



**WORKING TOGETHER TO  
KEEP DORSET SAFE**

**The Dorset Police and Crime  
Plan**

**April 2013 – March 2017**

**DRAFT REFRESH 2014/15**

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[To be updated once final version agreed]

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## Introduction [To Follow]



**Martyn Underhill**  
**Police and Crime Commissioner for Dorset**

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## **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.

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.

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

Following my appointment and that of the new Chief Constable, consultation was carried out within the Force and beyond to establish if the four values are still valid. The overwhelming response was that they are despite the challenging environment we all face.

## **Priorities**

The priorities have been informed by a number of sources - consultation with over 3500 local residents, surveying of 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 direction 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**

**[TO FOLLOW]**

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## **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. 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. the next election is anticipated in May 2016. Therefore this Plan runs until 31 March 2017.

The plan was updated in April 2014 to reflect progress that has been made and changes that have occurred since it was first published.

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 oversee the systemic drive 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 am also required to publish an Annual Report, outlining my achievements and the progress made in meeting the objectives of this plan.

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 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**

The Police and Crime Panel has 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 PCC Dorset 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 on the Dorset for you website – [click here](#)

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

### **WORKING TOGETHER TO KEEP DORSET SAFE**

#### **A) 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 online 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.

#### **B) 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.

#### **C) 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.

**D) To Involve the Public:**

A place where the public comes first.

A Force that embraces Neighbourhood Policing across Dorset.

A Force that interacts with the public at all levels.

A Force that welcomes volunteers to work with them to make Dorset safe.

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

**E) 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 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.

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**

My key priorities underpin the achievement of my vision.

The priorities have been informed by a number of sources - consultation with over 3500 local residents, surveying of 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 direction 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:**

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

**Key facts**

- **Overall crime to date 2013-14 compared to 2012-13 has reduced by 7.3% (2320 fewer crimes)**
- **Year on year incidents of ASB have decreased by 9.4% (2476 fewer reports)**
- **Dwelling burglaries have reduced by 8.8% (129 fewer homes burgled so far this year)**
- **Dwelling burglaries detected have risen from 12.8% to 20.5%**
- **Vehicle crimes have reduced by 12.4% (453 fewer victims)**

Putting the victim first is a clear strategic priority for me and for Dorset Police and is a fundamental principle for service delivery. Having fewer victims is the key outcome but it is equally important to ensure care and support is given to those who suffer crime and anti-social behaviour. How victims are supported and how the risks they face are managed is also carefully monitored. Now the challenge is to ensure that services provided to victims are effective across the criminal justice system and beyond. Work is ongoing, overseen by my office and the Dorset Criminal Justice Board to ensure that my vision of improved care for victims of crime is achieved.

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.

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

As well as the Dorset Victims Bureau, I have also introduced Victim Forums in Dorset, so that I can learn from people's experiences. I want to give victims a voice so I can hear about their journey and find out how to meet their needs.

**[VICTIMS FORUM feedback to be added along with future Forum meeting dates for 2014/15]**

I am also working on a new victims' website for Dorset which will signpost victims to relevant partners and agencies in relation to their particular crime and provide suitable advice and guidance. I particularly want to ensure that the right information is readily available to people at risk such as victims of domestic abuse.

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

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

The Force is well on course to enabling me to fulfill my pledge to you to increase the amount of crime that is resolved to one in three at the end of my term from one in five when I came to office. The percentage of crimes achieving a positive outcome has increased from 21.9% to 26.4% over the last year. With regard to burglaries to people's homes the percentage detected has improved from 12.8% to 20.5% over the last year.

### **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 is being achieved through more effective crime screening and improved investigation of solvable crimes.
- We will expand the work of the Victims Bureau to ensure support is provided throughout the victim journey across the Criminal justice system and beyond.
- 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.
- We will continue to explore how victims can be more involved in deciding how offenders who commit crime and ASB are dealt with.
- We 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.
- 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 continue 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 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 reduced by 36% - 27 fewer victims (defined as offences ranging from grievous bodily harm with intent, to murder)**
- **Violent crime has reduced by 7.1% (394 fewer victims)**
- **The number of repeat domestic abuse incidents has decreased by 21.9% (682 fewer repeat incidents)**
- **Xx% of non white residents are worried about being a victim of hate crime**

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

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

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

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

### 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 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.

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

I have also set up a PCC Mental Health working party to examine all issues, which I chair. As part of this work, the group has worked with all relevant agencies to agree a national minimum standard of service (Concordat) that we expect people in crisis to receive. In the months ahead, I will be working to build a closer relationship between the police, health and social care services in Dorset and to promote the Concordat standards locally.

### Safeguarding

As in many other areas Dorset has experienced an increase in the reporting of historic sexual offences following the Jimmy Savile inquiry. I believe this is also an indication of the confidence victims have in the Police and other agencies in relation to the response and support that they will receive.

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

I am committed to introducing a Pan Dorset case management system to enhance strategic information sharing and risk management to prevent serious harm in Dorset. The system enables operational multi-agency working across areas such as Police and Crime Plan tasking, briefing and coordination, strategic meetings and the management of commissioning and victim referrals to service providers.

### Missing People

People going missing are often the most vulnerable and clearly 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 are working together to reduce this risk and protect the most vulnerable in society.

### Alcohol Harm Reduction

I will continue to influence the introduction of 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, wider roll-out of Street Pastors initiatives. I will also explore with local authorities the potential introduction of the Late Night Levy (LNL) and Early Morning Restriction Orders (EMROs). The LNL allows licensing authorities to raise contributions from late-opening alcohol suppliers towards policing at night time. EMROs restrict alcohol sales between midnight and 6am in specified areas.

### Road Safety

Working towards this priority in relation to reducing the number of people killed or seriously injured on our roads many members of the community have given up their time to take part in Community Speedwatch which was launched in August 2013. The scheme gives local communities the opportunity to get actively involved in road safety to discourage drivers and riders from speeding. There are currently **xxxx** groups actively engaged with a further **xx** about to commence. Community Speedwatch is an excellent example of the public and the Police working together to make Dorset safer.

### **What we will do**

- We will influence the introduction of a Pan Dorset system to enhance strategic partnership working, particularly in relation to Safeguarding.
- We 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 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.
- The establishment of a Multi Agency Safeguarding Hub (MASH) in Dorset
- People suffering from mental ill health 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 use complex passwords to protect online accounts**
- **In 2012/13 over xxx of assets were confiscated from criminals in Dorset**
- **In 2012 there were 1186 cases of human trafficking in the UK. This rose to 1423 in 2013**
- **As part of the drive to strip criminals of their assets just under £200,000 was returned direct to victims in 2012/13 in Dorset**

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

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

I particularly welcome the formation of the National Cyber Crime Unit within the NCA which will assist me and the Force in dealing with the growing threat of cyber-crime here in Dorset. I am very keen to raise awareness of cyber crime and to provide information to help you protect yourselves from online threats.

I am concerned about the threat posed by human trafficking. It is a serious criminal activity that is very much under the radar. The Force 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.

Another area of high risk criminality that I believe is under-reported locally is the sexual exploitation of children. We have witnessed a number of high profile cases across the country where groups of

vulnerable young people were horribly abused. The Force and relevant partners such as social care, schools and health professionals are more focussed on the risk and are becoming more adept at spotting the signs of abuse and effectively reacting to them.

### **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, such as Project Griffin which engages the business community in countering terrorist activity.
- 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 provide local people with information to raise their awareness of risks in relation to cyber crime and how to stay safe on-line.
- 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 during widespread disorder.

### **What results are we seeking to achieve?**

- Criminals will be deprived of their assets where appropriate.
- Communities and partners will be better informed about the risk of terrorism, cyber crime and other organised criminality and the part they can play to minimise that risk.
- The risk posed by organised crime groups in Dorset will be reduced where possible.
- The public are better able to protect themselves against the threat of cyber crime.

## **4. REDUCE RE-OFFENDING.**

### **Key facts**

- **Almost half of all adult offenders re-offend 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 million**
- **Restorative Justice – 85% victim satisfaction, 14% reduction in the frequency of reoffending.**

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.

**[To be updated once more information on the Transforming Rehabilitation programme becomes available]**

I am keen to build on the success in Dorset in relation to Restorative Justice. Much has been achieved in relation to young people on the verge of entering the criminal justice system. I am working with the Force and partners to expand this important work to adult offenders who have already been through the system in an effort to prevent further offending.

An internal Strategic Commissioning Board (SCB), jointly chaired by me and the Deputy Chief Constable, has also been established to oversee and co-ordinate strategic commissioning, which has particular relevance to this priority.

### **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 80 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**

- **84% of victims surveyed have expressed satisfaction with the service they have received this year compared to 80.6% last year**
- **79.2% of people reporting racist incidents have expressed satisfaction with the way they have been kept informed this year rising from 73.7% last year.**
- **This year Dorset Police have concluded **xx%** of complaint investigations within xxx days – the national average is **xxx** days**
- **Between April and December 2013 Dorset Police answered 94.9% of 999 calls within 10 seconds and 65.5% 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 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.

A key indicator to gauge progress in relation to this priority is the survey carried out with victims of crime. I have encouraged the Force to particularly focus on this area and I am pleased to report that there have been improvements in relation to keeping victims informed and overall satisfaction with the service provided. I am confident that the work of the Victims Bureau will result in continued improvement in satisfaction amongst victims of crime.

The new Code of Practice for Victims of Crime came into force on 10 December 2013. It will help to ensure that victims are rightfully at the heart of the Criminal justice system and are treated with respect, sensitivity and professionalism. I will work to ensure that the Force and other relevant agencies fulfil their requirements under the Code.

From 1 April 2015 surveys with victims of crime and the wider community in Dorset will be carried out by my team rather than a commercial company as is the case at present. This will enable greater flexibility and the ability to quickly reflect changes in policing and community safety. It will also allow a broader approach in seeking to hear the views of all sections of our diverse community.

I also fully support the creation of a joint project team to explore how 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.

### **What we will do**

- We will safeguard future neighbourhood policing in Dorset through effective financial management, efficient modern policing and encouraging innovation and resourcefulness in Dorset Police and partners.
- We will further develop the Victim First programme so that the criminal justice journey is a much better experience.
- We will expand the work of the Victims Bureau to ensure that support is provided to victims across the criminal justice system and beyond.
- 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 also explore the introduction of Body Worn Video (BWV) for officers to increase accountability, reduce complaints, raise public confidence and lead to more convictions.
- We will aim to get it right first time. When we don't we will apologise, learning lessons and making 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

- **The number of volunteers assisting Dorset Police has risen from xxx to xxx over the last year**
- **There are currently xxx Special Constables working for Dorset Police**
- **In 2012/13 Special Constables gave xx 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.

In recognition of this I have pledged to increase the number of special constables considerably by the end of my period of office. Some 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 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.

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, or involved in, 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.

I have pledged to double recruitment of Special Constables and increase the number of volunteers in Dorset Police by 1000 by 2016. With the Chief Constable, I have reversed the recruitment freeze in place since 2009 and welcomed twelve new police officers to the Force. We have also agreed to further increase recruitment numbers over the next year.

I hold twenty-five forums a year across Dorset to enable people to raise their concerns about crime or policing. Many issues highlighted at the forums have been resolved such as in relation to the 101 non-emergency contact number and vehicle crime.

With regard to 101, you highlighted the high amount of abandoned calls and unacceptable waiting times. I asked the Chief Constable to improve performance in this area. New telephone operators were recruited and technology was upgraded. As a result performance levels have improved.

In relation to vehicle crime, victims complained to me that they were unhappy that incidents were only dealt with over the phone. I raised the issue with the Force and since January 2013, whenever possible, a police officer attends all incidents of vehicle crime.

## Securing Dorset Police Marine Section

In May 2013, I secured the future of Dorset Police Marine Section, which was threatened with disbandment. The unit is now double the size through the introduction of new Marine Special Constables, whilst operating at half the cost. These special constables are boat owner volunteers, trained and equipped by the Force. The Marine Section is working in partnership with Poole Harbour Commissioners, resulting in joint patrols being conducted for 100 days a year.

## Rural Crime

The Force and I are taking a fresh approach to combating rural crime. The Force has reviewed rural crime across the county and I am meeting regularly with the rural agencies such as the National Farmers Union (NFU), the Countryside Alliance (CA), the Country Land and Business Association (CLA) and the Royal Society for the Prevention of Cruelty to Animals (RSPCA) to ensure a joined up approach across the county. It is important that we work together to reduce rural crime. By joining schemes such as 'Stop That Thief', people will feel safer and it will also help to protect the farming community from crime.

### **What we will do**

- In response to community feedback we will seek to protect Police Community Support Officer (PCSO) numbers as an essential part of Neighbourhood Policing.
- We will considerably increase the number of Special Constables recruited and explore incentivisation for them.
- Having established a Force Volunteers Board we 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 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.

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

**[To be updated to reflect the revised Governance Structure from April 2014]**

*The outcomes for each of the priorities in this Plan are monitored by me and my team on behalf of the people of Dorset. I 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 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 and 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 work 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, 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 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](http://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.

Within my team I have a dedicated Community Engagement Officer to ensure that the views of communities are gathered and represented in setting local policing priorities and in developing

policing services. The Community Engagement Officer has a good understanding of communities and oversees the delivery of my overarching community engagement and consultation strategy which is 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 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 also appointing a number of PCC Advocates, volunteer members of the public who will represent me and help me to directly engage with specific communities and areas within Dorset – including Boscombe, the Polish community and older people.

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.

### **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.

I have developed a community engagement strategy detailing further how I will engage with both the community and wider stakeholders. This is publicly available on the PCC Dorset website [click here](#) .

I have also developed a Media and Communications strategy detailing how I provide information to the public and keep them updated on my role. This is also available on the PCC Dorset website [click here](#)

Decisions I make and the reasoning behind them are published on the PCC Dorset website [click here](#) and also shared by other means such as social media .

A key area of focus for me is to establish and maintain 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. I hosted 25 PCC Forums and Surgeries across Dorset in 2013 and remain committed to using this as my primary method for speaking directly to local people in the years ahead.

My Forums also allow me to meet with representatives of 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 my Community Engagement Officer will continue to work on ensuring that I am able to do so. Recognising that some community issues can involve very detailed and complex multi-agency issues, I continue to develop my concept of unpaid voluntary PCC Advocates. These Advocates support my work and extend my reach to facilitate communication between the PCC and the community to address a particular community issue. The concept was first trialled in Boscombe and has since been extended to include the Polish community and older people.

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.

### **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 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 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 continue 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 high levels of contacts from the public each week and I welcome more.

You can contact me and my team in a variety of ways;

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

By phone: (01202 or 01305) 223966

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

Via Twitter: @PCCDorset

Via Facebook: Dorset Police and Crime Commissioner

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

## **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 (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.

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 role as Police and Crime Commissioner offers an important opportunity to enhance partnership working by me having a 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, 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.

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 particularly given that from April 2013 community safety funding that previously supported the work of the CSPs came to me.

I 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. An example of our work is a project to develop the mentoring of offenders which will contribute towards the priority of reducing reoffending.

From October 2014 funding to support the commissioning of victim services locally will be held by me. Work continues locally to ensure that I will be able to commission as effectively as possible to ensure that high level services are provided to both victims of crime and witnesses.

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 2014/15 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 have produced a Commissioning and Partnerships Strategy which sets 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 is published on my website- [click here](#)

The strategy considers how I 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 provides more detail on how we will commission services that will be innovative, that will ensure value for money and will provide good outcomes.

It also details 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

Discussions on blue light collaboration are well advanced in Dorset. The Chief Constable and I are keen to explore ways of working with partners which will improve the service provided to the public. The Olympics really demonstrated how successful agencies can be if they work together.

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 five 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 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.

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).

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.

### **National threats**

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

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

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**

**[To be updated once budget and precept finalised]**

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## 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](mailto:translation@dorset.pnn.police.uk).



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



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



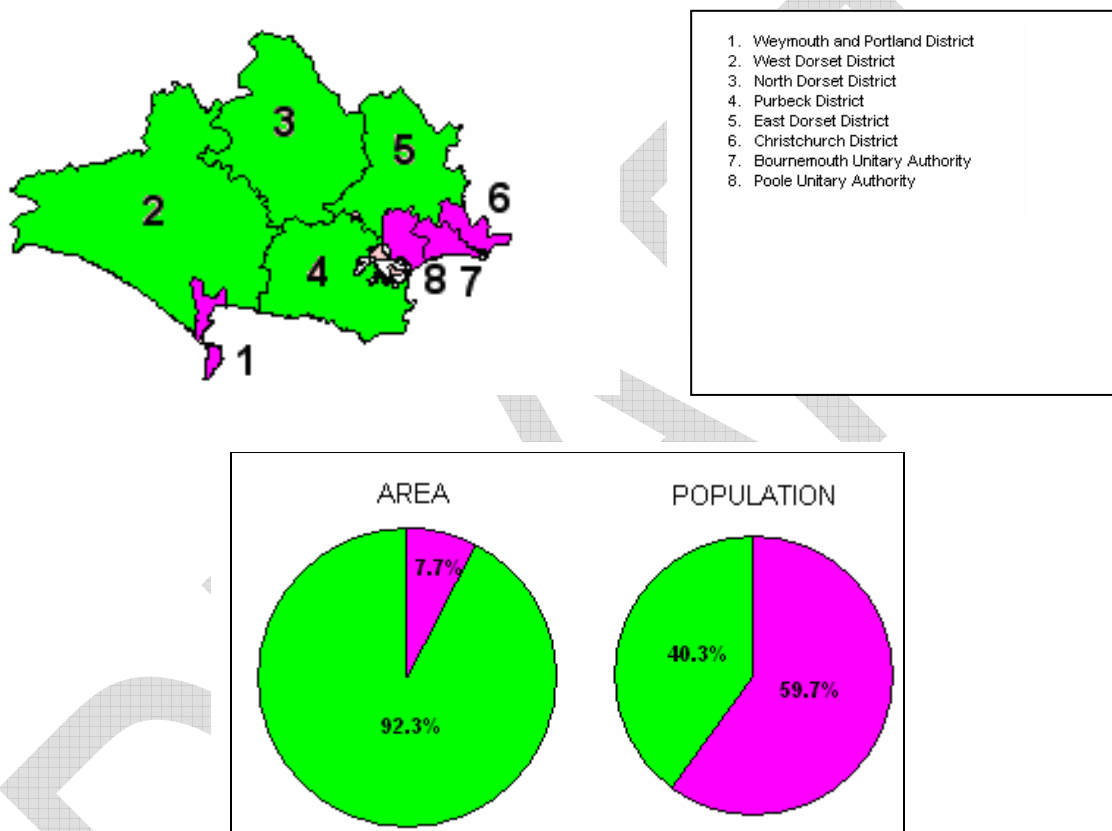
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## Appendix 1

### 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).



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

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

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

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

According to the 2013 School Census data, the most common language spoken by pupils after English is Polish, followed by Portuguese, Bengali and Malayalam. 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 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. During 2012, it is estimated that rural crime cost £5.6 million in the South West region.

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## Appendix 2 – Priority outcomes and measures

<b>Priority: Reduce the number of victims of crime and anti-social behaviour</b>
<b>Outcomes:</b> 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
<b>Measured by:</b>
<ul style="list-style-type: none"><li>• Total number of crimes</li><li>• Number of repeat victims</li><li>• Percentage of people who feel safe in Dorset</li><li>• Positive outcome rate for crime</li></ul>

<b>Priority: Reduce the number of people seriously harmed in Dorset</b>
<b>Outcomes:</b> Fewer victims of serious crime Fewer people killed or seriously injured on Dorset roads Establishment of a Multi Agency Safeguarding Hub (MASH) across Dorset
<b>Measured by:</b>
<ul style="list-style-type: none"><li>• Number of most serious violent crimes</li><li>• Number of alcohol related violent crimes</li><li>• Number of public place violent crimes</li><li>• Number of serious sexual offences</li><li>• Number of domestic abuse crimes</li><li>• Number of domestic abuse incidents</li><li>• Number of hate crimes</li><li>• Number of people killed or seriously injured on our roads</li></ul>

<b>Priority: Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism</b>
<b>Outcomes:</b> 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
<b>Measured by:</b>
<ul style="list-style-type: none"><li>• Value of assets seized from criminals</li><li>• Number of Organised Crime Groups (OCGs) disrupted</li><li>• Collective number of years of imprisonment OCG members sentenced to</li></ul>

<b>Priority: Reduce reoffending</b>
<p><b>Outcomes:</b>  Reduced reoffending rates of highest risk offenders  Increased number of offenders diverted from offending  Increased number of offenders in accommodation and employment</p>
<b>Measured by:</b>
<ul style="list-style-type: none"> <li>• Total reoffending rate</li> <li>• Reoffending rate of high-risk offender group</li> <li>• Number of high-risk offenders being managed through IOM</li> <li>• Number of high-risk offenders brought to justice</li> </ul>

<b>Priority: Increase people's satisfaction with policing in Dorset</b>
<p><b>Outcomes:</b>  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</p>
<b>Measured by:</b>
<ul style="list-style-type: none"> <li>• Percentage of victims who are satisfied with being kept informed</li> <li>• Percentage of crime and ASB victims satisfied with the overall service received</li> <li>• Percentage of 999 calls answered within 10 seconds</li> <li>• Percentage of non-emergency calls answered within 30 seconds</li> </ul>

<b>Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset</b>
<p><b>Outcomes:</b>  Increased Special Constables hours and volunteer numbers  Increased agreement that local community priorities being dealt with  Effective multi-agency problem solving</p>
<b>Measured by:</b>
<ul style="list-style-type: none"> <li>• Number of Special Constables recruited and hours worked by them</li> <li>• Number of volunteers</li> <li>• Percentage of people who agree that the Police are dealing with community priorities</li> </ul>

## Appendix 3 Partnership Outcomes

<p><b>Priority: Reduce the number of victims of crime and anti-social behaviour</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• Establishment of a Victims Bureau</li> <li>• 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</li> <li>• Dorset Police, the PCC and the local Community Safety Partnerships have shared aims, priorities and outcomes</li> <li>• Agencies share information that contributes to lasting solutions to problems</li> <li>• Role of voluntary Community Advocates who facilitate communication between the PCC and community trialed in Boscombe with the potential for expansion across Dorset.</li> <li>• 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.</li> <li>• Early intervention introduced with Health &amp; Wellbeing Boards in support of the Troubled Families agenda</li> </ul>
<p><b>Priority: Reduce the number of people seriously harmed in Dorset</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Key partners involved in the Dorset Road Safe Strategic Partnership work together to prevent death and serious injury on Dorset's roads</li> <li>• Victims of serious offences supported through partnership services such as the SARC, IDVAs and ISVAs</li> <li>• Reduced level of missing person reports, especially from children's homes and mental health units.</li> <li>• Increased provision of 'places of safety' for people with mental ill-health through partnership working with Dorset's Health &amp; Wellbeing Boards.</li> </ul>
<p><b>Priority: Help protect the public from serious threats (local, regional and national) to their safety including organised crime and terrorism</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• Cross-border threats tackled with regional and national partners.</li> <li>• Help provided by the community and local partners to identify those people who may be attracted to terrorism or domestic extremism.</li> <li>• Partners play a key role in helping to protect the public from organised crime.</li> </ul>
<p><b>Priority: Reduce reoffending</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• Information about offenders and the risk they pose is shared between relevant agencies to ensure effective management of their offending</li> <li>• Reduced reoffending rate</li> <li>• Offenders are supported through mentoring and other services</li> <li>• An increased number of offenders are in suitable accommodation and employment</li> </ul>
<p><b>Priority: Increase people's satisfaction with policing in Dorset</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• Multi-agency plans are in place for high risk victims, offenders and locations to ensure lasting solutions</li> <li>• Increased confidence in the activity of the police and local council</li> </ul>
<p><b>Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset</b></p> <p><b>Partnership outcomes:</b></p> <ul style="list-style-type: none"> <li>• Special Constables work with Safer Neighbourhood Teams to provide a visible presence and reassurance to communities along with problem-solving capacity.</li> <li>• Good working relationships between the Force and Neighbourhood Watch groups across Dorset</li> <li>• Crime and disorder is prevented and 'designed out' through partnership working</li> <li>• Specific local agencies such as the Harbour Authorities are engaged with to make Dorset's neighbourhoods safer.</li> </ul>

**Police & Crime Commissioner for Dorset – Commitments**

