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Mr D Sidwick
Police and Crime Commissioner
Office of the Police and Crime
Commissioner

By Email: pcc@dorset.pnn.police.uk

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30 January 2023

Dear Commissioner

Police and Crime Panel, Future Budgets and Priorities

I write to formally request Dorset Police's budgetary requirements for 2023/24.

It has been a privilege to lead Dorset Police as Chief Constable and oversee the progress against your Police and Crime Plan. Subject to ratification by the Police and Crime Panel, the details of this delivery will be led by the new Chief Constable with effect from the 1st of March and, as you know, I have already discussed and agreed these proposals with her.

I am grateful for your support last year in securing a budget that enabled Dorset Police to deliver against the Police and Crime Plan. The Force has achieved significant progress against the Plan this year, within a balanced budget.

Some of the key successes that we achieved are demonstrated below, with further examples, and greater detail included in the Appendix to this letter.

- **Anti-social behaviour** - Dorset has seen a substantial reduction in anti-social behaviour in our communities.
- **Violence against the person** – There has been a national increase in crime involving violence against the person following removal of covid restrictions. The % increase in Dorset stands at less than half of this national increase.
- **Crime rate** - The Force has the sixth lowest crime rate in England & Wales.
- **County Lines** – Dorset has one of the highest levels of disruption activity in the South West. We have continued to use direct enforcement to disrupt gangs travelling into Dorset, and to increase seizures of their proceeds of crime. This has led to significant disruption in drug dealing, reduction in acquisitive crime, and greater protection of young people.



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This letter will set out the financial requirements and the effect on policing that Dorset Police will deliver in the coming years with an agreed precept increase. Having worked through our budget calculations, taking account of the inflationary pressures and with the benefit of identified efficiency savings of £4m already factored into the budget already there remains a significant shortfall of £7.7m in 2023/24 before allowing for any precept increase. Thus, even with a £15 increase in precept, if approved, the Force is facing the requirement to find a *further* £3.3m of cost savings, against which the Chief Constable will seek to protect front line services.

Despite this challenging economic background, the Chief Constable remains committed to service improvements. In the past 18 months, Dorset Police has moved from being the ninth safest county to the sixth safest. We are seeing less crime, and lower levels of anti-social behaviour than were experienced before the COVID-19 pandemic. This is a significant achievement, but one that allows no room for complacency. The Chief Constable will continue to strive to be the safest county in the country and will pursue relentlessly those criminals who cause the most harm to our communities, keeping people safe and putting victims first.

The new Chief Constable and I both recognise the importance of ensuring that every penny we have is spent wisely. Over the past year my team and I have conducted a forensic examination of Force expenditure, implementing additional controls where necessary. I have established an Efficiency Board comprised of Chief Officers, senior finance staff and an experienced Superintendent which has identified process improvements and efficiency savings that can be achieved without significantly impacting front line services. I have also invested in transformation and new approaches which will result in better management of demand and optimisation of resources. The investment in the frontline under the national Uplift programme means that the Chief Constable has more officers tackling criminals head on, improved ways of being available to our public, as well as relentless pursuit of organised crime gangs involved in county lines drug supply. We are really starting to see the benefits of this focus with falling crime levels, increased visible policing and some notable success in being tough on crime.

It is critical that both you and the public are assured that the Force are efficiently using public funds and I am confident that my team has left no stone unturned in their desire to grip spend and look for ways to deliver services in a way that maximises what we have in core budgets to deliver the very best for our communities. Nevertheless, the reality we are facing is significantly higher costs due to inflation without consequent increase in government grant. This means we now must reconfigure the Force to drive out further efficiencies while continuing to deliver against the Police and Crime Plan.

Funding Background

As you know, the current economic environment, with significant levels of inflation by recent standards, places considerable cost pressures on the public sector that were



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not expected a year ago. Furthermore, Dorset Police remains the 42nd (out of 43) lowest funded Home Office force. The timing of plans to review the national police funding formula is unclear, and no benefit from this is assumed in our medium-term forecast.

The Force is funded by a combination of Government grant and Council Tax. The 2023/24 grant continues to focus on the delivery of 20,000 officers nationally under the Police Uplift Programme. The 166 additional Dorset Police officers funded by this scheme will continue to make a tangible difference to policing outcomes and the Chief Constable will continue to ensure that we use them in the most effective manner.

The continued impact of high inflation, interest rate rises, and pay awards have added a huge pressure to our spending levels. As an example, the inflationary impact on gas, electricity and our PFI contracts total over £2.5m in 2023/24. Nationally agreed pay awards for officers and staff have further increased our costs by £5.5m.

Another pressure within our budget is a £1.1m increase in capital financing charges. We receive no Government funding towards our capital expenditure, and are increasingly reliant on borrowing and direct contributions from our revenue budget to meet the cost of this essential investment. An appropriately funded capital programme is vital to long term sustainability, and is covered later in this letter.

These additional pressures are not funded by Government grant. Thus, the Force is dependent on a combination of precept increase and expenditure reductions to deliver a balanced budget. The Chief Constable will make every endeavour to ensure that such reductions in expenditure have the minimum impact on service delivery, seeking instead to innovate further, maximise the use of our assets, and ensure that we deliver value for money to the public.

The Financial Outlook for 2023/2024

A precept increase of £15 and a further £3.3m of cost savings will enable us to deliver a balanced budget in 2023/24. The current volatile national economic environment makes accurately forecasting expenditure requirements more difficult. As such, in arriving at this balanced position it has been necessary to rely on assumptions, each based on the very latest information available to us, and each of which I and the new Chief Constable consider reasonable – although not without risk.

Our plan includes already identified cost savings totalling £4m. These savings have been identified following a 'cost challenge' process that commenced in April 2022, considering every area of expenditure in the Force to drive out efficiencies. This has included increased scrutiny on vacancy management, overtime, removal of any spend that is not entirely essential, extended expected lives of capital assets, and removal of certain posts. We have also realised savings from ICT and in the cost of our premises. It has also involved more fundamental, innovative and transformative changes. The Force is increasing the use of systems automation to make processes – including



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operational activity - more efficient, incorporating energy efficiency into building developments, and replacing older, less efficient assets where there is a clear financial and operational benefit to doing so.

It has been necessary to reinvest £0.8m of this overall saving in a number of essential areas, most notably domestic abuse, firearms licencing and road safety.

In achieving these savings, the Chief Constable will seek to protect front line resources and deliver against the Policing Plan. The need to maintain officer numbers under the Uplift programme is essential to reducing crime, not to mention the significant financial penalties that would be imposed were we not to maintain numbers.

The Force will be required to consider the financial viability of recruiting to vacancies as they arise. I am pausing staff recruitment into certain posts with immediate effect. This will start delivering the savings required while allowing time to develop an intelligence led reorganisation of resources, informed by detailed demand modelling, a review of our contact environment, use of robotic processes, and will ensure that value is achieved in our collaborative and contractual arrangements.

I have also introduced additional controls over non staff spend. Inevitably, it will also be necessary to leave some gaps in staff positions, alongside a review of our workforce mix, to ensure that the Force's finances are balanced through the year.

Capital Requirements

Our capital financing costs will increase in 2023/24 as we continue to move to a more sustainable capital financing model. It remains our aim that all short-life fixed assets, such as ICT and vehicles will be financed from revenue contributions to capital. This would mean borrowing for longer term assets such as investment in the estate. Dorset Police has no capital reserves and very little surplus property, which could be used to generate capital receipts.

In order to minimise the impact on the revenue budget, we have reviewed the capital programme of the Force in detail with the aim of reducing it to the minimum required to be an efficient and effective Force. Despite these reductions the five-year programme, up to and including 2027/08, still totals £46m, of which £30m relates to the estates programme.

This brings me to the work that has now commenced on replacing the highly inefficient, 1960's Force Headquarters building at Winfrith. The need for a replacement Headquarters has been an increasingly urgent consideration for some years now. The existing building is hugely inefficient, expensive to run and in particular maintain, and requires significant investment to extend its life for even a few more years. The replacement building will be considerably more efficient to run than the building it replaces, as well as providing a central, modern, fit for purpose hub for the Force for many years into the future.



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The risks to policing delivery if the Force does not receive an increase to precept include:

- If the precept was not increased, an additional shortfall of £4.4m would be created, significantly impacting our effectiveness in keeping people safe. This funding equates to a reduction of 95 officers or a *further* 126 staff posts in real terms.
- The Force would be unable to continue its investments to deliver the ambitious plans outlined earlier in this letter, and we would need to withdraw from some frontline services currently being delivered.
- It would severely restrict opportunities to invest in innovation to deliver future sustainable efficiencies.

Against the above context, I am requesting a £15 increase in precept for 2023/24. This funding will enable the Force to continue its focus on a number of priority areas as follows:

Additional officers – The Force will increase its officer numbers by 15 during 2023/24, bringing the total number of officers to 1,400. This will provide additional capacity to deliver against the following areas.

Neighbourhood crime – Neighbourhood teams will, with our community safety partners, be focusing on crime that impacts on our local communities, including antisocial behaviour, burglary and robbery which have a personal and invasive impact on victims. Together with our partners, and through listening to our communities, the endeavour will be to further enhance community safety by identifying and focusing on vulnerable people and places and those who seek to exploit those people and places and cause them harm. This year we are also focusing on strengthening local intelligence work so we can identify repeat offenders and those causing most harm. We will tackle these offenders proactively and robustly as part of our drive to fight crime.

An important aim of neighbourhood policing is to get upstream of problems and intervene early to reduce crime and its impacts and divert would be offenders. This is particularly important in respect of our new safeguarding hubs and safeguarding partnership work that aims to tackle exploitation of children and young people and will link with our county lines work.

We will also be developing our preventative and proactive partnership approaches to those places where we see higher levels of more serious violent crime. We have a comprehensive homicide and violence reduction strategy and will be specifically looking at young persons who are disproportionality both victims and offenders.



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Habitual knife carrying is becoming a more familiar occurrence and intelligence led proactive work will target offenders to keep our streets safer.

Neighbourhood enforcement –Neighbourhood Enforcement Teams (NETs) have been fully integrated as a critical part of our Neighbourhood Policing Teams (NPT) enhancing our capability for proactive policing to tackle those issues that matter most to our communities. This year Dorset Police launched Operation Viper, which strikes at the heart of County Lines drug gangs. It sees the Neighbourhood Enforcement Teams work closely with existing Neighbourhood Policing Teams to provide visibility, proactive enforcement and community engagement to disrupt drug networks across the county and tackle other high harm crime types. This sends out the message to both criminal gangs and the wider community that we are a Force that is relentless in our pursuit of criminality.

This coming year Neighbourhood Enforcement Teams will continue to embed the success of Operation Viper, delivering enhanced targeted activity in local communities focussing on high harm offenders. The team will continue to work in local communities to identify vulnerable locations and persons through local knowledge, community intelligence, public engagement and through working in collaboration with our partners and stakeholders.

We are also expanding the work of our Neighbourhood Enforcement Teams who, working with intelligence and offender management teams, will also have a proactive focus on prolific burglars. A small number of offenders repeatedly committing offences can have a significant impact on communities and leave people feeling unsafe in their own homes. An increased intelligence led, offender focused, and proactive approach will enable us to catch more offenders and reduce the likelihood of Dorset residents being a victim of burglary.

County Lines – Dorset is disproportionately targeted by organised crime groups and County Lines criminality yet in response we provide one of the highest levels of disruption activity in the South West, having made 927 disruptions within the last twelve months. The new County Lines Coordinator put in place last year is being empowered to effectively utilise all available capabilities and resources to increase proactive policing, develop diversion pathways as directed in the Government Drug Strategy, build lasting partnerships with forces across the UK and continue to work with our partners to prevent offending in Dorset and protect the vulnerable and relentlessly pursue offenders, bringing them to justice. County Lines activity is co-ordinated regionally through Operation Scorpion, and locally through Operation Viper. County Lines operations can be cyclical, with new gangs looking to take over the space when another is disrupted and prosecuted. Therefore, we will continue to work with other forces such as the Metropolitan Police Service and Merseyside to disrupt those travelling into Dorset. We will disrupt these gangs by direct enforcement and disruption and continue to increase seizures of their proceeds of crime by using specific legislation. It is important the gangs see no let-up from the police, we will continue establish Dorset as a hostile place for this extremely harmful criminality.



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Strengthened response to rural policing - The introduction of an expanded Rural Crime Team (RCT) focusing on all aspects of rural, wildlife and heritage crime has seen real improvement with notable success over a wide range of offences from poaching to the organised theft of agricultural machinery and plant worth hundreds of thousands of pounds. Engagement with rural communities has been more deliberate and considered with recognition of how it needs to be delivered differently to reach all.

The focus moving forward into 2023 is to further embed the work of the RCT focussing on increasing our engagement with rural, isolated communities to develop community intelligence to allow us to target our activity in an intelligence led way. The RCT will continue to work with partners and stakeholders to focus on crime prevention to improve trust and confidence in rural policing and the wider partnership. Furthermore, it will build on its huge successes to relentlessly pursue perpetrators, identifying repeat, high harm offenders and work in partnership to create a hostile environment for them to operate. The team will continue to strengthen links with regional forces to share information, deliver joint operations and initiatives and tackle organised cross border offending. Dorset will host a regional rural crime conference to ensure that happens, and to demonstrate our leading commitment to tackling rural crime.

Crime investigation standards – Following the appointment of an experienced new Head of Crime and Criminal Justice I am confident that the development of the Force crime investigation capability will continue to strengthen. There are well-developed plans to invest in and increase the number of qualified detectives in Dorset Police by building on the Direct Detective Entry Programme and developing internal recruitment. There will be further focus on improvements in investigation via the increased use of technology to support investigators, training programmes, augmenting file quality and reducing bureaucracy. This will deliver for victims and witnesses, putting them at the heart of all we do. The team are making progress in improving our investigative standards but continue to put victims at the front of our decision making. Administrative processes are being streamlined, and we are striving for faster, more efficient justice. The aim is to also free up the time of our detectives to concentrate on investigating the most serious crimes. We have invested in technology to assist us with this, meaning that police officers can use their mobile phones and laptops to complete reports they previously had to return to the police station for.

Violence against women and girls – The force has focused on domestic abuse, stalking and serious sexual offences as part of our work to combat violence against women and girls. We continue to invest in our dedicated officers who support to victims as well as taking a more suspect focused approach to investigation and targeting. We will continue to develop and connect our analysis, intelligence, legal services and offender management teams to drive this focus. We work in very close partnership with our colleagues from the Crown Prosecution Service with the shared aim of bringing more offenders to justice. Dorset are one of the fourteen Operation Soteria forces, a national Home Office programme aligning the might of academics and professionals to strengthen investigative services, the end-to-end criminal justice



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approach and victim services. This will allow Dorset to build on strengths and take national best practice to drive improvement.

Building on our strong national and local partnerships the Force will utilise innovative approaches and specialist resources to create safer spaces. This will ensure people feel safe on our streets and support the protection of women and girls from such threats as gender-based violence, sexual assault and drink spiking.

Serious and Organised Crime (SOC) and Cyber Crime – the Chief Constable will ensure that SOC capability within Dorset is increased, bringing regional assets closer to the Force to enhance our ability to combat some of the most dangerous offenders in or entering our County. This will enable us to provide a better, locally delivered, service to the communities of Dorset.

Online sex offending – Dorset has seen a significant increase in reported and proactive online sex offending. The Chief Constable will increase resources and online capability to protect and safeguard children from sexual predators. This will include preventing crimes, increasing proactive operations, improving the timeliness of investigations, safeguarding the most vulnerable and managing those offenders that cause the greatest harm to our communities.

Safer roads – Through our operational and strategic road safety response the Force has established a new ANPR Interceptor Team within Roads Policing to further reduce those killed and seriously injured on the roads through intelligence led policing of hotspots and dangerous drivers, as well as targeting high harm offenders and drugs couriers (Operation Viper) so disrupting criminals using the roads network. This will involve the roll out of new technology, the continued development of preventative online education and driver awareness schemes for those caught breaking the law so continuing to reduce those killed and seriously injured on our roads.

Responding to the public – Dorset Police has commissioned an ambitious programme of work to transform the way we make contact and engage with the public. This will develop new opportunities with technology, and change the way contact management receive and manage calls for service. It will also give back to local communities new ways to engage with the police and report crime, including the recently launched community contact points, mobile police stations and extension of opening hours of front desk enquiry offices. We are undertaking the largest and broadest evidence-based review of demand to help support the delivery of this programme and plan to deliver earlier contact with the public when they report crime, through video statement taking with officers and automating online reporting through the introduction of Single Online Home. This work includes a review of process and resourcing in the Force Control Centre which will result in better deployment of resource matched to flows of demand, better triage of demand and thus is expected to deliver cost savings as well as a better service to the public.



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Volunteering – I have appointed a Chief Officer for Special Constables who is giving more direction and structure to the roles undertaken by Special Constables, for example embedding some within rural crime teams. This includes a focus on recruitment and retention, also ensuring they are properly equipped to carry out their roles to maximise their capacity to do independent patrol for the benefit of Dorset residents. I have also expanded the volunteering capability in the Force through growing our established Cadet schemes. This extension of citizens in policing allows us to be far more visible in communities and we are providing additional support in the form of equipment, training and IT to facilitate delivery.

Investment in estates – I have agreed a new estates strategy, which is now being implemented, through prioritised investment over the forthcoming three years. It will deliver more efficient and cost-effective solutions to workspace, increase 'new ways of working' and deliver improved working environments to support our staff and officers and maximise outputs. Benefits include improving our visible policing presence by developing more agile community police surgeries for example the rural crime vans, mobile police stations and extended hours of front desk provision.

Conclusion

I would like to thank you and the Police Crime Panel for your ongoing support in ensuring that Dorset Police is appropriately funded to deliver a safe county for everyone.

The new Chief Constable and I are committed to making every penny count through our efficiency programme and those savings will optimise our operating model, which is delivered via our continuous improvement and transformation programme. Further to this operational investment, additional funding is also required to meet other nationally agreed commitments such as pay awards, incremental pay progression and the significant inflationary pressures being experienced by all organisations across the UK.

As outlined above the Force faces a serious financial challenge, in line with many other Forces and the rest of the public sector. This means some difficult decisions have been and will continue to be made around allocation of resources. The Force continues to maximise the opportunity that the additional officers provided by the Government's National Uplift programme is delivering, and the Chief Constable will ensure they are deployed as effectively as possible to deliver the greatest impact.

However, despite the financial challenges ahead, with the addition of the precept increase, I believe that Dorset Police will be in a position to continue its progress in delivering the Police and Crime Plan, reducing crime and making Dorset a hostile environment for those who seek to commit crime and target the vulnerable.

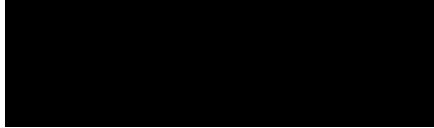


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Yours sincerely



Scott Chilton
Chief Constable

APPENDIX 1

Progress against the Police and Crime Plan

1. Cut Crime and Anti-Social Behaviour

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - The 2021/22 HMICFRS PEEL Inspection of Dorset rated the Force 'good' at prevention and deterrence and recognised that Dorset is one of the safest places to live in England and Wales. The inspection recognised that the force understands community strengths and needs, whilst utilising evidence-based problem-solving approaches. Recognition was given to neighbourhood policing which it recognised had professionalised through training and development opportunities.

Sixth lowest crime rate - The Force has the sixth lowest crime rate in England & Wales, as reported by the Office for National Statistics. Whilst there has been a small rise in recorded crime by 5%, this rise is in comparison to the previous reporting period which included COVID- 19 and the effect the lockdown period had on reported crime and the reduction in some crime types. However, it is important to note that Dorset's increase in crime is significantly below the national average of 12.5%. In addition, Dorset has seen a *reduction* of 6% in all crime when compared to *pre* COVID-19, compared with a 4.4% increase nationally.



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Community based crime - Dorset has maintained a strong focus on the prevention and detection of crime and ensuring that we are a safe county. Community based crimes have seen a reduction across the force in criminal damage and arson which has decreased by 1.3%, and commercial burglaries have decreased by 18%. Nationally these areas have increased by 8.4% and 12.9% respectively. Over the same reporting period domestic abuse related crimes have seen a reduction of 3.6%.

Anti-social behaviour - In the year 2021 to 2022 Dorset has seen a 30% reduction in anti-social behaviour, which equates to 8,421 less occurrences of anti-social behaviour taking place in our communities.

Violence against the person - The return of large-scale public events and a thriving night-time economy post covid has contributed to an increase in some crime types, such as violence against the person where we have seen an increase of 6%, however nationally the increase has been 12.9%.

Our violent crime strategy and work to reduce violence against women and girls, including Op Soteria (Home Office programme) builds on our strong partnership work with stakeholders and local communities, to ensure we are making Dorset a safe county. We are committed to preventing and detecting all crimes that affect the most vulnerable members of our communities, for example, domestic abuse, serious sexual offences and violent crime.

2. Make Policing More Visible and Connected

National Police website 'Single Online Home' - By March 2023 Dorset Police will have joined the 'Single Online Home', which is the national police website platform. This will harmonise digital public contact services across policing for England & Wales, and to date 33 forces have on boarded to the national police website.

Single Online Home will mean a standardisation of all our public contact reporting forms which will be available online. This will improve the service provided to the public and ensure a smoother customer experience for those people using our digital channels. In turn we anticipate a significant reduction in the public directly emailing '101', ensuring a more efficient and effective service from our Force Command Centre.

Public confidence – The Force is committed to building trust and confidence by engaging and partnering with our communities. We are committed to understanding, listening to, and responding to the communities we serve and ensuring we deliver a targeted response to emerging issues and risks. In recognition of this the Community Safety Survey for 2021/22 showed that ninety-five per cent of Dorset residents felt safe in their communities. The survey also showed significant improvements in how the public views the police, with an average of 76 per cent of respondents feeling that Dorset Police is doing a good job, which is an increase from the previous year at 55



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per cent. There was a fall in public confidence to 76 per cent, a 3 per cent decline in the last year. Furthermore, 76 per cent of respondents stated that they feel relations between people and the police in their neighbourhood is good, a 1 per cent decrease in the last year.

When asked if Dorset Police is 'doing a good job', respondents from all county areas responded positively, for example Weymouth and Portland reached 86 per cent, an increase of 8 per cent from the previous year.

Demand Modelling Capability – As an agile organisation, we recognise that we need to be able to predict future demand and understand changes that will impact on the capacity and capability of the Force. In response to this we have engaged in a programme of work to ensure an effective demand modelling capability in force. This will ensure the efficiency of the Force and enable continuous improvement as changes in our workforce, assets, and procedures evolve.

The investment in modelling software allows the force to determine the consequences and costs of adjusting a number of variables, including performance targets, the number and skill set of staff, and changes in organisation structures and procedures. This is achieved without the risk and cost of real-life implementation, and will provide the platform to ensure operational delivery to the public and communities of Dorset adjusts to meet demand. This will improve our response and service to the public.

The demand modelling programme is being delivered in two stages; the first stage of demand modelling is carried in the areas of:

- Contact, Demand & Engagement Management (FCC) and aligned to the Contact, Demand, Engagement management programme (CDEM)
- Patrol
- Neighbourhood Policing
- Local Investigations (CID, VCT, IRC)
- Public Protection (CAIT, VAST, MASH)

The second stage of the programme will include custody, the crime management unit, and safeguarding. The programme will then develop to include both operational and enabling services functions.

Contact, Demand, Engagement Management Programme (CDEM) - As part of the Continuous Improvement Strategy a Public Contact and Engagement review was commissioned which includes a review of the Force Command Centre and Public Contact and Engagement Management arrangements within the force.

The strategic aim of the CDEM programme is to deliver an accessible service to the public at the first point of contact, and to ensure the Force's structure, processes and systems are developed using an evidence base which makes the best use of technology. The programme is now underway and is focused on:



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- Meeting and understanding the needs of our communities to determine what makes good customer service
- Demand modelling to develop sustainable, effective, and efficient systems and processes
- To improve our response to calls for service
- Develop an environment and culture that ensures that our staff feel valued, listened to, and can lead and deliver in a performance focused environment
- Review of the Force's visibility and availability to be able to respond to the public and connect with local communities

Recruitment & the 'Uplift' Programme – the force continues to deliver against an ambitious recruitment plan to increase our frontline officers in line with the national Uplift programme. Dorset's allocation over the 3 years is 166 officers, however an additional 18 officers were secured through a previous precept increase, and a further 15 will be delivered in 2023/24, making a total of 199. Dorset Police receive grant funding towards the new Uplift officers, which will continue to be received as long as overall numbers are maintained.

The principles of the programme include a focus on delivering safer communities, encouraging innovation, and effective and efficient service delivery with improved performance.

Year one of the programme resulted in 50 posts, allocated to response policing, neighbourhood policing, Safeguarding - Missing Persons Team, and roads policing collision investigation.

Year two of the programme resulted in 67 posts allocated to response policing, neighbourhood policing including Neighbourhood Exploitation Teams, Safeguarding - Missing Persons Teams, high harm investigations, the Rural Crime Team, Alliance Operations, and the People Department (Firearms Instructor / Inspector Operations Training Manager).

Year three will result in allocation of 67 officer posts, focused on neighbourhood policing and Neighbourhood Enforcement Teams, investigations including high harm and online criminality, safeguarding teams, armed response, and Regional Organised Crime Units as part of the national agreement to enhance our capability to tackle organised criminality in Dorset.

The Force recruitment is in a strong position and Dorset is on track to achieve the uplift target measured against national KPI's. The opportunity to maximise returners (post retirement) continues to be developed and transferees at different ranks continue to be pursued.

Estates Strategy – The Force Estates Strategy is enabling the Force to be more visible and connected with communities by ensuring best use of the Force's buildings.



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Further informed by the Contact, Demand and Engagement management programme the Strategy is aimed at meeting Dorset Police's goal of having a footprint in every town.

The Estates Futures Programme includes refurbishment, replacement, and construction across the estate, which will provide much needed improvements to our accommodation. This will result in enhanced recruitment and retention, along with improved user experience. The improved estate will provide value for money and long-term savings by utilising more sustainable and cost-effective measures in buildings. The new programme includes mobile police stations, and co-location with community hubs and partners to achieve better access to officers and engagement with the people of Dorset, value for money and better collaborative working. We listened to local communities, and this investment will allow us to expand on our previous commitment to ensure a local approach to policing.

3. Fight Violent Crime and High Harm

High Harm Offenders – An important strand of the work focussed on violence against women and girls is the identification and targeting of those offenders causing the most harm. Analytical work, supported by the creation of a high-harm offender department within our Public Protection Unit, is allowing us to do this. Use of civil and criminal orders, information sharing with partners, use of treatment and perpetrator programmes supported with robust enforcement will reduce harm to victims and communities as well as a reduction in demand.

Operation Outstanding – a clear priority for Dorset Police is to track down and arrest wanted offenders who are residing in our communities, prioritising those who are the most harmful and violent. Dorset Police officers from the Specialist Operations Department are tasked on a daily basis, with support from our Intelligence Directorate to trace, locate and arrest these offenders. This activity supports the wider Force to reduce crime, protect the vulnerable and relentlessly pursue offenders, bringing them to justice.

Violent Crime - Whilst our homicide and most serious violence offences remain low in comparison with other areas, the Force is working closely with partners to ensure we tackle violent crime, such as the those committed in the night-time economy, domestic violence, drug related assaults and youth violence. The Force is working with partners to ensure a public health approach whilst developing interventions that prevent violent crime but being robust and enforcing against those who continue to commit crime.

Preventing crime, harm and antisocial behaviour – this is at the heart of the Police and Crime Plan and the Force's Vision. The Prevention Department supports local policing teams by providing crime prevention advice to the public through community contact points and events across the county. The Department invests time working



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with partners to prevent children and young people from engaging in criminal activity, in particular through the staff working with education and the Youth Offending Service to prevent any escalation in harmful behaviour. Furthermore, the department is committed to working with licenced premises, together with other business and agencies to ensure the public are safe from harm within public spaces.

Fugitive Management – We continue to see the evolution of a highly effective Fugitive Management Team. This team sits within the Intelligence Directorate and uses all available information and intelligence to identify the whereabouts of offenders who have committed crime and are sought for arrest. The team are relentless in their pursuit of offenders and will reach across the whole of the UK and even Internationally to facilitate the arrest of wanted criminals. In the last year there has been development of a computerised harm management tool to aid all investigating officers in identifying those suspects who are more harmful than others, in order that those offenders can be prioritised for arrest enquiries.

Intelligence Directorate - The Intelligence Directorate supports all command areas in both proactive and reactive investigations developing intelligence and gathering evidence from the inception of the investigation, through to the prosecution at Crown Court and through the HM Prison estates.

To support the Force and OPCS priorities, the Directorate is structured around thematic areas of business; Organised Crime, Violence, Drugs, Children and Fugitive Management & Prolific Offenders (High Harm).

One of the current priorities at present is the development of the identification of those persons engaged in Serious Organised Criminal activity. This allows the force to take a focussed and intelligence-led approach to identifying these persons, understand the criminal behaviour they involved in and take steps to reduce the threat, risk and harm they pose to the communities of Dorset. It's always the case that a small number of persons are linked to a disproportionately high level of harm, so by identifying who they are and how they operate, Dorset Police can take effective steps to intervene and relentlessly pursue those involved in serious crime.

The Directorate has developed the Intelligence Portal, an innovative and intuitive platform that draws information from the Niche Force Record Management System (RMS). This Portal enables staff immediate access to Intelligence, Crime Trends, Crime Hot Spots, Live Reports, briefings and so much more, all with the click of a button.

4. Fight Rural Crime

Rural Crime Team – The Force has delivered on the commitment to increase the Rural Crime Team, investing in staff and ensuring a dedicated Inspector and Sergeant lead the enhanced team of constables, supported by additional Police Community



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Support Officers, a dedicated Neighbourhood Engagement Officer, and dedicated rural crime Special Constables and volunteers.

The significant uplift in resources is delivering the rural crime strategy and supporting rural communities by engagement, relentlessly pursuing criminality, improving trust and confidence, tackling cross border criminality and working with partners and stakeholders. The rural crime strategy is underpinned by a delivery plan to track and review progress.

The team have delivered a range of initiatives, such as cross border operations focussed on poaching, hare coursing and wider cross border criminality. This has been highlighted by a number of high-profile arrests and major operations, resulting in some very significant high value seizures of plant equipment.

The team have collaborated with partners to achieve convictions and civil orders to deter criminal behaviour. The uplift in Police Community Support Officers and a dedicated Neighbourhood Engagement Officer have facilitated the development and significant increase in social-media followers.

To increase our opportunities around visible and connected policing, the team have delivered a range of initiatives targeting engagement in rural isolated communities utilising a dedicated engagement vehicle. The team are also exploring additional opportunities, working with the OPCC, partners and stakeholders to deliver rural mounted volunteers, enhancing our existing watch schemes to strengthen communities, and support the wider delivery of Country Watch

The effective rural crime partnership co-ordination group is ensuring all agencies are collaborating to tackle rural crime, and the team have influenced regionally to develop an effective regional joint tasking and action group, ensuring that there is situational awareness and a shared understanding of risk regionally with a focus on serious and organised cross border criminality.

As a key element of the Rural Crime Reduction Board, the team are working closely with key partners, identifying opportunities around preventing victimisation, robustly dealing with rural criminals and developing ways to more effectively understand rural issues and engage rural communities.

5. Put Victims and Communities First

Domestic abuse – as part of the Continuous Improvement Programme the Force continues to focus on the needs of vulnerable people to ensure services are delivered that protect and support victims, and perpetrators are brought to justice.

A programme of work to deliver improved services to victims of domestic abuse is progressing and is focused on working closely with partners to ensure the voice of



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victims are heard and they get the support and protection they need in the most efficient manner.

Safeguarding Hubs - The new Safeguarding Hubs are aligned to the local authority areas and provide a streamlined approach of safeguarding for vulnerable adults at risk and exploited children. This ensures collaborative working to:

- Reduce the risks to victims (or potential victims) who are exploited children, adults at risk and domestic abuse
- Provide specialist tactical safeguarding advice and guidance
- Increase detections in complex cases of the exploitation of children and adults at risk
- Relentlessly pursue offenders who target adults at risk and exploited children

Missing Persons Team – the Force records over 5,000 missing person cases every year, and to address this the Force has introduced two proactive missing persons teams based in the two Local Policing Areas, with a third team going live in 2023. The teams comprise of dedicated investigators who actively find people who have been reported missing. Evidence shows the teams have significantly reduced the average time for a missing episode from 34.5 hours to 20 hours, therefore minimising harm to vulnerable people, reducing demand on frontline reduces, professionalising the response to missing people, and reducing costs.

The strategic approach to managing missing person investigations has improved standards, developed capabilities and professionalised the policing approach across all aspects of missing investigations.

The Force has also worked with independent charity 'Missing People UK' to review missing practice and has facilitated partnership workshops to build a multi-agency approach. The next steps will lead to the missing teams having a valuable role in the all-new Safeguarding hubs and embedding the partnership approach to missing people.

Children & Young People - The Force has continued to develop its approach to Children and Young People by ensuring a clear strategy that cuts across policing to identify and assess children at risk of harm. This ensures intervention and help with a more preventative approach. When officers and staff engage with children they have been trained to listen to the child's perspective, giving them a voice and considering their lived experiences. The new local safeguarding hubs will ensure the creation of teams of child and adult safeguarding specialists working with partners and communities to protect the vulnerable from abuse, exploitation and harm.

Bobby Van - Dorset Police's first 'Bobby Van' was launched on 23rd January 2020. The scheme sits under the Safer Dorset Foundation which is an independent charity working across Dorset that aims to support individuals and communities who are affected by crime. However, the van and staff are funded by Dorset Police.



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The Bobby Van service provides home security, crime prevention advice and reassurance to all eligible victims across the county. Security operatives can undertake a full range of services, including fitting new locks for doors and windows, key chains, spy holes and side gate locks, bolts, sash jammers, window alarms, lockable window bolts, personal alarms, cactus spikes and solar security lighting. The key aims and objectives are to provide free home security, crime prevention advice and reassurance to victims of burglary and to reduce the level of residential burglary and distraction burglary and to support victims to feel safer in their homes.

The service is currently provided to victims of burglaries across Dorset, County Lines (victims of cuckooing) across Dorset and victims of medium risk domestic abuse across Bournemouth, Christchurch, Poole and East Dorset.

Victims' Bureau - The Victims' Bureau provides a consistent end-to-end service for victims and ensures that victims are kept informed at every stage of their investigation. The bureau ensures compliance with 'The Code of Practice for Victims of Crime'; explains the victims' journey and what to expect; can refer victims to Victim Support; deals with victims' queries and are the main point of contact for all guilty plea court updates and results for Poole / Weymouth Magistrates Court and Bournemouth Crown Court.

In line with the Victims Code, the Victims' Bureau are 100% code compliant with all working practices and victim contact and updates.

6. Make Every Penny Count

Dorset Police remains firmly committed to ensuring value for money in all of its activities, working in partnership wherever this will achieve efficiencies, with the Strategic Alliance at the heart of this collaborative work. Such collaboration allows us to achieve financial savings, economies of scale, and share best practice.

Dorset Police is a member of the South West Procurement Partnership, alongside Devon & Cornwall, Gloucestershire, Wiltshire and Avon & Somerset, which has further strengthened this collaborative working. The Partnership is on track to realise savings for Dorset Police of over £0.4m during the current year. The Procurement Partnership also works closely with Blue Light Commercial, which is designed to harness the purchasing power of policing on a national basis.

The current economic climate, with high inflation and rising interest rates, alongside below inflation increases in funding, means that the Force has had to realise £4m in cashable savings already as part of the 2023/24 budget process, and has planned a further £3.3m. In total, this saving represents 4.5% of the 2023/24 budget. These savings will be achieved while protecting front line services, innovating through the use of robotic process automation, creating an intelligence led, efficient and effective operating model, and maximising the benefits of the police officer Uplift programme.



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The Force has introduced an Efficiency Board to manage the identification and delivery of these savings and efficiencies. This is in addition to the established Innovation Board, which is a joint PCC / Force Board, which will continue to support initiatives, including a focus on reducing unnecessary bureaucracy.