crime & Criminal Justice Total | | 30,470 | 33,213 |
| Operational Support | Air Support Unit | 889 | 864 |
| | Armed Policing | 2,743 | 3,242 |
| | Operational Support Command | 630 | 891 |
| | Counter Services | 909 | 439 |
| | Dog Section | 781 | 763 |
| | Force Command Centre | 7,055 | 8,264 |
| | Information Management | 395 | 377 |
| | Licensing | 185 | 43 |
| | Marine Unit | 147 | 194 |
| | Operational Contingency Planning | 1,930 | 2,150 |
| | Operational Support | 169 | 523 |
| | Safety Education Enforcement Services | (419) | (1,278) |
| | Traffic Patrol | 2,600 | 2,708 |
| Operational Support Total | | 18,014 | 19,179 |
| Support Services | Administrative Services | 1,315 | 1,168 |
| | Business Change | 953 | 704 |
| | Communications | 295 | 354 |
| | Corporate Development | 574 | 565 |
| | Estates and Building Services | 7,050 | 6,911 |
| | Finance | 692 | 709 |
| | Governance | 2,613 | 2,323 |
| | Human Resources | 2,294 | 1,290 |
| | Information Systems | 4,421 | 2,897 |
| | Learning and Development Unit | 2,521 | 2,768 |
| | Procurement | 918 | 282 |
| | Professional Standards | 1,945 | 2,018 |
| | Service Support Desk | 246 | 171 |
| | Transport | 2,170 | 1,417 |
| Support Services Total | | 28,006 | 23,578 |

| | | | |
|---|------------------------------|----------------|----------------|
| Office of the Police & Crime Commissioner (OPCC) | Cost of the OPCC | 858 | 870 |
| Office of the Police and Crime Commissioner (OPCC) | | 858 | 870 |
| | Commissioning Fund * | 309 | 609 |
| | Community Safety Fund | 555 | 555 |
| | Victims and RJ Commissioning | 418 | 720 |
| | Victims and RJ Grant | (418) | (720) |
| OPCC Commissioning Funds | | 864 | 1,164 |
| Central Costs | | (1,225) | (4,023) |
| Grand Total | | 113,391 | 110,855 |

* Note: The commissioning fund for 2015-16 includes the £300k Local Innovation Fund which was funded from the Council Tax policing precept increase in 2014-15 and held in the capital budget for that year.

Capital Budget 2015/16

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 2015/16 capital programme are as follows:

| | 2014/15 £000's | 2015/16 £000's |
|----------------------------------|-------------------|-------------------|
| Vehicle Replacement Programme | 1400 | 1,000 |
| Building Works | 660 | 1520 |
| Information Systems | 3,590 | 1,408 |
| Specialist Operational Equipment | 900 | 300 |
| Grand Total | 6,550 | 4,228 |

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 see a small reduction in police officer numbers in 2015/16 which will be achieved through natural turnover.

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 (FTE) | 31/03/15 (FTE) | 31/03/16 (FTE) | 31/03/17 (FTE) | 31/03/18 (FTE) | 31/03/19 (FTE) |
| Officers | 1,463 | 1,263 | 1,221 | 1,177 | 1,133 | 1,133 |
| PCSOs | 163 | 155 | 155 | 155 | 155 | 155 |
| Staff | 1,069 | 878 | 874 | 826 | 778 | 778 |
| Total Workforce | 2,695 | 2,296 | 2,250 | 2,158 | 2,066 | 2,066 |

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:

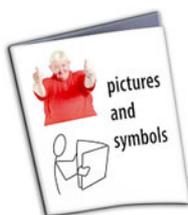


TRANSLATIONS
AVAILABLE

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



A number of key pieces of information, referred to in this document are already available in British Sign Language (BSL) on the Force website www.dorset.police.uk. Look for the logo on the Dorset Police website homepage.



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

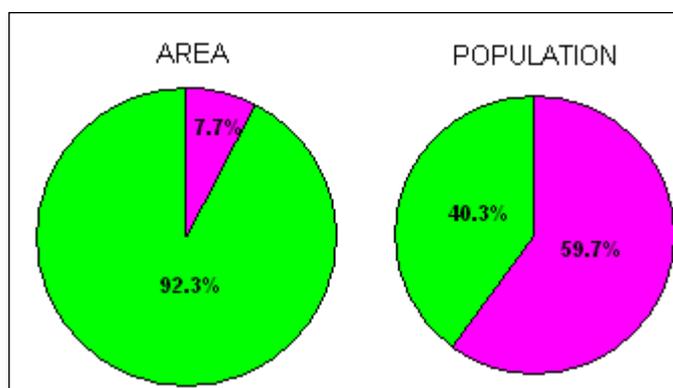
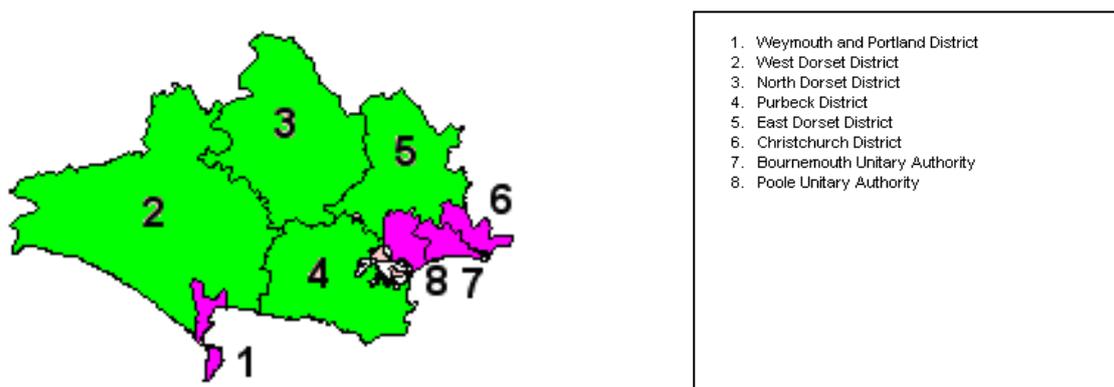


Appendix 1

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, although only 7.7% of Dorset's total area being classified as 'urban'; However, more than half of the Dorset population (59.7%) live within these urban areas, with the remaining 40.3% of the population living in rural areas of the County (West Dorset, East Dorset, Purbeck and North Dorset).



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 serves around 700,000 passengers each year currently.

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 attract 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. Rural theft cost an estimated £44.5 million in the UK during 2013, an increase of 5.2%, with the cost of livestock theft rising by 25% across the UK. These made 2013 one of the worst years on record for these crime types.

Appendix 2 – Priority outcomes and 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:

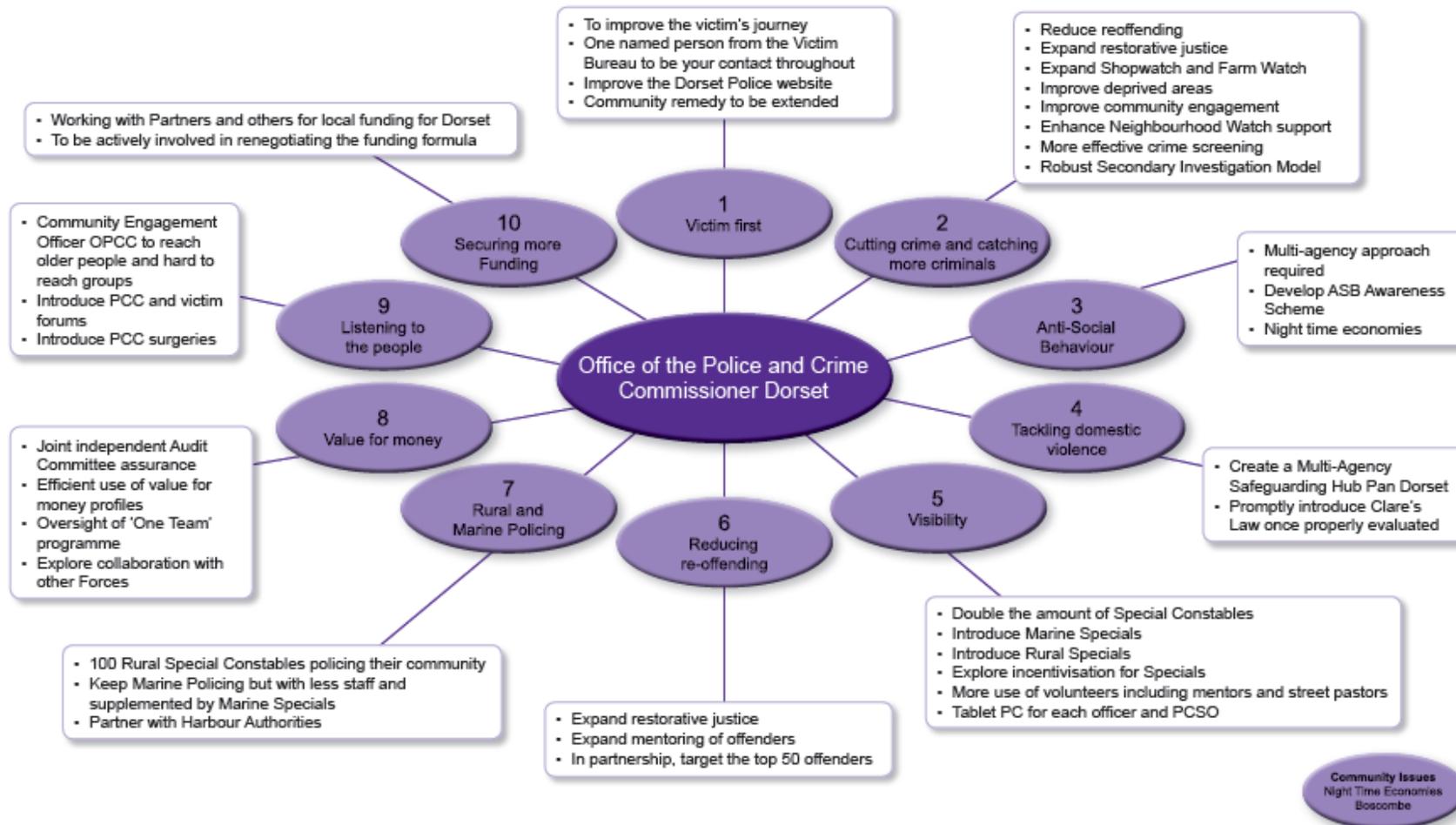
- Number of Special Constables recruited and hours worked by them
- Number of volunteers
- Percentage of people who agree that the Police are dealing with community priorities

Appendix 3 Partnership Outcomes

| |
|---|
| <p>Priority: Reduce the number of victims of crime and anti-social behaviour</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • 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 |
| <p>Priority: Reduce the number of people seriously harmed in Dorset</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • 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. |
| <p>Priority: Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • Cross-border threats tackled with regional and national partners. • Help provided by the community and local partners to identify those people who may be attracted to terrorism or domestic extremism. • Partners play a key role in helping to protect the public from organised crime. |
| <p>Priority: Reduce reoffending</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • 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 |
| <p>Priority: Increase people's satisfaction with policing in Dorset</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • 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 |
| <p>Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset</p> <p>Partnership outcomes:</p> <ul style="list-style-type: none"> • 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. |



Police & Crime Commissioner for Dorset – Commitments



GLOSSARY

| | |
|---------------|---|
| ACPO | Association of Chief Police Officers |
| ADS | Alcohol Diversion Scheme |
| AONB | Area of Outstanding Natural Beauty |
| APCC | Association of Police and Crime Commissioners |
| ASB | Anti-Social Behaviour |
| BME | Black and Minority Ethnic |
| BSL | British Sign Language |
| BWV | Body Worn Video |
| CA | Countryside Alliance |
| CCTV | Closed Circuit Television |
| CJS | Criminal Justice System |
| CLA | Country Land & Business Association |
| CoPaCC | Comparing Police and Crime Commissioners |
| CRC | Community Rehabilitation Company |
| CSA | Child Sexual Abuse |
| CSE | Child Sexual Exploitation |
| CSP | Community Safety Partnership |
| CSR | Comprehensive Spending Review |
| CSS | Community Safety Survey |
| CSW | Community Speed Watch |
| CTAM | Community Threat Assessment Matrix |
| DA | Domestic Abuse |
| DBC | Detailed Business Case |
| DCJB | Dorset Criminal Justice Board |
| DDCCRC | Dorset, Devon and Cornwall Community Rehabilitation Company |
| DEMS | Digital Evidence Management System |
| DFRS | Dorset Fire and Rescue Service |
| DSRSP | Dorset Strategic Road Safety Partnership |
| EI | Early Intervention |
| EMRO | Early Morning Restriction Order |
| FCC | Force Command Centre |
| FGM | Female Genital Mutilation |
| FM | Forced Marriage |
| FMCP | Financial Management Code of Practice |
| FOI | Freedom of Information |
| FTE | Full-Time Equivalent |
| GP | General Practitioner |
| HBV | Honour Based Violence |
| HMIC | Her Majesty's Inspectorate of Constabulary |
| HT | Human Trafficking |
| ICO | Information Commissioner's Office |
| ICV | Independent Custody Visitor |
| ICVA | Independent Custody Visiting Association |
| IDVA | Independent Domestic Violence Advisor |
| IMD | Index of Multiple Deprivation |
| IOM | Integrated Offender Management |

| | |
|----------------|--|
| IPCC | Independent Police Complaints Commission |
| ISVA | Independent Sexual Violence Advisor |
| IS / IT | Information Systems / Information Technology |
| JIAC | Joint Independent Audit Committee |
| KSI | Killed or Seriously Injured |
| LGBT | Lesbian, Gay, Bisexual and Transgender |
| LNL | Late Night Levy |
| LRF | Local Resilience Forum |
| LSAB | Local Safeguarding Adults Board |
| LSCB | Local Safeguarding Children Board |
| MASH | Multi-Agency Safeguarding Hub |
| MHA | Mental Health Act |
| MPU | Missing Person Unit |
| MTFS | Medium Term Financial Strategy |
| NCA | National Crime Agency |
| NCCU | National Cyber Crime Unit |
| NFU | National Farmers Union |
| NHS | National Health Service |
| NJP | Neighbourhood Justice Panel |
| NPS | National Probation Service |
| NTE | Night-Time Economy |
| OCGs | Organised Crime Gangs |
| OoCD | Out of Court Disposal |
| OPCC | Office of the Police and Crime Commissioner |
| PCC | Police and Crime Commissioner |
| PCP | Police and Crime Plan or Police and Crime Panel |
| PCSO | Police Community Support Officer |
| PFI | Private Finance Initiative |
| PND | Penalty Notice for Disorder |
| POLIT | Paedophile On-Line Investigation Team |
| POR | Positive Outcome Rate |
| PRSRA | Police Reform and Social Responsibility Act 2011 |
| PSA | Partnership Strategic Assessment |
| RCCU | Regional Cyber Crime Unit |
| RDOP | Road Death Overview Panel |
| RJ | Restorative Justice |
| ROCU | Regional Organised Crime Unit |
| RSPCA | Royal Society for the Prevention of Cruelty to Animals |
| SA | Strategic Alliance |
| SARC | Sexual Assault Referral Centre |
| SDF | Safer Dorset Fund |
| SMI | Serious Mental Illness |
| SNTs | Safer Neighbourhood Teams |
| SPR | Strategic Policing Requirement |
| SRU | Safeguarding Referral Unit |
| SR2013 | Spending Round 2013 |
| SSCT | Safe Schools and Communities Team |
| SSSI | Site of Special Scientific Interest |

| | |
|---------------|---|
| SWPPD | South West Police Procurement Department |
| YOTs | Youth Offending Teams |
| ZEPHYR | The South West Regional Organised Crime Unit – see ROCU |