



POLICE & CRIME PLAN 2017-2021

SEPTEMBER 2019 UPDATE



Working together for a safer Dorset 

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INTRODUCTION

Welcome to my Police and Crime Plan. It takes into account the strategic priorities of key local partners and is underpinned by a number of more specific and detailed commitments that I made as part of my 2016 election manifesto.

I was delighted to be re-elected Police and Crime Commissioner (PCC) for Dorset in 2016 and continue the work that I started during my first term of office. There remain significant challenges for policing, and for the public sector as a whole, but also opportunities to work together to maintain and improve services. I am committed to exploring these opportunities for the benefit of local people.

Policing has never been so complex, with an ever-changing landscape of crime and demand set against the reality of challenging resources and reduced budgets over recent years. We need to ensure that we are responsive to these changes and prioritise effectively but we also need to have a sense of reality about expectations of the service and what can practically be achieved. Our strategic alliance with Devon & Cornwall is a fundamental element in rising to these challenges locally.

For the police service as a whole, the National Police Chiefs Council (NPCC) and the Association of Police and Crime Commissioners (APCC) have agreed the [National Policing Vision 2025](#). This document sets out the plan for policing over the next 10 years, including transformation of the service, and my own Plan seeks to complement this vision at the local level.

This Police and Crime Plan is a statement of strategic intent for policing in Dorset, set around four key themes. These are:

- Protecting People at Risk of Harm
- Working with our Communities
- Supporting Victims, Witnesses and Reducing Reoffending
- Transforming for the Future

My [2016 Manifesto commitments](#) underpin these themed areas and I am seeking to have implemented all of these pledges by the end of my term of office in 2020. Progress has already been made against some of these commitments but please remember this is a four year Plan. Many of my ambitions will take time to realise and I will work collaboratively with others to make this happen. As before, issues such as mental health and support for victims of crime will remain key priorities.

I will regularly report and update on progress against this Plan throughout the term, including quarterly reports to the Police and Crime Panel and information shared through my website and other formats.

I will also maintain my focus on my core role of representing the people of Dorset and acting as a link between policing and the public, consulting and engaging with our communities, listening to and understanding your issues and concerns, and ensuring that these views are used to help inform high-level decision making. Changes to the handling of complaints about police, which will include greater PCC involvement in the process, is one area that will see enhanced contact with the public and the opportunity to provide increased governance and scrutiny over local policing.

Dorset is a wonderful place and, thankfully, a safe environment for the majority of us that live, work or visit here. Yet crime and community safety still matter and I will strive to keep our local communities safe and supported.



Martyn Underhill, March 2017

September 2019 Update

This is my last annual review and update of my Police and Crime Plan ahead of the next PCC election in May 2020. With the last few months of the current term of office remaining, I am very pleased with the progress that has been made against my key objectives and specific commitments.

I will continue to report regularly to the Dorset Police and Crime Panel on the work that I, and my office, have been undertaking and will also publish information on our achievements on my website. I trust that this will go some way in demonstrating the value and difference that Police & Crime Commissioners can make at the local level.

Nationally, Brexit continues to dominate the national political agenda and public services continue to experience significant challenges in terms of demand and resourcing. While, at the time of writing, the political situation remains delicate I am cautiously optimistic by the recent Government announcement in support of recruiting 20,000 much needed police officers over the coming years. I now await further details on how this will be implemented and how I can support the Chief Constable in increasing police officer numbers in Dorset.

During the remainder of my term I will also continue working closely with the police and other partners, at a local, regional and national level, to protect those at risk, support those who have been victims of crime and reduce reoffending.

PILLAR 1

PROTECTING PEOPLE AT RISK OF HARM

Protecting the public from harm is, and will always be, a core police duty. However, the demands placed on the police have shifted greatly in recent years and resources need to be effectively targeted on the basis of threat, risk and harm.

Protecting those most at risk of harm and most vulnerable to crime is a key strand of this Plan and will be an area of focus for the duration of this term of office.

Achievements to date:

- **Mental Health** – I have driven significant developments both nationally and locally with regard to the treatment of those suffering from mental ill-health, particularly with regard to their contact with the police. [[Click here to learn more...](#)]
- **Paedophile On-Line Investigation Team (POLIT)** – I have invested in the expansion of the POLIT, with the team already achieving important results locally. [[Click here to learn more...](#)]
- **Dorset Safeguarding: Multi-Agency Hub** - Implementation of the initiative that I have backed to create a multi-agency safeguarding hub in Dorset. [[Click here to learn more...](#)]

Policing alone cannot protect those at risk. I will continue to work with local authorities, the voluntary and charitable sector and partners more widely to support and commission high quality services in order to provide help to those most vulnerable members in our community.

Strategic Policing Requirement (SPR): The [SPR priorities](#) identify serious organised crime, child sexual abuse (CSA) and organised cyber-crime as national threats. This theme will look to ensure that Dorset Police contributes to the regional and national focus in these areas as well as tackling issues at the local level.

Whilst it is impossible to cover all aspects of risk and vulnerability in detail in this Plan, this theme will include issues such as:

Safeguarding & Vulnerability

I will continue to support the work of local safeguarding arrangements to deliver strong oversight and scrutiny of services to protect children and adults who are at risk of abuse in our communities. For example, we know that an ageing population is likely to present challenges regarding adults at risk of harm and this is one area where existing arrangements are under review. **Our armed forces veterans are another vulnerable cohort that I am keen to support.**

More widely, I will continue to work with the police and other statutory partners to explore ways in improving our collective responses to vulnerable members of our community. This is particularly important where individuals may fall below the threshold for statutory interventions but where early action and engagement may prevent escalations in problems and in turn reduce future demand on agencies.

Mental Health

I will campaign locally and nationally for additional investment from health partners in mental health services for adults and children. I will focus on a number of key areas, including:

- Early help and intervention to avoid those with mental health issues becoming victims of crime;
- Provision by health partners of timely therapeutic services such as counselling for victims of serious crime to help them recover from trauma;
- Preventing people from entering custody due to mental health crisis; and
- Support Dorset Police with initiatives focused on the mental health of officers and staff.

Serious Violence (including knife crime)

The Country has recently seen increases in serious violence such as knife crime, gun crime and homicide, resulting in the Government's [Serious Violence Strategy](#) as a response. Whilst the nature of the issues faced in Dorset are naturally very different to those experienced in our major cities we do face our own specific challenges locally and I will work with the force and partners to implement appropriate responses.

One area that I am keen to focus on is education and prevention to ensure that younger members of our communities here do not get drawn into the types of behaviours witnessed elsewhere, particularly in feeling the need to carry knives or other weapons to feel safe.

[County Lines](#) and the criminal exploitation of children and vulnerable adults is an associated issue, where urban gangs supply drugs to suburban areas and market and coastal towns using dedicated mobile phone lines. This can involve the exploitation of vulnerable adults and children in the movement of drugs and money. County Lines is a genuine threat to all areas, including Dorset, and I will ensure that the police and partners locally, regionally and nationally work coherently to tackle this emerging threat.

Fraud

I will continue to challenge the service provided to vulnerable victims of fraud. As more crime shifts online, it is right that more resources are put into place to tackle this emerging threat. This is especially true as the older population embraces new technology and more criminals exploit the speed, convenience and anonymity of the internet.

Modern Slavery

Living in a modern society it is disturbing to think that slavery, such as forced labour and human trafficking often for the purposes of sexual exploitation, is happening in our

communities. I will ensure that the police partner with agencies who are also at the forefront of tackling these crimes, and that work is undertaken to raise awareness so victims can be kept safe and traffickers brought to justice.

Force priorities: [Dorset Police](#) has specific plans in place to address sexual violence; domestic abuse; hate crime; child sexual abuse/child sexual exploitation; and modern slavery locally.

Encouraging reporting of crime, ~~incidents~~ and anti-social behaviour (ASB) and hate crime

The Chief Constable and I will continue to encourage greater reporting of crimes and incidents – particularly in areas currently widely considered to be under-reported - such as domestic abuse, modern slavery, sexual offences and hate crime.

Hate crime has become even more of a concern recently, with Brexit seemingly being one catalyst for an increase in incidents. It is so important that the impact of hate crime on a victim or community is not underestimated – it ruins lives. The importance of ‘getting it right’ in our prevention, enforcement and criminal justice responses is key to building and maintaining trust and confidence of victims and to encouraging more people to report.

Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Vulnerable Persons Directorate** – building on the Dorset Safeguarding multi-agency hub model, an aspiration to introduce a specialist team supporting all vulnerable people.
- **Crime Reporting** – ensuring that as many victims of crime as possible feel able to report these issues, either to the police or a third party.
- **Safe Schools and Communities Team (SSCT)** – increase SSCT resources to help their work in education and raising awareness of the risks posed to young people, particularly online.

During my term I have also added specific commitments for **Safeguarding, Fraud, Modern Slavery, Veterans, Hate Crime and Youth Diversion (including Police Cadets)**.

Partner priorities: Community Safety Partnerships (CSPs) in Dorset have a shared commitment to tackle serious sexual offences (especially against under 18s) and domestic abuse related violent crime. [Criminal justice partners](#) are seeking to identify health, including mental health needs, across the Criminal Justice Service (CJS). These are consistent with the aims of this theme.

PILLAR 2

WORKING WITH OUR COMMUNITIES

An essential part of my role involves acting as a link between the public and police service, and also as a facilitator in bringing local partners together to tackle shared priorities, issues and concerns.

I will therefore continue to work with Dorset Police and other agencies locally, regionally and nationally to keep our communities safe. I am particularly keen to engage with community members to help them work together with the police and partners to tackle the issues most affecting them.

Achievements to date:

- **Neighbourhood Policing** – Despite stretched resources, the Chief Constable and I remained committed to the Neighbourhood Policing model of community policing. [[Click here to find out more...](#)]
- **Cyber-crime** – I funded the CyberSafe campaign to raise local awareness and the ability for individuals to protect themselves from online crime and threats. [[Click here to find out more...](#)]
- **Rural Crime** – Within the first 100 days of my second term of office, the Force fulfilled my commitment to launch a dedicated Rural Crime Team to specifically address the unique issues and concerns affecting our rural communities. [[Click here to find out more...](#)]
- **Marine Unit** – I have committed specific funding for resources to bolster our Marine Policing response and continue to lobby Government over the important issue of Ports Security. [[Click here to find out more...](#)]

Strategic Policing Requirement (SPR) - The [SPR priorities](#) identify terrorism and domestic extremism; serious organised crime; national cyber security; public order; and civil emergencies. This theme will look to ensure that Dorset Police contributes to the national focus in these areas as well as tackling issues at the local level.

Many issues affect local communities in relation to crime and community safety and I will play my part in achieving more effective joined-up responses to these issues, including the following:

A Problem-solving approach

I will work with local communities to identify and find sustainable solutions to the issues most concerning and affecting them. Through this approach and associated PCC Innovation Funding I will also provide the resources to support innovative solutions where these are identified.

Homelessness

Homelessness is another issue that has come to the fore recently, with increases experienced locally and nationally in recent years. This is a complex social issue and not one where policing is often considered to play a direct role in addressing. However, homelessness is often one of a number of factors that influence offending and anti-social behaviour and I am keen to work with partners to look at how we can influence these factors and improve outcomes.

One area I am particularly exploring is the local response to homeless veterans who often get drawn into the criminal justice system because of this and other issues that they are experiencing. If successful I am hopeful that some of these initiatives may then be able to be applied to wider cohorts of people experiencing homelessness in Dorset.

Volunteers

Aside from working closely with communities to solve problems, I am delighted when individuals take the next step and become a special constable, police support volunteer, neighbourhood watch member, independent custody visitor or any of the other exciting opportunities to give back something in a unique way. Our volunteers are a vital part of making Dorset safer and everyone has my sincerest thanks and respect.

Tackling ASB

Anti-social behaviour (ASB) remains a genuine issue and blights many people's lives on a daily basis. I will continue to work with partners to tackle ASB and, primarily through Community Safety Partnerships (CSPs), ensure that policing plays an active role in managing ASB across Dorset.

One specific issue that has been highlighted to me in recent times is fly tipping, an unsightly and costly nuisance. Whilst not traditionally a matter for policing the scale of the problem, plus links to other forms of criminality, has resulted in me facilitating work with partners to look at how we can successfully tackle this literal blot on our County.

Road Safety

The number of people killed or seriously injured on Dorset's roads remains too high and is a concern regularly raised by the public. In addition to the existing approaches of education, engineering and enforcement I will look to further enhance driver education and awareness as a means of improving road safety. I intend to explore innovative new ways to improve road user concentration and reduce the risks of serious injury on the roads.

Cyber-Crime

At the start of my first term of office cyber-crime was viewed as an emerging risk. Now it is very much a potential threat to us all. The threats are numerous and areas of focus will include:

- Maintaining the CyberSafe campaign highlighting the dangers of cyber-enabled crime;
- Educating young people on issues such as online bullying, abuse and sexting; and
- Ensuring that businesses are better supported with regard to online crimes targeted at them.

Consultation, engagement and accessibility

Ensuring that there remains a meaningful dialogue between the public, myself and the police and exploring new ways of making this happen in order to reach more people. I am mindful of the need to explore different methods of communication and engagement to achieve this, recognising the different needs of our communities.

In addition to working closely with the Dorset Police and Crime Panel, I will particularly strive to ensure that the public are kept more informed about relevant policing issues; that their views are regularly sought; and that they are consulted on any significant changes being proposed to local policing arrangements.

It is fundamental that communities have a strong voice in important local debates that can affect community safety.

Preventing and detecting crime

I expect the Chief Constable to maintain a focus on the prevention of crime and continue to explore 'what works' and Evidenced Based Policing (EBP) approaches to reducing crime. This will include problem solving approaches and multi-agency solutions.

Where crime occurs, however, it remains important that the police response is appropriate and proportionate and that investigations are effective. I will continue to hold the Chief Constable to account for this aspect of policing delivery.

Force priorities: [Dorset Police](#) has specific plans in place to address ASB; dwelling burglary; rural crime; public place violence; and road safety.

Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Road Safety** – tackling drink and drug driving; enhancing driver awareness and education; and looking at initiatives to improve decision making and prevent road traffic collisions.
- **Safer Dorset Foundation (SDF)** – the SDF has been created to assist the police and partners in preventing crime and empowering individuals and groups to take positive action with regard to community safety.
- **Problem Solving Forum** – I will look to create a Problem Solving Forum to bring together relevant agencies and local people to identify innovative ways to tackle the issues most affecting communities at the local level. PCC Innovation Funding will be available to support these initiatives.
- **Business Crime** – I will appoint a Business Crime Champion and continue to build on relationships with local business organisations to improve the focus and response to traditional and on-line business crime.
- **Public Engagement** – I will continue to take my responsibilities for consulting and engaging with the public seriously and seek new ways to reach more people. I also commit to publishing an annual community engagement report to this effect.

During my term I have also added specific commitments for **Volunteering**, a **Bobby Van Scheme** and the **Neighbourhood Engagement Contract** initiative.

Partner priorities: Community Safety Partnerships (CSPs) in Dorset have a shared commitment to tackle ASB and [criminal justice partners](#) are seeking to prevent crime and reduce reoffending. These are consistent with the aims of this theme.

PILLAR 3

SUPPORTING VICTIMS, WITNESSES AND REDUCING REOFFENDING

Support for victims and witnesses of crime was a priority for me in my first term of office, and remains just as important now. I am therefore determined to work with the Chief Constable to provide a policing service that is valued by people in Dorset and in particular by victims of crime.

This theme also looks at offending and steps that can be taken to break the cycle of reoffending and rehabilitate our most prolific and regular offenders. I am also keen to explore with partners and local employers further ways to divert young people who may be at risk of offending away from criminal activity.

Achievements to date:

- **Victims Bureau** – one of my main commitments in my first term of office, the Victims Bureau, was launched in November 2013 providing greater information and support to victims of crime. [[Click here to find out more...](#)]
- **Victim Support services** – Following national changes I was the first PCC nationally to commission a local Victim Support service in October 2014. [[Click here to find out more...](#)]
- **Voluntary Offender Tagging** – I funded a GPS tagging pilot in 2015 to help deter individuals at high risk of re-offending from lapsing back into an offending lifestyle. [[Click here to find out more...](#)]
- **CJS Performance Management** – I commissioned Crest Analytics to develop a bespoke performance management tool for the Dorset Criminal Justice Board (DCJB). [[Click here to find out more...](#)]

Victims and Witnesses

Through the [Dorset Criminal Justice Board \(DCJB\)](#) I will continue to work with all criminal justice partners to improve and enhance the services delivered to victims and witnesses of crime. I am particularly keen to support the delivery of more effective and efficient IT systems in courts to enable the giving of evidence remotely and to ensure more efficient use of court time.

I will of course work with the Government on any plans to give PCCs responsibility for the remaining victim and witness care services which are currently still provided nationally so that we can provide the best possible services for victims and witnesses in Dorset.

I will also work with the Chief Constable to explore the opportunities to improve victim and witness care which may be provided through our strategic alliance with [Devon & Cornwall](#) – identifying areas for collaboration and improvement.

Offenders

The Chief Constable and I will work with DCJB partners to introduce new services and systems designed to stop people from offending and to prevent reoffending.

We will also work with the [National Probation Service \(NPS\)](#) and the [Dorset, Devon & Cornwall Community Rehabilitation Company \(CRC\)](#) to improve our shared understanding of people who choose to offend. We will seek all opportunities to deliver greater local flexibility in the services they provide to reduce reoffending and improve the quality and effectiveness of interventions.

I will also work with my colleagues in the region, through the newly formed South West Reducing Reoffending Board, to help influence and shape the Government probation reforms. These reforms, currently underway, will again see the management of all offenders in the community fall solely to the NPS.

Within this work I will look to explore areas such as mentoring of offenders, behaviour changing courses and expanding [Neighbourhood Justice Panels \(NJPs\)](#) and [Restorative Justice \(RJ\)](#).

Integrated Offender Management

The [Integrated Offender Management \(IOM\)](#) unit at any given time deal with approximately 80 of the most prolific acquisitive offenders in Dorset, the majority of who are responsible for crimes such as house burglary or car theft.

These schemes work with offenders at high risk of re-offending (but lower risk of carrying out violent crime) and help them come to terms with their offending behaviour and remove the issues which influence offending.

Critically, on agreeing to be part of an IOM scheme, offenders must agree to take on the responsibility of their own offending. This approach offers significant support to those who continue to engage and the threat of swift justice for those who do not.

Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Repeat Victim Champion** – I will establish a Repeat Victim Champion to coordinate police and partner interventions for difficult and complex cases.
- **Offenders** – I will explore the use of mentoring to reduce re-offending and also explore referral pathways to divert young offenders from crime.
- **Tagging** – Building on the pilot work already carried out locally, expand the tagging of offenders and lobby Government to change the law to enable the police to insist on certain high-risk individuals being tagged.

- **Victims' Lawyer** – I will lobby Government to sponsor a pilot Victims' Lawyer Scheme in Dorset, similar to the model used in parts of Europe. The Victims' Lawyer would represent victims at all stages of a prosecution, rather than the current system where a victim is only formally recognised by the court upon the conviction of another individual.

During my term I have also added commitments on the **Retendering of the Victim Support Service Contract** and researching the **Police Custody Environment**.

Partner priorities: [Criminal Justice System \(CJS\) partners](#) are seeking to provide support to victims and witnesses throughout the system and to prevent crime and reduce reoffending. **The CJS and Community Safety Partnerships (CSPs) also work to a shared Reducing Reoffending Strategy whose priorities are all consistent with the aims of this theme.**

Regionally, the South West Reducing Reoffending Board has identified four key priority areas – female offenders; the resettlement and rehabilitation of offenders with short-term sentences; youth to adult transition; and veterans.

PILLAR 4

TRANSFORMING FOR THE FUTURE

This theme looks at my roles and responsibilities in ensuring that Dorset Police operates as efficiently and effectively as possible – both now and in the future.

The main strands here are essentially focused on people; Information and Communication Technology (ICT); innovation/improvement; and partnerships/collaboration.

Achievements to date:

- **Strategic Alliance** – in March 2015 the two PCCs and two Chief Constables entered into a formal strategic alliance between Devon & Cornwall and Dorset. [[Click here to find out more...](#)]
- **Regional Collaboration** – Dorset continues to work collaboratively with South West policing partners on programmes such as forensics and procurement. [[Click here to find out more...](#)]
- **Recruitment** – During my first term of office I reversed the recruitment freeze to ensure new and talented individuals joined the service. [[Click here to find out more...](#)]
- **Investing in technology** – I have also supported significant ICT projects during the first term, including the implementation of a new records management system (NICHE), the development of mobile policing solutions (smart phones and tablets) and the planned introduction of body worn video and drones. [[Click here to find out more...](#)]

Alliance & Merger

The Chief Constable and I formally entered into an alliance with Devon & Cornwall Police in 2015 and all parties remain fully committed to this crucial collaboration.

Since this agreement, work has continued at pace to review our respective working practices and to align these into single, joint alliance functions wherever possible. Around thirty business functions have already gone live, including the operational policing areas such as roads policing, dogs unit, drones unit, and firearms and armed response vehicles as well as back office support such as Finance, HR, IT, Fleet Services and Administrative Support.

Whilst the alliance has, and will, assist us in making financial savings in a climate of reduced funding, more importantly it has enabled us to rethink how we deliver some services, increase resilience, and deliver a more consistent approach in aspects of policing across the three counties. What it won't do is have a negative impact on frontline policing.

As a result of this work, the two chief constables, with the full support of both PCCs, announced in September 2017 the intention to explore further collaboration and a closer working relationship between the forces – including the possibility of a full merger. In April 2018 the two chief constables, and two PCCs agreed that the outline business case for

merger was sufficient that a full business case should be developed and a public and stakeholder consultation undertaken.

This work continues with the ultimate aim of identifying the most sustainable and effective policing model for the three counties in the future. I continue to support this work, as Programme Sponsor, and will ensure that the governance and scrutiny arrangements for the programme remain robust so that any decisions taken are ultimately in the best interests of the public.

Listening and Learning

I will deliver changes to the way in which complaints against the police service are handled, utilising new powers in the [Policing and Crime Act 2017](#), to re-shape the complaints process to make it more responsive to the needs of the public.

I will also work with the Chief Constable to ensure that Dorset Police strives to become a 'learning organisation' – learning from emerging best practice and evidence based research on '*what works*' in delivering good outcomes for the public. This will need to reflect the Force's successes as well as when things don't go well or there is a failing – improving strategies to readily recognise when mistakes have been made, provide early remedy, compensate or apologise and then use this as the opportunity to learn and improve.

Understanding demand and new or emerging threats

In the current climate it is crucial that Dorset Police tries to be 'ahead of the curve' with regard to understanding the demands placed on police resources and in the early identification of new threats and risks. I will work with the Chief Constable to provide resources to meet the challenges as new or increased crime trends begin to emerge. The need to engage the public and partners in this journey is of paramount importance.

Funding and finances

I will continue to campaign nationally and locally for changes to the police funding formula so that it better reflects the demands faced by Dorset as a predominantly rural police force.

Unless prevented from doing so by significant cuts from central government, I will maintain Dorset Police as a debt free organisation and continue our prudent approach to financial management, including setting a balanced budget each year with an adequate level of reserves, externally endorsed by [Her Majesty's Inspectorate of Constabulary \(HMIC\)](#).

People

People are our most important asset and particularly in the context of increasing demand and decreasing funds it is hugely important that we take proactive steps to look after them.

I will invest to ensure that the recruitment of new officers and staff continues during the term, allowing the Chief Constable to invest resources in high priority areas and emerging issues. I will also support the Force to explore the opportunities arising from the College of Policing

reviews regarding policing structures and entry and progression into and through the service.

With the Chief Constable I will also work to ensure that the wellbeing of officers and staff is a primary consideration in supporting them to carry out their roles in often extremely challenging circumstances. Examples of initiatives that we have already undertaken in this area include:

- signing up to the [MIND Blue Light programme](#);
- my involvement in a national video encouraging staff to seek help for mental health; and
- training delivered to officers and staff through the Alzheimer's Society to make us a [Dementia Friendly](#) organisation.

As the national PCC lead for mental health I will continue to work hard to improve services for those suffering mental ill health, reduce the demands placed on the police service created by mental health related issues, and improve training for police officers and staff.

Information Technology

I will continue to invest in technology, including the full roll out of mobile data, to increase opportunities for police officers to stay out and about in local areas.

I will also support the commissioning of a new command, control and public contact system as part of our strategic alliance with Devon & Cornwall and work with our regional partners on delivering a new shared emergency service mobile communications system.

Partnerships & Collaboration

I will work with the Chief Constable to fully implement our strategic alliance with Devon & Cornwall – putting service improvement and efficiency at the centre of this work and delivering savings of more than £12million per year when fully implemented by 2021.

We will also work hard to ensure that we fully realise the benefits of other external collaboration programmes and internal reforms. In particular we will support and grow our partnerships with local authorities, fire, health and the voluntary and charitable sectors to explore all opportunities to keep the public safe and improve our efficiency and effectiveness.

Doing Things Differently

More widely, policing continues to be stretched. Crime is shifting online and is becoming more demanding and complex to uncover. Tackling these growing threats requires a different approach to policing. As criminals become more sophisticated, we must stay one step ahead and the way to achieve this is to stand with our partners and create a hostile environment for those who are determined to cause harm in our communities.

This may mean that policing becomes more involved in tackling societal or social justice issues like inequality. It might mean that agencies not currently working alongside us to address issues like drug and alcohol abuse will need to play a greater part.

As the challenge of funding continues, there is a risk that we shrink away from our partners. We must instead recognise where we can work even more closely together to provide more streamlined services. As a local leader I am firmly committed to exploring innovative and ambitious ways to keep offering the best possible service to the public.

Manifesto Commitments

My [manifesto commitments and pledges](#) when re-elected in May 2016 included the following:

- **Complaints** – taking on an enhanced role with regard to police complaints in line with national Government reforms.
- **Shared resources** – I will explore the potential for pooling and aligning budgets with our partners, which can reduce waste and duplication and ensure that we make the best use of public money.
- **Accessibility** – exploring more ways that I and the Force can engage with the public over the issues that matter most to them.
- **Investing** – In new and improved technology such as body worn video, CCTV and drones, in innovative new evidenced based approaches to tackling crime and community safety issues, and in estates, vehicles and equipment which will deliver better value for money in the long term.

During my term I have also added commitments on **Officer and Staff Health and Wellbeing**, enhanced **Scrutiny Panel** arrangements and the creation of a joint **OPCC/Dorset Police Innovation Fund**.

Partner priorities: A key priority for [Criminal Justice System \(CJS\) partners](#) is to deliver an efficient and effective end to end criminal justice system in Dorset. This is consistent with the aims of this theme.

HOW I WILL MONITOR PERFORMANCE AND PROGRESS

I will hold the Chief Constable to account for the provision of an efficient and effective police service in Dorset and delivery against the priority themes identified in this Plan. This will happen in a number of ways:

- **Formal and informal meetings** – I attend or am represented on all strategic-level Force and Strategic Alliance Boards in order to challenge and scrutinise, inform debates and take decisions. Regular informal meetings with key Force personnel also assist me in maintaining day-to-day business.
- **Scrutiny Panels** – I am engaged with, and in some cases have instigated, specific Panels scrutinising key areas of business likely to have a direct impact on the public and influence trust and confidence in the police. These include the use of Stop and Search powers; the police Use of Force (including TASER); the use of Out of Court Disposals; and the Customer Service Improvement Panel.
- **Issues Under Commissioner Scrutiny (IUCS)** – these are specific issues of a strategic, financial or reputational nature, identified by the public, which I formally raise with the Chief Constable. If accepted, these are then recorded, actioned and monitored through the weekly Joint Executive Board (JEB).
- **PCC Challenge** – an opportunity for me to raise issues relating to cost and efficiency and to challenge the Chief Constable to make improvements accordingly. As with IUCS, these are raised, recorded and monitored through JEB.

The [Dorset Police and Crime Panel](#) will hold me to account for undertaking my statutory responsibilities and for delivery against this Plan. I will therefore work with members and officers of the Panel to develop suitable reporting mechanisms and updates and report to them quarterly on my work and progress. This will complement the Work Programme and Forward Plan that the Panel has implemented to focus their work in scrutinising and, where appropriate, supporting my activities.

I will publish an annual report reflecting on the previous year and recent achievements relating to this Plan. My manifesto commitments will be the primary focus for delivery by my office on a day to day basis and I will use my website and other methods to keep the public updated on this work.

I will continue to engage with as many local people as possible to raise awareness of my role and work and to understand the issues most concerning local communities. I will also use my website, social media and other communication methods to provide relevant and timely information relating to my work. This will build on the success of my first term which included some 40,000 face-to-face interactions and over 250,000 contacts by various other means, including social media and direct contact into my office. This work has been recognised externally by [CoPaCC](#) through their Public Engagement Award (2014), and Transparency Quality Mark (2015, 2016/17, 2018 and 2019), and at the 2015 UK Public Sector Communications Awards for my website.

I will remain fully engaged in the governance of key partnership and collaboration activity at the local, regional and national level in order to drive forward shared priorities and initiatives.

I will also work closely with agencies such as [Her Majesty's Inspectorate of Constabulary](#), [Fire & Rescue Service \(HMICFRS\)](#), [Independent Office for Police Conduct \(IOPC\)](#), external and internal auditors, and our independent audit committee members to monitor Force performance and drive continuous improvement.

It is encouraging that public awareness of my role has steadily increased during my time in office and I will work hard to continue this trend in the years ahead. Police accountability has also increased enormously since the introduction of PCCs, in no small part due to increased engagement with local communities. I will strive to improve this further during this term.

Contact your PCC

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