



Police and Crime Panel

Date: Wednesday, 9 October 2024
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Cllr Alasdair Keddie (Chair), Mytton, Mike Short, Patrick Canavan, David Flagg, Peter Sidaway, Tony Trent, Louise Bown, Simon Gibson, Louie O'Leary, Andrew Starr and Carl Woode

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact 01305 224213 - chris.harrod@dorsetcouncil.gov.uk

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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Agenda

Item		Pages
1.	APOLOGIES AND INTRODUCTIONS	
	To receive any apologies for absence.	
2.	MINUTES	5 - 10
	To confirm the minutes of the meeting held on 24 July 2024	
3.	DECLARATIONS OF INTEREST	
	To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.	
	If required, further advice should be sought from the Monitoring Officer in advance of the meeting.	

4. PUBLIC PARTICIPATION

Representatives of town or parish councils and members of the public who live, work, or represent an organisation within the Dorset Council area are welcome to submit either one question or one statement for each meeting. You are welcome to attend the meeting in person or via MS Teams to read out your question and to receive the response. If you submit a statement for the committee this will be circulated to all members of the committee in advance of the meeting as a supplement to the agenda and appended to the minutes for the formal record but will not be read out at the meeting.

The first eight questions and the first eight statements received from members of the public or organisations for each meeting will be accepted on a first come first served basis in accordance with the deadline set out below. For further information please see [Public Participation - Dorset Council](#)

All submissions must be emailed in full to chris.harrod@dorsetcouncil.gov.uk by **8.30am on Friday 3 October 2024**.

When submitting your question or statement please note that:

- You can submit one question or one statement.
- A question may include a short pre-ambule to set the context.
- It must be a single question and any sub-divided questions will not be permitted.
- Each question will consist of no more than 450 words, and you will be given up to three minutes to present your question.
- When submitting a question please indicate who the question is for (e.g. the name of the committee or Portfolio Holder)
- Include your name, address, and contact details. Only your name will be published but we may need your other details to contact you about your question or statement in advance of the meeting.
- Questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.
- All questions, statements and responses will be published in full within the minutes of the meeting.

[Dorset Council Constitution](#) - Procedure Rule 9

Councillor Questions

Councillors can submit up to two valid questions at each meeting and sub divided questions count towards this total. Questions and statements received will be published as a supplement to the agenda and all questions, statements and responses will be published in full within the minutes of the meeting.

The submissions must be emailed in full to

chris.harrod@dorsetcouncil.gov.uk by 8.30am on **Friday 4 October 2024**.

[Dorset Council Constitution](#) – Procedure Rule 13

5. ELECTION OF VICE-CHAIR

To elect a Vice-Chair of the Panel.

6. REVISED POLICE AND CRIME PLAN

11 - 34

To present members with an update on the Police and Crime Commissioner's Police and Crime Plan, as well as to provide a formal response to the Panel's feedback and recommendations regarding said Plan.

7. Q1 MONITORING REPORT

35 - 46

To receive the Q1 Monitoring Report 2024/25.

8. RIGHT CARE, RIGHT PERSON

47 - 56

To provide an update on the work to implement the Right Care Right Person initiative within Dorset Police.

9. COMPLAINTS UPDATE

Verbal Report

To receive a verbal update from the Service Manager for Assurance.

10. FORWARD WORKPLAN

Verbal Report

To discuss the Forward Workplan.

11. URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

12. EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended). The public and the press will be asked to leave the meeting whilst the item of business is considered.

There are no exempt items scheduled for this meeting.

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POLICE AND CRIME PANEL

MINUTES OF MEETING HELD ON WEDNESDAY 24 JULY 2024

Present: Cllrs Mike Short (Chair), Patrick Canavan, Alasdair Keddie, Peter Sidaway, Tony Trent, Louise Bown, Simon Gibson, Louie O'Leary and Carl Woode

Officers present (for all or part of the meeting):

Simon Bullock (Chief Executive, OPCC), Marc Eyre (Service Manager for Assurance), George Dare (Senior Democratic Services Officer), Chris Harrod (Senior Democratic Services Officer), Adam Harrod (OPCC Director of Operations), David Sidwick (Police and Crime Commissioner) and Julie Strange (OPCC Chief Finance Officer)

1. **Apologies and Introductions**

Apologies for absence were received from Dr Elizabeth Mytton and Cllrs David Flagg (BCP Council) and Andrew Starr (Dorset Council).

The Chairman welcomed those present and took the opportunity to thank past members for their contributions to the Panel. In addition, he expressed his gratitude to the outgoing clerk, who was leaving Dorset Council.

2. **Minutes**

The minutes of the meeting held on 1 February 2024 were confirmed and signed.

3. **Declarations of Interest**

No declarations of disclosable pecuniary interests were made at the meeting.

4. **Public Participation**

A question relating to violence against women had been received and has been included, together with the response from the Police and Crime Commissioner, as appendix 2 to these minutes.

5. **PCC Annual Report and Police and Crime Plan Update**

The Police and Crime Commissioner provided a brief update on the published plan and explained that there were currently efforts underway to give it a refresh it based on emerging issues that had become apparent during his campaign seeking re-election in May.

Noted

6. **Q4 Monitoring Report – 0:15:08 On the recording**

Prior to the presentation from the PCC, the Chair sought clarification on a couple of questions relating to the PCC being misquoted at the previous meeting when using the term “public intervention” and, following the withdrawal of support of the Police Race Action Plan by the National Black Police Association due to funding concerns, where the PCC stood in relation to funding the Plan.

The PCC gave an update on process against the Police and Crime Plan.

Priority One - Cut Crime and Anti-Social Behaviour – 0:21:08 on the recording

The PCC highlighted that Anti-Social Behaviour had dropped over the last quarter and that he was focussed on road safety. Burglary was also a key focus of the PCC and he explained that additional equipment had been provided to support vulnerable victims of burglary.

Questions from the Priority Leads and Panel members. (attached at appendix 1). Panel members were given the opportunity to ask questions. The PCC responded in detail to questions in relation to Auto Speedwatch schemes, police attendance where retail crime has occurred, visible patrolling and the success of prevention of burglary packs in collaboration with estate agents. The PCC also advised that following the general election, he was keen to engage with the MPs across Dorset to ensure that it was the safest county and would continue lobbying for additional funding.

Priority Two – Make Policing More Visible and Connected – 0:45:50 on the recording

The PCC highlighted the work being undertaken as part of priority two of the plan.

Questions from the Priority Leads and Panel members. (attached at appendix 1).

Panel members were given the opportunity to ask questions. The PCC responded to questions in relation to the introduction of a new platform for officers to use remotely, improvements in call handling and response times to both the 999 and 101 services, restoration of monthly NPT meetings with ward councillors and the addition of an “add media” function to the submission of intelligence feature on the website. In addition, he set out an ambition highlighting the need to change how the police operated in terms of systems and communications.

Action: The PCC would provide more information about the single online home at the next meeting of the Police and Crime Panel.

Priority Three – Fight Violent Crime and High Harm – 01:16:13 on the recording

The PCC highlighted the work being undertaken as part of priority three of the plan.

Questions from the Priority Leads and Panel members. (attached at appendix 1).

Panel members were given the opportunity to ask questions. The PCC responded to questions in relation to the Violence Reduction Unit (VRU) and the ability to attract funding for it.

Priority Four – Fight Rural Crime – 01:38:47 on the recording

The PCC highlighted the work being undertaken as part of priority four of the plan.

Panel members were given the opportunity to ask questions. The PCC responded to questions in relation to Fly-Tipping, particularly around prevention and enforcement activity.

Priority Five – Put Victim and Communities First – 01:45:00 on the recording

The PCC highlighted the work being undertaken as part of priority five of the plan.

Panel members were given the opportunity to ask questions. The PCC responded to questions in relation to the UKPAC pilot.

Priority Six – Make Every Penny Count – 02:01:56 on the recording

The PCC highlighted the work being undertaken as part of priority six of the plan.

Questions from the Priority Leads and Panel members. (attached at appendix 1).

NOTED

7. Drugs, Alcohol and Gambling - 2:15:12 on the recording

The PCC introduced the report and provided the panel with a comprehensive narrative which set out the difficulties caused by addiction. The PCC was keen to highlight the inclusion of gambling, a subject that was often left untouched, and felt should receive more awareness.

NOTE: Due to a time constraint, prior to panel member questioning, the Chairman allowed re-ordered part of the agenda to ensure that the election of chair item could be resolved and to move that the meeting could continue after the three hour time limit.

Panel members were given the opportunity to ask questions – 02:55:34 on the recording.

The PCC responded to questions in relation to his campaign centred on drugs (including possession), a trial that created 'safe spaces' for opioid use which he did not support and his stance on "victim vs criminal" when considering 'county lines' situations.

Action: Informal training date to be planned to allow for further discussion.

NOTED

8. Election of Chair / Vice Chair (Main Panel / Complaints Sub Committee)

It was Proposed by Cllr Bown and seconded by Cllr Trent that Cllr Keddie be elected as Chair of the Police and Crime Panel.

Two nominations were received for vice-chair – Cllr Bown and Dr Elizabeth Mytton, but following a split vote, it was proposed and seconded that the position of Vice-Chair be determined at the next meeting.

Resolved that:

1. Cllr Alistair Keddie be elected as Chair of the Police and Crime Panel for a 1-year term.
2. The vice-chair be elected at the following meeting.

9. Recruitment of Independent Co-opted Member

The Service Manager for Assurance advised that there would shortly be a recruitment exercise for a new co-opted member, and it was expected that they would be in post ready for the December meeting.

10. Complaints Update

The Service Manager for Assurance advised that there were no live complaints against the Police and Crime Commissioner.

He also advised that there was a need to appoint five members to the Police and Crime Panel Complaints Sub-Committee and that Dr Liz Mytton and Cllrs Patrick Canavan, Louis O'Leary, Peter Sidaway and Carl Woode had put themselves forward for this role, subject to the Panel's approval. This was proposed by Cllr O'Leary and seconded by Cllr Louise Bown

Resolved that Dr Liz Mytton and Cllrs Patrick Canavan, Louis O'Leary, Peter Sidaway and Carl Woode be appointed to the Police and Crime Panel Complaints Sub-Committee.

11. Forward Workplan

The forward workplan was noted.

12. Urgent items

There was no urgent business.

13. Exempt Business

There was no exempt business

Duration of meeting: 10.01 am – 1:18pm

Chairman

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POLICE AND CRIME PANEL – 9 October 2024

POLICE AND CRIME PLAN UPDATE

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To present members with an update on the Police and Crime Commissioner's Police and Crime Plan, as well as to provide a formal response to the Panel's feedback and recommendations regarding said Plan.

1. BACKGROUND

- 1.1 The Police and Crime Commissioner (PCC) issued the 2021-29 Police and Crime Plan in October 2021, a few months after first becoming elected to the role. At the time of the Plan's publication, the PCC made it clear that it was his intention for this Plan to span two terms of office. This was due to the extent of the ambition contained within the document, alongside the fact that his first term was truncated because of the COVID-19 pandemic.
- 1.2 In accordance with the Police Reform and Social Responsibility Act 2011 (PRSRA) a Police and Crime Plan for Dorset must be published by 31 March 2025. The legislation also permits for an already published Plan to be revised or reissued at any time. As the PCC was re-elected to a second term in office earlier this year – and is consequently able to continue delivering the 2021-29 Plan – he opted to review and refresh the document ahead of re-publication.
- 1.3 The PCC was entirely clear that the vision and priorities of the Plan would not alter, but he was, of course, keen to assess the Plan to ensure that it reflected any necessary changes since its original publication.
- 1.4 Legislation sets out a range of areas that must be contained within the Police and Crime Plan – this includes, but is not limited to, the PCC's police and crime objectives; the policing that the Chief Constable is to provide; and the means by which the Chief Constable's performance in providing policing will be measured.
- 1.5 Despite the legal name of the document, the Plan, as can be seen by the mandated content listed above, is better considered as an outline of a PCC's strategic intent. In that sense, it has similarities to the Corporate Plans that are required of local authorities.
- 1.6 In developing the Police and Crime Plan, the PCC is required to consider the views of the local community and victims of crime, as well as have regard to the Strategic Policing Requirement. He is required to prepare a draft of the Plan and consult the Chief Constable in preparing this draft. The draft must be sent to the Police and Crime Panel, with the PCC having regard to reports or recommendations made by the Panel. He must provide the Panel with a response about any such report, or recommendations and this response must be published.

2. ANALYSIS AND PROGRESS

2.1 The PCC's vision is that Dorset should be the safest county in England and Wales. This vision was formulated and developed prior to taking up the role in 2021 and was informed through not only 18 months of 'seeing practice' with Dorset Police but also by speaking with hundreds of people and as a result of extensive personal research. Since taking up the role, the PCC has continued to receive thousands of items of correspondence from members of the public and has received regular and detailed briefings from the Force, the Office of the Police and Crime Commissioner (OPCC) and partner agencies.

2.2 As stated, the PCC has made it clear throughout his tenure that the Plan was intended to span two terms of office. This has meant that no changes to the over-arching vision – to make Dorset the safest county – nor the six priorities have been made.

2.3 As members will be aware, these priorities, which were included in his election manifesto in both 2021 and 2024, are:

- **Cut Crime and ASB:** The police will robustly prevent and detect crime and tackle the constant grind of ASB – so people across Dorset see a clear difference and feel safer.
- **Make Policing More Visible and Connected:** To increase the visibility of police officers in our neighbourhood teams. Contact and connectivity between police and the public will be improved.
- **Fight Violent Crime and High Harm:** To tackle organised gangs, be tough on drugs and tackle high harm incidents such as child abuse, domestic abuse, hate crime and modern slavery.
- **Fight Rural Crime:** To maintain the size of the rural crime team and to have specific strategies for crimes and issues affecting the rural community.
- **Put Victims and Communities First:** Support all victims – particularly those most vulnerable – and build community strength by working together and addressing needs.
- **Make Every Penny Count:** By resourcing and transforming the frontline, so patrol and response teams can spend more time in communities and making residents feel safer.

2.4 Though the priorities have not changed, upon close examination the PCC determined that it would be prudent to make a small number of changes to the headline themes that underpin these priorities. This includes the headings of 'Violence Against Women and Girls' and 'Rape and Serious Sexual Offences' being split into discrete sections and, also to fold 'Pet Theft' and 'Burglary' into a single heading of 'Burglary and Acquisitive Crime'. 'Support for Young People' and 'Business and Retail Crime' have been retained, but now sit under different priority areas. Finally, 'Heritage Crime' has been added under the Fight Rural Crime priority.

2.5 Within these themes, the PCC has opted to make changes to the commitments that are contained within the Plan. As previously discussed with the Panel, these changes fell into one of three categories:

- for commitments that pledged to 'introduce' initiatives, these have been amended if this has now occurred – instead pledging to 'maintain' or 'enhance' such initiatives;

- For commitments that contained references to obsolete terminology or nomenclature, these too have been amended to reflect the current position; and
- Commitments which have been amended because of new ideas or initiatives that occurred since the original publication of the Plan.

2.6 The third category of change was outlined in more detail at the last meeting of the Police and Crime Panel. Of course, members have also now seen the full document, too. By way of quick summary, however, the most significant changes are in relation to Violence Against Women and Girls, and Rape and Serious Sexual Offences – both themes that have been expanded upon to better reflect the extensive work being undertaken locally, regionally, and nationally. There are also notable additional commitments relating to Violence Reduction under the heading of Vulnerability.

2.7 Draft versions of the refreshed Police and Crime Plan has been discussed with the Chief Constable and Chief Officers and shared with a wide range of key stakeholders for comment, including members of the county’s two Community Safety Partnerships and OPCC scrutiny panel members. Feedback from partners has proved valuable and has not only aided the development of the Plan, but also demonstrated ongoing synergy between the PCC’s ambitions and those of partner agencies. The same can be said for the local priorities identified by the PCC and national priorities, for instance the threats listed within the Strategic Policing Requirement.

2.8 Throughout the process of refreshing the Police and Crime Plan, the PCC and his office has strived to demonstrate that the delivery of important work, and beneficial change for the people of Dorset, has continued throughout. Regular updates about OPCC and Force activity have been provided to the public as has become the norm during the PCC’s time in office.

3. POLICE AND CRIME PANEL FEEDBACK ON THE POLICE AND CRIME PLAN

3.1. As requested, the Police and Crime Panel sent through their comments on the draft Police and Crime Plan on 14 August 2024. The PCC is grateful for the careful consideration of the Plan by the Panel – the thoughtful and forensic response is very welcome, and several amendments have been made to the document as a direct result of this feedback.

3.2. The PCC is especially pleased to note that the Panel Chair has commended the revisions to the Plan, in particular, the increased focus on drug related criminality, violent crime and high harm, and violence against women and girls. More specifically, the PCC has the following comments, laid out in the same order as raised in the Panel’s written response:

- **Execution or ‘Effect’ of the Plan:**

The Panel has requested further benchmarking information so that it is clear what success looks like. As outlined at Section 1.5, the Plan is an outline of a PCC’s strategic intent. The Plan meets the requirements of the legislation and contains a similar level of detail as Police and Crime Plans in other areas. The Police and Crime Plan is already supported by a detailed internal delivery plan, internal governance and monitoring processes. Progress against the Plan, and further insight into the Plan’s deliverables will be provided by the quarterly reports to the Police and Crime Panel, as has been customary since 2021.

- **Violence Reduction Funding**

The Panel has outlined its support for the PCC’s pledge to work to secure the funding necessary to implement a pan-Dorset approach to reducing violence. The PCC has opted not to specify the exact way in which this could be achieved within the Plan – there are numerous mechanisms, some existing and, no doubt, some that could be

newly created by central government. The point is clear, however, which is that Dorset requires additional funding and the PCC will lobby central government to this effect as set out under the Make Every Penny Count priority. The PCC is pleased to note that his Office and the Panel appear to be aligned on this issue.

- **Road Safety**

The Panel has suggested that the Police and Crime Plan might draw out distinct groups of road users – for instance, cyclists. To keep the Plan at a strategic level, the PCC has instead opted to make it clearer that the road safety commitments relate to the protection of *all* road users and so this has been amended accordingly in the final version of the Police and Crime Plan.

- **Supporting Young People**

The Panel raised the important work undertaken by the Combined Dorset Youth Justice Service (YJS), which was not included within the PCC's commitments. The OPCC provides funding to the YJS and works collaboratively with the YJS team. Therefore, the PCC agrees that this should be highlighted within the Plan and the relevant text has been amended to include this important work.

- **Neighbourhood Engagement**

The frequency with which Force neighbourhood teams meet with elected council members is an operational matter for the Chief Constable and, consequently, the PCC has not opted to include the timings of meetings within the Police and Crime Plan, as was suggested by the Panel.

However, the PCC has included pledges to not only build upon the Neighbourhood Engagement Commitment work, but also to improve the communication with elected representatives across Dorset. To that end, the PCC and Chief Officers have undertaken a review of the Force's critical incident briefing protocols to ensure they are fit for purpose and, also, the PCC has raised the frequency of NPT meetings with councillors directly with the Chief Constable – making clear his, and councillors', expectations.

- **Veteran Commitment:**

The Panel suggested that the Veterans in Custody Support Officers (ViCSO) role – which is currently only in operation in prisons – might be expanded to police custody and that a pledge along these lines should be included within the Plan. This has been explored by the OPCC – alongside several other schemes aimed at supporting veterans. To reflect this activity, the PCC has agreed to amend a commitment within his Plan to make clear his desire to assist veterans in Dorset.

- **Cost/Risk:**

The Panel has sought greater clarity and assurance in relation to the costs of the Plan and any risks associated with the Plan's implementation. The PCC believes that, based on current Force and OPCC assumptions, the Plan is affordable and achievable. As part of the budget setting and precept decision making processes, this will be articulated in further detail and, as the Panel has requested, the PCC will ensure that the question of affordability is addressed each year so that this can be seen and understood by the public. The Panel will of course be updated and involved in these processes.

All OPCC and Force risks are managed using established tools, systems and governance arrangements and confirmation of this has been added to the Plan, as

suggested. Throughout the delivery of the Plan, action will be taken to mitigate identified risks, and the Panel will be updated on risks and issues, as relevant, on a quarterly basis.

- **Additional Detail:**

The Panel has provided around half a dozen suggestions aimed at improving the overall quality and readability of the written document. These have been incorporated into the document and the PCC is grateful for the time that Members will have spent in considering the draft Plan in such detail.

3.3. The PCC has circulated the final version of the refreshed Police and Crime Plan to the Panel (Appendix A) and this document has now been published.

4. NEXT STEPS

4.1. The publication of the refreshed Police and Crime Plan will be accompanied by internal and external communications activity. As part of this communications work, the OPCC has been highlighting the achievements already secured by the PCC throughout his time in office – helping to demonstrate that the Commissioner has already been delivering against his Plan and will continue to do so.

4.2. The OPCC will continue to provide quarterly performance reports to the Panel so that progress against the Police and Crime Plan can be monitored and scrutinised.

5. CONCLUSION & RECOMMENDATION

5.1. The PCC has now published his refreshed Police and Crime Plan 2021-29. This is several months ahead of the statutory deadline.

5.2. The PCC has consulted and engaged with the public, Dorset Police, partner agencies and the Police and Crime Panel throughout the refresh process, having also consulted extensively on the original iteration throughout 2021 and via regular ongoing engagement since. He is grateful for the detailed views and recommendations that he has received and has carefully considered all feedback submitted, which has helped him to advance and refine his Plan.

5.3. The PCC looks forward to discussing his refreshed Plan with Dorset's communities and working tirelessly to achieve the vision that it sets out – to make Dorset the safest county.

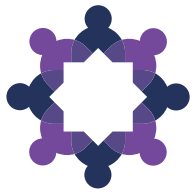
5.4. Members are asked to note the report.

ADAM HARROLD DIRECTOR OF OPERATIONS

Members' Enquiries to: Adam Harrold, Director of Operations (01305) 229084

Media Enquiries to: Susan Bloss, Head of Communications & Engagement (01305) 229095

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DORSET
POLICE & CRIME
COMMISSIONER
DAVID SIDWICK



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DORSET
POLICE &
CRIME PLAN
2021/29



MAKE **DORSET** THE SAFEST COUNTY



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FOREWORD

FROM THE POLICE AND CRIME COMMISSIONER

FOR THE PAST THREE YEARS, I HAVE DEDICATED MYSELF TO REPRESENTING THE PEOPLE OF DORSET AND BEING YOUR VOICE IN POLICING.

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Following my first productive term as Dorset's Police and Crime Commissioner, I am delighted to have been re-elected to continue the significant progress we have made with my eight-year Police and Crime Plan.

This progress has seen Dorset stay in the top ten safest places in the country to live and work. For a small Force such as ours, with the specific challenges that issues such as seasonality and sparsity present, this is an impressive achievement and testament to the hard work and dedication of officers, staff, and volunteers. We have reduced anti-social behaviour across the county by 14% over the past year, shut down numerous county lines and started to address the street drug dealing which brings harm to communities. We have launched a Rural Mounted Volunteers scheme and launched the latest round of my Operation Relentless Community Fund to empower communities to help address incidents of anti-social behaviour where they live. These are just some of the ways we are already meeting the aims set out in my Police and Crime Plan, and now we're ready to get on and ensure the next four years are as, if not more, successful.

Much of the past three years has been focused on building those important in-roads for change. Long-term improvements are never easy to

achieve, but I am determined that as a result of the foundations we have laid, the next stage of this eight-year plan will see Dorset become the safest place in the country. I wanted a bold and ambitious Police and Crime Plan to reflect the vision I had for Dorset. Only a two-term plan, which would allow me to put in place long-term changes, would deliver this. I knew that by focusing on these six priority areas I could ensure greater safety and a feeling of security for all who live, work, and visit Dorset.

Since this plan was created three years ago, there have been some changes in the landscape. These shifts have enabled me and my team to refresh the Police and Crime Plan and make some small alterations to benefit the people of Dorset. My six priorities, set after extensive consultation with the public, remain the same, but with some updates to ensure Dorset Police continue to deliver for the public.

- Cut Crime and Anti-Social Behaviour (ASB)
- Make Policing More Visible and Connected
- Fight Violent Crime and High Harm
- Fight Rural Crime
- Put Victims and Communities First
- Make Every Penny Count

These small updates will ensure police buildings are suitably located, and officers are visible across the county, alongside my aim to improve ease and accessibility for those wishing to contact the police. Another area of immense importance is Violence Against Women and Girls, and it is imperative our priorities are reflective of the societal changes needed to address these very serious issues.

As previously, the Plan will be supported by detailed delivery plans and I will be regularly reporting and updating on the progress made throughout the term, through quarterly reports to the Police and Crime Panel and information shared through my website and other formats.

As your representative linking policing and the public, I will be listening intently to your issues and concerns, and using evidence to not only inform decision-making but to measure whether this plan is working for all our communities.

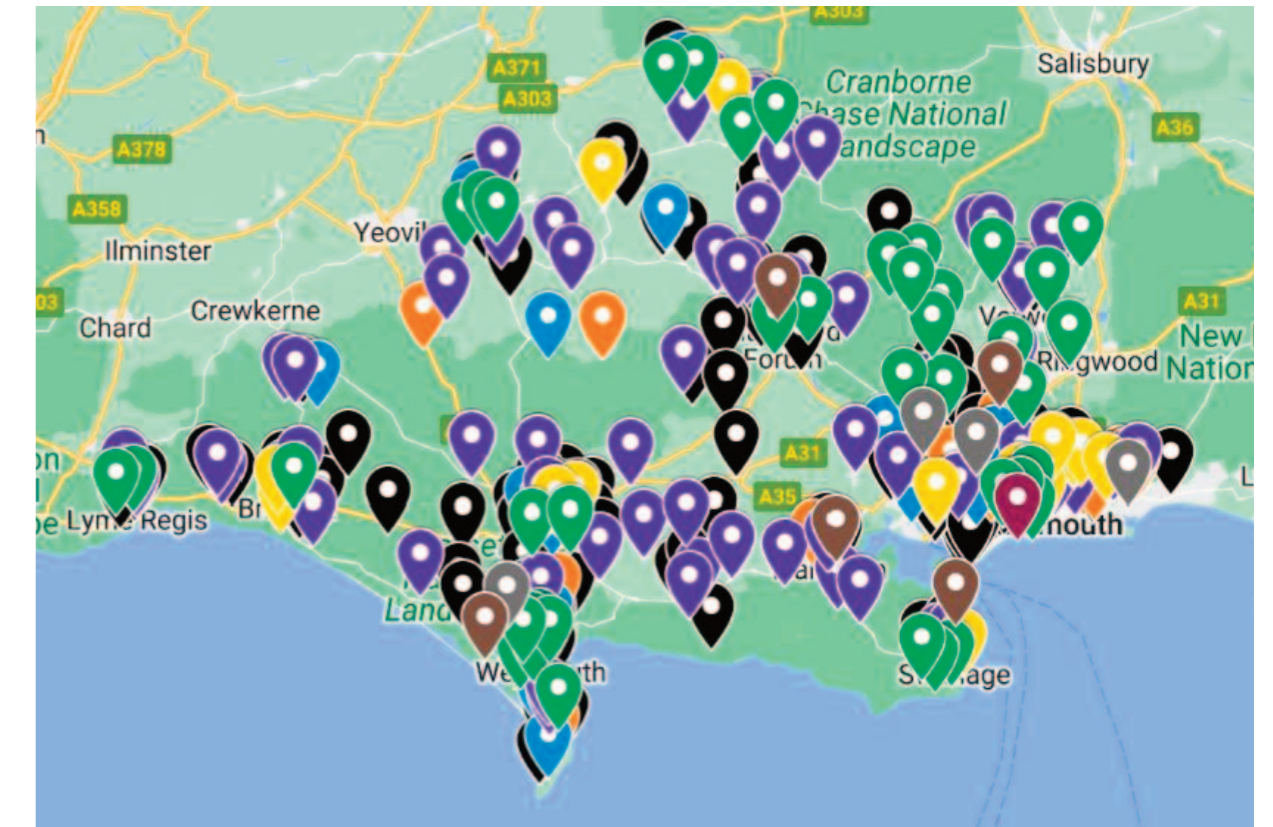
I was born in Dorset and have been lucky enough to always call this county my home. I know how special it is. While it is a safe place to live, my ambition to make it the safest motivates me every day, and I shall continue working tirelessly for every single Dorset resident and visitor to achieve that.

DAVID SIDWICK
Dorset Police and Crime Commissioner

MAP OF CHANGE

This interactive map shows where new initiatives or projects have been introduced since 2021.

[Click here to find out more.](#)



MESSAGE

FROM THE CHIEF CONSTABLE

WORKING TOGETHER TO MAKE DORSET A SAFE COUNTY FOR EVERYONE

I and colleagues from across the organisation are proud of all that has been achieved as we strive to make Dorset a safe county for everyone.

This Police and Crime Plan builds on the progress of the last three years and sits firmly alongside our Force purpose of being tough on crime, keeping people safe and putting victims first.

I remain confident that the areas set out by the Commissioner in his Police and Crime Plan are reflected in our operational priorities, which includes delivering exceptional local policing and relentless pursuit of those criminals intent on causing harm to our communities.

Through proactive operations we will continue to tackle the crimes that matter the most to the public, including anti-social behaviour, violence against women and girls, drugs, knife crime, violence and those crimes that impact our business community. We will also continue to work with partners to reduce the number of people killed and seriously injured on our roads and maintain our dedicated Rural Crime Team who support our rural communities by preventing crimes and bringing offenders to justice.

We have also driven forward improvements to make it easier for the public to contact us by introducing more streamlined reporting forms on our website and are working on providing

the public with more ways to engage with us – placing the victim's wishes at the centre of the process.

Driving up performance within the context of affordability is a key priority for my team and we have rolled out a programme of work to ensure our people operate more effectively and efficiently, so they can do an even better job for the people of Dorset with the resources we have available.

Every officer, member of police staff and volunteer within Dorset Police remains committed to being visible, connected and effective within our communities, providing a good service to victims, while also building strong partnerships with stakeholders to prevent crime.

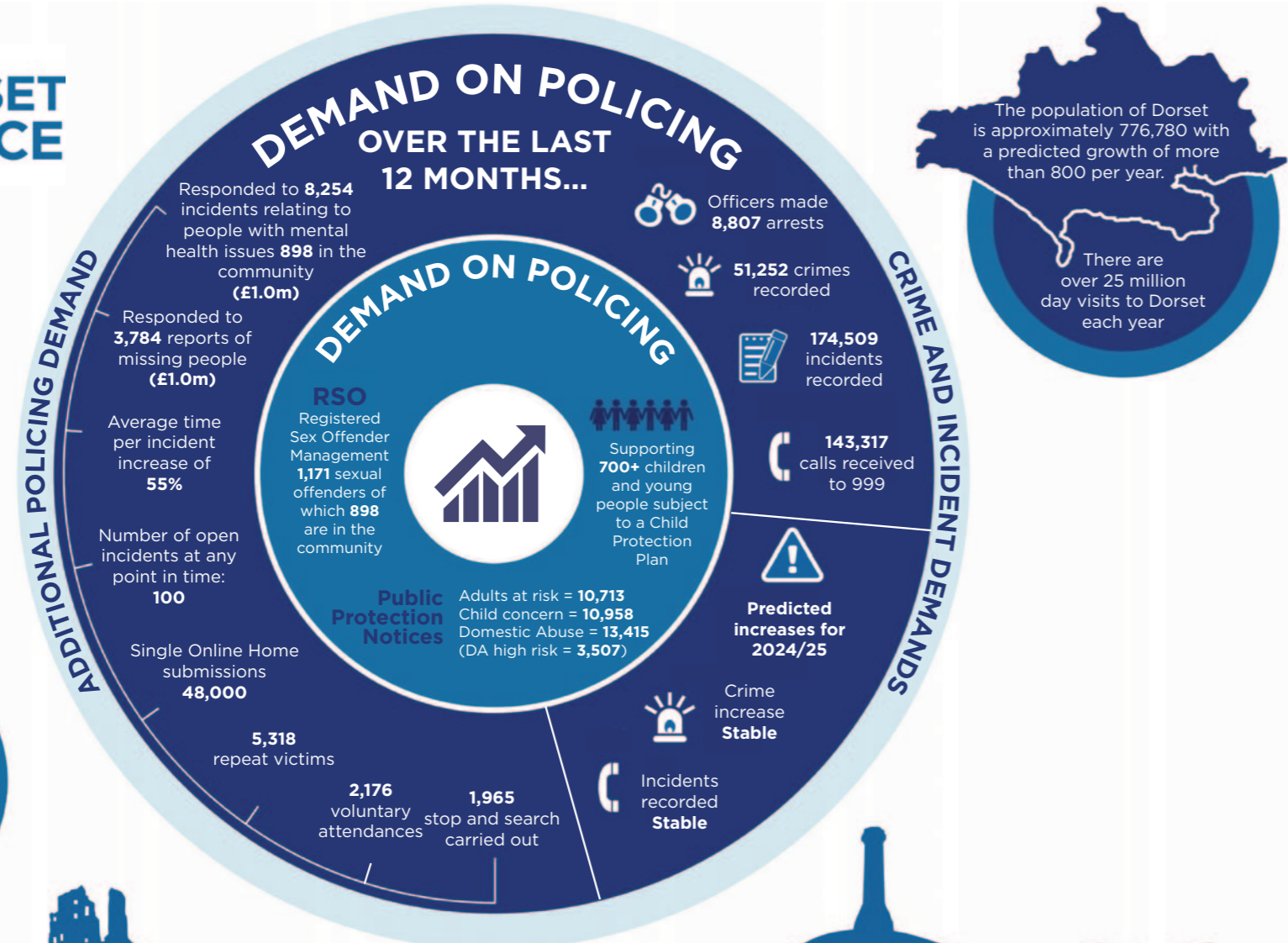
It is my vision, and those of everyone working in Dorset Police, to ensure that our county is safe for everyone who lives, works and visits here.



AMANDA PEARSON

Dorset Police Chief Constable





Page 21

Different areas experience different levels of demand - 71% of all recorded crime occurs in urban or mostly urban areas.

Data refers to demand experienced in 2022/23

POLICE WORKFORCE

Police Workforce (as at 31st August 2024, full time equivalent)

1459 POLICE OFFICERS



74%
Operational Frontline Officers

26%
Operational & Organisational Support Officers

1427 POLICE STAFF



28%
Operational Staff

72%
Operational & Organisational Support Staff

231 VOLUNTEERS



40%
Operational Volunteers

60%
Operational & Organisational Support Volunteers

KEY INFO

Frontline

Police frontline comprises those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

Operational

The Operational category includes those roles that involve an officer or member of staff undertaking work that is likely to be seen by the public: for instance, patrolling or responding to 999 calls.

Operational & Organisational

Operational & Organisational comprises those roles that may involve direct contact with the public, but whose work is not in general visible to the public. Many officers in this category - such as those working in Criminal Investigation Departments - will not wear uniforms, and some roles (for instance, collecting forensic evidence) may be carried out by staff rather than officers.

OVERVIEW OF POLICE & CRIME PLAN 2021-29 PRIORITIES

BETWEEN 2021 AND 2024, DURING MY FIRST TERM AS POLICE AND CRIME COMMISSIONER, I CONTINUED TO CONSULT WITH MEMBERS OF THE PUBLIC AND PARTNER AGENCIES TO ENSURE MY POLICE AND CRIME PLAN STAYED RELEVANT.

This ongoing exchange of information, has ensured that the priorities of the Plan continue to be an accurate reflection of policing, crime and safety issues that are most important to Dorset's communities.

I will continue to work tirelessly on your behalf, alongside the Chief Constable, to deliver upon each of these six priorities, I will make sure that I keep on being your voice in policing and make every endeavour to ensure Dorset becomes the safest county.

MAKE EVERY PENNY COUNT
 Raising awareness around issues of police funding, especially around the national funding formula. To maximise efficiency and efficacy in policing, to ensure that the robust oversight of financial, audit and governance arrangements continue.
 See Page 22 for further information

PUT VICTIMS & COMMUNITIES FIRST
 To have an embedded 'victim first' philosophy and approach to ensure the best possible outcome for those who need help and support.
 To work with vulnerable individuals and communities to tackle issues such as fraud, addiction, gambling and homelessness.
 To provide more support for young people, and build on programmes and initiatives that address prevention, intervention and diversion.
 See Page 20 for further information

FIGHT RURAL CRIME
 To maintain the Rural Crime Team and ensure that they continue to work ever-more closely with the rural communities they serve.
 To tackle issues that blight our countryside, like fly-tipping, wildlife crime and heritage crime as well as build on the successes of the Country Watch scheme, designed to bring rural communities together.
 See Page 18 for further information



CUT CRIME & ANTI-SOCIAL BEHAVIOUR
 The police will provide a robust focus to cut crime and anti-social behaviour, so people across Dorset see a clear difference and feel safer. To tackle the issues that affect the people and communities of Dorset, burglary and acquisitive crime, business crime and shoplifting in order to make our communities 'feel' safer.
 See Page 12 for further information

MAKE POLICING MORE VISIBLE & CONNECTED
 To ensure that there are greater levels of police visibility and connectivity across the county. To build upon the work of the Neighbourhood Policing Teams and ensure that the people and communities of Dorset 'know their police'.
 To maximise the use of technology to ensure officers' time is spent as productively and efficiently as possible and that people receive a good service from the police.
 See Page 14 for further information

FIGHT VIOLENT CRIME & HIGH HARM
 To tackle Violence Against Women and Girls from a multi-agency, partnership perspective.
 To continue the tough approach on drugs and violent crime, to drive out organised crime groups and to hit hard those involved in county-lines and drug related criminality.
 See Page 16 for further information

PRIORITY 1

CUT CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB)

I will:

Crime and ASB Focus

- Ensure that personal ASB is a higher priority for Dorset Police and that we work with our partners to address environmental and nuisance ASB, so that our communities are protected from the daily grind of ASB.
- Focus on Dorset's hotspot areas, and measure outcomes therein, with closer co-operation between partner agencies so that local problems are solved, and that crime and ASB is prevented through target-hardening and designing out crime approaches.
- Ensure police improve outcomes for victims and communities in Dorset.
- Ensure police make appropriate use of their powers to tackle and deter crime and ASB.
- Work with partners to find ways, such as mediation, to resolve issues between neighbours affected by ASB so that conflict does not escalate.
- Work with partners to monitor the ASB Case Review Process, which enables victims of persistent ASB to have a multi-agency review of their case.
- Provide funding for community-based solutions to local issues to empower and enable communities to tackle problems in their area.

- Continue to support Op Relentless, the police operation designed to tackle ASB in Dorset's communities.
- Ensure that policing initiatives are publicised to deter crime.

Burglary and Acquisitive Crime

- Work to reduce the number of burglaries in Dorset.
- Work to reduce the number of vehicle thefts in Dorset.
- Undertake preventative activity to support victims of burglary and help them from being re-targeted.
- Scrutinise the police approach to pursuing repeat burglary offenders and monitor the commitment to attend all residential burglaries.
- Support burglary prevention communication and engagement initiatives.
- Work with local authorities, and non-statutory partners such as Business Improvement Districts, to 'target-harden' areas that have high incidences of burglary.
- Increase awareness of pet abduction and tackle any associated organised criminality.

Fraud & Cyber-crime

- Work with the national agencies and partners to raise awareness and provide better support to victims of fraud and cyber-crime.
- Work with the local authorities' trading standards services to ensure a joint approach to protecting potential victims and targeting perpetrators of fraud.
- Encourage greater awareness and confidence in reporting of cyber-crime offences, so that greater intelligence about criminals and their techniques can be gathered.
- Publicise cyber-crime and fraud initiatives aimed at businesses to deter crime, working with them to train staff and embed risk management approaches.
- Increase provision of prevention advice to those younger and older people most vulnerable to fraudsters.

Road Safety

- Continue with proactive safety and awareness raising, such as drink and drug drive campaigns, so that the public are aware of the dangers of such behaviours.
- Ensure Dorset Police uses the tools and powers at their disposal to protect all of Dorset's road users.
- Support and promote educational and diversionary road safety schemes.
- Lobby for tougher sanctions and new powers to tackle offending and anti-social motorists.
- Support the Community Speed Watch scheme – with a particular focus on rural areas. To include investment in new technology and equipment.
- Ensure that any emerging road safety issues, such as E-Scooter use, are dealt with robustly and appropriately through a partnership approach to keeping Dorset's roads safer.
- Lobby for a reduction in the drink drive limit.

Business and Retail Crime

- Support the Dorset Safer Business Partnership, alongside business representatives and trade bodies, to cut shoplifting and wider retail crime, tackle violence against shopworkers, and improve confidence in reporting and drive greater collaboration between all parties.
- Ensure there is a dedicated strategic lead for business crime, with responsibility to ensure that the Force's response improves and that policies and processes adapt to the needs of the business community.
- Strengthen business and retail watch schemes and partnerships.
- Build better evidence about business and retail crime by making it easier, and quicker, for incidents to be reported to Dorset Police.
- Highlight cyber-crime awareness training to local businesses and ensure the Force provides relevant crime prevention advice to retailers.



PRIORITY 2

MAKE POLICING MORE VISIBLE AND CONNECTED

I will:

Uplift and Visibility

- Ensure that Dorset Police maintains community policing and frontline deployment.
- Work with the Force to improve police visibility to the community and in the community.
- Exploit technology and improve processes so that officers' time is spent as efficiently and productively as possible. To lobby government for additional investment in this area.
- Aim to ensure each area of Dorset be policed by officers with a strong understanding of the local geography and the diverse needs of Dorset's rural, coastal and urban communities.

Engagement and Connectivity

- Build upon the Neighbourhood Engagement Commitments and pursue opportunities to better publicise existing engagement opportunities with the police. To ensure that communities 'know their police'.

- Take up opportunities to undertake joint engagement with partner agencies, particularly on complex issues that require multi-agency action, such as hate crime, domestic abuse and sexual violence.
- Continue to review the Force estate to ensure that the needs of our communities are met through the most effective and efficient use of police buildings, front offices, community contact points and other mobile options.
- Improve the communication with elected representatives across Dorset.
- Ensure that the OPCC builds upon its successful public engagement strategy, reaching more people, especially those from seldom heard groups.
- Increase effectiveness of special constables and ensure support for citizens in policing, such as police support volunteers, independent custody visitors and police cadets.
- Help the public prevent crime in their local area and improve local ownership of issues by working community-spirited individuals and groups, such as Neighbourhood Watch Schemes.

Customer Service

- Scrutinise and measure the Force's public contact handling to ensure that people receive a good service from the police.
- Hold the Chief Constable to account for the provision of an effective and efficient complaints handling function. Keep the current police complaints processes under review in line with prevailing legislation, guidance and best practice.
- Ensure Dorset Police make best use of the Single Online Home platform, and other appropriate digital services, to encourage more online reporting and improve ease and accessibility for those wishing to contact the police.
- Work with partner agencies so that members of the public and businesses are signposted to the right agency in the first instance, and that they receive the assistance they need from those best placed to provide it.



FIGHT VIOLENT CRIME AND HIGH HARM

I will:

Addiction and Substance Misuse

- Work with Dorset Police and key partners to understand 'what works' and to commission services and educational inputs that can help reduce the harm of drugs, alcohol and harmful gambling.
- Make certain that Dorset Police takes a robust approach to tackling drug related criminality. The Force should use their powers appropriately to disrupt on street dealing and county lines drug activity to reduce the damage caused to local communities, as well as the associated violence, exploitation of vulnerable people, anti-social behaviour and acquisitive crime.
- Increase awareness of illegal gateway drug usage and its harms.
- Ensure that a regional, joined-up approach is taken to drug dealing, so that the entire South West works together to reduce this risk.
- Continue to monitor the use of alcohol abstinence monitoring requirement (otherwise known as 'sobriety tagging') and its effectiveness in relation to reoffending.
- Review the current rules and decision-making relating to rehabilitation provision and lobby for change if required.

- Continue to ensure that Dorset is best positioned to be innovative and collaborative in this space, with the PCC chairing the Dorset Combating Drugs Partnership and continuing as a lead for the Association of Police and Crime Commissioners' national addiction portfolio.

Violence Reduction

- Work with, and hold partners to account for, the development of joint processes and strategies, and the funding of evidence-based interventions and diversionary work, that will help prevent the escalation of violence.
- Work to secure the funding necessary to implement a pan-Dorset approach to reducing violence.
- Work with partners to identify those children and young people most at risk of being exploited and ensure adequate safeguards are put in place.
- Support all relevant agencies to prevent people being killed and seriously injured as a result of homicide and serious violence in Dorset.
- Ensure that the police take a robust and proactive stance against organised criminals, so that Dorset is made as difficult as possible for them to set up and run criminal businesses.
- Work with all relevant agencies to ensure that statutory counter terrorism duties are met.
- Work with partner agencies to tackle knife crime in Dorset.

Violence Against Women and Girls

- Continue to work with police and partners to counter violence against women and girls, by improving the effectiveness of the response to these crimes and by making public and private spaces safe.
- Ensure that Dorset Police and partner agencies tackle the most dangerous and prolific perpetrators of violence against women and girls.
- Continue to work with external and independent experts to examine the Force's response to these crimes via Dorset's Violence Against Women and Girls Scrutiny Panel.
- Work with partners to provide behaviour changing courses designed to reduce reoffending against women and girls and to tackle hypermasculinity and misogyny.
- Work with the Force to raise awareness and confidence in reporting processes in order to bring police perpetrators of domestic abuse to justice and ensure victims, witnesses and those impacted are supported.
- Continue to raise awareness of honour-based violence, forced marriage and female genital mutilation, and work with agencies to tackle such crimes and support victims.

Rape and Serious Sexual Offences

- Continue to hold criminal justice agencies to account for investigative and charging decisions involving rape and serious sexual offences and to ensure that more offenders are brought to justice.
- Ensure that victims of rape and serious sexual assaults are provided with the care and support that they need and that they have the confidence to report these crimes to the police.
- Ensure Dorset Police and its partners continue to embed the findings of Op Soteria, the national approach to transforming the way the criminal justice system manages rape and sexual offences.
- Work with partner agencies to tackle harmful sexual behaviour and explore opportunities for preventative activities, such as Op Vigilant and Safer Spaces initiatives.
- Work with partner agencies to educate children and young people on healthy relationships, consent and the identification of inappropriate or concerning behaviour.
- Support the re-commission of the Sexual Assault Referral Centre for Dorset in partnership with health providers, including a thorough needs assessment and adherence to new forensic regulations.

Domestic Abuse and Stalking

- Draw upon national best practice to support victims and survivors of stalking and domestic abuse, of all backgrounds.
- Lobby for additional funding so that Dorset Police can even better identify and target the most prolific and harmful offenders.
- Listen to the victim's voice, and make use of national best practice, innovative approaches and new technology to raise awareness of these crimes, make reporting easier and keep people safer.
- Continue to invest in approaches that change perpetrator behaviour, to reduce domestic abuse and stalking.
- Continue to prioritise the use and enforcement of Domestic Violence and Sexual Harm Prevention Orders.
- Ensure victims of domestic abuse receive appropriate specialist support and advice in a timely manner to safeguard them from further harm.
- Support Independent Stalking Conferences, so that victims are protected, and ensure that the Force make use of Stalking Prevention Orders to protect victims.

Child Abuse

- Work with Dorset Police and other agencies to protect children by targeting adults who abuse and exploit children, while also investing in initiatives that raise awareness, increase reporting, and prevent or reduce the risk of exploitation.
- Hold Dorset Police to account for protecting children from online predators and bringing perpetrators to justice.
- Ensure trauma support is provided to children and families affected by abuse.
- Work with Dorset Police and partners to ensure Op Encompass is embedded practice and ensure that all agencies working with children are made aware whenever there is a safeguarding issue relevant to a child in their care.

Modern Slavery

- Continue to work with partner agencies so that there is an effective and co-ordinated response to modern slavery through the Dorset Anti-Slavery Partnership.
- Ensure measures are in place to prevent and minimise the risk of modern slavery taking place within supply chains.

PRIORITY 4

FIGHT RURAL CRIME

I will:

Rural Resources

- Maintain the size of the Dorset Police Rural Crime Team and ensure that this team has closer links with neighbourhood policing and has the resources to be even more visible and effective.

Page 26
Work with Dorset's rural communities to encourage better communication between victims and the police and to ensure that there is a greater confidence to report both intelligence and crimes.

- Maintain the use of special constables and other police volunteers with expertise in rural crime, to further bolster resources in this area.
- Hold the Chief Constable to account for the delivery of an efficient and effective firearms licensing service, with the safety of Dorset's communities at its heart.
- Ensure that the regional, joined-up approach continues to identify and tackle organised crime in our rural communities so that the South West works together to reduce risk.

Country Watch

- Build upon the successful Country Watch scheme, designed to bring together rural communities and relevant agencies so that crime, ASB and disorder issues affecting rural areas can be best addressed.
- Oversee, as part of Country Watch, a strengthening of the rural watch schemes, including initiatives to ensure parish safety, and the use of grant funding to build resilience in Dorset's more remote locations.
- Work with rural businesses to prevent crime, fund innovative crime prevention tactics, and to ensure that the Force understands the unique impact that crime can have on rural victims.
- Continue the Dorset Partnership Against Rural Crime, in partnership with rural communities, to ensure their concerns and issues are understood and to drive improvement in this area.

Waste Crime and Fly-Tipping

- Work with partner agencies, such as the local councils and the Environment Agency, to prevent and detect waste crime and fly-tipping issues across all of Dorset.
- Ensure a range of both innovative and tried-and-tested approaches are taken to deal with fly-tipping in hotspot locations.

Wildlife Crime

- Increase awareness of wildlife offences and support schemes that are proven to reduce incidents.
- Ensure that the police have the specialist knowledge to deal with wildlife crime, such as hare coursing and poaching.
- Ensure that effective analysis and liaison is undertaken across the region to tackle any organised criminality associated to these types of offence.

Heritage Crime

- Improve flagging and analysis of heritage crime and heritage related ASB across the urban, rural, coastal and maritime areas of Dorset.
- Increase awareness of crime and ASB within the historic environment and encourage schemes that are proven to reduce incidents.
- Ensure that the police have the specialist knowledge to deal with heritage crime, and that effective partnership work is undertaken to tackle related organised criminality across the region.
- Scope the development of a Heritage Watch in Dorset.



PRIORITY 5

PUT VICTIMS AND COMMUNITIES FIRST

I will:

Victim and Communities First Philosophy

- Continuously review the support services and contracts in place for victims to ensure the best possible outcomes.
- Commission specialist services to make sure that those at greatest risk of harm receive the support that works best for them.
- Work with partner agencies to identify repeat victims and put in place safeguarding measures to protect them.
- Ensure that the Force shows empathy and understanding for victims, adopts a duty of candour when things go wrong, and seeks a path of continuous improvement and learning the lessons.
- Improve workforce diversity to ensure that the Force is more representative of the community that it serves.
- Work with partner agencies to ensure compliance with the Victims Code of Practice and ensure victims are aware of the rights they are entitled to.

- Work with Dorset Police and partners to ensure that the protocols regarding unauthorised encampments protect communities.
- Hold the Chief Constable to account for the provision of a legitimate police service, which treats people fairly, ethically and without bias.

CJS and RJ

- Work with criminal justice partners to ensure a whole system improvement and better communication to the public.
- Drive better use of technology within custody and the courts, such as video enabled justice.
- Explore opportunities to increase the selection of Out of Court Resolution options, so that offenders are diverted away from the criminal justice system where appropriate.
- Serve as Chair of the Dorset Criminal Justice Board, working with criminal justice agencies to deliver system wide improvements.
- Work with the Force Integrated Offender Management team, prisons, probation service and their private and voluntary sector providers to improve rehabilitation of offenders and reduce recidivism.

- Expand the use of restorative justice so that victims can gain closure and offenders can understand the impact of their actions.
- Continue to support the development of the Community Payback scheme, which matches offenders to work placements that are visible and contribute to enhancing the sense of safety for communities.

Vulnerability

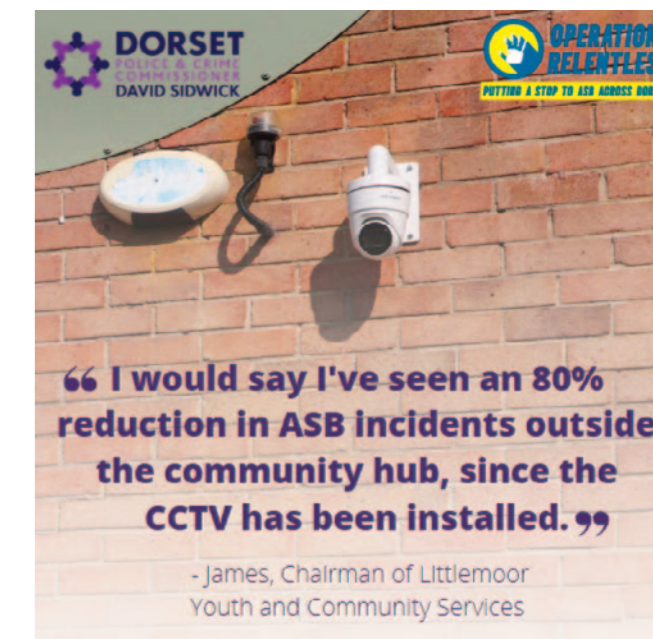
- Work with particularly vulnerable communities to prevent them from being exploited or falling into criminality.
- Support individuals being made vulnerable through addiction and other causes, such as substance misuse, debt and gambling.
- Work alongside partners to tackle the financial, physical, psychological and sexual abuse of older people.
- Support appropriate initiatives that help to tackle homelessness, such as the regional Prisoners Building Homes scheme.
- Support schemes such as Right Care Right Person and the use of Community Sentence Treatment Requirements, and initiatives that assist veterans, so that the appropriate agency meets individuals' needs.

Hate Crime

- Continue to raise awareness of the support available to victims of all types of hate crime and work with partners to not only encourage better levels of reporting, but to make reporting easier too.
- Work with people across communities to understand and identify concerns and to ensure that policing feels a part of those communities, rather than something that is happening to them.
- Provide additional specialist training so that officers and staff are best equipped to not only tackle hate crime, but communicate with victims in a way that is sensitive to their needs.
- Use the real-life experience of the workforce to ensure that the Force is understanding of hate crime victims' needs.
- Continue to work with partner agencies to address discrimination.

Support for Young People

- Work with partner agencies to build upon programmes of education, intervention and early diversion ensuring they are fit for purpose and meeting the needs of Dorset's young people.
- Work with partner agencies to ensure that primary school age children are supported and diverted away from negative behaviours.
- Ensure that each school in Dorset has a designated point of contact when dealing with serious issues.
- Continue to provide funding for schemes and initiatives proven to prevent young people from committing crimes.
- Support the Dorset Combined Youth Justice Service and work with partners to keep children and young people out of the criminal justice system by promoting a trauma-informed, child-centred policing model that takes account of adverse childhood experiences.
- Support the development of the Dorset Police cadet scheme and improve engagement between young people and the police.
- Proactively engage with young people, listening to their views to help shape policing strategy and to help improve operational policing practice.



PRIORITY 6

MAKE EVERY PENNY COUNT

I will:

Funding

- Play an active role in the comprehensive spending review and national funding formula discussions to demand that Dorset receives a fair settlement that recognises our geography, high level of visitors and the mix of rural, coastal and urban communities. Further, to make clear that funding for nationally agreed pay settlements should be fairly distributed.
- Continue to identify and develop innovative crime and safety initiatives to secure additional funding from competitive grant processes.
- Continue to explore income-generation opportunities and the best use of Force estate to make sure that taxpayer money goes as far as possible.
- Be transparent with the public when communicating precept and budgetary decisions.
- Ensure that steps are taken to carefully manage, and minimise, debt.

Efficiency

- Continue to monitor the OPCC and Force governance structures so that they best suit the strategic needs of Dorset.
- Monitor the financial, procurement and audit arrangements of OPCC and Dorset Police to make sure that Dorset taxpayers' money is well spent.
- Scrutinise the Strategic Alliance departments to make sure that benefits are realised and continue to be delivered.
- Encourage the Force to exploit technology so that officers and staff are released from the burden of bureaucracy and challenge the Force to look at efficiency gains.
- Ensure the Force takes action to improve the mental and physical wellbeing of officers, staff, and volunteers so that they are best able to perform their role in challenging and demanding circumstances.
- Ensure the Force plays its role in emerging national work to further drive efficiency and productivity within policing.
- Continue to explore initiatives to improve the Force's sustainability and environmental impact, without compromising operational effectiveness.

Evidence Based Policing

- Continue to support the Force Innovation Fund, so that new evidenced-based approaches to improving Dorset Police's performance can be introduced and evaluated.
- Continue to explore, develop and support evidence-based ideas, new technologies and opportunities to maximise delivery for the residents of Dorset.
- Continue to actively support the implementation of robotic process automation within Dorset Police, using software 'robots' to undertake routine tasks freeing up existing staff to undertake more value-added activity.

Philosophy and Co-operation

- Collaborate with partner organisations to explore joint approaches to tackling issues and commissioning shared services.
- Collaborate with partner agencies whenever there are opportunities to improve the service offered to Dorset's communities.
- Work with and support the Bournemouth, Christchurch & Poole, and Dorset Community Safety Partnerships to address crime and ASB in communities.
- Get ahead of crime by pursuing a prevention agenda and not letting issues take hold in the first place.



SUPPORT NATIONAL POLICING STRATEGIES

Strategic Policing Requirement

The Home Secretary has identified seven national threats which all police force areas in England and Wales must demonstrate that they have the plans and capability to respond to. These threats, contained within the Strategic Policing Requirements (SPR), are: terrorism; public disorder; serious and organised crime; child sexual abuse; violence against women and girls (VAWG); civil emergencies; and national cyber security incidents.

These threats have been identified as affecting multiple police force areas or that they might require a national policing response. As part of the SPR, Dorset Police must show evidence of preparedness in the areas of: capacity; capability; connectivity; consistency; and contribution. The Chief Constable and I must pay “due regard” to the SPR and ensure that Dorset Police is ready to respond, in addition to normal business, if required to do so.

I will hold the Chief Constable to account for Dorset Police's ability to respond to these national threats through our governance framework. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services will also continue to inspect the Force's work in this area.

Of course, I must also pay due regard to the SPR when issuing or varying my Police and Crime Plan, as can be seen in this document.

VAWG was included as a national priority within the SPR in 2023. VAWG is a key theme within this document, with new commitments added since the Plan's launch.

Tackling Child Abuse and Cyber-crime are also themes within the Plan and issues relevant to disorder and terrorism are included within the violence reduction theme too.

The Force works closely with the Local Resilience Forum (LRF) to prepare for emergencies and ensure that the SPR capabilities are met in handling public disorder, civil emergencies, cyber security incidents and terrorism. The LRF is a multi-agency partnership made up of local public services including the emergency services, local authorities, NHS, Environment Agency and other agencies.

Policing Vision 2030

For the police service as a whole, the national Police Chiefs Council (NPCC) and the association of Police and Crime Commissioners (APCC) agreed the national Policing Vision 2030. This document sets out the future plans for policing, including transformation of service, and my Plan seeks to complement this vision locally.



COLLABORATE WITH POLICE AND EMERGENCY SERVICES

Strategic Alliance Between Dorset Police and Devon & Cornwall Police

Dorset Police and Devon & Cornwall Police have been in a strategic alliance since 2015, with a number of shared business areas operating across all three counties. Shared services include finance, people services, information technology, operational policing, and training and recruitment. The alliance continues to deliver efficiencies and savings; increase resilience; improve information sharing; and deliver improvements for the public. I will work with my Devon & Cornwall counterpart to ensure that the arrangements remain good value for Dorset's communities.

South West Collaboration

Further, I will continue to work with the South West Reducing Reoffending Partnership to reduce the frequency and harm of reoffending by adults and young people in order to reduce crime and prevent further victims.

I will continue to ensure a regional focus on disrupting drug activity through the established coordinated programme to target harden the South West against organised crime, Operation Scorpion.

Emergency Services Collaboration

I will continue to seek opportunities to collaborate with blue light services, such as fire and rescue and health, across the region. There is a statutory duty for police, fire and ambulance services to work together and I will pursue initiatives that are in the best interests of Dorset.

National Collaboration Agreements

For example, I will continue to challenge to ensure Dorset (and the South West) receives value for money from national structures such as the National Police Air Service.

WORK WITH PARTNERS

Throughout my time in office, I will ensure that there are ever-closer working arrangements with partner agencies, such as the top-tier local authorities, town and parish councils, health agencies, NHS Dorset Integrated Care Board (ICB), voluntary organisations and criminal justice agencies.

My office will actively engage, pay due regard, and co-operate with both Community Safety Partnerships, local public health and various business, coastal and rural forums to make the county's communities safer.

This will include liaison with Business Improvement Districts, local regeneration groups, the Chamber of Commerce, council for voluntary services, and more besides. I will also engage positively with the Dorset Police and Crime Panel and welcome their scrutiny and support.

I will chair the Dorset Criminal Justice Board, engaging with key criminal justice partners, and play an active role in the South West Reducing Reoffending Board so that offenders are turned away from crime, receive the help they need, and can contribute positively to our society.

I will ensure that information and best practice is shared appropriately between relevant agencies so that partner organisations work together to prevent crime, protect vulnerable people and spend taxpayers' money wisely. My office will seek public health solutions and to combine energy and resources so that 'wicked issues' – such as substance misuse – can be tackled.

Equally, the OPCC will support and advocate a wide range of volunteering schemes, including Neighbourhood Watch, Community Speed Watch, Special Constables, Police Staff Volunteers, the Independent Custody Visiting Scheme and the Dorset Police Cadets.



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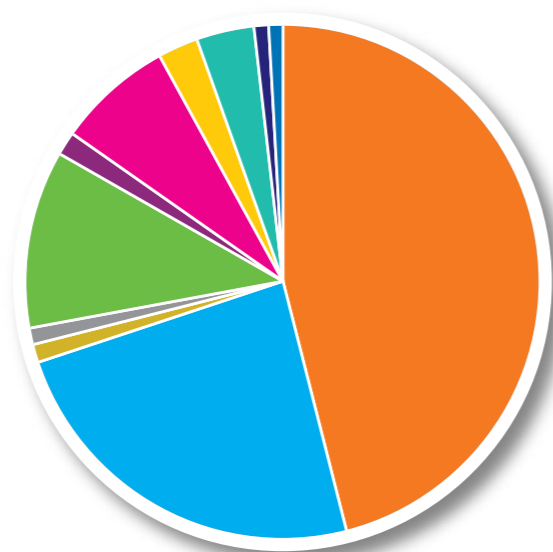
MEASURING PROGRESS AGAINST THE PRIORITIES

PRIORITY	OUTCOME	MEASURES
1 CUT CRIME AND ASB	The police will cut crime and ASB and people will feel safer.	<ul style="list-style-type: none"> • Total crime. • Total ASB incidents. • Public opinion via surveys and consultations.
2 MAKE POLICING MORE VISIBLE AND CONNECTED	To increase the number and visibility of police officers. Contact and connectivity with the public to be improved.	<ul style="list-style-type: none"> • Number of police officers, staff and volunteers. • Public contact performance. • Public opinion via surveys and consultations.
3 FIGHT VIOLENT CRIME AND HIGH HARM	To tackle organised crime gangs, be tough on drugs and violent crime, and to tackle high harm issues.	<ul style="list-style-type: none"> • Number of crimes involving most serious violence. • Number of high harm crimes. • Assessments by policing inspectorate.

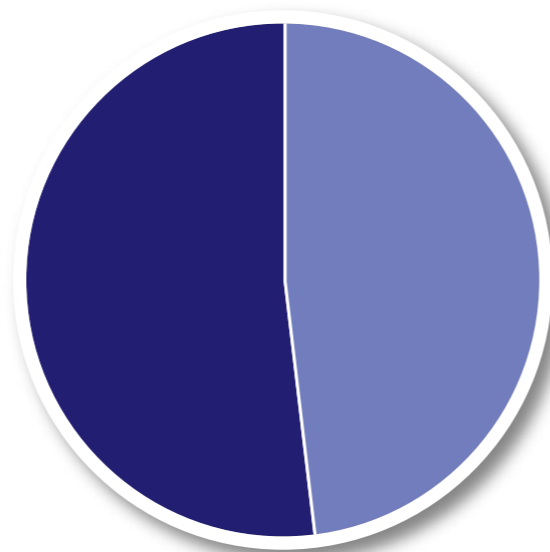
PRIORITY	OUTCOME	MEASURES
4 FIGHT RURAL CRIME	To significantly increase the Rural Crime Team and their capabilities. Also to tackle wildlife crime.	<ul style="list-style-type: none"> • Total rural crime. • Resources dedicated to rural duties. • Public opinion via surveys and consultations.
5 PUT VICTIMS AND COMMUNITIES FIRST	Support all victims and build community strength by working with local agencies. Support volunteers and increase opportunities for young people.	<ul style="list-style-type: none"> • Victim satisfaction. • Number of victims supported. • Assessments by policing inspectorate.
6 MAKE EVERY PENNY COUNT	Improve efficiency so that the police can spend more time out in their communities. Ensure robust oversight.	<ul style="list-style-type: none"> • Budget forecast. • Assessments by policing inspectorate. • Success in attracting money from competitive national funding pots.

BUDGET

TOTAL EXPENDITURE	£m
Police Officer Pay & Allowances	97.1
Police Staff Pay & Allowances	47.6
Police Pension (Injury and Ill Health)	2.4
Training and Development	1.8
Premises	21.7
Transport	2.5
Supplies & Services (e.g. IT services, licence fees, equipment, uniform and other office costs)	15.2
Capital and Borrowing Costs	6.0
Regional and National Collaborations	7.8
Office of the Police and Crime Commissioner	1.6
PCC Commissioning and Grant Funding	1.5
Total Expenditure	205.2
Specific Grants and Income	-33.3
TOTAL	£171.9



TOTAL FUNDING	£m
Government Core Grant	83.2
Council Tax Precept	88.7
Net Revenue Budget	£171.9



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	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
2023/24 Charge	£187.05	£218.23	£249.40	£280.58	£342.93	£405.28	£467.63	£561.16
Annual Increase	£8.67	£10.11	£11.56	£13.00	£15.89	£18.78	£21.67	£26.00
2024/25 Charge	£195.72	£228.34	£260.96	£293.58	£358.82	£424.06	£489.30	£587.16

* Budget information taken from the 2024/25 Precept. For the most up-to-date information please [Click here](#)

VICTIM SERVICES AND GRANTS

I am responsible for commissioning initiatives that reduce crime and deliver benefits to victims of crime and Dorset's communities.

My Commissioning Strategy sets out the approach that I take to ensure that my commissioning activities are appropriate, fit for purpose and represent the best possible value for Dorset taxpayers. I favour a 'needs analysis' approach to commissioning, whereby I actively engage with partner agencies to identify needs/gaps in services and opportunities to commission new initiatives and/or augment current arrangements.

Commissioner's Safety Fund and Local Innovation Fund

To manage my budget, I have split the funds into two key elements – the Commissioner's Safety Fund and the Local Innovation Fund. The Commissioner's Safety Fund funds all long-term contracts and grant agreements, which run for two or more years, and supports a wide range of essential services. The OPCC commissioning

team review all ongoing budgets prior to the start of the financial year to establish the anticipated spend and report this figure to senior management for approval. The Local Innovation Fund is to support new and innovative projects and initiatives which deliver outcomes in support of this Plan's priorities. A list of recipients of this funding can be found [here](#).

Community Grant scheme

As PCC I have the ability to award grants that secure, or contribute to securing, crime reduction and to help victims and witnesses of crime. Grants allow quick, short-term funding to be awarded to organisations who can deliver outcomes. During my term, I may open targeted grant rounds seeking new and innovative, or locally proven, solutions to problems being experienced in Dorset. Information about this fund can be found [here](#).

Victims Fund

In 2014 the Ministry of Justice (MoJ) devolved funding for Victims Services to PCCs. This funding is separated into separate aspects; the Core Victims fund for services to victims of all crime; and separate ringfenced funding for targeted victims groups such as domestic abuse and sexual violence, for which funding is allocated based upon local evidence of need. The MoJ set the budget allocation for each of these areas. This fund is allocated annually, which makes long-term budget commitments difficult, but is managed through robust governance arrangements.

Other Grant Funding

From time-to-time Government organisations publish funding opportunities for statutory partners to apply for. This funding is often ringfenced for a particular purpose/initiative. I will therefore explore each and every opportunity to secure additional funding for Dorset, establishing if the particular opportunity fits with this Plan or can provide a service for Dorset.

APPENDICES AND SUPPORTING DOCUMENTS

NATIONAL

- The Strategic Policing Requirement ([click here](#))
- Policing Vision 2030 ([click here](#))
- Police Reform and Social Responsibility Act ([click here](#))
- Tackling Violence Against Women and Girls Strategy ([click here](#))

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LOCAL

- Dorset Criminal Justice Board Business Plan ([click here](#))
- Bournemouth, Christchurch and Poole Community Safety Plan ([click here](#))
- Dorset Community Safety Partnership Plan ([click here](#))
- Prejudice Free Dorset Action Plan ([click here](#))
- Dorset Youth Justice Plan ([click here](#))
- APCC Strategic Plan ([click here](#))
- Dorset Sustainability and Transformation Plan for Local Health and Care ([click here](#))
- His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Assessments ([click here](#))





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Crime & ASB	Burglary	Fraud & Cyber	Road Safety	Young People	Pet Theft
Green	Yellow	Green	Green	Yellow	Green

- Fourth round of the Op Relentless Community Fund saw £38k awarded.
- Fraud story-telling competition launched to help identify common signs of fraud.

Uplift and Visibility	Connectivity and Engagement	Customer Service
Green	Green	Green

- Educational presentations delivered to schools about the risks of carrying knives and weapons.
- Creation of the OPCC Contact and Engagement Leaflet for stakeholders.

Addiction	Violence Reduction	VAWG	DA & Stalking	Child Abuse	Modern Slavery
Green	Yellow	Yellow	Yellow	Green	Green

- Drug testing upon arrest introduced across both Dorset Police custody suites.
- Additional CCTV installed in Bournemouth and Weymouth under the Safer Streets Scheme.

Funding	Efficiency	Evidence Based Policing	Philosophy & Co-operation
Yellow	Green	Green	Green

- Exploration of application to submit to the Home Office STAR fund.
- OPCC awarded £1m to enable Dorset Police to increase police presence in hotspot areas.

Philosophy	CJS & RJ	Vulnerability	Hate Crime	Business & Retail Crime
Green	Yellow	Yellow	Green	Yellow

- Success of Op Shopkeeper continues, tackling high harm repeat offenders of shoplifting.
- ASB mediation review undertaken via the PCC funded RJ service.

Rural Resources	Country Watch	Fly-tipping	Wildlife Crime
Green	Green	Yellow	Yellow

- Rural crime prevention leaflet was launched through the Dorset PARC.
- Exploration of a rural crime information sharing platform pilot in rural Dorset.

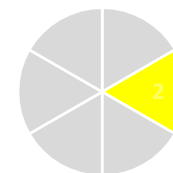
RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1
<p>“The targeting of prolific offenders is fundamental to successfully tackling shoplifting. At our recent meeting of the DSBP, members received an update [about] the Force’s Op Shopkeeper, a bespoke operation focused on shoplifting. Op Shopkeeper targets prolific offenders through identifying trends and hotspots.”</p> <p>PCC, 21 June 2024</p>	Total Crime (from 2019 baseline)	↓	↓ -3%	Non-dwelling burglary 24/25 (YTD)	+28.3% (+60)	Green	^
				Dwelling burglary 24/25 (YTD)	+14.3% (+59)	Yellow	^
	Total ASB incidents (from 2019 baseline)	↓	↓ -32%	Killed or Seriously Injured (rolling)	+4.8%	Green	^
				ASB YTD	-8.2% (-349)	Green	v
	Public Opinion	↑	-- 46%	% people feeling safe in Dorset	87%	Green	-
				Commissioning: Crime Prevention 24/25	£405k	Green	

Theme	RAG Q4	RAG Q1	Detail	Theme	RAG Q4	RAG Q1	Detail
Crime and ASB	Green	Green	The fourth round of the Op Relentless Grant Fund was completed, awarding £38,704 to eight successful applications for community projects aimed at reducing ASB across the county.	Road Safety	Yellow	Yellow	The PCC supported Dorset Police road safety campaigns , including giving advice to motorists and horse riders on how to share the road safely, and information/education advice about mobile phone use while driving and <u>Op Snap</u> .
			The OPCC-administered <u>Hotspot Policing</u> program saw an additional 1,175 hours of visible hotspot patrols delivered and 36 associated arrests.	Fraud & Cyber Crime	Green	Green	The OPCC provided prize funding for the Dorset Police fraud story-telling competition to help the public to spot common signs of fraud. The PCC attended an event where winners were presented with their prizes.
Burglary	Green	Green	Following funding from the Safer Streets Fund , equipment was ordered for use by the Bobby Van to support victims of burglary and target harden their properties. Equipment included: window and garage alarms, deadlocks, solar security lights and other safety items.	Support Young People	Yellow	Yellow	The PCC funded projects aimed specifically at support for young people including football coaching run by AFCB Bournemouth and training by Portland Sailing Trust. Dorset Police opened a new cadet unit in Blandford in April 2024.

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1
<p>“Dorset Police exceeded the national target for the Police Uplift Programme with 174 new officers coming into the Force. I know that feelings of community safety are about more than just numbers and I want to assure you that I continue to work alongside the Chief Constable to ensure the public see and feel the difference”</p> <p>PCC, 7 June 2024</p>	Number of full-time equivalent police officers	↑	-- 1,431.79	Victim Satisfaction (Whole Experience)	62.1%		V
	Percentage of People who feel Dorset Police do a good job in their area	↑ 80%	-- 65%	Victim Satisfaction (Actions Taken)	58.8%		-
	Percentage of 999 calls answered within 10 seconds	↑ 90%	↑ 92%	Victim Satisfaction (Kept Informed)	56.7%		-
				Average 101 answer time	17.0 mins		^
				Complaints received by Dorset Police (Q1)	335		^
				Complaint Reviews received by OPCC (Q1)	15		V

Theme	RAG Q4	RAG Q1	Detail
Uplift and Visibility			Throughout this quarter, the PCC and Force provided updates regarding policing in the BCP area. This included a Facebook Live meeting and detailed a range of operations and initiatives designed to tackle criminality and improve police visibility. For example, the Force’s 100 days of summer patrols (as seen in the Dorset and BCP areas) and work of BCP Council’s dedicated Community Safety Accreditation Scheme officers.
Engagement and Connectivity			<p>The OPCC has reached out to specific communities, such as Age UK, Wessex Jewish News, rural groups and Dorset farmers to provide crime prevention advice and offer visibility and reassurance of the ongoing good work being delivered in Dorset.</p> <p>Through OP Sceptre, the Force provided educational presentations about the risks of carrying knives and weapons. This saw eight local secondary schools engaged, with 770 students reached.</p> <p>The PCC joined partners to provide updates following a high-profile death on Durley Chine Beach in Bournemouth, providing public statements and also taking part in a Facebook Live event to address community concerns and some media reporting that contained inaccurate and/or out-of-context crime data for the area.</p>
Customer Service			The OPCC created a Contact and Engagement leaflet for distribution to key stakeholders, hosted on the OPCC website , and handing out at PCC engagement meetings. Signposting information was also given via numerous PCC Newsletters/Guest Blogs.

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1
<p>“[OP Scorpion led to] really good results for Dorset... This intensified process to tackle drug related crime works... putting in place an effective stop and search process, arrests being made, knives and offensive weapons confiscated, drug-money seized, significant amounts of illegal drugs seized.”</p> <p>PCC, 25 June 2024</p>	Most Serious Violence (from 2019 baseline)	↓	↓ -14.3%	Domestic Abuse Crimes	-8.4% (-215)		v
				Domestic Abuse Incidents	-8.6% (-262)		v
	Domestic Abuse Crime and Incident Reports	↑	↑	Violence Against the Person	+3.3% (+160)		^
	Effectiveness assessment by HMICFRS	ADQ.	ADQ.	Domestic Violence, Sexual Harm and Stalking Prevention Orders 24/25	38		
				Commissioning: Reducing Reoffending 24/25	£129k		

Theme	RAG Q4	RAG Q1	Detail	Theme	RAG Q4	RAG Q1	Detail
Violence Reduction			<p>The OPCC supported Knife Crime Awareness month in May 2024 (Op Sceptre). In addition to this, the PCC contributed £5,000 towards and <u>helped launch</u> a major campaign to educate young people on the dangers of knife crime in Bournemouth, Christchurch and Poole.</p> <p>The two Community Safety Partnership meetings are now attended by the OPCC Head of Violence Reduction and Prevention to ensure there is strong join-up with partner agencies.</p>	Child Abuse			The PCC received an update that most schools across Dorset are signed up to Op Encompass . The Force are in contact with the remaining schools to encourage sign up.
				Addiction and Substance Misuse			Drug testing upon arrest has been introduced across both Dorset Police custody suites to help intervene and disrupt negative behaviours. The PCC <u>celebrated</u> the results of the latest phase of Op Scorpion , with more than 60 arrests made across the SW.
Violence Against Women and Girls			The Safer Streets Fund programme continued to deliver, seeing additional CCTV installed in vulnerable areas of Weymouth and Bournemouth, and the launch of the <u>BCP Unity Promise</u> .	Domestic Abuse & Stalking			Review begun of the PCC commissioned standard risk domestic abuse victim service to ensure the service is meeting the needs of victims and complies with national best practice.

RAG Status	
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In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1
<p>“I am delighted to be able to share that the Dorset Partnership Against Rural Crime (DPARC), which I chair, has launched an information leaflet which gives hints and tips on crime prevention, especially for those living in rural areas.”</p> <p>PCC, 14 June 2024</p>	Total Rural Crime (compared to 2019 baseline – YTD)	↓	↓ -77%	Crimes ‘Flagged’ as Rural	-20% (-6)		V
	Rural Resources	↑	↑	Engagement events in County LPA (Q1)	58% (30)		^
	Public Opinion	↑	TBC				

Theme	RAG Q4	RAG Q1	Detail	Theme	RAG Q4	RAG Q1	Detail
Rural Resources			<p>The OPCC met with the National Rural Crime Unit and the Force to explore a pilot of a rural crime information sharing platform to improve connectivity between police, rural business, and communities.</p> <p>The Force has increased the number of Rural Mounted Volunteers, with 10 now available and a further two more going through the recruitment process.</p>	Country Watch			<p>A rural crime prevention leaflet was <u>launched</u> through the Dorset Partnership Against Rural Crime (DPARC). The leaflet is designed to give proactive advice on how to help keep farms, land, and machinery safe, with police-approved information and advice on how to prevent becoming a victim of rural crime.</p> <p>The launch of the leaflet comes as an addition to the <u>Country Watch website</u> which was introduced by DPARC in September 2022.</p>
Fly-Tipping			<p>The OPCC part funded a Fly Tipping Co-ordinator role with Dorset Council. The role increases the capacity of the council to investigate reports of fly tipping.</p>	Wildlife Crime			<p>The Force carried out a joint operation as part of Op Ragwort alongside the Environment Agency, Wiltshire Police and local authorities in May 2024.</p>

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1	
<p>“[This project will] address social isolation head-on and empower individuals with the tools to navigate the digital world securely... We are immensely grateful for the support from the Office of the Police and Crime Commissioner, whose partnership enables us to turn this vision into reality.”</p> <p>Page UK Dorset, 14 June 2024</p>	Number of victims supported by OPCC commissioned services	↑	↑	Victim Support – Cases Created (Q1)	3,531		^	
				Victims’ Bureau – Contact (Q1)	7,365		-	
	Victim Satisfaction	↑	--	69%	Recorded Hate Crime (YTD)	-4.9% (-42)		v
					Recorded Hate Incidents (YTD)	+10.9% (+5)		-
	Legitimacy Assessment by HMICFRS	ADQ.	ADQ.	Business Crime (YTD)	-1.3% (-20)		v	
				Commissioning: Victim Services 24/25	£1m			

Theme	RAG Q4	RAG Q1	Detail	Theme	RAG Q4	RAG Q1	Detail
Criminal Justice Service and Restorative Justice			<p>A review of ASB mediation cases delivered via the PCC funded RJ service showed that 69% of cases resulted in no further calls to the police.</p> <p>Immediate Justice saw 19 individuals dealt with through reparative activities and eight receive ASB awareness courses.</p>	Victims and Community			<p>Review commenced of the PCC commissioned victim service to ensure the service is meeting victims needs and that it also complies with national best practice.</p> <p>Monitoring of all victim services to ensure they are delivering good services to victims.</p>
Vulnerability			<p>Supported by the PCC, A <u>new initiative</u> aimed at creating a safer environment for older people has been launched by the charity, Age UK.</p> <p>The ‘Older Safer’ project aims to reach and support people in rural areas, using measures such as community outreach and awareness campaigns. This will include a focus on digital safety and security at home.</p>	Business and Retail Crime			<p>Op Shopkeeper continues to be <u>effective</u> at tackling high harm repeat offenders. The OPCC <u>promoted Shop Kind Week</u> via social media channels to reiterate that violence against shop workers will not be tolerated.</p>
				Hate Crime			<p>OPCC SMT became members of a Dorset Police working group to deliver the Police Race Action Plan, beginning with a strategic assessment to determine the initial position.</p>

RAG Status	
This Period	Last Period



In the Spotlight	Measures of Success	Target	Current	Additional Key Indicators		Q4	Q1
<p>“Dorset, Devon and Cornwall, Avon and Somerset, Gloucester and Wiltshire, along with the respective PCCs, British Transport Police, Southwest Organised Crime Unit and Crimestoppers, have once again seen the effectiveness and potential of this crucial [drug enforcement] partnership.”</p> <p>PCC, 28 June 2024</p>	Money secured from competitive national funds	↑	↑ £1.63m	Total Commissioning Spend by OPCC (2024/25)	£1.57m		
	Budget Forecast	SEE FINANCE SLIDES	SEE FINANCE SLIDES	Innovation Bids Submitted (since 01/04)	7		-
				Small Grant Bids Awarded 2024/25	8		^
	Efficiency assessment by HMICFRS	ADQ.	ADQ.	Absence Rates for Officers (Q4)	3.24		v
Absence Rates for Staff (Q4)				3.20		v	

Page	Theme	RAG Q4	RAG Q1	Detail	Theme	RAG Q4	RAG Q1	Detail
41	Evidence Based Policing			<p>The first phase of the Right Care, Right Person initiative, relating to concern for welfare calls, went live in April. This relates to the calls that officers are asked to attend because another agency cannot. Evidence and best practice indicate that partners in health or social care are best placed to offer help and support to people in crisis in such circumstances.</p>	Philosophy and Co-Operation			<p>The PCC elections took place throughout this quarter, following a period of heightened sensitivity. This necessitated a spell of reduced public communications and policy development. The OPCC provided candidate briefings and ensured that the OPCC website provided appropriate information. The PCC was re-elected and was sworn into office on 4 May 2024. The Oath of Office is here.</p>
	Funding			<p>OPCC in discussion with the Innovation Board submit an application to the Science, Technology, Analysis and Research fund.</p> <p>OPCC awarded £1m to enable Dorset Police to allow for increased high visibility patrols in the hotspot areas which have the highest densities of serious violence and ASB.</p>	Efficiency			<p>The PCC and his Office continue to be closely involved in the Force’s drive to increase efficiency through the Project Evolve work. During this quarter, the OPCC was appraised on the forthcoming launch of the Force’s Enhanced Video Response initiative along with the work of the Investigation & Intelligence Assessment Centre.</p>

RAG Status	
This Period	Last Period

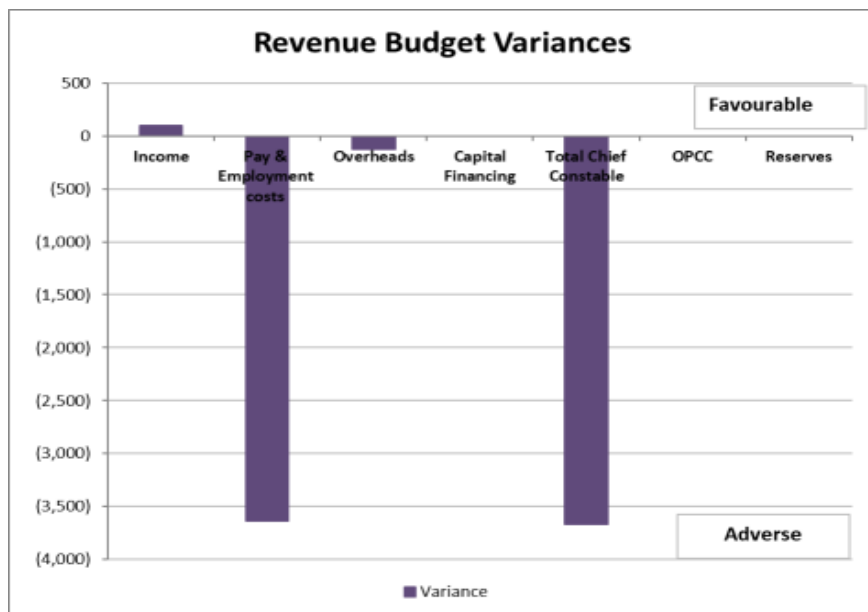


2024/25 QUARTER 1 FINANCIAL REPORT- OVERVIEW

The overall revenue spend for the year is forecast to be £175.5m against a budget of £171.9m, an adverse variance of £3.664m or 2.13%.

The current forecast would reduce the General Fund Balance to £2.214m, equivalent to 1.29% of Net Revenue Expenditure which would be below the minimum level of reserves of 3%. This is a significant forecast variance therefore the Force has already taken action in order to address the forecast. This is being monitored closely by the Resource Control Board and is already having an effect.

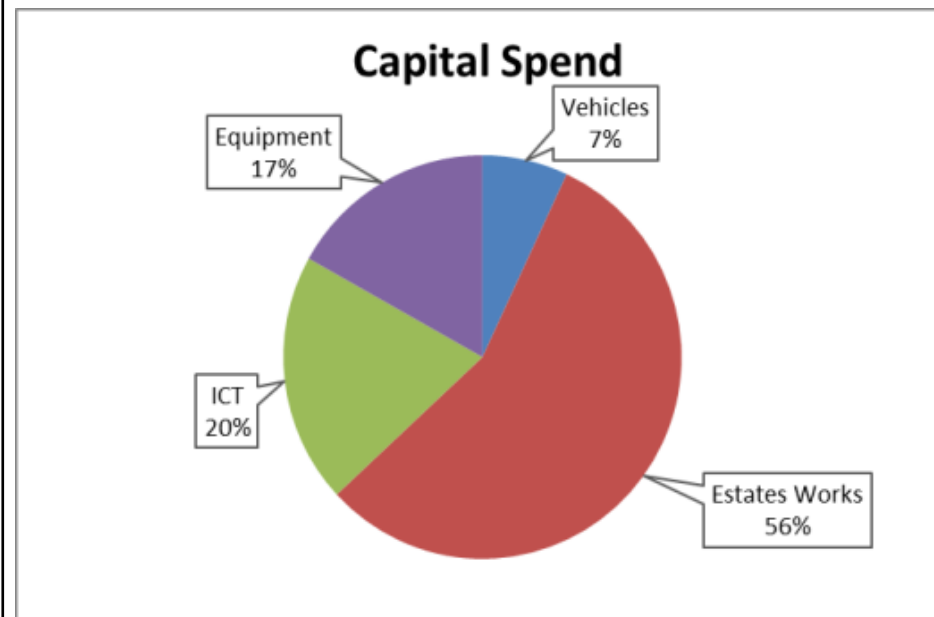
The graph below summarises the outturn revenue variances for the year to 31 March 2025.



CAPITAL

The Capital Programme is currently predicting expenditure of £13.255m against a revised budget of £18.156m for the year, after adding the slippage brought forward from 2023/24. The variance of £4.901m is made up of slippage of £3.931m and forecast underspends of £0.970m. This will reduce the borrowing required in 2024/25.

The graph below shows the final allocation of the capital spend for 2024/25.



Further information on both the revenue budget, capital programme and reserves can be found on the following pages.

RAG Status	
This Period	Last Period



REVENUE BUDGET MONITORING

2024/25	Original Budget	Revised Budget	Actual to Date	Forecast Outturn	Variance fav / (adverse)	Ref	Revenue Commentary
	£000's	£000's	£000's	£000's	£000's		
Chief Constable							
Income	(32,865)	(32,868)	(5,364)	(32,963)	95	R1	R1. Additional income from seconded officers, football matches and abnormal loads
Pay & Employment costs	148,852	148,782	38,033	152,416	(3,634)	R2	R2. Higher officer numbers at the start of the year combined with lower officer leavers than budgeted is resulting in a forecast overspend of £1m. Ill health retirements are also forecast to be higher than budgeted, as is both officer and staff overtime. Of the £4.5m savings built into the budget, nearly £1.1m have not yet been achieved.
Overheads	47,174	47,128	11,287	47,253	(125)	R3	R3. Increased costs of the Dangerous Dogs Act and additional equipment requirements have been offset by savings in IT network costs, fuel and fleet repairs.
Capital Financing	6,030	6,172	(250)	6,172	0		R4. The forecast variance of £3.664m is equivalent to 2.13% of the total net budget. If this position were to be the final outturn position this would reduce the General Reserves to 1.29%, below the minimum level of 3%.
Total Chief Constable	169,190	169,214	43,706	172,878	(3,664)		
OPCC	3,267	3,267	(279)	3,267	0		The Force have therefore taken action and implemented a number of financial controls such as a police staff recruitment freeze and overtime restrictions in order to address the significant overspend currently forecast.
Total Net Revenue Expenditure	172,457	172,481	43,427	176,145	(3,664)		
Reserves	(582)	(606)	(24)	(606)	0		
Net Budget	171,875	171,875	43,403	175,539	(3,664)	R4	

RAG Status	
This Period	Last Period

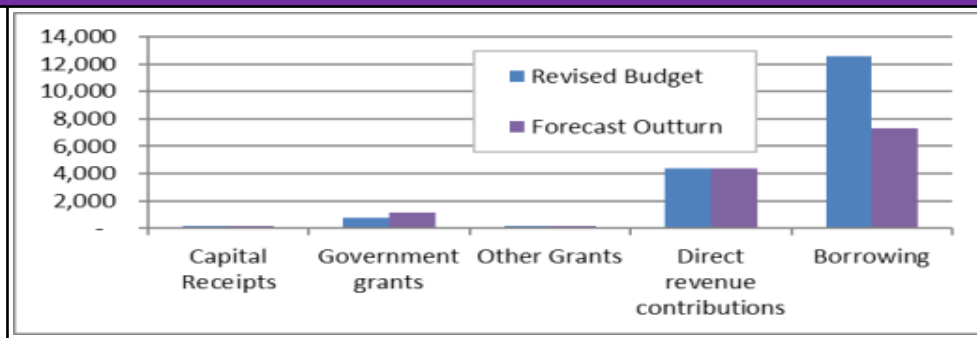


CAPITAL BUDGET MONITORING

2024/25	Original Budget	Revised Budget	Actual to Date	Forecast Outturn	Variance Fav / (Adverse)	Capital Programme Commentary
	£000's	£000's	£000's	£000's	£000's	
Capital Investment						
Vehicles	1,434	1,434	62	922	512	<p>A review of vehicle replacements has resulted in an overall forecast underspend of the budget of £512,000. All other vehicles are currently expected to be ordered and delivered within the year.</p> <p>The Estates forecast variance is primarily slippage (£1.4m) largely relating to the work on the conference suite roof which cannot start until the demolition and landscaping work at HQ are complete. There are underspends currently forecast for the Firing Range and Ferndown projects, but these will only be confirmed once the projects have been completed.</p> <p>The ICT variance is also primarily slippage relating to Strategic Change projects such as the Contact Centre system replacement and the regional Digital Evidence Management System (DEMS) project, as well ICT projects for equipment replacement which will be undertaken next year after the implementation of the managed service contract.</p> <p>The equipment variance relates to slippage in the Taser replacement and other equipment which is not forecast to be required this year.</p>
Estates Works	7,996	9,214	433	7,438	1,776	
ICT	5,094	5,598	115	2,657	2,941	
Equipment	976	2,310	360	2,238	72	
Slippage	(400)	(400)	0	0	(400)	
Total Capital Programme	15,100	18,156	970	13,255	4,901	

CAPITAL FINANCING

Sources of Finance	Original Budget	Revised Budget	Actual to Date	Forecast Outturn	Variance Fav / (Adverse)
Capital Receipts	-	200	-	200	0
Government grants	-	800	300	1,157	(357)
Other Grants	-	197	-	197	0
Direct revenue contributions	4,369	4,369	239	4,369	0
Borrowing	10,731	12,590	431	7,332	5,258
Total Capital Funding	15,100	18,156	970	13,255	4,901



RAG Status	
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USABLE RESERVES

2024/25	Opening Balance at 1/4/24	Budgeted transfer to/(from) reserves	Commitments to transfer to/(from) reserves	Actual Transfer to/(from) reserves	Forecast Closing Balance at 31/3/25	Reserves Commentary
Reserve	£000's	£000's	£000's	£000's	£000's	
Budget Management Fund	819	(224)	(200)	(24)	595	<ul style="list-style-type: none"> The Budget Management Reserve holds the unspent carry forward requests from previous years which will be transferred from the reserve as they are required. In addition, the planned use of reserves is still expected to be required during the year. At this early stage of the year no other transfers have been made to or from earmarked reserves The General Fund Balance is budgeted to increase to £5.878m at 31 March 2024, equivalent to 3.42% of Net Revenue Expenditure. This would be above the minimum level of reserves, but below the maximum of 5%, however this does not factor in the current forecast position. No significant capital receipts are currently forecast to be received in the current year apart from the sale of a boat which is planned to part fund the purchase of a replacement vessel.
Police and Crime Plan Reserve	461	0	0	0	461	
Violence Reduction Reserve	770	(135)	(135)	0	635	
OPCC Legal Reserve	250	0	0	0	250	
OPCC Reserve	416	0	0	0	416	
Regional Collaboration Reserve	34	0	0	0	34	
Forensic Capability Network Reserve	268	0	0	0	268	
Workforce Change Reserve	643	(300)	(300)	0	343	
Learning & Development Reserve	46	0	0	0	46	
PEQF Reserve	47	(47)	(47)	0	0	
Total Earmarked Reserves	3,754	(706)	(682)	(24)	3,048	
General Fund Balance	5,778	100	100	0	5,878	
Total Revenue Reserves	9,532	(606)	(582)	(24)	8,926	
Capital Receipts Reserve	3,617	0	0	0	3,617	
Total Usable Reserves	13,149	(606)	(582)	(24)	12,543	

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DORSET POLICE & CRIME PANEL – 9 OCTOBER 2024

RIGHT CARE, RIGHT PERSON

REPORT BY THE DIRECTOR OF OPERATIONS

PURPOSE

This paper provides an update on the work to implement the Right Care Right Person initiative within Dorset Police. This paper also seeks to address the following five Key Lines of Enquiry as provided by the Dorset Police and Crime Panel:

- I. What are the boundaries and criteria for police response to be withdrawn from incidents with a mental health element? For instance, if a person is presenting a danger to themselves and the public after a mental health episode, who is expected to attend?*
- II. What ground work has been done with Local Authority Mental Health leads and agencies in order to prepare? What collaboration has been happening between Dorset Police and partners? How will the PCC ensure that the force works with partners to ensure that there is no care/enforcement gap for incidents when there is a mental health element to them? Is there more that needs to be done?*
- III. Given the lack of funding around mental health, is there a budget for filling any resource gap for these incidents and who will fund it?*
- IV. What has the PCC learnt from other forces experiences and how will this impact on Dorset's strategic direction? Where is Dorset Police at in terms of roll out, and what is the likely duration for the various phases of care.*
- V. What does the PCC believe to be the most significant challenges, and how does he intend to address these (either in his own right, or working with partners)?*

1. INTRODUCTION

- 1.1. It is well recognised that when people are in mental health crisis, they require swift support that meets their needs. At times, this may entail the police. For instance, should that mental health crisis involve an immediate risk of serious harm or to life, or if a crime is involved.
- 1.2. In recent years it is become increasingly apparent that the police service is regularly involved in cases in which they are not the most appropriate agency and, having become involved, the police are often not able to handover care to an appropriate agency as quickly as would be desired. Naturally, this situation means that many people in mental health crisis have a suboptimal experience – it also impacts upon the police service's ability to undertake other key responsibilities. This situation is experienced in Dorset, as it is elsewhere, with concerns raised nationally that the police are working beyond their duty, as highlighted within the 2023 [HMICFRS 'Picking Up The Pieces'](#) report.

- 1.3. A national approach has been developed to address this issue: Right Care, Right Person (RCRP). RCRP aims for police forces to work with partners, including local authorities, NHS trusts, and mental health agencies, to improve care pathways to ensure that people receive the right support from the right organisation at the earliest opportunity.
- 1.4. The RCRP programme has already been rolled out in other force areas across the UK, following the signing of a [National Partnership Agreement](#) in July 2023. Dorset Police is working to implement RCRP via a four-phase approach. This paper seeks to provide detail about the ongoing roll-out in Dorset, the PCC's scrutiny of this work, and to address the Panel's aforementioned Key Lines of Enquiry.

2. BACKGROUND

- 2.1. Questions concerning police involvement with mental health incidents are nothing new. Indeed, a 2019 snapshot exercise, as outlined in the National Police Chiefs' Council (NPCC) Mental Health Strategy, determined that 5.1% of all police recorded incidents were mental health related, translating to the police attending an average of 54 mental health related incidents every hour¹. Although this exercise has not been repeated since, it is known that in Dorset in 2023/24 there were 8,254 incidents relating to people with mental health issues².
- 2.2. As Panel members will be aware, there is clear evidence that the demands of mental ill health are growing over time in the UK. NHS data shows that the number of people in contact with secondary mental health services has increased from 1.3 million people in July 2019 to more than 1.9 million people in July 2024. An increase of 46% over the 5-year period³. In Dorset, this figure has increased from 15,840 to 19,415 – an increase of 23%⁴.
- 2.3. In addition to those 'known' contacts with secondary mental health services, the NHS' Mental Health of Children and Young People survey can be used to understand long term trends in mental health. The survey is described by the NHS as the best source of data on trends in child mental health, as it utilises the same cohort of children and young people on each occasion. According to this survey, there has been an increase in the number of young people with a probable mental disorder from 1 in 8⁵ in 2017 to 1 in 5⁶ in 2023. An increase in mental health issues among young people is an important metric since 50% of lifetime mental health problems are established by age 14 and, 75% by age 24⁷. This increase is therefore indicative of a probable longer-term increase in mental health issues among the adult population.
- 2.4. Prior to commencing the RCRP programme, the Force's data showed that 'concern for safety' was the highest recorded incident type, as well as the most attended incident type – with 31,013 concern for safety incidents logged between November 2022 and October 2023. The Force deployed to over 40% of such incidents, with the top deployment locations being the Royal Bournemouth General Hospital, Poole Hospital, Dorset County Hospital and St Ann's.
- 2.5. In terms of Section 136 detentions under the Mental Health Act (see definition at 3.10 of this document), this represented between 3 and 5% of all mental health tagged incidents. Between September and November 2023 an average of more than 215

¹ National Police Chiefs Council, Mental Health & Policing Strategy 2022-2025 [NPCC Mental health strategy p8](#).

² Introduction to Dorset Police 2024, Information Pack [Demand on policing in Dorset | Dorset Police 2024 | Dorset Police p12](#)

³ Mental Health Services Monthly Statistics Dashboard, 4. People in contact with services [Microsoft Power BI](#)

⁴ Mental Health Services Monthly Statistics Dashboard, 16. CCG/Sub ICB breakdown [Microsoft Power BI](#)

⁵ [Mental Health of Children and Young People in England, 2017 \[PAS\] - NHS England Digital](#)

⁶ [Mental Health of Children and Young People in England, 2023 - wave 4 follow up to the 2017 survey - NHS England Digital](#)

⁷ [Mental health JSNA 2022 full report FINAL.pdf \(brighton-hove.gov.uk\)](#)

hours of officer time was spent awaiting handover of mental health detainees each month.

- 2.6. Similar findings are present across policing and, ultimately, gave rise to the RCRP initiative, which was first piloted by Humberside Police. Humberside Police was concerned that by attending so many incidents relating to concern for welfare, mental ill health and missing people, that suitable interventions were not being provided to vulnerable members of the public and, also, that attendance was potentially putting the public and officers at more risk. For instance, listening directly to individuals who have experienced mental health crisis, it is known that police intervention can sometimes have a detrimental effect on patients who can feel they are being criminalised because of their health or social care issues.
- 2.7. Legal advice was sought to understand where the duty of care responsibilities lie – this advice was used as the basis to support the RCRP initiative. In summary, the legal duties to act arise on the police in the following general circumstances: where there is a real and immediate threat to life; a real and immediate threat of serious harm/torture/inhumane conduct; common law duties of care; and specific statutory duties relating to issues such as arrest, detention, and restraint.
- 2.8. The Humberside model led to hundreds of fewer police deployments per month and tens of thousands of hours of officer time being saved. The model was recognised as good practice by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the programme has already been rolled out in other force areas across the UK, following the signing of the [National Partnership Agreement](#) last year.
- 2.9. The National Partnership Agreement – signed by the then Minister of State for Crime, Policing and Fire, the Parliamentary Under Secretary of State for Mental Health, the NPCC and Association of PCCs Mental Health Leads, the NHS England National Mental Health Director and the Chief Executive of the College of Policing – sets out a national commitment to work to end the “inappropriate and avoidable involvement of police in responding to incidents involving people with mental health needs”. The approach described in the Agreement provides a framework “for assisting police with decision-making about when they should be involved in responding to reported incidents involving people with mental health needs” and provides detail on the local partnership work required to implement RCRP.
- 2.10. To support local implementation of RCRP, the NPCC and College of Policing developed a [toolkit](#), covering topics including decision-making in relation to the threshold for police response, working in partnership, training, and monitoring. Alongside this, NHS England are co-producing guidance with experts and those with lived experience of mental health problems, on how to strengthen mental health work undertaken by multi-agency partners.
- 2.11. In adopting RCRP, the Force has set out and agreed the following six principles:
 - Members of the public have the right to receive the right care from the right agency;
 - The police should concentrate on core policing duties⁸;
 - Understanding the police’s legal duty to attend;
 - Listening to feedback from staff;
 - Working in partnership; and
 - Ensure staff are properly trained and supported to make the right decisions.

⁸ The core purpose of policing in the UK is: preventing and detecting crime; keeping the King's peace; protecting life and property.

- 2.12. Since deciding to proceed with RCRP, the Force has been working closely with health and social care partners prior to the launch to ensure they have had time to make the necessary changes to their service provision and ensure that implementation plans and processes have been created.
- 2.13. It must be stressed that RCRP only applies to non-violent, low-risk calls, as defined by policy. The Force assesses every request for threat, harm, risk, and vulnerability and every RCRP applicable call to the police control room is assessed using the RCRP decision making toolkit. The point of RCRP is that the appropriate agency deals with calls and if there is violence or a risk to public safety, that agency will be Dorset Police. It should additionally be noted that the Force has established an operation to support healthcare workers and increase prosecutions of violent offenders.
- 2.14. If a call is received that does not meet the threshold for police attendance, the caller will be advised and signposted to the most appropriate agency or action. If the caller or agency disagree with that decision, that can be challenged. Should that happen, the call taker will escalate the matter and speak to the Force Command Centre supervisor who will review the circumstances. Further escalation is possible via the procedures that have been circulated to partner agencies.

Examples of Calls for Service in which Police are not Appropriate Agency

Case Study A: Dorset Police are contacted at 4pm by a social worker, who states that a safeguarding concern has been raised by the fire and rescue service. There are concerns about a 79-year-old man's ability to care for himself.

The social worker has spoken with the man on the phone but has not been able to arrange a face-to-face meeting with him. Dorset Police are asked to carry out a welfare check on the man and email the result to the social worker is due to finish for the day at 5pm.

Case Study B: A patient has been granted leave in the morning and was expected to return by 1.30pm. Having failed to return, the hospital has called the patient who has told them that he is now in the pub. Staff state that they are not insured to collect him from the pub and so report him to the police as a missing person.

Case Study C: Dorset Police are contacted by a children's charity in relation to the welfare of children in the Weymouth area. An email to the charity has alleged that the children are being left unsupervised, that they have poor hygiene and poor dental hygiene and that they are living on takeaways. The person contacting them also suggests that the mother has addiction issues. Police are requested to carry out a welfare check on the children.

3. Progress to Date

Governance

- 3.1. The governance relating to RCRP has been developed in line with best practice – recognising that a strategic partnership approach is required and that regular, candid, reviews must be undertaken post implementation. To this end, the delivery structure is underpinned by key strategic partnerships, including the Integrated Care Board, a System Executive Group – chaired by an Assistant Chief Constable and comprising senior leaders in all relevant agencies – and a Steering Group. A RCRP Operational Project Board is supported by a variety of sub-groups and meetings. For each phase,

post go-live, regular review group meetings are established to assess the impact of the changes.



3.2. The PCC is represented by the Director of Operations at the RCRP Operational Project Board, with issues escalated as required to both the Continuous Improvement Board (attended by the OPCC Chief Executive and Director of Operations) and the Joint Leadership Board. The OPCC is fully sighted on the delivery and training plans, project updates and performance data as a result of these arrangements.

Phased Implementation

3.3. Dorset Police has opted to implement RCRP via a four-phase approach, as set out in the following diagram.



3.4. The first phase, relating to concern for welfare calls, went live on 22 April 2024. This relates to the calls that officers are asked to attend because another agency cannot, even though the officers do not have the right training to be able to provide the specialist expertise and support people really need. In these circumstances, partners in health or social care are best placed to offer help and support to people in crisis.

3.5. Following go live, daily partnership meetings were held for a fortnight to assess the impact of these changes – no incidents were raised through the escalation process.

- 3.6. The second phase relates to those incidents when someone has walked out of a health care setting, such as from a mental health establishment or emergency department, and the police are called to locate them. This phase went live on 1 July 2024.
- 3.7. Under RCRP, the partnership agreement is that Dorset Police should not be routinely called to locate patients who leave unexpectedly from the emergency department of acute hospitals and mental health patients should not be routinely reported to the police, unless there is a real and immediate risk to life. The RCRP agreement also sets out that mental health patients who have left a mental health establishment or not returned to a mental health establishment should not be reported to the police as a matter of routine.
- 3.8. Again, the overarching aim of this agreement is to ensure the public are seen by the service that they are engaged with; continuity is maintained and the person conducting the check is able to meet their care needs. For mental health patients, this ensures the relationship between the patient and provider is maintained and ongoing care and support is not compromised by unnecessary intervention by the officers. Dorset Police is adopting the National Missing Person Framework in relation to RCRP, which details clearly when police intervention in these scenarios is appropriate, as set out below:
- If a patient has left a hospital or care setting and there is critical concern for the patient's or public's safety, this is to be classed as a missing person and a police response is required. In such a scenario it is likely that the individual will be classed as a high-risk missing person. When the level of critical concern is reached all agencies share a responsibility under Article 2 and Article 3⁹ of the Human Rights Act 1998 to work together.
 - If the threshold of critical concern is not reached, it is the responsibility of the hospital to arrange to have the home address checked as part of its legal duty of care. In this scenario, the police do not need to be informed and should not take on this task.
- 3.9. Following go live, the Force has again ensured that daily partnership meetings are held to assess the impact of these changes.
- 3.10. Phase 3, Section 136 of the Mental Health Act and Voluntary Mental Health Patients, is due to go live in November 2024. While this work is ongoing at the time of writing, the general principle is that Section 136 of the Mental Health Act should only be used as a last resort when all other options have been considered. Before a police officer uses this power there is a legal requirement for them to consult with a mental health professional.

Section 136 of the Mental Health Act

The RCRP threshold is used to determine whether the police are the appropriate agency to respond at the point at which the public or other professionals report a mental health-related incident. It is, though, important to distinguish the RCRP approach from the police's powers under the Mental Health Act 1983. While the decision to attend an incident is determined via assessment of the RCRP threshold, the decision to use police powers, is made by an officer at the scene of an incident.

Section 136 is the part of the Act that gives the police powers to take an individual to a 'place of safety' if they think a person in a public place has a mental disorder and needs immediate "care or control".

⁹ Right to life and Prohibition of Torture – [Human Rights Act 1998 \(legislation.gov.uk\)](https://legislation.gov.uk)

Under the legislation a place of safety might include the home of the individual or that of someone they know, or a healthcare setting. A police station can only be used as a place of safety if a person's behaviour poses an imminent risk of serious injury or death to the individual or another person – and must not be used for anyone under the age of 18. Since the [Crisis Care Concordat](#) came into place in 2014 and new rules came into effect in 2017¹⁰, there has been a significant reduction in the use of police custody as a place of safety.

Before the police use their emergency powers they must seek the advice of a health professional, such as a registered medical practitioner, a registered nurse, approved mental health practitioner, occupational therapist or paramedic.

- 3.11. One of the aims of this phase is that police handovers at health-based places of safety (HBPoS) should happen within an hour and officers should only be expected to stay with the detainee in exceptional circumstances – for instance, where the detainee is violent. This arrangement removes the police from the situation as quickly as possible as it is understood that those experiencing a mental health crisis often feel additionally traumatised when police need to intervene to keep them safe.
- 3.12. In Dorset the process that has been developed with partners is that officers should first seek mental health professional advice by utilising the Connection service. Connection is an NHS round-the-clock helpline for people of all ages, anywhere in Dorset, who are experiencing mental health problems and need support. It is run by Dorset Healthcare.
- 3.13. The Connection staff are experienced clinicians who can support officers in considering the possible options, using their clinical expertise and the records available to them. The options that they provide may include seeking alternative mental health support at the [Retreat](#) or a [Community Front Room](#), direct telephone support to the person concerned, follow up face to face assessment with Connection or another NHS mental health service, and consideration for the use of a HBPoS under Section 136. The team are co-located at St Ann's Hospital with the Clinical Site Managers (CSMs), and so if police decide to use powers under Section 136, they can liaise with CSMs on the use of the HBPoS on site.
- 3.14. The mental health professional will discuss the case with the officer and may also speak to the patient concerned. A record of the advice will be logged on official systems and there will be a recording of the conversation.
- 3.15. The fourth and final phase of the RCRP rollout in Dorset aims to ensure that transportation for physical and mental health patients will not be carried out by the police unless in exceptional circumstances.
- 3.16. The aim of this phase is to ensure, that wherever possible, the care and dignity of the person is maintained by not using police vehicles, which can add considerably to their stress and discomfort. It is anticipated this phase will go live in January 2025.

4. EFFECTIVENESS

- 4.1. Naturally, with two phases of RCRP yet to be implemented, the full effects cannot be determined. However, there is clear evidence that the new working practices are embedding well and that superior outcomes are being delivered.

¹⁰ [New rules restricting the use of police cells as places of safety come into effect - GOV.UK \(www.gov.uk\)](#)

- 4.2. Although there is a natural link that can be draw between RCRP and police calls for service, the data following the implementation of phase one supports the view that the chief focus was on individuals receiving the best care, not driving down demand. Prior to go live, the Force deployment rates to concern for welfare incidents was between 40 and 45% - during the first seven days after go live, the deployment rate was 40.15 per cent.

Examples of RCRP in action following Phase One implementation

Case study A: A 999 call was received from a social worker reporting concerns about the welfare of four children living at an address. They had received third party information that the children weren't being looked after. Social services stated that they were unable to carry out a check themselves as they had previously been refused entry. The social worker said they were due to leave work for the evening and asked for the out-of-hours team to be updated with the result overnight.

Using the RCRP tool kit, the Force established that there wasn't an immediate risk and that a multi-agency response would be best for the children concerned. The matter was referred to social services and Dorset Police offered to support a social worker if they intended to visit. Social services declined the offer of police support, and the matter was taken to a multi-agency strategy meeting the following morning. This outcome ensured that the correct professionals evaluated the available information and worked together in a trauma informed way rather than sending police patrol officers overnight.

Case study B: A call was received from a family intervention worker who had been allocated a new family the previous week. The caller requested for officers to carry out a welfare check as out-of-hours social services said they had no capacity to do it.

The RCRP tool kit was used and it established that there was not a requirement for police officers to deploy immediately and the matter was referred to social services to arrange a multi-agency approach.

Case study C: The Force received an email from an adult social care employee just before 8pm, stating they had been trying to contact their client with no success. It was reported the person had missed a GP appointment during the previous month and so it was requested that officers carry out an urgent welfare visit. The RCRP tool kit was used, and it was established that the police threshold for attendance had not been met and the welfare check was referred back to the requesting organisation.

- 4.3. Nevertheless, it is also true that the Force does expect that there will be fewer deployments because of these changes. Indeed, the Force has forecast that by implementing the first two phases Dorset Police may save as much as 2500 officer hours across a 12-month period.

5. PCC SCRUTINY

- 5.1. The PCC is clear that those experiencing a mental health crisis should receive support from the appropriate agency and has made a commitment to support the RCRP initiative within the refreshed Police and Crime Plan. Equally, the Plan contains a priority to Make Every Penny Count for Dorset and includes a specific commitment to ensure the Force plays its role in emerging national work to further drive efficiency and productivity within policing. RCRP is very much an example of national work that meets this criteria.
- 5.2. As outlined at sections 3.1 and 3.2, the PCC and his Office attend relevant Force boards so that progress can be understood and monitored. Project updates and overall

performance are examined at these boards and key updates are provided to the Joint Leadership Board for further discussion and scrutiny as needed.

- 5.3. It is clear to the PCC, as it has been to Dorset Police, that the roll-out of RCRP needs to be carefully undertaken alongside partner agencies to ensure that there is time to transition to the new arrangements. Indeed, the PCC is acutely aware of the concern raised by the Local Government Association in July 2023¹¹ that police forces might introduce RCRP without having agreed a process with local partners and understood the subsequent implications. This is a key piece of learning from other areas and has directly influenced the phased approach period by Dorset Police.
- 5.4. Although RCRP practice will, rightly, be reviewed by practitioners, the PCC will also continue to have insight on the quality of service being provided. For instance, the PCC's Use of Police Powers and Standards scrutiny panel periodically considers cases and data that involves police attendance relating to mental ill health, both from a use of force and public contact perspective. This includes the viewing of relevant Body Worn Video footage. Further scrutiny also occurs due to the PCC being the review body for most Dorset Police complaints. Alongside Force and partnership performance updates, these processes will help the PCC to understand the impact of the changes in Dorset.

6. NEXT STEPS AND CHALLENGES

- 6.1. Dorset Police is working to ensure that RCRP is delivered in partnership in Dorset and is on track to implement the four-phase approach by early 2025. Naturally, each stage will be kept under review, but the current indications are that the roll-out is progressing successfully.
- 6.2. As with all complex change, it is to be expected that some processes may take some time to be made as effective and efficient as possible and – no doubt – as the RCRP is implemented nationally, it is likely that the training and best practice will evolve according. This, again, will need to be kept under review.
- 6.3. It is also possible that funding issues within the health and social services sectors may from time-to-time impact upon the service being provided to those suffering mental health crisis. The PCC, however, is clear that Dorset Police must focus on core policing duties and that the comparatively modest resources available to the Force and OPCC should not be used to address service gaps that fall outside of his remit. That said, he unambiguously supports the need for effective treatment to be provided and will continue to make the case for more investment in prevention and diversion activity.
- 6.4. The PCC and his Office will continue to monitor the implementation of RCRP and will update to the Panel as key milestones are met.

7. RECOMMENDATION

- 7.1. Members are asked to note the report.

ADAM HARROLD
DIRECTOR OF OPERATIONS

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¹¹ [Right Care, Right Person: Policing and mental health and welfare checks | Local Government Association](#)

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