

Item 3 – Police and Crime Plan and first 100 days update

1. During the campaign, the PCC mentioned "front line" policing numerous times - can the PCC please outline succinctly what he considers to be "front-line policing"?

The policing definition of frontline is uniformed and non-uniformed police officers, staff and volunteers who deliver services directly to the public. The public use the term frontline to refer to police officers who perform a community or response function, those officers in effect they want to see visible on the streets. In the election campaign it is those who I was referring to as front-line which is not the complete picture however it is what the public are concerned about and that needs addressing.

As PCC, I recognise that policing is more complicated with balance required, and with our officers protecting us from harm across a range of places – from our high streets on a Saturday night, to the frontiers of cyberspace.

2. The PCC states that in order to cut crime he will "ensure that we increase front-line policing in the NPTs and the rural crime team" yet he also states that "PCCs cannot tell the police how to do their job" - how does he intend to square this circle without stepping into the Ch Cons operational domain and how does he intend to fund this aspiration long term?

PCCs set the strategic direction of the Force, based on the needs of the people through the priorities of their police and crime plan, and so it is about what should be done, without necessarily saying how it should be done. That means it is well within my remit to highlight the needs of rural communities and question the levels of resources – including highlighting where I would like to see more. Such a statement does not impact on the operational independence of the Chief Constable.

3. The PCC's election campaign six point plan highlights that the first priority will be for the police to provide a robust focus on cutting violent crime and ASB - what have Dorset Police been getting wrong in this area to date in his opinion?

Nothing - I have immense respect for Dorset police and spent over 18 months seeing practice with them. Now though there is the need is for a PCC plan more closely connected with the residents of Dorset - giving a future strategic direction and prioritisation of resources that is seen through the prism of the people not the police. Dorset is and will continue to be a safe place to live, work and visit, but the demand impacting our area is changing and it's important that the police change with it.

I spent three years hearing from people right across our county, and now we have the opportunity afforded to us by the police uplift programme to act on the areas they have told me about, and so I have asked the Chief Constable to prioritise our new resources accordingly.

4. The PCC states that he wants the public to be able to contact the police easily when needed - what commissioning plans does the PCC have in order to achieve this aspiration?

Connectivity between communities and their police is hugely important to me, and I have a range of plans to address this challenge – many of which I have outlined in my presentation. These include new innovations like our impending move to the single-online home platform which will improve our web and internet-based communication with

the public, to parish constables and rural specials which will place local people with deeper understanding of local communities in local policing roles. I'll have much more to say about these in due course.

5. The PCC commented during the election that he intends to "address effective rehabilitation for those with addiction issues" - how does he plan to have effect in this area?

Firstly, by understanding what works and commissioning accordingly, secondly by working closely with partners to maximise the value of that commissioning, and thirdly with time – as let's be clear, this is a deeply entrenched, societal problem that policing cannot hope to address alone.

It may be of interest to the panel that I am a national joint lead for the Addiction and Substance Misuse portfolio and we are discussing suitable initiatives at our first meeting in August. The evidence base for reducing recidivism amongst addicts is clear, and requires a wraparound approach that addresses addiction, but also tackles related issues such as education, health, housing, family support and finances. Again, I will have more detail on my approach in due course.

6. The PCC has talked to other PCCs and analysed all 43 forces to assess the linkage between their crime plans and the delivery of effective policing - what did he learn and how will this shape his view for Dorset.

I found it helpful to undertake my own research to help inform my view about what best practice looks like. I found interesting correlations with the clarity of the plan, issues around front-line policing ratios and obviously funding.

However, I know that delivery does not solely flow from the strength of a police and crime plan, but rather the strength of the PCC, their office and their partners, in delivering the plan and the desire and ability of the force to recognise its validity. What I see in Dorset – that was not present everywhere – was an aligned and collaborative public sector that works closely together and which drives and supports improved public delivery. That bodes well for the future.

7. What action does the PCC intend to take in order to rectify the disproportionality issue within Dorset Police.

I have highlighted my desire to understand the current issues with the Chief Constable and will be receiving a briefing on this matter next week, following the completion of some Force-commissioned work. For the moment, I need to more fully understand the issues – which I understand have endured for several years, if not decades – before I can set out what my approach will be.

Disproportionality is not the same as discrimination. Let's be clear that we need to understand the issues to remove any reporting artefacts so we can see the reasons for any remaining disproportionality. However, I will state my absolute commitment to understanding and tackling these issues, as I am clear that Dorset Police must deliver a legitimate service to all its diverse communities.

8. Given the PCC's commitments in his election campaign (and since becoming the PCC), what direction will he be giving to the Ch Cons in terms of what the police will not be doing and in particular, the challenge of the current national police priorities of managing

calls for service/response/investigation against the 'THRIVE' model rather than being, in his words, 'crime fighters'?

There isn't a binary choice between THRIVE and addressing what the people require. What I found was a need to address ASB and that was not happening. I am looking at both the national and local priorities as we are creating the plan and discussing it with the police – there is an extensive overlap and I am confident we can achieve both. The Police and Crime Plan will reflect that explicitly.

9. The PCC has stated in his manifesto that he will “change the priorities of Dorset Police so as to cut crime and ASB is top of the list”. What elements of policing is he intending to relegate in order to ensure that ASB is the top priority?

You will have noted in your question that you refer to cutting crime and ASB. The two are intimately linked. From my work looking at other forces it was evident that there was a link between the priority given to ASB and whether it was tackled or not. The two forces in the South of England that had the worst rates of ASB had very similar police and crime plans and hardly mentioned it. Other forces were perfectly able to address crime and ASB together. Dorset is a good force full of superb, professional people and with the benefit of the uplift I have no doubt that with ASB as an obvious priority it will be addressed.

10. What initiatives to address ASB is the PCC planning to commission?

These are being developed as part of the police and crime plan and they will be brought forward at the time we present the plan.

11. A number of ASB issues are not policing matters - how does the PCC intend to engage with other local agencies in order to drive down ASB?

That has already started happening with regular meetings occurring with both local authorities. Indeed, I have been raising issues with them even as a candidate and submitted a plan with 14 recommendations to the BCP administration – some of which have been adopted. Both local authorities have community safety as a priority and we are sharing ideas on how this may be further addressed both in the short and long term.

12. During your election campaign you committed to making Dorset the safest County in the Country, however several other unsuccessful candidates also committed to that same pledge. How do you intend to achieve this pledge and by what mechanism (ONS etc) do you intend to score the progress?

Thank you for the question and yes you are right – it may be worth noting however that I had that as a vision before the other candidates and also was the first to highlight the need to address ASB. They say Mr Chairman that imitation is the sincerest form of flattery and I am therefore flattered.

To answer the question - we are working on the KPIs and as you will be aware from my business background, outcomes are critical to my definition of success. I have no doubt that we can achieve this, and we will craft milestones for the panel to note the change. These will be outlined in the PCP later in the year.

But ultimately Mr Chairman it is about how the residents of Dorset feel – I want them to feel safer and more secure. They will reflect my success at the ballot box and I intend to ensure that they are happy to continue with a PCC on a charge to cut crime and ASB and with a group of determined crimefighters making it happen.