

PCC Dorset

The Office of the Police & Crime Commissioner

Dorset, Bournemouth and Poole **Police and Crime Plan**

April 2013 – March 2017



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I am proud to have been elected the first Police and Crime Commissioner for Dorset.

I am committed to working with the Force, the public and partners to move our county forward, to help cut crime and make it a great place to live and work.

By working together we can keep Dorset safe.

Introduction

I am proud to have been elected the first Police and Crime Commissioner for Dorset.

I am committed to working with the Force, the public and partners to move our county forward, to help cut crime and make it a great place to live and work.

By working together we can keep Dorset safe.

It is my job to shape the future of policing in Dorset and this Police and Crime Plan sets out how I will do that over the term of my office.

My plan is informed by understanding local needs and consideration of the views of the public, partners, other stakeholders and victims. In particular it embraces views collected during the PCC election campaign, which formed the basis of my PCC manifesto.

The plan lays out the clear priorities I have set for the Chief Constable and I will hold her to account for their delivery. It is a living document and may change in order to meet new challenges, threats and opportunities. The activity described within will take place throughout my term in office; some things will be achieved quickly while others will take longer.

My priorities for Dorset include reducing the number of victims of crime and anti-social behaviour, reducing the number of people seriously harmed, reducing re-offending and protecting the public from serious threats whether these are local, regional or national.

We are living in difficult times economically and the Force has taken its share of cuts. However, it is my priority to maintain an efficient and effective force which understands and responds to the needs of the community. But I also want to increase people's satisfaction with policing in Dorset and to create a more visible force which operates in the heart of the community; fighting crime and providing reassurance to communities.

I will work to achieve better coordination between Dorset Police and other criminal justice and community safety partners

I want a Dorset where people feel safe in their homes and communities.

That is my vision for policing; and that is what I aim to deliver.

Martyn Underhill
Police and Crime Commissioner for Dorset

Executive Summary

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

It describes how I, on your behalf, will hold the Chief Constable to account for operational policing and how I will 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.

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.



Chief Constable Debbie Simpson and Police and Crime Commissioner Martyn Underhill

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.

My full vision is included in the plan below.

It describes what I want to see in Dorset by the end of my term in office.

Values

I share and support the Dorset Police values of;

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

Priorities

At the core of the priorities is my manifesto which was drawn up in response to the issues the people of Dorset described during my election campaign.

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

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

My Key Priorities are to work in partnership with our communities and relevant agencies to:

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



The Budget

I have set the annual policing budget for 2013/14 including the policing precept element of Council Tax which will increase by 1.95%. In setting the Policing Precept for the year, I have sought to balance the desire to keep the Council Tax low whilst ensuring Dorset Police is adequately resourced to meet the needs of the public, in the context of reduced national funding.



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. They must be issued as soon as practicable after the commissioner takes office and before the end of the current financial year (31 March 2013).

This plan covers the period up to the end of the financial year in which the next commissioner election is expected to take place i.e. until 31 March 2017.

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

Police & Crime Commissioner's functions & responsibilities

The overarching role of the PCC is to cut crime and ensure the delivery of an effective and efficient police service in Dorset. I was elected by the public and a crucial part of my role is to listen to your needs 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.

I set out the local priorities for the period that I am in office. I agree the annual policing budget, including setting the policing precept element of the council tax.

I will also be required to publish an Annual Report, outlining my achievements and the progress made in meeting the objectives of this plan.

There are many organisations who 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 will therefore be 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 the PCC, Community Safety Partnerships and local Criminal Justice agencies and a requirement for each to take account of the other's strategic priorities.

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.

All PCCs are required to contribute towards tackling wider national and international threats, such as terrorism and serious 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

A Police and Crime Panel has also been established with the principal role of providing a 'check and balance' to my role and to provide support in the undertaking of my duties.

The Panel has elected representatives (*councillors*) from each of the local authorities (*County, Unitaries and Districts*) together with independent members. Their details can all be found on the Dorset PCC website – [click here](#)

The Panel scrutinises my actions and decisions and ensures that relevant information is made available to the public, so that the public is better able to hold me to account. The Panel will not scrutinise the performance of the Force - that is my role.

The Panel is required to primarily focus their 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 and the media. Information considered at these meetings is made publicly available.

My 5 Year Vision and Strategic Objectives for Dorset, Bournemouth and Poole

WORKING TOGETHER TO KEEP DORSET SAFE

1) To Improve Care for Victims of Crime:

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 the journey.

A place which supports victims, including those who do not report crime to agencies.

2) To Prevent Crime:

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.

3) To Reduce Re-Offending:

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 restorative justice is championed.





My Key Priorities

My key priorities underpin the achievement of my vision.

At the core of the priorities is my manifesto which was drawn up in response to the issues the people of Dorset described during my election campaign. The priorities have also been informed by a number of other sources - consultation with over 3500 local residents, surveying over 2700 victims, identifying which threats cause the greatest harm in Dorset and reviewing current performance and progress. In addition, the priorities of Dorset's Community Safety Partnerships have been taken into account to allow for consistency in focus across the whole of Dorset.

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

4) To Involve the Public:

A place where the public come first.

A Force that embraces Neighbourhood Policing across Dorset.

A Force that interacts with the public at all levels.

A Force that embraces citizens in their team.

A community that is encouraged and supported to keep themselves and others safe e.g through increased involvement in Watch schemes.

partnership, income generation, Government grants and sponsorship.

A Force that seeks to collaborate at all levels with other Forces and partners to improve efficiency and effectiveness.

A Force that is professional at all times and acts according to its values.

A Force which is transparent and endeavours to listen, learn and improve.

A Force which respects the needs of the diverse communities we serve.

5) To Ensure a Focused and Efficient Force:

A Force delivering a scalable model of effective policing in partnership.

A Force that maximises new funding streams through

A Force that embraces the particular needs and requirements of coastal, rural and urban policing.

A Force committed to focusing all of its resources on achieving this plan and providing a firm platform for the longer term.



MY 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

- 42% of people are worried about their house being burgled; 44% are worried about their shed or garage being broken into.
- 85% of people surveyed in Dorset said they were not a member of any Watch scheme.
- There has been an increasing number of burglaries to garden sheds and garages over the last 2 years.
- 96% of people surveyed feel safe living in Dorset. 42% of people surveyed in Dorset are worried about anti-social behaviour.
- At the end of 2012 there were over 800 fewer repeat callers about anti-social behaviour than the previous year.
- The number of thefts from vehicles has been increasing since 2011/12.

Putting the victim first is top of the list of my manifesto commitments. Having fewer victims is the key outcome but it is equally important to ensure care and support is given to those who suffer crime and anti-social behaviour.

This priority also focuses activity to reduce the risk of becoming a victim or offender faced by people who repeatedly go missing from home or who are suffering from mental ill-health issues. A large proportion of Police time is taken up in trying to ensure that such vulnerable people are safe and more can be done in partnership to prevent high risk incidents from occurring in the first place.

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

Much progress has been made in relation to ASB but there is still work to be done to ensure that all agencies with information about the vulnerability of people and the risks they face share that information effectively.



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 pledged to raise the proportion of all offences that are resolved to a third over the course of this plan. This will be achieved through more effective crime screening and improved investigation of solvable crimes.
- We will establish a Victims Bureau to ensure support is provided throughout the victim journey.
- We will improve the Dorset Police website so that victims have ready access to the information they need.
- We will work with partners to expand 'early intervention' from birth, enabling parents and children to make positive choices and improve outcomes for children.
- Victims will be more involved in deciding how offenders who commit crime and ASB are dealt with.
- We will 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.
- We will ensure that the offenders who pose the highest risk of reoffending have the opportunity to be mentored to support them away from a life of crime.
- We want to spread the success achieved by Watch groups in some neighbourhoods across all of Dorset especially groups such as Neighbourhood Watch, Community Speedwatch, Shopwatch and Farmwatch.
- We will explore an ASB awareness scheme so that offenders can be more informed about the impact of their offending.
- We will offer support and alternatives to street sex workers to help them change and enforce the law on 'kerb crawlers'.

What results are we seeking to achieve?

- A reduction in recorded crime in Dorset.
- All relevant agencies consistently share information and contribute to lasting solutions to problems.
- Improved victim satisfaction.
- Communities feel safer and are involved in the work to maintain and enhance that safety.
- More offenders stopping or reducing their offending.



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

Key facts

- In 2011/12 Dorset recorded 99 most serious violent crimes. They range from Grievous Bodily Harm with intent, to murder.
- In 2011/12 there was a 25% reduction in the number of serious sexual offences recorded in Dorset.
- In 2011/12 Dorset recorded 2,885 Domestic Abuse Crimes. 653 of these crimes involved victims who had already suffered from Domestic Abuse Crime.
- In 2011/12, 19 people died and 315 people were seriously injured on Dorset's roads as a result of a collision.
- 34% of non-White residents are worried about being a victim of hate crime.
- In 2011/12 there was a 17.3% reduction in alcohol related violent crimes (609 fewer).

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



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

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



What we will do

- Through Operation Protect we will combat the 'binge-drinking' culture, supporting those licensed premises that act responsibly and targeting those that do not.
- With our partners we 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.
- We will identify and target serial perpetrators of domestic abuse and violence, supporting those willing to change.
- We will provide the young members of our community with information in ways that have been shown to reduce the risks they face.
- We will establish a multi-agency safeguarding hub (MASH) to enhance information sharing and risk management.
- We 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.
- More offenders stopping or reducing their offending.
- Improved victim satisfaction.

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 up to £40 billion a year.
- There are a higher number of crack and opiate users per 1,000 population in Bournemouth than the national average.
- In 2011/12 over £2 million of assets were confiscated from criminals in Dorset.

The lead-in to all the priorities that we will 'work in partnership with our communities and relevant agencies' is of particular significance to this priority. The community and partners have a key role in helping to protect Dorset from organised criminals or 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 is a responsibility that extends far beyond the Police Service.

What we will do

- We will 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.
- We will share information with partners wherever possible so that they can effectively play their part in protecting the community from these threats.
- We 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.



- We will ensure that our Safer Neighbourhood Teams and local partners have sufficient information to identify those who may be involved in organised criminality, terrorism or domestic extremism.
- We will ensure that we have people who are adequately trained to support other areas at critical times such as widespread disorder.

What results are we seeking to achieve?

- Criminals will be deprived of their assets where appropriate.
- Communities will be better informed about the risk of terrorism and organised criminality and the part they can play to minimise that risk.
- The risk posed by organised crime groups in Dorset will be reduced where possible.



4. REDUCE RE-OFFENDING.

Key facts

- 47% of adult offenders and 68% of juvenile offenders re-offend within a year of leaving custody.
- In 2011 over 75% of proven offences in England and Wales were committed by someone who had previously been through the criminal justice system.
- In Dorset it is estimated that 23% of offenders sent to prison or in receipt of a non-custodial sentence will go on to commit a subsequent offence.
- In a recent survey of prisoners, 97% expressed a desire to stop offending citing having a job and a place to live as the most important factors.
- In the same survey 59% stated that they had regularly truanted from school, 68% had been unemployed and 64% were using drugs at the time of being sentenced.

This priority is cross-cutting and acknowledges at a strategic level the role played by the Police and others in reducing reoffending. It focuses on the management of those offenders responsible for the highest risk crimes and incidents through all of the priorities.

There is an acknowledged gap within the Criminal Justice System when offenders leave prison and re-enter society. This is especially the case with offenders who are not supervised on licence by Probation i.e. those sentenced to less than a year's imprisonment. I have pledged to ensure that there are effective mentoring services available especially in relation to the criminals who pose the greatest risk to the communities of Dorset.

What we will do

- We 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.

- We will ensure that support for offenders such as effective mentoring is in place.
- We will deal firmly and quickly with those offenders who breach conditions put in place to manage the risk they pose.
- We will explore more advanced tagging of offenders.
- We will identify the top tier of 50 offenders and put mechanisms in place to support them to change.

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.



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

Key facts

- 80.6% of victims are satisfied with the overall service they receive from Dorset Police.
- 31.4% of victims are not satisfied with the way they are kept informed.
- In 2011/12 363 complaints against police were recorded in Dorset.
- Dorset Police answered at least 95% of 999 calls within 10 seconds and 71% of non-emergency calls within 30 seconds between April and December 2012.

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

What we will do

- We will further develop the Victim First programme so that the Criminal Justice journey is a much better experience.
- We will establish a Victims Bureau.
- We will ensure that everyone who seeks assistance is listened to, their needs understood and expectations met where possible.
- We will improve consultation and engagement with all communities to identify and deal with issues together.
- We will publicise what is being done for the benefit of communities.
- Officers and staff will be professional in attitude, the actions they take and their appearance.
- We will increase the visibility of Officers by providing them with technology that will mean more time spent in the community.
- We will aim to get it right first time. If we don't,

we will apologise, learn lessons and make changes where appropriate.

What results are we seeking to achieve?

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



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

Key facts

- 73% of people surveyed said that they did not know their Neighbourhood Police Officers or Police Community Support Officers.
- 40% of Dorset's population live in the rural areas, with 60% living in urban areas.
- 68.8% of people surveyed think Dorset Police is dealing with the things that matter to people in the community.
- There are currently 213 Special Constables working for Dorset Police.
- The Force has an additional pool of 86 volunteers who undertake a variety of different roles.

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.

In recognition of this I have pledged to increase the number of special constables considerably by the end of my period of office. Some of whom will be dedicated to rural and marine areas to provide local, recognisable and accessible contact.

Safer Neighbourhood Teams have done much to enhance the service to victims especially when 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 multi-agency problem solving are crucial. I will play a key role in ensuring that agencies work together and share important information so that effective decisions can be made.



Safer Neighbourhood Teams have an important part to play in all of the priorities. Victims and offenders live on their 'beats', and that includes those affected by organised crime or terrorism.

I am aware of good working relationships between the Force and Neighbourhood Watch Groups in many areas and I aim to ensure that these positive and productive relationships are replicated in all areas.

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.



What we will do

- We will considerably increase the number of Special Constables and explore incentivisation for them.
- We will establish a Force Volunteers Board that will oversee all volunteer engagement and make better use of volunteers including mentors and street pastors.
- We will ensure that the marine, rural and urban communities have appropriate neighbourhood policing.
- We will work closely with specific partners to make our neighbourhoods safer such as with the Harbour Authorities across Dorset's coast.
- We will ensure that, with our partners, preventing and 'designing out' crime and disorder is a priority for our Safer Neighbourhood Teams.
- We will ensure that Safer Neighbourhood Teams are focused on the issues that matter most to you.
- We will keep you informed about their work, sharing success.
- We will involve you in problem solving.

What results are we seeking to achieve?

- You will see continuing success in the reduction of victims of crime and anti-social behaviour, especially people who have suffered repeat offences.
- You will see improvements in how relevant agencies share information to solve problems.
- You will be kept better informed of progress.
- Improved public satisfaction.



How I will monitor performance and hold the Chief Constable to account for operational delivery

The outcomes for each of the priorities in this Plan will be monitored by myself and my team on behalf of the people of Dorset. I will also ensure that relevant information is made available to you so that you are able to easily see how I, the Force and our 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 and the Force on your behalf 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.

I have already established a strong working relationship with the Chief Constable with whom I co-chair the Force Executive Board with her. I recognise that her leadership role is vital and I expect the Chief Constable to encourage, recognise, reward and spread excellence throughout the Force.

In terms of monitoring the outcomes for each of the

priorities contained in my plan, I attend the monthly meetings of the Force Strategic Performance Board. This Board examines performance against each of the targets and indicators contained within the delivery plans and agreed by me. The Board seeks to understand the reasons for both good and poor performance by examining progress against delivery plan activity. It also makes comparisons with previous Force performance, most similar group forces and, where the data is available, nationally.

In addition, I attend a number of other Force Boards that oversee specific areas such as complaints (the Professional Standards Board) and equality and diversity (the People Confidence and Equality Board).

I will also be working closely with partner agencies to monitor services they commission on our behalf and ensure they are meeting the needs of the communities they are designed to serve.

The Police and Crime Panel will be focusing their attention on the important strategic actions and decisions I make, including whether I have achieved the aims set out in this police and crime plan, but the precise format for reporting performance to the Police and Crime Panel has yet to be agreed. My Annual Report will also be a key document for the Police and Crime Panel, and for the public,

setting out the progress which has been made in each financial year in meeting the police and crime objectives in my Police and Crime Plan.

Performance data is available on both the PCC and Force websites and through the Police and Crime Panel meetings. Data, including national comparisons such as the 'Value for Money' profiles, is also available on the Government's crime mapping site available at: www.police.uk



Recognition of the needs of diverse & potentially vulnerable groups

As PCC I have a responsibility to ensure that my 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. My office will arrange for these assessments to be carried out in the development of all relevant practices, policies, procedures, decisions or activities I undertake. This plan has also been equality impact assessed as part of its development.

I have appointed a Community Engagement Officer to ensure that the views of communities are represented in setting local policing priorities and in developing policing services. This Community Engagement Officer has a good

understanding of communities and will assist in the development of an overarching community engagement and consultation strategy designed to consider the needs of individuals and groups.

I work closely with the Chief Constable to ensure that the Force 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 the Force 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 the Force is meeting its requirements under the Act and in turn meeting the equality objectives set out to ensure commitment, engagement and transparency. I am committed to making progress to achieve a representative workforce. Whilst this represents a significant challenge in the current financial context, this remains a key focus for me and I am committed to encouraging participation from all sections of the community. When opportunities arise I am committed to supporting positive action to assist in achieving and sustaining a diverse workforce.

I am fully supportive of the Force initiative of Equality Champions

who are police officers and staff who are 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.

I am committed to the principles set out in the Police and Crime Commissioners Code of Conduct, which I have agreed. This includes my 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 will place equality, diversity and human rights at the heart of my work in order to help me 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.



Emerging Themes

Mental Health

You have told me that Mental Health Provision in Dorset is a concern. I share that view. Whilst we have provision of secure “places of safety” for people in crisis, that provision needs enhancing. I do not think anyone in crisis should be taken to a Police Custody Suite. Sadly they are.

Apart from the fact that I question if a Police Custody Suite is the correct place for a person in crisis, I also realise that this is a huge drain on our shrinking team. I want the health professionals to help us address this issue and I want to work with the two Health and Wellbeing Boards in Dorset to address this.

Troubled Families

Troubled Families are often characterised by no adult in the family in work; children not in school; and family members involved in crime and anti-social behaviour. These families almost always have other long-standing problems which tend to lead to their children repeating the cycle of disadvantage from one generation to the next. Our partners are already working with these families, and intervening well.

I intend to work with our partners to address this issue. I want to work with the Health and

Wellbeing Boards to expand the concept of ‘early intervention’, a scheme that addresses issues from birth, to hopefully improve outcomes for children as they start their life.

Missing People

Missing People are an issue for you and for me. The families left behind are devastated and I want to start introducing support to them, to help them cope. Stage 2 of the Victims Bureau will help address that. The people going missing are also vulnerable and often 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.

We need to work together to reduce this risk and protect the most vulnerable in society. A community that is safe and secure provides a higher level of confidence to those who wish to start or move business to Dorset. This in turn will assist the local economy and be of benefit to all residents.

Cyber Crime and Other Issues

Other areas of criminality that are causing residents in Dorset concern are cyber crime and identity theft in particular, child sexual exploitation, human trafficking and the ongoing theft of metal. The Force is currently gauging the scale of these issues in the County and I will expect appropriate strategies to be put in place where necessary.



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 your views when setting out my plans and priorities.

It is my intention to develop a community engagement strategy detailing further how I will engage with both the community and wider stakeholders. This will be made available on my website once it is published.

I will also develop a media strategy detailing how I will engage with the community and explain my role. This will also be available on my website once it has been published.

Decisions I make and the reasoning behind them will be published on the PCC website and also shared by means of other media such as twitter.

A key area of focus for me is to establish effective methods of communicating, consulting and engaging with you. This is essential not only to understand your views, concerns and priorities with regard to policing matters locally, but also to encourage you to help the Force and other agencies to take ownership of issues and help in solving problems, where appropriate.

Such methods of engagement include victim and PCC Forums, Surgeries and the use of the PCC website for on-line surveys and feedback. Work is well underway for the development of Forums across Dorset. My first PCC Forum was held in Shaftesbury on the 22nd March.

I will not just wait for you to come to me but I will meet with a variety of established groups to hear the voice of all sections of our community. I am particularly keen to engage with the retired and 'hard to reach' groups and I have appointed a Community Engagement Officer to ensure that I am able to do so.

Recognising that some community issues can involve very detailed and complex multi-agency issues, I am exploring a proposal to introduce the concept of an unpaid voluntary PCC Advocate. Such an Advocate would be able to support my work and extend my reach to facilitate communication between the PCC and the community to address a particular community issue. The concept will first be trialled in Boscombe and, if successful, will potentially be extended to other areas.

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 safely intervene 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 am keen to build on their number and explore new ways of deploying willing citizens, such as Special Constables specialising in particular areas of policing like marine or traffic.

As Dorset's Police and Crime Commissioner, I am 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.

I fully support Watch groups who make their communities safer by running community projects, securing funding, working with safer neighbourhood teams or simply looking out for neighbours' homes and being the eyes and ears of the community. There are many areas across the County where Watch schemes are thriving but there are others where this is not the case. I am keen to ensure that all areas are provided with the support they need to come up to the level of the best.

There are many reasons why people chose 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 I very much wish to encourage during my term of office.

I want to empower the Force to effectively police the community and empower the community to police themselves. 1 in 10 people in Dorset undertake some form of voluntary work. I aim to increase volunteering in the Force to reflect this untapped potential.

In terms of public contact with my office since becoming Dorset's PCC I am receiving around 150 contacts from the public each week and I welcome more.

You can contact my team and I in variety of ways;

Via the website [click here](#)

By phone:

(01202 or 01305) 223966

By email:

pcc@dorset.pnn.police.uk

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

Pledges

As a candidate for the PCC elections, I was asked to indicate my support to a number of pledges which are listed below. Whilst appreciating the need to show some caution, particularly if an element of one pledge might conflict with another, I welcome the opportunity in this Police and Crime Plan to confirm my continuing support to the overall focus of these pledges. I will look at future pledges on their own merits to decide which of them I am prepared to support on your behalf.

- Barnado's - Cut them Free (Child sexual exploitation campaign)
- Countryside Alliance (Rural Crime Matters)
- ENGAGE briefing (Most urgent priorities in policing affecting British Muslims)
- International Fund for Animal Welfare (IFAW) - Wildlife Crime
- Mencap - Stand by me - ending disability hate crime

- together
- RSPCA – Animal welfare charter
- Living Streets – making the streets safer for pedestrians

High level strategic assessment findings cross-agency

The Force's Community Threat Assessment Matrix (CTAM) has been taken as the basis for Community Safety Partnership 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.

The top threats identified through the October 2012 Partnership Threat Assessment Matrix mirrored those highlighted by the Force's CTAM; Anti-Social Behaviour (ASB), domestic abuse, serious sexual offences, alcohol related violence and dwelling burglary. Drug dependence was also measured and this was similarly high across the three CSP areas. Recognition of these threats will be reflected in the Strategic Assessments and subsequent annual priorities of the Community Safety Partnerships for 2013/14.

Opportunities for cross-agency joint working and collaboration

My election as Police and Crime Commissioner offers an opportunity to enhance partnership working by me having a lead role in promoting and enabling 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, Bournemouth Borough Council and other partner agencies such as the Chamber of Trade and Commerce.

Ensuring an effective policing contribution with partners to regional and national arrangements to protect the public from cross-boundary threats in line with the Government's national Strategic Policing Requirement is another key aspect of partnership working which will involve me and Dorset Police.

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 re-offending. I will work closely with the CSPs on shared aims, priorities and outcomes. From April 2013 community safety funding that supports the work of the CSPs

will be provided through me.

I will also work closely with the Dorset Criminal Justice Board. It brings together the chief officers of the Criminal Justice agencies to co-ordinate activity to deliver an efficient and effective criminal justice system locally. A current example of our work is the project to develop the mentoring of offenders towards the priority of reducing reoffending.

From April 2014 funding to support the commissioning of victim services locally will be held by me. Work will be instigated with the services that support victims such as Victim Support, Independent Domestic Violence Advisors, Independent Sexual Violence Advisors and other key partners to ensure that an effective service is provided to both victims of crime and witnesses.

As detailed in my manifesto a pilot has been trialled within Dorset to promote the sharing of information in respect of

domestic abuse through a Multi-Agency Safeguarding Hub (MASH) involving a number of partner agencies to provide better support for victims and their families. It is my intention to build on this to ensure that an effective MASH is achieved in Dorset where all areas that involve agencies jointly assess and manage risk, such as with missing persons and all aspects of safeguarding are included.

I fully support the work of the Bournemouth, Dorset and Poole Local Resilience Forum (LRF). This partnership arrangement, chaired by the Chief Constable, is a statutory undertaking under the provisions of the Civil Contingencies Act 2004.

It facilitates an integrated emergency management and planning approach with partners. The LRF is an essential part of my commitment to fulfilling the Home Secretary's Strategic Policing Requirement in relation to the risk of civil emergencies.



Commissioning and Partnership Strategy

In addition to the functions provided directly by the Force, I will be looking to engage with partners in other statutory organisations, the voluntary sector and other providers of services to help me carry forward my priorities.

I will receive a Community Safety Fund grant in 2013/14 of £555,000. This grant is specifically for the purpose of investing in partnership crime reduction activities.

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

I intend to produce a Commissioning and Partnerships Strategy which will set out in more detail how I will work with partners to carry forward both my priorities and theirs in order to achieve a safer Dorset for its communities. This strategy will be published on my website.

It will consider how we will support and work with the widest sector of providers to enable them to engage with the Force and partners, to provide services to our communities.

It will provide more detail on how we will commission services that will be innovative, value for money and will provide good outcomes for those they support.

It will detail how we will monitor these services with partners and the community they support, to ensure they are meeting the outcomes they were commissioned to achieve.

Collaboration

I warmly support developing collaborative opportunities with other forces and agencies where these will further the objectives and priorities contained in this Police and Crime Plan and secure the delivery of an efficient, effective and capable police service in Dorset.

Close working relationships have been developed with the NHS on the provision of custody medical resources and with local authorities in relation to key support services such as finance and accountancy.

Further examples of significant ongoing partnership work include the provision of the SARC (Sexual Assault Referral Centre) at Bournemouth which provides support to victims of some of the most serious crimes, the joint estates provision with the Dorset Fire and Rescue Service and shared accommodation with local authorities.

Collaborative arrangements with neighbouring forces are being developed. The Chief Constable and I recently met with our counter-parts in Hampshire to explore opportunities for joint-working between the Forces in a number of business areas.

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

Looking ahead, key areas such as Forensics and Special Branch will potentially feature in a future regional collaboration programme.

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.

National threats

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

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

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

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



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:

- Ensuring officers and staff are used as effectively as possible to deal with operational demands. The internal 'One Team' change programme is the current mechanism for achieving this and I attend the Programme Board chaired by the 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) an Audit Committee has been established which is independent of myself and the Force.

The committee has five independent members and their primary role is to provide the Chief Constable and I with reassurance in respect of our internal control measures and the financial environment.

Dorset Police is one of the lowest funded Forces in the country. In line with my manifesto pledge to secure more funding, I have written to the Chancellor highlighting the issue.

The Government is about to review the police funding formula and I have urged Mr Osborne to ensure that challenges in Dorset of policing the rural areas and the demands created by the millions of annual visitors are reflected in the revised formula. I am also working with local partners to secure additional local funding to support the delivery of this police and crime plan.

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

National Financial Context

In October 2010, the government set out its spending plans for each of its Departments for the four years to 2014/15 in a Comprehensive Spending Review (CSR). The CSR set out a 20% reduction in Home Office funding, to be mainly found from policing budgets. Dorset Police need to reduce expenditure by £22.5m over the course of the CSR period to address this cut in funding.

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.

Nationally, police forces currently receive around 70% of their funding from Central Government and 30% from

Council Tax, although this varies between Forces. In Dorset, this ratio is 54% Government funding and 46% from Council Tax. The funding from Central Government is allocated on the basis of 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 two years, grant funding was provided to local and police authorities that agreed to freeze their Council Tax. In 2011/12, the grant funding was made available for four years, in 2012/13 it was made available for one year only. This year the Government has offered grant funding equivalent to a 1% increase in Council Tax to Police and Crime Commissioners who decide to freeze their Council Tax rates at the same level as 2012/13. However, this grant will only be payable for 2013/14 and 2014/15.

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 though Council Tax precept. The Force received the 14th highest income from Council Tax precept nationally in 2012/13.

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

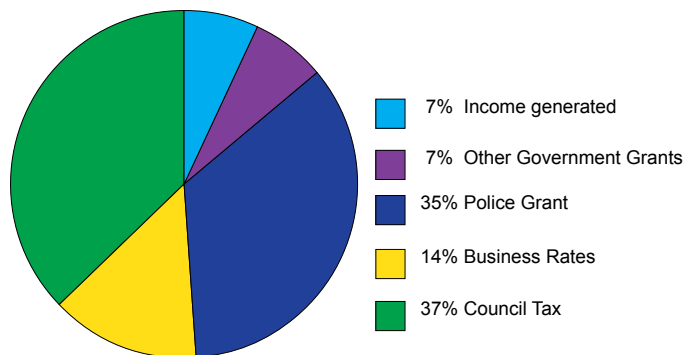
This challenge is made particularly difficult as Dorset Police already prides itself on its cost efficiency, low overheads, financial stability and rigorous examination of the budget requirement each year. I have been handed a largely fit for purpose estate and comparatively low specific reserves. In the two years to 2012/13, savings of £13m have already been achieved, with a further £5.8m of savings identified in 2013/14.

In addition to the savings already achieved, and planned to be achieved by 2014/15, the indications from the Government's latest Autumn Statement are that funding reductions will continue for at least two years beyond the current CSR period. Plans for this eventuality are being drawn up, with particular reference to the relationship between this expected funding reduction and operational service delivery.

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

Budget and core assets

Where the money comes from



Revenue Budget 2013/14

The planned revenue budget for 2013/14 is £114,291,300. This budget continues the current policy of severely restricted recruitment and overall workforce numbers are expected to reduce by 38 police officers and 61 police staff during the year. However, the importance of protecting a balanced workforce in terms of service profile is fully acknowledged by me, and therefore the planned budget for 2013/14 does allow for one intake of 12 police officers. Organisational structures have been drawn up by the Force that address the continued overall reduction in

workforce while continuing to provide the required level of service to address my key priorities and carry out statutory functions.

I was elected in 2012 on the basis of a number of manifesto promises. Working with the Police Force, I will seek to ensure that the majority of these promises will be delivered within existing resources. However, in order to deliver additional Special Constables and volunteers to bolster resources, and to provide mobile data to increase police officer availability and visibility, some extra money will need to be spent.

In order to fund this budget, including the additional investment on police officer recruitment and manifesto promises, I am increasing the policing element of Council Tax for 2013/14 by 1.95%, an increase for the year of £3.51 for a Band D property equating to an increase of a penny a day.

How much I plan to spend on each activity the Force undertakes in 2013/14 is shown below. For comparative purposes, the previous year figures are also shown.

Command	Section	2012/13 - £000's	2013/14 - £000's
Territorial Policing	Community Engagement and Partnerships	1,110	1,123
	Neighbourhood Policing	10,976	11,726
	Response Policing	23,732	23,908
	Territorial Policing Command	1,387	1,105
	Safer Schools and Communities	219	209
Territorial Policing Total		37,423	38,071
Crime & Criminal Justice	Crime and Criminal Justice Command	2,147	1,680
	Criminal Justice	8,572	8,037
	Intelligence	4,934	4,850
	Investigations	11,891	12,178
	Specialist Investigations	5,627	5,324
Crime & Criminal Justice Total		33,170	32,070
Operational Support	Air Support Unit	1,492	1,423
	Armed Policing	2,659	2,693
	Operational Support Command	182	304
	Communications	481	447
	Control Room	4,864	4,693
	Counter Services	1,523	827
	Non Emergency Call Handling	2,107	2,536
	Dog Section	1,135	1,015
	Information Management	263	327
	Marine Unit	485	494
	Licensing	256	251
	Operational Contingency Planning	1,954	2,027
	Operational Support	338	247
	Safety Education Enforcement Services	(161)	(250)
Traffic Patrol	2,980	2,738	
Operational Support Total		20,557	19,772
Support Services	Administrative Services	2,075	1,436
	Business Change	751	546
	Corporate Development	673	540
	Estates and Building Services	6,203	6,942
	Finance	923	732
	Governance	2,712	2,774
	Human Resources	2,164	2,017
	Information Systems	4,206	4,241
	Learning and Development Unit	2,870	2,643
	Legal Services	73	74
	Procurement	1,114	941
	Professional Standards	1,999	1,927
	Service Support Desk	132	154
Transport	2,138	2,112	
Support Services Total		28,033	27,080
Office of the Police and Crime Commissioner		992	916
OPCC Total		992	916
Central Costs		(2,564)	(3,618)
Grand Total		117,611	114,291

Capital Budget 2013/14

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 2013/14 capital programme are as follows:

	2012/13 - £000's	2013/14 - £000's
Vehicle Replacement Programme	750	815
Building Works	0	200
Information Systems	812	1691
Specialist Operational Equipment	0	450
Grand Total	1,562	3,156

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 best reflected in the anticipated affordable workforce, and 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.

The effect of the MTFs is shown in the table below in terms of workforce. Included in this table is the workforce numbers at 31 March 2010, the 'starting point' from which funding reductions have been made. It should again be noted that this is currently expected to represent a 'best case', and further reductions could be required.

	31/03/10 (FTE)	31/03/13 (FTE)	31/03/14 (FTE)	31/03/15 (FTE)	31/03/16 (FTE)	31/03/17 (FTE)	31/03/18 (FTE)
Officers	1,463	1,274	1,224	1,165	1,097	1,037	1,037
Staff / PCSOs	1,232	1,038	996	950	908	866	866
Total Workforce	2,695	2,312	2,220	2,115	2,005	1,903	1,903

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.

Core Resource Strategies

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.

Workforce Plan

The Workforce Plan underpins the Force's overall Human Resources activity and ensures that recruitment, resource allocation and development are organised and programmed to match supply with anticipated demand, providing the essential staff mix and resilience to support the delivery of the Police and Crime Plan.

Estates Strategy

The Estates Strategy determines the overall long term estate requirements that are necessary to deliver the Force's operational and organisational activities in support of this Police and Crime Plan. The Police and Crime Commissioner will be working with the Force and key partners to further develop the current Estates Strategy to ensure that the estate remains efficient and fit for purpose.

Information Systems Strategy

Information systems have an important role to play in supporting effective service delivery and improving operational and organisational performance. The Strategy to be developed in support of this Plan will require extra information systems investment in key areas to include Command and Control, and Crime and Intelligence systems.

Transport Strategy

The Transport Strategy underpins the effective management of the Force's transport fleet and equipment to meet the operational needs of the

Force. A key focus in developing the Transport Strategy will be to ensure high police visibility to the public and an efficient and effective fleet utilisation and composition that best addresses the operational needs of police officers and police staff.

They are all designed to deliver the priorities identified in this Police and Crime Plan.

Links to the above plans/strategies to be added here when available

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 BSL on the Force website www.dorset.police.uk. Look for the logo on our homepage.



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

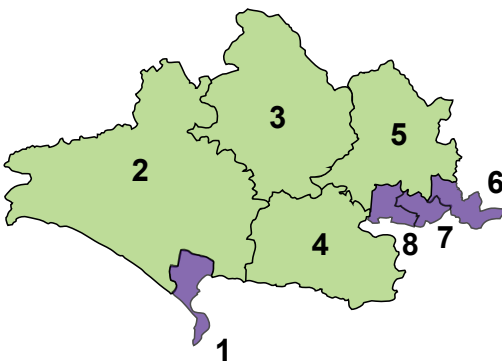
Appendix 1

Geography/demography

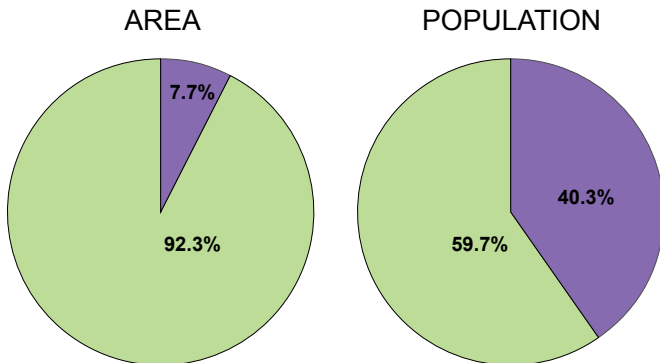
Dorset is a largely rural county with many small villages, few large towns and no cities. The Force patrols an area of 1,024 square miles (2,650 square km) and more than 170 miles of the coastline.

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

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



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



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

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

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

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

According to the 2011 School Census data, the most common language spoken by pupils after English is Polish, followed by Portuguese and Bengali. The main languages besides English spoken by people who had contact with the Police during 2011 were Polish, Turkish, Lithuanian, Romanian, and Portuguese.

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 its confidence cannot be ignored. Theft of livestock, theft or damage of agricultural equipment, metal and fuel theft, damage to crops etc are real issues. In 2011 nearly half a million pounds of equipment or property rurally was reported to be stolen or damaged.

Appendix 2 – Priority outcomes and measures

Priority: Reduce the number of victims of crime and anti-social behaviour
Outcomes: Effective multi-agency problem solving Increased victim satisfaction People engaged in making their communities safer Establishment of a Victim Bureau
Measured by: <ul style="list-style-type: none">• Total number of crimes• Number of repeat victims• Percentage of people who agree that the Police are dealing with community priorities• Percentage of people who feel safe in Dorset
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 Reduced offending rates Establishment of a Multi Agency Safeguarding Hub (MASH) across Dorset
Measured by: <ul style="list-style-type: none">• Number of most serious violent crimes• Number of alcohol related violent crimes• Number of serious sexual offences• Number of domestic abuse incidents• Number of hate crimes• Number of people killed or seriously injured on our roads
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 better informed and engaged in reducing the risk of terrorism and organised criminality Reduced risk from organised crime groups in Dorset
Measured by: <ul style="list-style-type: none">• Value of assets seized from criminals• Number of drug-related most serious violent crimes• Number of drug-related kidnaps• Number of drug-related aggravated burglaries

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
- Percentage of high risk offenders being mentored
- Reoffending rate of mentored offenders

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
- Visibility of frontline policing

Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset

Outcomes:

Fewer victims of crime and ASB
Fewer repeat victims
Effective multi-agency problem solving
Improved progress updates to the public

Measured by:

- Number of of Special Constables
- Number of volunteers
- Number of crimes
- Number of ASB incidents

Appendix 3 Partnership Outcomes

Priority: Reduce the number of victims of crime and anti-social behaviour

Partnership outcomes:

- Establishment of a Victims Bureau
- 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 Community Advocates who facilitate communication between the PCC and community trialled in Boscombe with the potential for expansion across Dorset.
- The success achieved by certain Watch Groups in Dorset replicated across the whole of Dorset, linking in with specific schemes such as Neighbourhood Watch, Speedwatch, Shopwatch and Farmwatch.
- Early intervention introduced with Health & Wellbeing Boards in support of the Troubled Families agenda.

Priority: Reduce the number of people seriously harmed in Dorset

Partnership outcomes:

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

Priority: Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism

Partnership outcomes:

- Cross-border threats tackled with regional 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.

Priority: Reduce reoffending

Partnership outcomes:

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

Priority: Increase people's satisfaction with policing in Dorset

Partnership outcomes:

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

Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset

Partnership outcomes:

- Special Constables work with Safer Neighbourhood Teams to provide a visible presence and reassurance to communities along with problem-solving capacity.
- Good working relationships between the Force and Neighbourhood 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 to make Dorset's neighbourhoods safer.

Appendix 4 Police & Crime Commissioner for Dorset - Commitments

