



**DORSET**  
POLICE & CRIME  
COMMISSIONER

**WORKING TOGETHER TO  
KEEP DORSET SAFE**

**The Dorset Police and Crime  
Plan**

**April 2013 – March 2017**

**2015/16 UPDATE**

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## Introduction

Comment [MJ1]: To be finalised

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

However, the funding settlement remains challenging. There are only so many efficiency savings that the Force can make and difficult decisions need to be made. I remain committed to protecting neighbourhood policing to fight crime and to provide a reassuring presence across Dorset. Therefore, we have to look at other ways to save money. Our work towards a strategic alliance with Devon and Cornwall continues. Both forces are facing 'real and significant' challenges, to achieve further savings above and over what has already been made. We have examined all options carefully to provide efficient policing across the region and are continuing to seek viable options. However, we remain positive and continue to look for ways to address the funding issue.

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

We are also proud of our work on mental health in Dorset. I have long campaigned for people with mental health issues to get the 'right care, at the right time and in the right place'. I am delighted that health agencies in Dorset have now signed up to the Mental Health Concordat. It marks an important step forwards in our work to improve mental health services in Dorset. We are leading work to develop action plans to deliver the Concordat's principles. Our pilot street triage scheme is already improving mental health care for those in crisis, which has been recognised by the Home Secretary. The pledge to work together to improve mental health services, demonstrates a commitment from all agencies to tackle this national issue.

So real progress has been made, but as always much still remains to be done. This updated Plan therefore sets out my priorities and focus for the remainder of my term of office.

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

**January 2015**

## Executive Summary

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

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

### My Vision

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

**In summary, my vision is for a Dorset where:**

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

### Values

I share and support the Dorset Police values of;

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

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

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

## Priorities

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

**Comment [MJ2]:** Figures to be checked to ensure accurate under new surveying arrangements (DC)

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

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

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

### The budget

**Comment [MJ3]:** This will need updating following the budget and precept decision agreed in Feb 2015

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

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

## **The Dorset Police and Crime Plan April 2013 – March 2017**

### **Legal requirements and period covered by the plan**

Police and Crime Plans are a statutory requirement for all police force areas, introduced as part of the Police Reform and Social Responsibility Act 2011 (the Act). This plan covers the period up to the end of the financial year in which the next 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.

This Plan has been re-examined during **Winter Spring** 2014 to reflect the progress that has been made to date and changes that have occurred since it was first published. This Plan sets out the local priorities for the current period of office and the Commissioner will ensure that the views, priorities and concerns of local people, especially victims and the most vulnerable members of the community, are fully considered in any future refresh.

The Commissioner is also required to publish an [Annual Report](#), outlining achievements and the progress made in meeting the objectives of this plan. The draft Annual Report for 2013/14 was presented to the Dorset Police and Crime Panel in June 2014 **and the final version published in September 2014.**

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

### **Police and Crime Commissioner's functions and responsibilities**

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

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

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

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

## **The role of the Police and Crime Panel**

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

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

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

The Panel is required, primarily, to focus its attention on whether the Commissioner has:

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

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

## **The Police and Crime Commissioner's 5 Year Vision and Strategic Objectives for Dorset, Bournemouth and Poole**

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

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

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

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

- a place where people feel safe, both at home and in the community;
- a place where 'early intervention' by Health, Social Care and other agencies creates positive outcomes from birth;
- a place where people have confidence in their Emergency Services and Local/Unitary Authorities;

- a place committed to delivering a proactive multi-agency approach to preventing and reducing harm;
- a place where people contribute to improving the safety of their community;
- a place where all agencies routinely engage with communities.

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

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

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

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

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

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



## The Police and Crime Commissioner's Key Priorities

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

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

**Comment [MJ4]:** As per p5, DC to check figures still accurate?

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

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

#### **1. REDUCE THE NUMBER OF PEOPLE SERIOUSLY HARMED IN DORSET**

##### **Key facts**

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

**Comment [MJ5]:** Figures to be updated after year end

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

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

Within this priority there are specific delivery plans for **child abuse and child sexual exploitation**, serious sexual offences, hate crime, domestic abuse (**including honour based violence, forced marriage and female genital mutilation**), public place violent crime and where people are killed or seriously injured on the roads.

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

##### Safeguarding **Children & Adults**

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

A number of high profile cases nationally in recent years have raised the profile and concerns around sexual offences and Child Sexual Exploitation (CSE) in particular. **Following the revelations in Rotherham and the subsequent independent review report**

published by Professor Alexis Jay I wrote to the Chief Constable seeking reassurance over Dorset Police's arrangements for tackling CSE. Whilst Dorset Police are just one element of the wider multi-agency approach needed to tackle crime against vulnerable children and adults, the Chief Constable has provided me with a detailed response outlining the key measures in place and ongoing work in this area. These key measures include:

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

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

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

Work continues to establish a Multi-Agency Safeguarding Hub (MASH) on a pan-Dorset basis to enhance information sharing and risk management. Some relevant partner agencies are now co-located with the police, with plans in place for this to expand further. In this way the MASH will help to protect the vulnerable, including children, victims of domestic abuse and missing people, from harm. This enhanced coordination between agencies will lead to an improved service for children and adults.

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

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

The Commissioner also remains committed to exploring opportunities for the implementation of a pan-Dorset, web-based, IT platform to enhance strategic information sharing and risk management between the police and other key agencies, to further enhance the prevention serious harm in Dorset.

#### Mental Health

The Public has stated repeatedly that mental health provision in Dorset is a concern. The Commissioner shares that view. Whilst there is provision of secure "places of safety" for people in crisis, that provision needs enhancing. The Commissioner has therefore campaigned against people in crisis ending up in police custody suites, purely because they need to be in a 'place of safety'. Mentally ill people should not be detained in police cells, unless they have broken the law. Assessment suites should be provided by mental health

services in all areas, so police stations are no longer used regularly as 'places of safety' for people who are detained under the Mental Health Act.

Two pilot schemes were launched in Dorset in 2014 to assist individuals with mental ill health who come into contact with the police. The pilot street triage scheme is jointly funded by Dorset Police, the Commissioner, and partners, and sees mental health nurses accompany officers on call-outs. It aims to improve the way people with mental health problems are treated during emergencies, especially out of hours. This pilot will continue to run and be evaluated in 2015, although the scheme already appears to be having a positive impact. A further pilot is also running which improves the existing liaison and diversion initiatives for people in police custody by expanding it to a 24/7 service.

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

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

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

#### Domestic Abuse

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

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

#### Hate Crime

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

Recent initiatives have included the launch of the Hate Crime reporting app, enhanced hate crime training to police call handlers, and Force Equality Champions reviewing relevant hate crimes and incidents. These measures have already resulted in an increase in reporting and

I will continue to work with the Police and other agencies to further promote this area of work.

### Public Place Violence

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

One such initiative is the Alcohol Diversion Scheme (ADS). Launched in 2013, ADS is a means for dealing with alcohol-related offenders in Dorset. Offenders issued with a Penalty Notice for Disorder (PND) are offered the opportunity to attend a half-day educational course, for which they pay. The initial evaluation has been encouraging, with none of the offenders who completed the Scheme reoffending within the six-month review period that followed. **The 12 month evaluation has found that...**

**Comment [MJ6]:** Awaiting evaluation update

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

### Road Safety

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

The Commissioner continues to support the Dorset Police approach to road safety which is focused on three key strands – the traffic unit (patrol and response; collision investigations); the 'No Excuse' team (education and enforcement); and the Road Safety Unit (camera enforcement; Safe Drive and Driver Awareness Scheme; analytical support). The Commissioner will continue to lobby for specific local road safety measures where there is significant concern and local support for these to be implemented. He has also requested a review of all mobile camera enforcement sites to ensure that these continue to be used in the most effective and appropriate manner.

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

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

Following the road safety conference hosted by the Commissioner in late 2013, a Road Death Overview Panel (RDOP) has also been established to investigate any trends or patterns following fatal road deaths.

## What we will do

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

## What results are we seeking to achieve?

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

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

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

**Comment [MJ7]:** Figures to be updated after year end

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

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

### Cutting crime and Anti-social Behaviour

**Recorded crime continues to fall in** Dorset and 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.~~

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

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

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

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

We therefore continue to work with the Police, local authorities and other key partners such as the Dorset Devon & Cornwall Community Rehabilitation Company (DDCCRC) to explore

how these measures can be practically implemented. As part of the Community Remedy proposals, the potential for developing a Victim Awareness Course for perpetrators of low-level crime and ASB is also being explored.

#### Resolving crime – positive outcomes

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

**Comment [MJ8]:** Figures to be updated at year end

#### Helping victims cope and recover

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

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

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

In October 2014 the Commissioner became the first PCC nationally to award a contract for the commissioning of a local service for victims, following Government reforms to the way that support for victims is delivered. This new contract with Victim Support will include a 24-hour helpline for victims of crime and will provide additional support for victims of antisocial behaviour and business crime.

The OPCC was also successful in securing £300,000 from the Ministry of Justice Competed Victims Fund for 2014/15 which has been used to fund enhanced victim support services, including support for those with mental health issues; child victims of serious sexual offences; victims of domestic abuse; and specialist LGBT hate crime case workers.

The Commissioner has also held victim focus groups and surgeries across Dorset, in order to understand and learn directly from people's experiences. The Commissioner wishes to give victims a voice, through listening to personal experiences and the impact of crime on individuals, and exploring how he can influence and facilitate change for the better in the criminal justice system. The Commissioner is committed to ongoing engagement and consultation with victims of crime and ASB to appreciate the key issues affecting them and inform any necessary improvements that need to be delivered in supporting them appropriately.

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

The Commissioner was previously committed to developing a new victims' website for Dorset to signpost victims to relevant partners and agencies in relation to their particular crime and provide suitable advice and guidance. However, recent developments suggest that such a website will now be developed nationally. **The Commissioner actively contribute to the development of this website** to ensure that the right information is readily available to people at risk such as victims of domestic abuse. Such a website could also be an invaluable resource for signposting those victims who do not wish to report their crime to Police to appropriate support.

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

### Early Intervention

The Commissioner has been delighted to support ~~Dorset County Council and the Borough of Poole~~ three Early Intervention (EI) schemes in the Bournemouth, Poole and Dorset County council areas in Dorset. ~~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 EI projects ~~Early Intervention Foundation Places~~ will improve the lives of vulnerable children by breaking the cycle of dysfunction and under-achievement. By working together, the OPCC, Dorset Police and partner agencies can help to remove chaos, criminality or poor parenting and we can give children a chance **that their parents probably didn't have**. This programme complements the wider Troubled Families work ongoing **across Dorset. in the County.**

### **What we will do**

- A core role for the police that has a direct impact on the number of victims is the effective resolution of crimes. The Commissioner has pledged to raise the proportion of all offences that are resolved to a third over the course of this plan. This is being achieved through more effective crime screening and improved investigation of solvable crimes.
- The Commissioner will fund and direct (through the OPCC) the expansion of the work of the Victims' Bureau to ensure support is provided throughout the victim journey across the Criminal Justice System and beyond.
- The Chief Constable will improve the Dorset Police website so that victims have ready access to the information they need.
- The Commissioner will work with partners to expand 'early intervention' from birth, enabling parents and children to make positive choices and improve outcomes for children.
- The Commissioner and Chief Constable, **with key partners, will continue to work on the implementation of Community Remedy locally following the consultation exercise undertaken in 2014**, as required by the Anti-social Behaviour, Crime and Policing Act 2014.
- The Commissioner will continue to build on the restorative justice approach that has proven successful in Dorset in relation to young offenders, extending it to adults and more serious offences where appropriate, ensuring pan-Dorset coordination of Restorative Justice (RJ) from the OPCC, with the development of a Dorset RJ Strategy. An RJ Coordinator within the OPCC (funded through government grant) **is overseeing this work.**
- The Commissioner will work with partners, and directly commission services that help ensure that the offenders who pose the highest risk of reoffending have the opportunity to be mentored to support them in moving away from a life of crime.



- The Commissioner will continue to spread the success achieved by Watch groups in some neighbourhoods across all of Dorset, especially groups such as Neighbourhood Watch, Community Speed Watch, Shopwatch and Farmwatch.
- **In line with Community Remedy**, the OPCC will explore a **Victim Awareness Scheme** so that perpetrators of low-level crime and ASB can be more informed about the impact of their offending.
- The Commissioner, with partners, will **continue to** offer support and alternatives to street sex workers to help them escape their chaotic lives, whilst enforcing the law and educating 'kerb crawlers' on the implications of their actions. **A street sex outreach worker, employed by Bournemouth Borough Council and part funded by the Commissioner is now in post to deliver direct support to street sex workers.**

#### **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.

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

#### Key facts

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

**Comment [MJ9]:** To be updated at year end

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

This priority also takes into account the requirements of the Strategic Policing Requirement (SPR), where the Home Secretary sets out her view of the national threats that the police must address, as well as the National Strategic Assessment of Serious and Organised Crime 2014, published by the National Crime Agency (NCA), and the South West Regional Strategic Assessment 2014.

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

**Comment [MJ10]:** Previous reference to the NCA launch and Keith Bristow visit in Sept 2013 removed and updated.

#### Cyber-crime

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

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

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

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

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

We also continue to work closely with the Cyber Security Unit of Bournemouth University to help raise awareness around cyber-crime and measures that can be taken to minimise the risk of falling foul of this type of crime.

### Human Trafficking

Comment [MJ11]: Update to follow

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

### Counter Terrorism

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

### Civil Contingencies

As recent examples of extreme weather have highlighted, the emergency services play a vital role in responding to large scale incidents and emergencies. The Local Resilience Forum (LRF) co-ordinates this activity locally, with Dorset Police one of a number of Category 1 responders – the organisations at the core of the response to most emergencies. Again, the Commissioners role will primarily focus on holding the Chief Constable to account for ensuring that Dorset Police make their necessary contribution to the wider work of the Local Resilience Forum.

### **What we will do**

- The Chief Constable will ensure that Dorset Police seek to recover cash and other assets from criminals, especially those who operate in organised groups, and let the public know when we do.
- Counter terrorism presentations will be provided to all schools and colleges in Dorset where appropriate.
- The Chief Constable will ensure that Dorset Police share information with partners wherever possible so that they can effectively play their part in protecting the community from these threats, such as Project Griffin which engages the business community in countering terrorist activity.

- The Chief Constable and the OPCC will provide the people of Dorset with information about success in fighting organised crime, terrorism or domestic extremism where it is appropriate to do so.
- The Chief Constable and the OPCC will provide local people with information to raise their awareness of risks in relation to cyber-crime and how to stay safe on-line.
- The Chief Constable will ensure that Dorset Police Safer Neighbourhood Teams (SNTs) and local partners have sufficient information to identify those who may be involved in organised criminality, terrorism or domestic extremism.
- The Chief Constable will ensure that frontline Dorset Police officers and staff have sufficient information to promptly identify **issues relating to human trafficking, slavery, honour-based violence, forced marriage, female genital mutilation** and child sexual exploitation.
- The Chief Constable will ensure that Dorset Police has people who are adequately trained to support other Force areas at critical times such as during widespread disorder.

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

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

#### 4. REDUCE REOFFENDING

##### Key facts

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

**Comment [MJ12]:** To be updated at year end

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

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

##### Transforming Rehabilitation

~~This priority is also the subject of significant Government reforms being undertaken nationally which bring their own challenges locally as these changes take effect. The Transforming Rehabilitation programme is part of significant government reforms and changes the way that offenders are managed in the community, while continuing to protect the public.~~

##### Key reforms include:

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

The biggest challenge to the OPCC, Dorset Police and partners has been the decision by the Government that Dorset prisoners will be housed in Devon and that Dorset prisons will house offenders from Avon and Somerset, Gloucestershire and Wiltshire. This increases the challenges ahead and time will tell whether they will adversely affect the reducing reoffending agenda within Dorset.

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

### Restorative Justice

The Commissioner is keen to build on the success in Dorset in relation to Restorative Justice (RJ) and to expand this important means of restoration for victims of adult offenders, which can also reduce the risk of reoffending. The Commissioner also wishes to extend victim conferencing with offenders into prisons and to extend and evaluate Neighbourhood Justice Panels in Dorset.

Using government funding for Restorative Justice co-ordination, the OPCC have employed a Restorative Justice Co-ordinator to bring together best practice from across the County. The co-ordinator is developing a local RJ Strategy which will incorporate key workstreams such as Community Remedy and Neighbourhood Justice Panels (NJPs).

### **What we will do**

- The OPCC and Dorset Police will work effectively in partnership to ensure that information about offenders and the risks they pose is shared effectively, and those risks are properly managed.
- The Commissioner will work with partners to ensure that support for offenders, such as effective mentoring, is in place.
- The Chief Constable will ensure that Dorset Police will deal firmly and quickly with those offenders who breach conditions put in place to manage the risk they pose.
- The Commissioner will explore more advanced tagging of offenders following the initial success of this scheme and an increase in the number of tags available.
- The Chief Constable will ensure that Dorset Police will identify the top tier of 80 offenders posing the highest risk and put mechanisms in place to support them to change. Work within the Strategic Alliance programme with Devon and Cornwall Constabulary is exploring the potential for expanding the cohort of offenders that this may apply to.
- The Commissioner will seek to extend victim conferencing in prisons, and Neighbourhood Justice Panels.
- The Commissioner and the OPCC will work towards specific interventions for female offenders and war veterans. Both cohorts of offenders have complex motives and needs and a specialised response is needed for both groups.

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

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

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

### Key facts

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

Comment [MJ13]: To be updated at year end

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

### Ethics & Integrity

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

The integrity of police recorded crime statistics has come under the spotlight nationally and has had an impact on public confidence in the service as a result. Whilst the HMIC inspection of Dorset Police did acknowledge a number of strengths in the force approach to crime recording, some weaknesses were also identified and an action plan has been developed to address these. This is a particular area of focus for the Commissioner, who meets monthly with the Deputy Chief Constable and the Force Crime Registrar to scrutinise crime recording performance and challenge where appropriate.

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

### Public Contact & Feedback

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

- **The 101 non-emergency telephone service** – where the public highlighted to the Commissioner concerns over the high number of abandoned calls and unacceptable waiting times being experienced. The Commissioner therefore asked the Chief

Constable to improve performance in this area. New telephone operators were recruited and technology was upgraded. As a result performance levels have improved and specific targets remain in place for responding to emergency and non-emergency telephone calls.

- **Enquiry office provision** – the ongoing savings that Dorset Police need to achieve has meant the necessity for a full review of the police estate, including changes to enquiry office provision. The Commissioner played a significant role in ensuring that extensive consultation with the public and other key stakeholders was undertaken to influence and inform the final decision. This directly led to some enquiry offices being retained which were initially earmarked for withdrawal.
- **Gypsies & Travellers** – the Commissioner continues to work closely with local authorities to find solutions to the problems caused annually by unlawful encampments on public parks and spaces. In particular the Commissioner has lobbied hard for the provision of suitable transit sites in each of the unitary and top-tier local authority areas to enable Dorset Police to fully utilise the powers available to them and this will remain an area of focus for the future.

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

The OPCC continues to work with Dorset Police and Devon & Cornwall Constabulary to implement the final arrangements for survey provision from 1 April 2015. These new arrangements will ensure greater flexibility and the ability to quickly reflect changes in policing and community safety. They will also allow a broader approach in seeking to hear the views of all sections of our diverse community.

#### Other Key Issues

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

- **Smarter Systems Programme** – an ambitious Dorset Police programme to replace key supporting IS systems and the provision of a number of mobile data devices which will better equip frontline officers and increase their visible presence in the community.
- **Stop and Search** – the Commissioner is represented on the Stop and Search Scrutiny Panel to monitor the use of Stop and Search powers locally and the implementation of the Home Office Best Use of Stop and Search programme.
- **Use of Force** – the Commissioner holds the Chief Constable to account for the police use of force locally, to ensure that this is applied appropriately and is not causing concern within local communities. This includes the police use of Taser.
- **Complaints** – through the Professional Standards Board and the Ethics and Appeals Sub-Committee, the Commissioner is able to monitor and scrutinise Dorset Police complaints handling processes, including the dip-sampling of individual complaints as reassurance that these have been handled in the correct and appropriate manner. The Commissioner is also able to identify themes or trends in the types of complaints being received and challenge the Chief Constable accordingly, as appropriate.



## What we will do

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

## What results are we seeking to achieve?

- Members of the public will express improved satisfaction with the policing services they receive, especially if they are a victim of crime or anti-social behaviour.
- In particular we will improve how satisfied people feel with how they have been kept informed of progress.
- We will answer at least 95% of emergency calls within 10 seconds and at least 75% of non-emergency calls within 30 seconds.
- We will seek to **deal with reduce** recorded complaints **in an effective manner and measure our performance against IPCC key indicators and the number of appeals upheld by the Independent Police Complaints Commission (IPCC)** (these include the percentage of appeals upheld, either by the Force or the IPCC, and measures of timeliness in recording and responding to complaints and appeals).

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

### Key facts

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

Comment [MJ14]: To be updated following year end

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

With the Chief Constable, the Commissioner has reversed the recruitment freeze that had been in place since 2009 and welcomed 24 164 new police officers into the Force, a mix of new recruits and experienced officers transferring to Dorset from other forces. They have also agreed to recruit a further 16 officers during 2015/16. ~~increase further recruitment numbers over the next year.~~

### Safer Neighbourhood Team (SNT) policing

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

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

### Special Constables and Volunteers

Upon election the Commissioner pledged to double the recruitment of Special Constables and significantly increase the number of volunteers in Dorset Police by 2016. This has proven to be particularly challenging, primarily due to the reversal of the recruitment freeze which has provided the opportunity for a number of Specials to join the regular force. Despite this many new Special Constables have been recruited so that overall numbers have been maintained and we will continue to focus on increasing capacity in this area. ~~Some will be dedicated to rural and marine areas to provide local, recognisable, and accessible contact.~~ Since the Commissioner took office a number of measures have been introduced to support this ambition. These include the creation of a Strategic Volunteers Board to co-ordinate all Special Constabulary and volunteer activity across the Force; different tiers of volunteering to help remove some of the bureaucracy related to recruitment and vetting, depending on the specific role being applied for; and a renewed focus on the retention of Special Constables.

## Watch Schemes and Crime Prevention

The Commissioner welcomes the good working relationships between Dorset Police and Neighbourhood Watch Groups in many areas and will play his part in encouraging these positive and productive relationships in all areas. The past year has seen a positive increase in the number of Watch Groups and there are now over 17,000 contacts across Dorset. A new community messaging system, 'Dorset Alert', was launched in May 2014 and provides the Force, OPCC and other partners with a modern and flexible tool for disseminating information to large parts of the local community. The system also now allows individuals to respond directly to messages that they have received, a particularly valuable tool in facilitating the provision of intelligence or consultation feedback for example.

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

## Rural Crime

Dorset Police and the Commissioner are working together to embed a fresh approach to combating rural crime. Dorset Police have reviewed rural crime across the county and developed an associated Strategy and delivery plan. The Commissioner continues to meet and engage with key rural stakeholders to understand their needs and concerns and to ensure a joined-up approach across the county. Dorset Police has also joined the National Rural Crime Network. It is important that all agencies and communities work together to reduce rural crime. By joining schemes such as 'Stop That Thief', people will feel safer and it will also help to protect the farming community from crime.

The Commissioner is also working closely with Bournemouth University in looking at potentially innovative approaches to tackling rural crime issues. One such area currently being explored is the potential for sheep-tagging to address the growing issue of sheep-rustling affecting rural communities.

## Business Crime

The Commissioner is also committed to consulting and engaging specifically with members of the local business community to ensure that their issues, concerns and experiences are captured and inform the policing response to crime in Dorset. Successful annual business crime conferences and surveys have been undertaken and we continue to explore ways to ensure that business crime issues in Dorset are understood and tackled effectively.

## Strategic Alliance

The Commissioner fully supports the creation of a joint project team to explore how Dorset and Devon and Cornwall Forces can collaborate effectively across all areas of policing. This will include the exploration of how policing services can be maintained to a high standard when police budgets are being reduced, with a particular focus on maintaining frontline operational policing at the neighbourhood level. An initial scoping exercise identified what the potential benefits of enhanced collaboration between the two forces might be. Following this work, the decision was taken in June 2014 to work on a more detailed business case to understand fully these benefits and how they may be practically implemented in the future. In total, 26 areas are currently being explored in detail and detailed business cases started coming forward in late 2014 for review and approval.

**Comment [MJ15]:** SA reference removed from Priority 5 and placed here given the key driver of preserving frontline policing

## What we will do

- In response to community feedback the Commissioner will seek to protect Police Community Support Officer (PCSO) numbers as an essential part of Neighbourhood Policing.
- The Commissioner will considerably increase the number of Special Constables recruited and explore incentivisation for them.
- Having established a Force Volunteers Board the OPCC will oversee all volunteer engagement and make better use of volunteers, including mentors and street pastors.
- The Chief Constable will ensure that the marine, rural and urban communities have appropriate neighbourhood policing from Dorset Police.
- The Commissioner will work closely with specific partners to make our neighbourhoods safer such as with the Harbour Authorities across Dorset's coast.
- The OPCC and Dorset Police will ensure that, with our partners, preventing and 'designing out' crime and disorder is a priority for our Safer Neighbourhood Teams.
- The Chief Constable will ensure that Safer Neighbourhood Teams are focused on the issues that matter most to you.
- The Chief Constable will ensure that Dorset Police keep you informed about their work, sharing success.
- Dorset Police will involve you in problem solving.
- The OPCC and Dorset Police have started working with Bournemouth University to seek state-of-the-art technological solutions to rural crime, **including the potential for tagging sheep to counter sheep rustling.**

## What results are we seeking to achieve?

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

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

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

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

**The national [Policing Protocol](#) sets out the policing governance arrangements and clarifies the respective roles of the Commissioner and the Chief Constable.**

The Commissioner and the OPCC have established a strong working relationship with the Chief Constable **and her chief officer team** and together have agreed a 'Single Governance Model' of internal governance, monitoring and scrutiny. The Commissioner respects and recognises that the Chief Constable's leadership role is essential for success and the Commissioner expects the Chief Constable to encourage, recognise, reward and spread excellence throughout Dorset Police.

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

Other key boards include the Protecting Vulnerable People Board, Standards & Ethics Board and the Equality & Confidence Board. The Joint Independent Audit Committee (JIAC) provides independent reassurance to both the Chief Constable and the Commissioner over internal financial control matters. The Ethics and Appeals Sub-Committee undertakes a similar function in relation to professional standards matters and is currently being reviewed with a view to enhancing its roles in the future.

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

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

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

#### Her Majesty's Inspectorate of Constabulary (HMIC)

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

Commissioners are also able to directly commission HMIC to undertake a specific inspection if they are so minded.

#### Independent Police Complaints Commission (IPCC)

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

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

### **Recognition of the needs of diverse and potentially vulnerable groups**

The Commissioner has a responsibility to ensure that corporate practices, policies, procedures, decisions and activities do not have an adverse impact on individuals within the community. The Commissioner also has a duty under the Equality Act 2010 to have due regard to:

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

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

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

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

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

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

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

The Commissioner has appointed a **small** number of PCC Advocates, volunteer members of the public who are the Commissioner's "eyes and ears" in the community, helping to engage directly with specific communities and areas within Dorset – including the Polish community and older people. **A pool of community engagement volunteers also assist the Commissioner in being able to undertake his busy calendar of engagement events throughout the year.**

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

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

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

### **Strategy for engagement with victims, communities and partners**

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

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

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

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

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

Such methods of engagement include Victim Focus groups and PCC Forums, Surgeries and the use of the OPCC website for on-line surveys and feedback. The Commissioner has hosted a significant number of Forums and Surgeries across Dorset since taking office. **Our approach to engagement was acknowledged in March 2014, when the Commissioner was awarded with the gold award for Public Engagement by CoPaCC (a national organisation monitoring and scrutinising the work of Police and Crime Commissioners). This was in recognition of the engagement work that the Commissioner has already undertaken which was considered to be good practice and, in the judgement of the awarding body, placed Dorset as the leading OPCC in England and Wales at engaging with the public across many mediums, covering thematic as well as general issues.**

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

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

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

### **How the public can get involved**

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

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

The Commissioner wants to empower Dorset Police to police effectively the community and empower the community to police itself. 1 in 10 people in Dorset undertake some form of



voluntary work. The Commissioner will continue in his drive to increase volunteering in Dorset Police and the OPCC to reflect this untapped potential.

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

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

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

You can contact the Commissioner in a variety of ways:

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

By phone: (01202 or 01305) 229084

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

Via Twitter: @PCCDorset

Via Facebook: Dorset Police and Crime Commissioner

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

### **High level strategic assessment findings cross-agency**

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

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

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

### **Opportunities for cross-agency joint working and collaboration**

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

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

Community Safety Partnerships (CSPs) are statutory multi-agency partnerships that work together to reduce crime, disorder, anti-social behaviour and substance misuse in their local areas. More recently they have also been tasked with the reduction of reoffending. The Commissioner is represented on all of the local CSPs and will continue to work closely with them on shared aims, priorities and outcomes. ~~particularly given that from April 2013 community safety funding that previously supported the work of the CSPs became part of the Commissioner's fund.~~

The Commissioner works closely with the Dorset Criminal Justice Board (DCJB). The DCJB brings together the chief officers of the criminal justice agencies, to co-ordinate activity, **and to deliver an efficient and effective criminal justice system locally. The Commissioner is involved in developing a number of emerging and ongoing approaches to improving the criminal justice process, such as greater use of out-of-court disposals, the extended use of restorative justice and the introduction of a public-influenced Community Remedy process for tackling low-level crime and anti-social behaviour. An example of the work of the Board is a project to develop the mentoring of offenders which will contribute towards the priority of reducing reoffending. Another development is the introduction of a Scrutiny Panel to review and scrutinise out-of-court disposals, to ensure the appropriate use of these disposals and to develop future best practice.**

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

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

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

From October 2014 funding to support the commissioning of victim services locally was allocated to the Commissioner, as one of the 'Early Adopter' areas for this change. In June 2014 the Commissioner announced the award of the contract to Victim Support to provide an enhanced service to victims for the next three years.

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

### Commissioning and Partnership Strategy

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

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

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

~~The current budget contains specific funds to support any commissioning that the Commissioner needs to complete in order to meet Plan priorities. In addition to current funds provided through the Police Main Grant and the Community Safety Fund provided by the Home Office, the Commissioner will be in receipt of a comprises of funding streams and grant allocations that the government provides to enhance community safety at a local level as well as for specific areas of work such as in support of victims of crime, providing restorative justice coordination, encouraging innovation etc, and the Commissioner continues to proactively seek to repeat the success of previous years in being awarded some of these limited allocations for the benefit of Dorset's communities. enabling the securing of services needed to provide ongoing and targeted support for victims in Dorset.~~

In addition to the main commissioning budget, the Commissioner makes use of the Police Property Act Fund (funds raised through the public auction of unclaimed stolen or lost property) to support community based initiatives that can contribute to the priorities of the Plan. The Safer Dorset Fund (SDF) ~~has been set up utilising some of this funding, which allows community based charitable organisations and other non-statutory providers the opportunity to bid for small grants. on an annual basis.~~

~~In the financial year 2014/15 the Commissioner has secured over £2.4 million of funding over and above the core policing budget to enhance the delivery of services in Dorset. Over 45 different projects have been supported across broadly 10 key themes, further detail of which can be found on the OPCC website – [click here](#).~~

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

### Strategic Alliance

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

The key objectives of the programme are to:

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

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

### Collaboration

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

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

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

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

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

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

### **National threats**

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

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

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

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

## Finance and Resources

**Comment [MJ16]:** The whole Finance and Resource section will need updating following the agreement of the Budget and Precept for 2015/16

### Our commitment to value for money

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

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

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

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

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

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

### National Financial Context

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

forecasts forward a year to 2015/16, and provided indications of further significant cuts to Home Office budgets in future years.

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

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

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

### **Local Financial Context**

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

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

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

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

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

## Budget and core assets

### Revenue Budget 2014/15

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

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

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

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

**Comment [MJ17]:** Update on this to be included in the Annual Report for 2014/15?  
JM



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

Command	Section	2013/14 £000's	2014/15 £000's
Territorial Policing	Community Engagement and Partnerships	1,123	708
	Neighbourhood Policing	11,726	11,452
	Response Policing	23,908	23,351
	Territorial Policing Command	1,105	627
	Safer Schools and Communities	209	268
<b>Territorial Policing Total</b>		<b>38,071</b>	<b>36,405</b>
Crime & Criminal Justice	Crime and Criminal Justice Command	1,680	1,493
	Criminal Justice	8,037	7,537
	Intelligence	4,850	3,912
	Investigations	12,178	12,594
	Specialist Investigations	5,324	4,935
<b>Crime &amp; Criminal Justice Total</b>		<b>32,070</b>	<b>30,470</b>
Operational Support	Air Support Unit	1,423	889
	Armed Policing	2,693	2,743
	Operational Support Command	304	630
	Communications	447	295
	Control Room	4,693	4,725
	Counter Services	827	909
	Non Emergency Call Handling	2,536	2,330
	Dog Section	1,015	781
	Information Management	327	395
	Marine Unit	494	147
	Licensing	251	185
	Operational Contingency Planning	2,027	1,930
	Operational Support	247	169
	Safety Education Enforcement Services	(250)	(419)
Traffic Patrol	2,738	2,600	
<b>Operational Support Total</b>		<b>19,772</b>	<b>18,307</b>
Support Services	Administrative Services	1,436	1,315
	Business Change	546	953
	Corporate Development	540	574
	Estates and Building Services	6,942	7,050
	Finance	732	692
	Governance	2,774	2,561
	Human Resources	2,017	2,294
	Information Systems	4,241	4,421
	Learning and Development Unit	2,643	2,521
	Legal Services	74	52
	Procurement	941	918
	Professional Standards	1,927	1,945
	Service Support Desk	154	246
Transport	2,112	2,170	
<b>Support Services Total</b>		<b>27,080</b>	<b>27,711</b>

Office of the Police & Crime Commissioner (OPCC)	Cost of the OPCC	916	858
<b>Office of the Police and Crime Commissioner (OPCC)</b>		<b>916</b>	<b>858</b>
	Commissioning Fund	0	309
	Community Safety Fund	555	555
	Community Safety Fund Grant	(555)	0
	Victims and RJ Commissioning	0	418
	Victims and RJ Grant	0	(418)
<b>OPCC Commissioning Funds</b>		<b>0</b>	<b>864</b>
Central Costs		(3,618)	(1,225)
<b>Grand Total</b>		<b>114,291</b>	<b>113,391</b>

### Capital Budget 2014/15

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

	2013/14 £000's	2014/15 £000's
Vehicle Replacement Programme	815	<b>1,400</b>
Building Works	200	<b>660</b>
Information Systems	1,691	<b>3,590</b>
Specialist Operational Equipment	450	<b>900</b>
<b>Grand Total</b>	<b>3,156</b>	<b>6,550</b>

### Medium Term Financial Strategy

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

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

### Workforce strength

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

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

	Actual	Projected				
	31/03/10 (FTE)	31/03/14 (FTE)	31/03/15 (FTE)	31/03/16 (FTE)	31/03/17 (FTE)	31/03/18 (FTE)
Officers	1,463	1,204	1,204	1,168	1,145	1,098
PCSOs	166	155	155	155	155	155
Staff	1,232	880	844	808	772	736
<b>Total Workforce</b>	<b>2,695</b>	<b>2,239</b>	<b>2,202</b>	<b>2,130</b>	<b>2,071</b>	<b>1,989</b>

The MTFS identifies anticipated future resourcing levels within which longer term operational plans can be drawn up. The overall operational plan is supported by strategies for resource utilisation, the most significant of which are the Workforce Plan, Information Systems (IS) Strategy, Estates Strategy and Fleet Strategy. Each of these plans informs, and is informed by, the MTFS.

### Accessibility Statement:



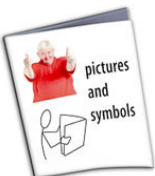
TRANSLATIONS  
AVAILABLE

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).



BSL

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



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



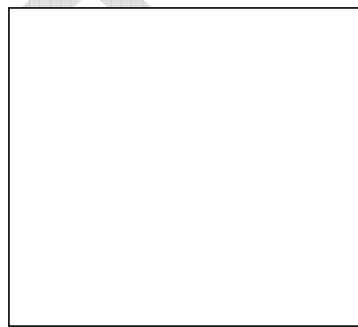
## Appendix 1

### Geography/demography

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

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

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



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

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

There are three major ports in Dorset, serving both central Southern England and the South West. Poole and Weymouth are both major seaports handling passenger and freight traffic to the Channel Islands and the Continent. Bournemouth International Airport **serves around 700,000 passengers each year currently.**

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

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

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

Whilst the urban conurbations have their own unique challenges, so too does the rural county. Here, the number of reported crimes is lower, though the impact of these crimes on communities and their confidence cannot be ignored. Rural theft cost an estimated £44.5 million in the UK during 2013, an increase of 5.2%, with the cost of livestock theft rising by 25% across the UK. These made 2013 one of the worst years on record for these crime types.

Appendix 2 – Priority outcomes and measures

<p><b>Priority: Reduce the number of people seriously harmed in Dorset</b></p> <p><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            Fewer people detained in Police Stations whilst in mental health crisis</p> <p><b>Measured by:</b></p> <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> <li>• Number of people detained in police custody as a 'place of safety' as a result of mental health crisis</li> </ul>
<p><b>Priority: Reduce the number of victims of crime and anti-social behaviour</b></p> <p><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</p> <p><b>Measured by:</b></p> <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>
<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>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</p> <p><b>Measured by:</b></p> <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>
<p><b>Measured by:</b></p> <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>
<p><b>Measured by:</b></p> <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>

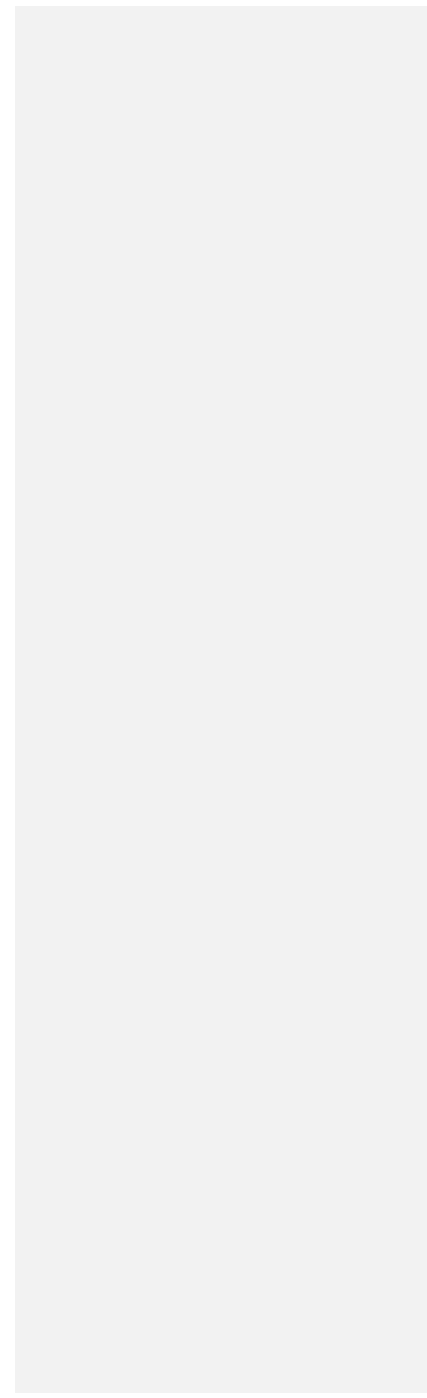
<b>Priority: Support neighbourhood policing that is appropriate for both rural and urban communities in Dorset</b>
<p><b>Outcomes:</b>  Increased Special Constables' hours and volunteer numbers  Increased agreement that local community priorities are being dealt with  Effective multi-agency problem solving</p>
<p><b>Measured by:</b></p> <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>• Development of the Victims Bureau Phase Two</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 PCC Advocates embedded across communities</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 Local Action Plan, responding to the national Crisis Care Concordat.</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 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 policing to make Dorset's neighbourhoods safer.</li> </ul>



DRAFT



## GLOSSARY

<b>ACPO</b>	Association of Chief Police Officers
<b>ADS</b>	Alcohol Diversion Scheme
<b>AONB</b>	Area of Outstanding Natural Beauty
<b>APCC</b>	Association of Police and Crime Commissioners
<b>ASB</b>	Anti-Social Behaviour
<b>BME</b>	Black and Minority Ethnic
<b>BWV</b>	Body Worn Video
<b>CA</b>	Countryside Alliance
<b>CCTV</b>	Closed Circuit Television
<b>CJS</b>	Criminal Justice System
<b>CLA</b>	Country Land & Business Association
<b>CoPaCC</b>	Comparing Police and Crime Commissioners
<b>CRC</b>	Community Rehabilitation Company
<b>CSE</b>	Child Sexual Exploitation
<b>CSP</b>	Community Safety Partnership
<b>CSR</b>	Comprehensive Spending Review
<b>CSW</b>	Community Speed Watch
<b>CTAM</b>	Community Threat Assessment Matrix
<b>DA</b>	Domestic Abuse
<b>DCJB</b>	Dorset Criminal Justice Board
<b>DDCCRC</b>	Dorset, Devon and Cornwall Community Rehabilitation Company
<b>DFRS</b>	Dorset Fire and Rescue Service
<b>EI</b>	Early Intervention
<b>EMRO</b>	Early Morning Restriction Order
<b>FMCP</b>	Financial Management Code of Practice
<b>FTE</b>	Full-Time Equivalent
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>ICV</b>	Independent Custody Visitor
<b>ICVA</b>	Independent Custody Visiting Association
<b>IDVA</b>	Independent Domestic Violence Advisor
<b>IMD</b>	Index of Multiple Deprivation
<b>IOM</b>	Integrated Offender Management
<b>IPCC</b>	Independent Police Complaints Commission
<b>ISVA</b>	Independent Sexual Violence Advisor
<b>JIAC</b>	Joint Independent Audit Committee
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender
<b>LNL</b>	Late Night Levy
<b>LRF</b>	Local Resilience Forum
<b>LSAB</b>	Local Safeguarding Adults Board
<b>LSCB</b>	Local Safeguarding Children Board
<b>MASH</b>	Multi-Agency Safeguarding Hub
<b>MPU</b>	Missing Person Unit
<b>MTFS</b>	Medium Term Financial Strategy
<b>NCA</b>	National Crime Agency
<b>NCCU</b>	National Cyber Crime Unit
<b>NFU</b>	National Farmers Union

<b>NHS</b>	National Health Service
<b>NJP</b>	Neighbourhood Justice Panel
<b>NPS</b>	National Probation Service
<b>NTE</b>	Night-Time Economy
<b>OCGs</b>	Organised Crime Gangs
<b>OPCC</b>	Office of the Police and Crime Commissioner
<b>PCC</b>	Police and Crime Commissioner
<b>PCP</b>	Police and Crime Plan <b>or</b> Police and Crime Panel
<b>PCSO</b>	Police Community Support Officer
<b>PFI</b>	Private Finance Initiative
<b>PND</b>	Penalty Notice for Disorder
<b>POLIT</b>	Paedophile On-Line Investigation Team
<b>PRSRA</b>	Police Reform and Social Responsibility Act 2011
<b>PSA</b>	Partnership Strategic Assessment
<b>RCCU</b>	Regional Cyber Crime Unit
<b>RDOP</b>	Road Death Overview Panel
<b>RJ</b>	Restorative Justice
<b>ROCU</b>	Regional Organised Crime Unit
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>SA</b>	Strategic Alliance
<b>SARC</b>	Sexual Assault Referral Centre
<b>SDF</b>	Safer Dorset Fund
<b>SMI</b>	Serious Mental Illness
<b>SNTs</b>	Safer Neighbourhood Teams
<b>SPR</b>	Strategic Policing Requirement
<b>SRU</b>	Safeguarding Referral Unit
<b>SR2013</b>	Spending Round 2013
<b>SSCT</b>	Safe Schools and Communities Team
<b>SSSI</b>	Site of Special Scientific Interest
<b>SWPPD</b>	South West Police Procurement Department
<b>YOTs</b>	Youth Offending Teams