

DORSET POLICE AUTHORITY – 12 FEBRUARY 2010

THREE YEAR STRATEGY 2010/13 AND ANNUAL POLICING PLAN 2010/11

REPORT BY THE CHIEF CONSTABLE

PURPOSE OF THE REPORT

To update members on the position with regard to the Three Year Strategy 2010/13 and Annual Policing Plan 2010/11.

1. BACKGROUND

- 1.1 The Police Act 1996 requires police authorities 'before the beginning of the financial year to determine objectives for the policing of the authority's area during that year'. The Force's priorities are included within the local policing plan. The policing objectives cover 'any national strategic policing priorities determined by the Secretary of State', 'objectives determined by the authority' and 'performance targets established by the authority'.
- 1.2 In 2009 the Association of Police Authorities produced a document detailing interim planning guidance for authorities. The purpose of this document was to focus on examples of good practice as well as identify what should be considered within the planning cycle. This document supplemented rather than replaced any guidance already available in Home Office circulars.
- 1.3 Legislation states that the authority must issue (i.e. approve) the plan by 31 March, with only minor amendments thereafter. The plan must be submitted to the Home Office on this date. The *final* local policing plan should be published by no later than 30 June 2010.
- 1.4 In November 2007 the Government published the 2008/11 National Community Safety Plan and this has not been revised in 2009. However, the Home Secretary's Strategic Policing Priorities have been consolidated and re-presented for 2010/11 and require the service to :
 - Continue to increase public confidence so that by March 2012, 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities;
 - Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with Police Service Agreements (PSAs) 14,

23 and 25, and in a co-ordinated approach with other Criminal Justice System partners deliver an effective criminal justice response in line with PSA 24, putting the needs of victims, including young victims, at its heart;

- Work jointly with police forces and other agencies, such as the Serious and Organised Crime Agency (SOCA) and the UK Border Agency, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime
- Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26; and
- In all of the above, ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority.

1.5 The local policing plan sets out the Authority's priorities together with the availability and allocation of financial resources. The plan also describes the approach to efficiency and productivity, including the development of collaboration. The development of Protective Services, as well as reports on inspection, audit and other continuous improvement reviews are also incorporated.

1.6 The Home Office White Paper 'Protecting the Public: Supporting the Police to Succeed' proposed specific targets for national savings in the cost of policing and requires Police Authorities to publish a Value for Money Statement within the Local Policing Plan which will set out any planned improvements in the efficiency and productivity of the Force. The draft Value for Money Statement is included in Section Two of the Plan.

1.7 The priorities and plans draw on national requirements and local needs and expectations derived through consultation. These are incorporated into an assessment of threats to local communities resulting in an appreciation of comparative risks faced. It is this that defines what the Force needs to do. The Plan also integrates the Dorset Policing Pledge as it did last year.

2. ONE TEAM ONE VISION

2.1 The Vision to achieve **A Safer Dorset** remains and the two Strategic Priorities to **Make Dorset Safer** and to **Make Dorset Feel Safer** remain unchanged.

2.2 The vision is underpinned by the Force Values:

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

3. PROPOSED OPERATIONAL PRIORITIES

3.1 The policing plan will set out how the strategic priorities will be achieved through a number of operational priorities. These reflect broad continuity with the previous year but have increased the emphasis on tackling anti-social behaviour and partnership working and removed the priority to ensure preparedness for major incidents and events (including the precursor to and Olympic sailing events) as this is now embedded within routine business.

- **Reduce serious violent crime**
This priority focuses on preventing homicide and serious violence, including bringing prolific and priority offenders to justice, tackling domestic violence and serious sexual offences and reducing the harm caused by alcohol and drugs. It recognises the difference between public and private violence and identifies appropriate strategies and tactics for each.
- **Deal effectively with the crimes and anti-social behaviour most affecting local communities**
This priority focuses on identifying and reducing the crime and antisocial behaviour most affecting local neighbourhoods, with specific emphasis on bringing prolific and priority offenders to justice and reducing the harm caused by alcohol and drugs. It recognises the importance of working with partners to ensure that community concerns are recognised and dealt with appropriately.
- **Protect vulnerable people and communities**
This priority focuses on identifying and supporting those people and communities who are especially vulnerable and need particular protection. Again, partnership working is key to this priority.
- **Tackle serious and organised criminals**
This priority focuses on tackling criminals engaging in serious and organised crime that causes or has the potential to cause significant harm. It includes an emphasis on organised criminality relating to the supply of drugs, particularly heroin and crack cocaine.
- **Counter terrorism and domestic extremism**
This priority focuses on tackling criminals who use violence and extreme forms of victimisation for the apparent advancement of a political or ideological position.
- **Reduce road casualties**
This priority focuses on reducing the number of people killed or seriously injured on our roads, with a particular emphasis on the education of road users
- **Bring offenders to justice**
This priority focuses on improving the effectiveness and efficiency of the Criminal Justice System – bringing the most serious offences to justice, enforcement of court orders, reducing the risk of re-offending and on supporting victims and witnesses
- **Secure the trust and confidence of people in Dorset in their police force and its crime reduction and criminal justice partners**
This priority emphasises the importance of partnership working and of achieving the Single Confidence Target.

4. CONTINUOUS IMPROVEMENT

4.1 This year the wording has been changed from Capability Assessment to the wider area of Continuous Improvement following a strategic review and identification of six strands of continuous improvement work. These strands are as follows:

- Crime and criminal justice
- Information management
- Patrol and response
- Protective services
- Safer Neighbourhoods and partnership
- Support services

4.2 The Continuous Improvement Programme will identify options and make recommendations that provide the best opportunity to Make Dorset Safer and Make Dorset Feel Safer and meet the community expectation of being listened to, understood, informed, protected and safe. In addition to the six strands, a number of overarching or cross-cutting areas of continuous improvement have also been identified, these are as follows:

- Plan for and police the precursor and Olympic sailing events.
- Develop further collaboration with other forces and agencies to improve operational and organisational efficiency and effectiveness.
- Continue to develop and embed a people focus to secure trust and confidence in the Force.
- Further develop our workforce and technology and make even better use of resources, achieving substantial additional improvements in efficiency, productivity and value for money.

5. TARGETS, INDICATORS AND FINAL AREAS FOR COMPLETION

5.1 The Strategic and Annual Policing Plan is essentially complete but members are asked to note that two minor changes have been made to the Pledge on page 4 which are the inclusion of a reference to communities and partners in Pledge point 1 and a change to urban response times from 10 to 15 minutes as directed in the national Contact Management Strategy due to come into effect in March 2010. Financial content is incomplete awaiting budgetary decisions on 12 February. An Impact Assessment of the plan will take place following agreement of the draft. The Chief Constable's and Chairman's joint foreword remains to be finalised as well as any other points of detail that are identified as part of the consultation process. All of these points will be addressed for the final version to be submitted to the Home Office in March.

5.2 In the case of the performance indicators and targets on pages 52 and 55, proposals are being developed following analysis of past, current and projected performance and consideration of national and local context including areas covered by the Police Performance Steering Group (PPSG) banded analysis. These proposals are incomplete at this time.

5.3 Whilst it is claimed that the Single Target¹ that was set by Government last year remains the only top down numerical target on individual forces which the Home Office monitors directly, it is clear that a range of performance indicators are being

actively monitored by the PPSG. Other proposed targets and indicators have been formulated in consultation with the Authority in order to monitor progress around achieving the vision and the strategic and operational priorities contained in the Plan. These targets and the associated performance indicators will then be subject to performance review and monitoring in the usual way at the quarterly meetings of the Authority. Members are asked to approve the Plan and to agree to give delegated authority to the Chairman and Vice Chairman, in consultation with the Chief Executive, to set the 2010/11 performance targets and to agree final points of detail in the Plan, including the foreword.

¹ This is a British Crime Survey question which asks if police and local councils are dealing with the crime and anti-social behaviour issues that matter locally.

6. POLICING PLAN LAUNCH EVENTS

- 6.1 Once again a series of eight half-day seminars to launch the 2010/11 Policing Plan will be led by the Chief Constable at a number of venues across the County during March 2010 and Police Authority members are invited to attend one of these seminars. The focus of these launch seminars is aimed at all senior officers and supervisors (both police officers and police staff) for the purposes of introducing the Plan to them and providing a forum for discussion about delivering the Plan, its priorities and targets. Members attending will therefore have an excellent opportunity to learn about how the Plan the Authority has approved will actually be translated into action.
- 6.2 Publication of the Policing Plan to local communities will also be undertaken and the full Plan and summary leaflets will be made available on the Force and Authority websites, a summary leaflet will be prepared for wider distribution and the Safer Dorset publication will be distributed to all households.

7. RECOMMENDATION

- 7.1 Members are asked to note this report, approve the Strategic and Annual Plan and agree to give delegated authority to the Chairman and Vice Chairman, in consultation with the Chief Executive, to set the 2010/11 performance targets and agree final points of detail in the Plan, including the Foreword.

M BAKER QPM BSc (Hons) MBA
Chief Constable

Members' Enquiries to: Mr John Jones, Assistant Chief Officer (01305) 223710
Press Enquiries to: Public Relations Officers (01305) 223780/3640



**Dorset Police
and
Dorset Police Authority**

Draft Three Year Strategy 2010/13

Draft Annual Policing Plan 2010/11

The Dorset Policing Pledge

One Team, One Vision ... A Safer Dorset for You

Three Year Strategy 2010/13 and Annual Policing Plan 2010/11

Table of Contents

	Page
Foreword <i><to be completed post 12th February></i>	i
Executive Summary - Our Vision and Values	
<u>Part 1 – Three Year Strategy and Annual Policing Plan</u>	
1. Introduction	6
2. Policing Priorities and the Pledge	7
2.1 National Direction	7
2.2 Local Direction	10
2.3 Partnership Plans	12
2.4 Assessing Threats to the Community	15
2.5 Operational Priorities for 2010/11	16
2.6 How the Force Organises to Deliver the Priorities	17
2.7 Funding and Efficiency	20
2.8 Dorset Police Website	20
3. Strategic Plan for 2010/13 and Annual Plan for 2010/11	21
4. Continuous Improvement	30
5. South West Regional Collaboration Plan	33
<u>Part 2 – Resources, Governance and Access</u>	
1. Financial Context <i><draft included but incomplete></i>	34
2. Value for Money <i><draft included but incomplete></i>	37
3. Workforce Plan	39
4. Equality and Human Rights	39
5. Dorset Police Authority	40
6. Access to Services	41
7. Glossary	43
<u>Appendices</u>	
1. The Context of Policing Dorset – Facts and Figures	
2. Dorset Police Performance 2007/10 <i><to be completed post end of financial year></i>	
3. Community Threat Assessment	
4. Relationship between National and Local Priorities	
5. Performance Indicators and Targets <i><targets and indicators proposed and to be agreed at or delegated post Feb DPA meeting ></i>	
6. Inspections, Improvement and Audit	
7. Protective Services Capability Summary	
 Back page (inner) – Help to translate the plan	

Foreword

To be completed	To be completed
Martin Baker QPM Chief Constable Dorset Police	Michael Taylor CBE DL Chairman Dorset Police Authority

Executive Summary - Our Vision and Values

Dorset Police is 'One Team' comprising police officers, police staff, the Special Constabulary and our other volunteers.

It is an organisation that has the trust and confidence of the communities it serves.

It is a Team that is committed to One Vision – **A Safer Dorset for You**.

A Dorset that not only *is* Safer but *feels* Safer.

To guide us in this endeavour we have clear, strong **Values**:

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

Our Values have been defined by our staff and our communities. They are the standards for which we strive and by which we wish to be judged. Loyalty to these Values is a non-negotiable requirement for membership of Dorset Police.

Our Communities

Communities in Dorset need and deserve excellent policing and the highest quality service. They want a police service that **listens** to its communities; that fully engages with them to **understand** their needs and concerns; that keeps them **informed** of the progress we are making on their behalf; that **protects** them and, most importantly, keeps them **safe**. We know this because we asked our communities and this is what they told us. Consequently these Expectations are incorporated into the Dorset Policing Pledge and are reflected in our two clear Strategic Objectives:

Dorset Police Strategic Objectives 2010/13

- **To Make Dorset Safer**
- **To Make Dorset Feel Safer**

Our Staff

Our staff members expect to be **professional** in appearance, attitude and action, **motivated** to do their best, **supported** in their work, **respected** for what they do and **valued** for the difference that they make. We know because we asked them. Achieving **A Safer Dorset for You** requires a committed and skilled workforce that is well led and well resourced. The people who work for Dorset Police are talented individuals with skills, abilities, needs and aspirations. If we want that to continue we have to work hard to retain and develop our staff and make sure that we are an employer of choice for every community so that we can achieve a flexible, modern workforce with increased capacity and new capabilities.

To achieve our Vision of **A Safer Dorset for You**, this plan continues to balance local needs and priorities identified by people in Dorset with Government requirements as outlined in the **National Community Safety Plan** 2008/11. Priorities are identified by risk assessing the specific threats to the community expectation, particularly the requirement of our communities to be protected and safe. We will also

develop our plans to police the many precursor and actual Olympic and Paralympic Sailing and Olympic Windsurfing Events¹ in Dorset over the next two years.

Nationally, the overarching three year strategic direction for crime and community safety is set out within the Government's Crime Strategy and Public Service Agreements (PSAs) which are set for the 2008/11 period. Our plan reflects these national drivers and increasingly recognises the implications of the Olympics. However, having reviewed the various national priorities, all potential threats to our communities and the views of local people (as expressed through the Dorset Community Safety Survey and a range of other contacts), it is clear that continuing to pursue our current long term priorities, with little change, is the most appropriate course of action in the coming year.

Our Partners

We will work collaboratively with other Forces and agencies to deliver services more effectively and efficiently in line with Government direction. We will continue to work with partners to deliver policing services and Safer Neighbourhoods as well as to seek to achieve an improved level of agreement from the community to the Government's single target question, which asks if police and the local council are dealing with the anti-social behaviour and crime issues that matter in an area.

Our Resources

<to be completed post 12th February>

Our Priorities for 2010/11

Our operational priorities and key capability improvement areas for 2010/11 that will help us to achieve our strategic objectives are to:

- **Reduce serious violent crime**

This priority focuses on preventing homicide and serious violence, including bringing prolific and priority offenders to justice, tackling domestic violence and serious sexual offences and reducing the harm caused by alcohol and drugs. It recognises the difference between public and private violence and identifies appropriate strategies and tactics for each.

- **Deal effectively with the crime and anti-social behaviour most affecting local communities**

This priority focuses on identifying and reducing the crime and anti-social behaviour most affecting local neighbourhoods, with specific emphasis on bringing prolific and priority offenders to justice and reducing the harm caused by alcohol and drugs. It recognises the importance of working with partners to ensure that community concerns are recognised and dealt with appropriately.

- **Protect vulnerable people and communities**

This priority focuses on identifying and supporting those people and communities who are especially vulnerable and need particular protection.

- **Tackle serious and organised criminals**

This priority focuses on working collaboratively with other forces and agencies to tackle criminals engaging in serious and organised crime that causes or has the potential to cause significant harm. It includes an emphasis on organised criminality relating to the supply of drugs, particularly heroin and crack cocaine.

- **Counter terrorism and domestic extremism**

This priority focuses on tackling criminals who use violence and extreme forms of victimisation for the apparent advancement of a political or ideological position

¹ The Olympic and Paralympic Sailing and Olympic Windsurfing Events are hereafter referred to as the Olympic Sailing Events.

- **Reduce road casualties**

This priority focuses on reducing the number of people killed or seriously injured on our roads, with a particular emphasis on the education of road users.

- **Bring offenders to justice**

This priority focuses on improving the effectiveness and efficiency of the Criminal Justice System; bringing the most serious offenders to justice, enforcement of court orders, reducing the risk of re-offending and supporting victims and witnesses.

- **Secure the trust and confidence of people in Dorset in their police force and its crime reduction and criminal justice partners**

This priority emphasises the vital importance of effective partnership working and of achieving the Single Confidence Target.

The Dorset Policing Pledge

Dorset Police will deliver these priorities in accordance with the Dorset Policing Pledge, which adopts the National Policing Pledge and reflects the Force Values and community expectation statements.

1. We will always act with Integrity. We will be Professional and treat you with Fairness and Respect, ensuring you have fair access to our services at a time that is reasonable and suitable for you. We will listen to you, strive to understand your needs and expectations and we will keep you informed. We will work with you, your community and our partner agencies to protect you and keep you safe.
2. We will provide you with information about the members of your Safer Neighbourhood Team, where they are based, how to contact them and how to work with them.
3. We will ensure your Safer Neighbourhood Team and other police patrols are visible and in your area at times when they will be most effective and when you tell us you most need them. We will ensure your team members are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. We will minimise staff turnover.
4. We will respond to every message directed to your Safer Neighbourhood Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. We will aim to answer 999 calls within 10 seconds, deploying to emergencies immediately and giving an estimated time of arrival, getting to you as safely and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. We will answer all non-emergency calls promptly. If attendance is needed, we will send a patrol giving you an estimated time of arrival, and:
 - If you are vulnerable or upset we aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority (as listed on the Safer Neighbourhood website, at police stations and in other public places) and attendance is required, we will aim to be with you within 60 minutes. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.
7. We will arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements. Your local arrangements can be found via the Safer Neighbourhood website, at police stations and in other public places.
8. We will provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice; details of what action we and our partners are taking to make your neighbourhood safer; and information on how Dorset Police is performing.
9. If you have been a victim of crime we will agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. We will acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, we will discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

The National Policing Pledge is an agreement between the police service and local people and communities. It is entirely consistent with our continuing aspiration to achieve our priorities and particularly to secure trust and confidence. Fundamentally, we want to do our best for people and communities but if we fail to meet any of the 10 points of the Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which the Force aspires and that the community deserves.

The Home Secretary has said that implementation and success of the Pledge will be judged by a single measure of confidence derived from British Crime Survey responses. We will be closely monitoring our

delivery of the Pledge and the relevant indicators are marked within the Targets and Indicators framework at Appendix 5.

To improve our capability to deliver these objectives in 2010/11 and beyond we intend to adopt a programme of Continuous Improvement across the following main strands:

- Crime and criminal justice
- Information management
- Patrol and response
- Protective services
- Safer neighbourhoods and partnership
- Support services

To ensure that we are successful, our performance will be monitored against a comprehensive set of indicators and targets that will enable the Force and Authority to assess whether the anticipated outcomes of the plan are being realised.

All of these areas for improvement will be project managed with due consideration to current and future budget limitations.

In summary, this plan sets out how Dorset Police will:

- Live its Values
- Respond to the Needs and Expectations of its Communities and Staff
- Provide the Highest Quality Service
- Achieve Policing Excellence
- Deliver Top-Class Performance
- Make Dorset Safer For You

The purpose of this plan is to brief and direct the 'One Team' that is Dorset Police. It is also written to inform people and communities and to engage with them in Making Dorset Safer and Making Dorset Feel Safer.

**Dorset Police and Dorset Police Authority
Committed to: A Safer Dorset for You**

PART 1: THREE YEAR STRATEGY AND ANNUAL POLICING PLAN

1. INTRODUCTION

- 1.1 In 2009/10 the Force continued to deliver services that met local and national needs and expectations. Crime reduced by 2.8% (Apr-Dec 09) and violent crime fell for the fourth consecutive year. Despite the recession and concerns about the effect on acquisitive crime, the number of serious acquisitive crimes fell slightly by 1.6% (Apr-Dec 09), although dwelling burglaries increased by 6.2%, showing that challenges remain. Surveying has shown that 95% of people feel safe in their local area². Results from the User Satisfaction Survey shows that 86.3%³ of victims report satisfaction with their whole experience of the service we deliver and 65.5% of all respondents to the British Crime Survey are confident in the organisation⁴ – first place nationally.
- 1.2 Within this context, our Plan for the next three years is dynamic so that it will:
- continue to reflect the needs and expectations of the people of Dorset
 - meet our Policing Pledge
 - respond to changing demands and budgetary constraints
 - prepare for the Olympics (and its aftermath) and
 - optimise opportunities to develop our organisational capability
- 1.3 We are committed to identifying the needs and expectations of local people and communities, particularly those people who live in more troubled areas, those who are members of ethnic minorities, people with disabilities, the young or the elderly or any vulnerable group. Our consultation processes have enabled us to embrace the priorities contained in the National Community Safety Plan, set them in a local context and prioritise our actions to ensure that we are dealing with the issues that are of most concern to the public. Our plan will also be responsive to the effects of the national and international economic environment.
- 1.4 Between 2007 and 2009, our plans to improve capability have focused on what are referred to as 'Protective Services'⁵; this has been balanced with all other areas of service delivery, including the development of Neighbourhood Policing. Protective Service improvements are discussed in detail at section 4 and appendix 6 and 7. The Dorset 2010 Programme identified the need to develop capability to address the threats from Serious and Organised and Major Crime and involved the re-direction of resources in order to develop our capability by that year. In 2010 and beyond, plans to further improve our capability are being taken forward through a far reaching Continuous Improvement Programme, which is detailed in section 4.
- 1.5 Our Plan is necessarily limited by the availability of resources. In terms of budget, Dorset Police Authority is funded by taxation and the funds available are limited and finite. The last Government Comprehensive Spending Review (CSR) was published in December 2007 and this announced below-inflation increases in Government Grant over the next 3 years. This means, at best, that Dorset Police will have to deliver this plan within existing resources, which will mean hard choices and a need for even greater efficiency. Already, plans to improve some of our services have been affected by budgetary constraints. 2010/11 was intended to be the last year of the current CSR period and significant constraints on public expenditure are expected to continue into the period following the next CSR originally due in 2011, but now likely to take place in 2010. This means that significant financial shortfalls are expected within the period of this three year strategy.
- 1.6 This plan supports closer partnership working and we will be aligning our own planning process with those of our partner agencies to ensure that our own priorities and targets complement those

² Community Safety Survey – October 2009

³ Community Safety Survey – October 2009

⁴ "Police doing a good or excellent job"

⁵ Protective services comprise Civil Contingencies, Counter Terrorism, Critical Incidents, Domestic Extremism, Firearms, Major Crime, Protecting Vulnerable People, Public order, Roads Policing, Serious and Organised Crime,

of other agencies, particularly those set out in the Local Area Agreements (LAA) and Local Criminal Justice Board Plans (LCJB).

- 1.7 Our three year strategy sets out how Dorset Police and Dorset Police Authority aim to achieve their shared strategic priorities, the first year of which forms the Annual Policing Plan for 2010/11.
- 1.8 The overall context of policing in Dorset is set out in appendix 1 and a summary of Force performance between 2007 and 2010 is detailed in appendix 2.
- 1.9 The plan is subject to a process of People Focus and Diversity Impact Assessment, a summary of which is available at the following link [<include link to Impact Assessment summary when complete>](#).

2. POLICING PRIORITIES AND THE PLEDGE

Both national and local factors define the needs of policing. They build on previous improvements and achievements but also reflect social and environmental changes and emerging threats.

2.1 National direction

- 2.1.1 The national context for policing is set out within a number of strategic publications and these have influenced consideration of our priorities. In some cases a web link has been included to allow viewing of the relevant document or site⁶.
- 2.1.2 The principle defining national direction is that the victim, the witness and communities are placed at the heart of national reforms. Integral to these reforms are a police service that works together with partners and communities and that can better address the challenges of the 21st century. Recent national developments have seen an increasing focus on recognising the public's priorities and providing an accessible, transparent service to meet public needs and expectations; this is particularly exemplified in the removal of all Government top down targets except that relating to public confidence.
- 2.1.3 The Government's Crime Strategy, **Cutting Crime: A New Partnership** was published in 2007 and provided a focus on tackling violent crime, and offering improved support for victims of violent crime. The strategy also put emphasis on maintaining and strengthening efforts to stop anti-social behaviour as well as making information about crime available to local communities. The updated crime strategy **Cutting Crime: Two Years On** sets out a number of crime reduction objectives as follows:
 - Tackling not tolerating anti-social behaviour;
 - Securing homes and protecting property
 - Saving lives through tackling violent crime; and
 - Countering organised crime

The strategy also sets out five priority areas for partnerships to focus their crime reduction approach on which cover the following areas:

- Taking early action to prevent crime
- Turning tables on offenders
- Delivering responsive, visible justice
- Putting the public in the driving seat
- Taking action at the right level

These priority areas include within them other key areas such as driving up public confidence, accountability and reducing reoffending.

⁶ These web links are correct at the time of publication but may be changed by the originating body.

- 2.1.4 A supporting document to the Government's crime strategy is the **Criminal Justice System's Strategic Plan 2008/11**. Criminal justice agencies and local partnerships must work together to deliver efficient and effective CJS services. The CJS aims to deliver a service that:
- Is effective in bringing offenders to justice, especially for serious offences
 - Engages the public and inspires confidence
 - Puts the needs of the victim at its heart
 - Has simple and efficient processes

There is currently no intention to produce an updated 2010-11 plan.

- 2.1.5 The **National Community Safety Plan 2008/11 (NCSP)** published by the Government in December 2007 provides the framework for central and local government and partners at a local level to collaborate and deliver a coherent community safety programme that supports the Government's Public Service Agreements. The only revision this year is the Home Secretary's Strategic Policing Priorities, which are detailed below.

- 2.1.6 The **Home Secretary's Strategic Policing Priorities (SPP)** for 2010/11 set out the strategic context in which local accountability and planning should be undertaken. In general they reflect continuity with the previous two years, with increased prominence being given to the need for forces to increase public confidence by tackling the issues that matter locally including anti-social behaviour and making the best use of resources. The Strategic Policing Priorities for 2010/11 are to:

SPP1 - Continue to increase public confidence so that by March 2012, 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities

SPP2 – Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a co-ordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA 24, putting the needs of victims, including young victims, at its heart

SPP3 - Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime

SPP4 - Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26

SPP5 - In all of the above, ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority.

Last year the Home Secretary removed all but one centrally imposed target. This was designed to reduce bureaucracy and reflect improved confidence in local policing and in particular, to measure the overall effect of meeting the Policing Pledge. This question (which asks how much people agree that “the police and local council are dealing with the anti-social behaviour and crime issues that matter” in the local area) has been asked in the British Crime Survey since October 2007 and is included in the National Indicator Set (NI21). The target indicated in the Strategic Policing Priorities is to reach a 60% agreement by 2012. Last year it was reported that the Force was achieving a 52.9% agreement and was placed 2nd of all forces nationally, since then the figure has fluctuated and the latest figure of 51.6%⁷ places Dorset in 12th place nationally. The measure is designed to encourage closer partnership working and the Home Secretary anticipated that local authorities and other strategic partners would adopt supporting actions and targets within Local Area Agreements (LAA) (currently NI21 is not included in any of the Dorset LAA, although Dorset

⁷ BCS data for the 12 months ending September 2009

County are considering its inclusion). The British Crime Survey (BCS) only measures responses at Force level and consequently separate local surveying at a Crime and Disorder Reduction partnership (CDRP) level is being introduced from April 2010 to complement the BCS results.

- 2.1.7 The Government's **Policing Green Paper, From the Neighbourhood to the National: Policing our Communities Together** (which developed some of the themes identified in the review of policing conducted by Sir Ronnie Flanagan in February 2008) was published in July 2008 and this together with the Government's response to the consultation set out the changes to the relationship between central Government and the police service in particular, and the change in the role of Her Majesty's Inspectorate of Constabulary (HMIC) who now seek to assess police performance in the public interest. The Green Paper clarified a number of roles and identified that the Home Office would focus on strategic national direction rather than target setting and monitoring and would remove all top down targets in favour of one target of increasing public confidence.

The Green Paper furthered the concept of the **Policing Pledge** which was progressed by the Association of Chief Police Officers (ACPO) and is featured in this plan for the second year running. This was implemented along with mapped crime information in December 2008.

- 2.1.8 In April 2009 the Green Paper, **Engaging Communities in Criminal Justice** was published as the next step forward in the agenda. It set out the Government proposals for transforming criminal justice to work alongside communities and a Criminal Justice System where partners work together to tackle crime, deliver justice and provide high quality services that inspire public confidence and meet local needs.

- 2.1.9 The **New Performance Landscape for Crime and Policing** published by the Government in July 2009 further developed how relationships and responsibilities discussed in the green paper would work. HMIC now has the role of monitoring day to day performance and identifying and challenging under performing forces in the public interest, they will do this through the new **Police Report Card** (formerly referred to as the Rounded Assessment). Police Authorities must shape direction for forces and hold Chief Constables to account for delivery of local priorities and targets. The National Policing Improvement Agency (NPIA) will provide support in performance improvement for forces and authorities.

- 2.1.10 The **Analysis of Police and Community Safety** (APACS) framework has been retained by HMIC as a diagnostic tool, but is now accompanied by qualitative assessment and professional judgement. This assessment will focus on where the public is at risk through poor performance. This assessment contains 5 key themes:

- Confidence and satisfaction
- Local crime and policing
- Protection from serious harm
- Value for money and productivity
- Managing the organisation

The Police Report Card will inform and be informed by the Comprehensive Area Assessment, which will cover some of the wider crime reduction partnership activity (see 2.3.14).

The 2008/09 APACS data was published in November 2010 and details for Dorset and other Forces compared to national average for all APACS indicators can be found via the following link.

[<click here>](#) The Police Report Card will be published in March 2010.

- 2.1.11 The Policing White Paper **Protecting the Public: supporting the police to succeed** was published in December 2009 and builds on the successful reforms in the 2008 policing green paper that have put the public at the heart of policing through neighbourhood policing, the single confidence target, the policing pledge and the "justice seen, justice done" campaign. The white paper sets out a programme which includes:

- Supporting the public and meeting their objectives
- Protecting the public

- Strengthening accountability
- Continuing to cut bureaucracy
- Boosting police productivity through working smarter

The White Paper was published on the same day as the Government's "**Reducing Bureaucracy in Policing**" report. This report makes recommendations aimed at removing more unnecessary red-tape, freeing up police time and strengthening front-line discretion in order to serve the public better.

2.1.12 **The Government's 10 year drug strategy** was introduced in 2008 and runs until 2018. It is underpinned by a series of 3 year action plans, the current plan being "**Protecting families and communities: drug strategy action plan 2008-11**". The action plan has a number of strategic objectives, which were informed by public consultation, those most relevant to policing include:

- Proactively targeting and managing drug misusing offenders
- Engaging and empowering communities with stronger, locally responsive law enforcement
- Preventing harm to communities by reducing the supply of drugs into and within the country
- Increasing public confidence in local agencies, tackling drug misuse and reducing drug related crime.

The report "**The 2008 Drug Strategy: One year on**" identifies considerable progress since launch of the strategy and more detail is available via the following link [<click here>](#).

2.1.13 **The Policing and Crime Act 2009** was introduced as a Bill in December 2008 following on from a series of recommendations on police reform and how to involve communities in local policing. The overall aim of the Act is to "increase the effectiveness and public accountability of policing to reduce crime and disorder and to enhance airport security.

The Act received Royal Assent on 12th November 2009; key areas include:

- Introduces new provisions to improve police accountability and effectiveness (although the Government's plans for directly elected police authorities, have not been included in the Act)
- Creates a new offence of paying for sex with someone who is controlled for gain and introduces new powers to close brothels; modifies the law on soliciting and tightens up the regulation of lap-dancing clubs by reclassifying them as 'sex establishments' rather than 'entertainment' venues
- Amends police powers to deal with young people drinking in public
- Introduces a new mandatory code of practice for alcohol sales
- Amends the criminal asset recovery scheme established under the Proceeds of Crime Act 2002
- Changes the arrangements for airport security and policing

In particular the Act puts a new duty on police authorities to "have regard to the views of the public" and for HMIC to inspect police authorities on that duty. It also clarifies procedures whereby police forces and authorities can collaborate and identifies that the Home Secretary can mandate collaboration in the interests of efficiency and effectiveness.

2.1.14 The **Government's Science and Innovation Strategy 2009-12** outlines how science and technology will be used to fight crime and establishes the HO priorities for science and technology for the next 3 years. **The UK Cyber Strategy** was launched by HMG in June 2009 is linked with the **National Security Strategy** and recognises the need for a specific cyber strategy given the UK's growing dependence on cyber space.

2.1.15 There are a number of reports that relate to protective services or thematic inspections and these are included in appendix 6 on inspection or appendix 7 on protective services.

2.2 Local Direction

- 2.2.1 Local direction is guided by a number of processes at both a Force and Community level:
- 2.2.2 Each year, Dorset Police and Dorset Police Authority carry out a **Community Safety Survey**. The survey establishes community views on a range of issues including worries about local crime and safety issues, experiences of any crimes or incidents in the last 12 months, knowledge about the Pledge and Safer Neighbourhood Teams, access to services and their expectations of Dorset Police.
- 2.2.3 In 2010-11 this survey will move from an annual to a quarterly survey, this follows a review of local confidence surveys by the Home Office and introduction of minimum technical requirements which each force should follow. The quarterly Community Safety Survey will also ask the single top down target question which asks whether police and councils are dealing with the anti-social behaviour and crime issues that matter in an area. The Home Office requires each Force to make public the results of this question each quarter at a CDRP level.
- 2.2.4 The findings from the **2009 Dorset Community Safety Survey** cover a variety of issues that affect local policing. Noteworthy issues raised were around perceptions of different crime types including more information about financial and internet crime and access to the internet within the community.
- 2.2.5 For the fourth year in succession, 95% of respondents feel safe in their local area (defined as being within 15 minutes from their place of residence).
- 2.2.6 The survey reflected that the top five crime worries for respondents in their local area were:
- Financial crime (62% very or fairly worried – this is the first time this question has been asked)
 - Internet related financial crime (53% very or fairly worried)
 - Having your vehicle broken into (42% very or fairly worried, a non-significant improvement on 44% last year)
 - Being burgled (41% very or fairly worried, a non-significant improvement on 43% last year)
 - Internet related other crime (40% very or fairly worried)
- Last year only one question was asked about “internet related crime” and 56% of respondents were worried or fairly worried. This year the question was broken down into financial and non-financial related and financial crime by all means added in to try and better understand people’s concerns. We will use this information to further inform the setting of our priorities.
- 2.2.7 The survey also reported on other quality of life issues and the following were the greatest concerns;
- Speeding/reckless driving (61% very or fairly worried, a significant improvement on 66% last year)
 - Cars parked illegally, dangerously or inconsiderately (52% very or fairly worried, a significant improvement on 55% last year)
 - Drunkenness and associated bad behaviour (50% very or fairly worried, a non-significant improvement on 51% last year)
 - Rubbish or litter lying around (43% very or fairly worried, a significant improvement on 47% last year)
 - Vandalism or graffiti (38% very or fairly worried, a significant improvement on 45% last year)
- 2.2.8 The **Police Authority** also undertook a programme of community engagement events that enabled them to hear the views of local people on policing. The issues raised were consistent with the priorities identified from other forms of consultation and the main priorities locally were to reduce crime, disorder and anti-social behaviour particularly that related to drugs and alcohol, improve community relations, improve road safety including speeding and to bring offenders to justice.

2.2.9 **Safer Neighbourhood Teams** also survey their communities and find that issues of concern are consistent with those identified in the surveys already described. Each Safer Neighbourhood area identifies its own set of priorities (through a process of meetings and consultation with the community), those most frequently occurring include dog fouling, excess speed, parking and other traffic related issues, other ASB, litter and drinking.

We encourage local people to become more involved in setting local policing priorities and the Dorset Police website has full details of your local Safer Neighbourhood Team and relevant consultation arrangements and public meetings.

2.3 Partnership Plans

2.3.1 Effective partnerships are critical to the effective delivery of Policing in Dorset and the Force works in partnership at strategic, operational and tactical level.

2.3.2 **Local Strategic Partnerships** (LSP) are single over-arching umbrella bodies that bring together different services to work together for the benefit of local people within local authority areas. The LSP creates a long term vision for the area to tackle local needs and this is set out in the Sustainable Community Strategy (SCS). The **Local Area Agreement** (LAA) reflects Government Public Service Agreement priorities and targets set following local consultation and is the mechanism for making the vision a reality⁸

2.3.3 The Force area includes three LSPs; **Dorset Strategic Partnership**; **Bournemouth 2026**; and **Poole Partnership**. Each has responsibility for the development and delivery of LAAs in their area. LAAs contain numerous outcome measures based around four main themes (although these vary between the local strategic partnerships):

- Children and young people
- Safer and stronger communities
- Healthier communities and older people
- Economic development and enterprise

2.3.4 The **Local Area Agreements** are three-year agreements which currently run from 2008 to 2011. Each year, LAAs are reviewed in discussion between Government Offices and each LSP to ensure that they remain up to date and take account of changing circumstances. The local LAAs were refreshed in June 2009 and those priorities that are consistent with the Force priorities are shown in a table at appendix 4.

2.3.5 The **Government's White Paper: 'Communities in Control'** proposed legislation relating to community engagement and the accountability of public services. This follows a theme reported in Louise Casey's review (**Engaging Communities in Fighting Crime**). Areas for legislation have been included in the **Local Democracy, Economic Development and Construction Act** which received Royal Assent on 12th November 2009. It applies the "duty to involve" principle to all chief officers and police authorities in England (only) and is expected to come into force in April 2010.

2.3.6 **Crime and Disorder Reduction Partnerships** (CDRP) deliver the 'Safer Communities' strand of the LAAs and **Children's Trust Boards** oversee the Children and Young People strand⁹ There are three Crime and Disorder Reduction partnerships in Dorset¹⁰.

2.3.7 The **Dorset Criminal Justice Board** is made up of Chief Officers of Her Majesty's Court Services, Crown Prosecution Service, Dorset Police, Dorset Probation, Bournemouth & Poole, & Dorset Youth Offending Teams, Her Majesty's Prison Services and the National Health Service. The purpose of the Board is to oversee effective joint working arrangements between agencies in Dorset and determine how best to deliver targets set in relation to its priority areas. The current priorities are:

⁸ www.idea.gov.uk, An introduction to Local Strategic Partnerships.

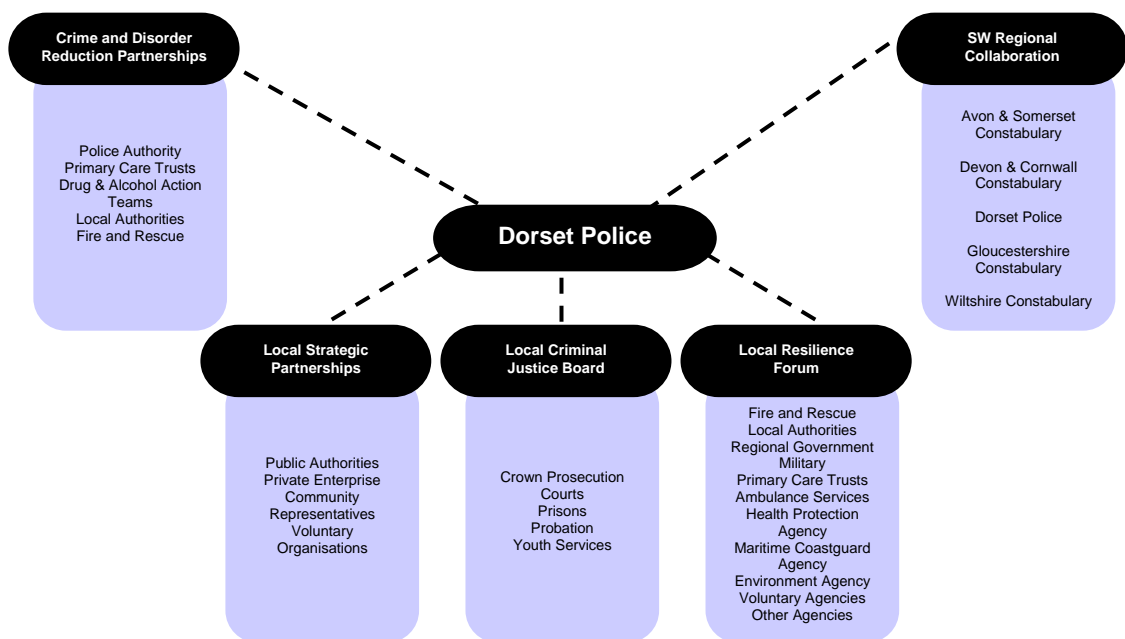
¹⁰ Bournemouth, Poole and Dorset (Eastern and Western merged on 01 April 2010 to form Dorset)

- To be more effective in bringing offences to justice
- To engage the public and inspire confidence
- To put the needs of victims at the heart of the system
- To have simple efficient processes.

2.3.8 Dorset Police fully contributes to the **Bournemouth, Dorset & Poole Local Resilience Forum (LRF)**. This partnership arrangement is provided for under the provisions of the Civil Contingencies Act and as such facilitates a full Integrated Emergency Management approach with partners. Within the last 12 months the LRF has been fully engaged in planning and preparing the county’s response to the worst excesses of the flu pandemic, implementing responses to the Pitt Report¹¹ (response to and recovery from flooding) and has been engaged on a wide range of operational responses including the effects of severe weather (snow and blocked roads), flooding and various other critical incidents involving a coordinated response from partner responders.

The LRF remains focused on the implications of the Olympic and Paralympic Games in 2012 to ensure that the LRF is in a position to deal with any incident or emergency that threatens the security and integrity of “The Games”.

The diagram below illustrates the primary strategic partnerships within which Dorset Police operates and includes a link to the South West Regional Collaboration Project which is discussed in more detail in section 5.



2.3.9 In addition to the above, the **Dorset Strategic Road Safety Partnership (DSRSP)** comprises fire and rescue, health including ambulance trust, local authorities, Highways Agency, Her Majesty’s Court Service, Crown Prosecution Service and Dorset Police and coordinates partners’ road safety related activities. Its operational arm, **Dorset Road Safe**, delivers initiatives such as the “**no excuse**” campaign.

The partnership is engaged in Education, Engineering and Enforcement, and balances these aspects to seek to deliver effective work to keep people safe on our roads.

Partnership activity is primarily funded by elements of the Local Authorities’ Local Transport Plan funding allocations.

¹¹ After the floods of 2007 which claimed 13 lives and devastated parts of the country, Sir Michael Pitt carried out a full review of the Country’s flood defences.

2.3.11 The **HM Government Prevent Strategy** is being delivered in Dorset through a multi-agency partnership approach to support ongoing activity to gain support, understanding, and confidence of all our communities. This work is part of mainstream community engagement and cohesion activity and is linking into existing partnership structures at both a local and regional levels.

2.3.12 In considering the development of the policing priorities, Dorset Police and Dorset Police Authority have taken account of national and local priorities outlined in the **Public Service Agreements**, **National Community Safety Plan** and the **Strategic Policing Priorities** as well as the priorities of local partnerships (including the **Local Area Agreements** contained in the **Safer Community Strategies, Crime and Reduction Partnership Plans** and **Local Criminal Justice Board Plan**). These influences have been assessed in the context of local consultation that provides specific expectations for policing.

2.3.13 The following 9 point diagram illustrates the complex influences on the final Policing Plan (LPP) starting with both national and local needs and expectations.



1. Local consultation leads directly to influence the plan, primarily drawn from the quarterly Community Safety Survey.
2. Government addresses National and Local issues and sets Public Service Agreements for 'joined up' delivery by public services that are, in part, set out in the National Community Safety Plan (NCSP).
3. The Home Secretary refines specific Strategic Policing Priorities that support the NCSP that directly influence the Local Policing Plan (LPP).
4. Local Area Agreements (LAA) are agreements between central and local government that are managed through the Local Strategic Partnerships (LSP) and both reflect and influence, amongst others, the Local Strategic Partnership Plan, Crime and Disorder Reduction Partnership (CDRP) Plan and the Local Criminal Justice Board (LCJB) Plan. There is a potential for Multi Area Agreements (MAA) to engage more than one local authority area.
5. The LCJB sets a partnership plan to improve justice particularly for victims.
6. The LSP is a non-statutory arrangement that manages the LAA and sets area plans for Safer, Stronger and Prosperous Communities.
7. CDRP are statutory forums that set specific plans to tackle local crime and disorder.
8. All these influences define the policing needs included in the Local Policing Plan (LPP).

9. The delivery of the LPP is designed to positively impact on local needs and expectations and this feeds back to the start point.

2.3.14 In 2009 the performance of partner agencies was, for the first time, jointly assessed in terms of their contribution to the quality of life within Local Authority areas. This **Comprehensive Area Assessment (CAA)** was conducted by a collaboration of inspection agencies and the first reports made available in December 2009.

2.3.15 CAA replaced Comprehensive Performance Assessment from April 2009. Its purpose is to assess whether partnerships are achieving their aims for an area; the assessment consists of two parts, namely:

- An area assessment which focuses on the delivery of improvements on the issues that matter to people in the locality; and
- An organisational assessment which focuses on the individual public bodies within an area, to ensure they are accountable for quality and impact.

The **HMIC Police Report Card** (formerly known as the Rounded Assessment) will provide the organisational assessment of CAA for the police service.

2.3.16 Results of the area assessments are available on the “**oneplace**” website [<click here>](#) local areas received 2 green flags and one red flag as follows:

- Red flag – Dorset - housing quality and affordable housing.
- Green flag – Dorset - engaging older people to develop the services they need.
- Green flag – Poole - Poole Housing.

2.4 Threat to the community

2.4.1 National and local influences are incorporated into a local Dorset Police assessment of actual and predicted threats to the community’s expectation to be protected and safe.

2.4.2 This is a process that assesses 4 levels of harm that may be the outcome of different types of crime, disorder or incident type:

- Loss of life or serious physical harm
- Physical and/or serious emotional harm
- Economic harm
- Social harm or threat to community cohesion

2.4.3 The assessment considers the risk to the individual and community and the probability or frequency of it occurring. Weightings are used to reflect rising trends, influence on confidence in the organisation, causation of disproportionate fear and national requirements:

2.4.4 The product is a list of threats that are graded from extreme risk to low risk in order that they can be prioritised. This allows crimes such as murder to be compared against incidents such as anti-social behaviour. The assessment extends to identify the most notable victim groups.

2.4.5 Subsequently, the assessment allows for related threats to be grouped into thematic headings that then become the Priority areas for policing. The process is dynamic and is reviewed during the year enabling priorities to be re-considered.

2.4.6 The current assessment indicates that communities in Dorset are less likely to, but still could face the most serious of risks, for example the terrorist threat. However, it is clear that the forthcoming Olympic Sailing Events may increase this threat in the future.

2.4.7 The assessment takes account of the potential for increases in crime, for example, economic recession may be accompanied by changes in criminality, notably, reductions in disorder as

spending on alcohol reduces but some acquisitive crime such as theft and fraud may see increases.

- 2.4.8 Those risks that are present have been translated into the operational priorities for policing within which the specific threats identified will be addressed through a structure of tactics for enforcement, prevention, intelligence, communication and contingency arrangements.
- 2.4.9 The categories of harm, the types of crime and incidents, together with the assessment of comparative impact and likelihood of occurrence locally are set out in Appendix 3. The final column identifies how the threat is being addressed within this plan.
- 2.4.10 This year the threat assessment process has been expanded to include more information about vulnerability, which helps to inform the tactics identified for each priority.

2.5 Operational priorities for 2010/11 will be:

Making Dorset Safer

Reduce serious violent crime

This priority focuses on preventing homicide and serious violence, including bringing prolific and priority offenders to justice, tackling domestic violence and serious sexual offences and reducing the harm caused by alcohol and drugs. It recognises the difference between public and private violence and the requirement for appropriate strategies and tactics for each.

Deal effectively with the crime and anti-social behaviour most affecting local communities

This priority focuses on identifying and reducing the crime and anti-social behaviour most affecting local neighbourhoods, with specific emphasis on bringing prolific and priority offenders to justice and reducing the harm caused by alcohol and drugs. It recognises the importance of working with partners to ensure that community concerns are recognised and dealt with appropriately.

Protect vulnerable people and communities

This priority focuses on identifying and supporting those people and communities who are especially vulnerable and need particular protection. Once again partnership activity is a key area for this priority.

Tackle serious and organised criminals

This priority focuses on working collaboratively with other forces and agencies to tackle criminals engaging in serious and organised crime that causes or has the potential to cause significant harm. It includes an emphasis on organised criminality relating to the supply of drugs, particularly those associated with the problematic market e.g. heroin and crack cocaine.

Counter terrorism and domestic extremism

This priority focuses on tackling criminals who use violence and extreme forms of victimisation for the apparent advancement of a political or ideological position.

Reduce road casualties

This priority focuses on reducing the number of people killed or seriously injured on our roads, with a particular emphasis on the education of road users.

Bring offenders to justice

This priority focuses on improving the effectiveness and efficiency of the Criminal Justice System; bringing the most serious offences to justice, enforcement of court orders, reducing the risk of re-offending and supporting victims and witnesses

Making Dorset Feel Safer

Secure the trust and confidence of people in Dorset in their police force and the its crime reduction and criminal justice partners

This priority emphasises the vital importance of effective partnership working and of achieving the Single Confidence Target.

2.6 How the Force organises to deliver the priorities

- 2.6.1 After setting priorities, subsequent processes are followed to assess capability, develop tactical and local delivery plans, confirm or change structures, deploy resources and set training and continuous improvement plans. These arrangements seek to provide the most efficient and effective organisation. The specific priorities, including those who are affected, our targets, tactics and tasking are explained in section 3.
- 2.6.2 There are two related levels of operation in the Force; Level 1 focuses on local service delivery and Level 2 addresses more serious, specialist and cross-border threats.

Level 1 (Local Level)

- 2.6.3 Geographically the Force is divided into neighbourhood beats, supported by sections and two territorial divisions. The divisions and sections are depicted in the diagram below.



- 2.6.4 Front line officers and staff deliver services through neighbourhood engagement, response, investigation and contact through telephone and counter services and it is these critical services that are also reflected in the Policing Pledge.
- 2.6.5 Seventy Eight¹² dedicated Safer Neighbourhood Teams provide the most local of policing and staffing is prioritised based on the level of problems faced by communities.
- 2.6.6 Creating Safer Neighbourhoods is our commitment to improving the quality of life within our communities by working together with partners to target the issues which most concern local people. Safer Neighbourhood Teams will enable access and influence by communities as well as provide interventions and answers.
- 2.6.7 **Safer Neighbourhood Teams** will provide a consistent presence of dedicated officers capable of working with the community. They will be visible, accessible, skilled, knowledgeable and familiar to the community. In accordance with the Policing Pledge:

¹² Bournemouth International Airport now has its own Safer Neighbourhood area and team.

Information will be provided about the members of Safer Neighbourhood Teams, where they are based, how to contact them and how to work with them (Pledge 2).

Safer Neighbourhood Teams and other police patrols will be as visible as possible and in local areas at times when they will be most effective and when required. They will only be re-deployed when absolutely necessary. They will spend at least 80% of their time tackling local priorities. Staff turnover will be minimised (Pledge 3).

Messages for Safer Neighbourhood Teams will be acknowledged within 24 hours and, where necessary, a more detailed response will be provided as soon as possible (Pledge 4).

Public meetings will be held at least once a month, providing an opportunity to meet the local team and other members of community. These will include surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements (Pledge 8).

Monthly updates on progress and on local crime and policing issues will be provided. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make neighbourhoods safer, and information on how Dorset Police is performing (Pledge 9).

2.6.8 Telephone call handling, response and investigation is also delivered in accordance with the Pledge:

We will aim to answer 999 calls within 10 seconds, deploying to emergencies to arrive safely and as quickly as possible. In urban areas, we will aim to arrive within 15 minutes and in rural areas within 20 minutes (Pledge 5).

We will answer all non-emergency calls promptly. If attendance is needed, we will send a patrol giving an estimated time of arrival, and:

- If the caller is vulnerable or upset aim to arrive within 60 minutes.
- If the call is about an issue that is agreed with the community as a neighbourhood priority and attendance is required, we will aim to arrive within 60 minutes. Alternatively, if appropriate, we will make an appointment to meet a time that suits the caller.
- If agreed that attendance is not necessary we will provide advice, answer questions and / or put the caller in touch with someone who can help (Pledge 6).

We will agree with victims of crime how often they would like to be kept informed of progress and for how long (Pledge 9).

Level 2 (Force Level)

2.6.9 The more serious, specialist and cross-border policing problems are addressed at a Force level (Level 2) by a range of responses referred to as Protective Services. Examples arising in the Community Threat Assessment are murder, terrorism and organised immigration crime.

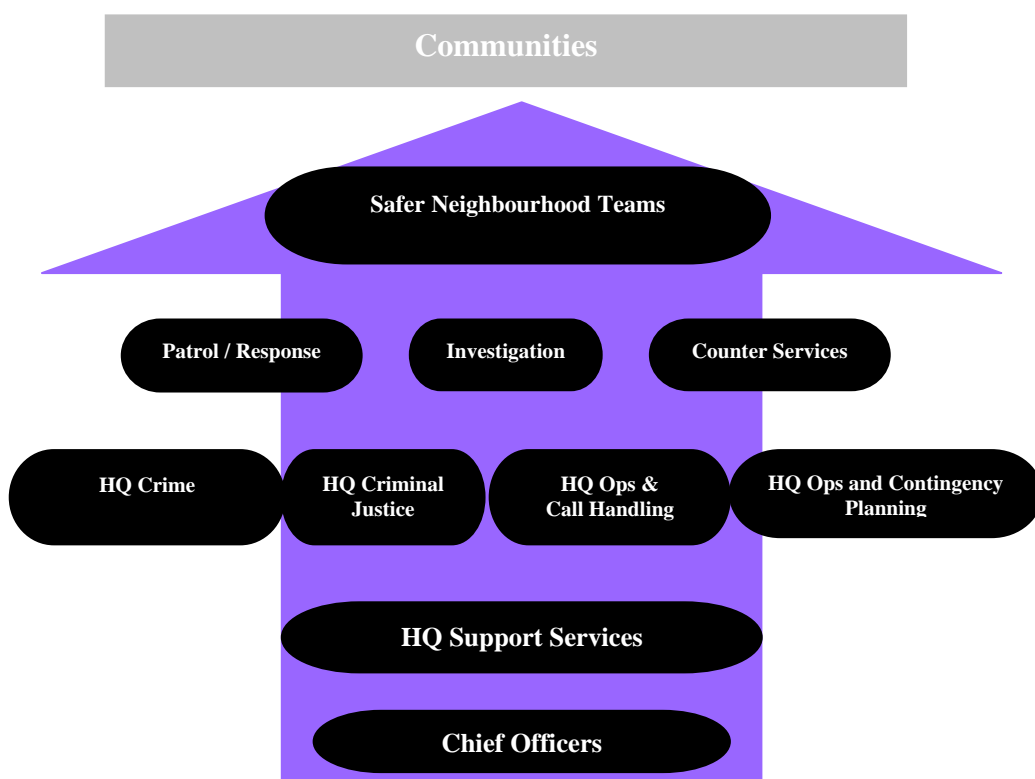
2.6.10 The Community Threat Assessment identifies the type of threat and a subsequent assessment identifies the Enforcement, Prevention, Intelligence and Communication Activity required. The resources and response are substantially provided from the HQ Crime Investigation, Criminal Justice and Operations Divisions.

2.6.11 The Headquarters Crime Investigation Department (CID) does much more than investigate. It is also responsible for intelligence processes and structures, crime prevention and public protection including, for example, policy on missing persons and countering terrorism and domestic extremism. The division is responsible for Level 2 operations as well as providing policy and guidance to territorial divisions.

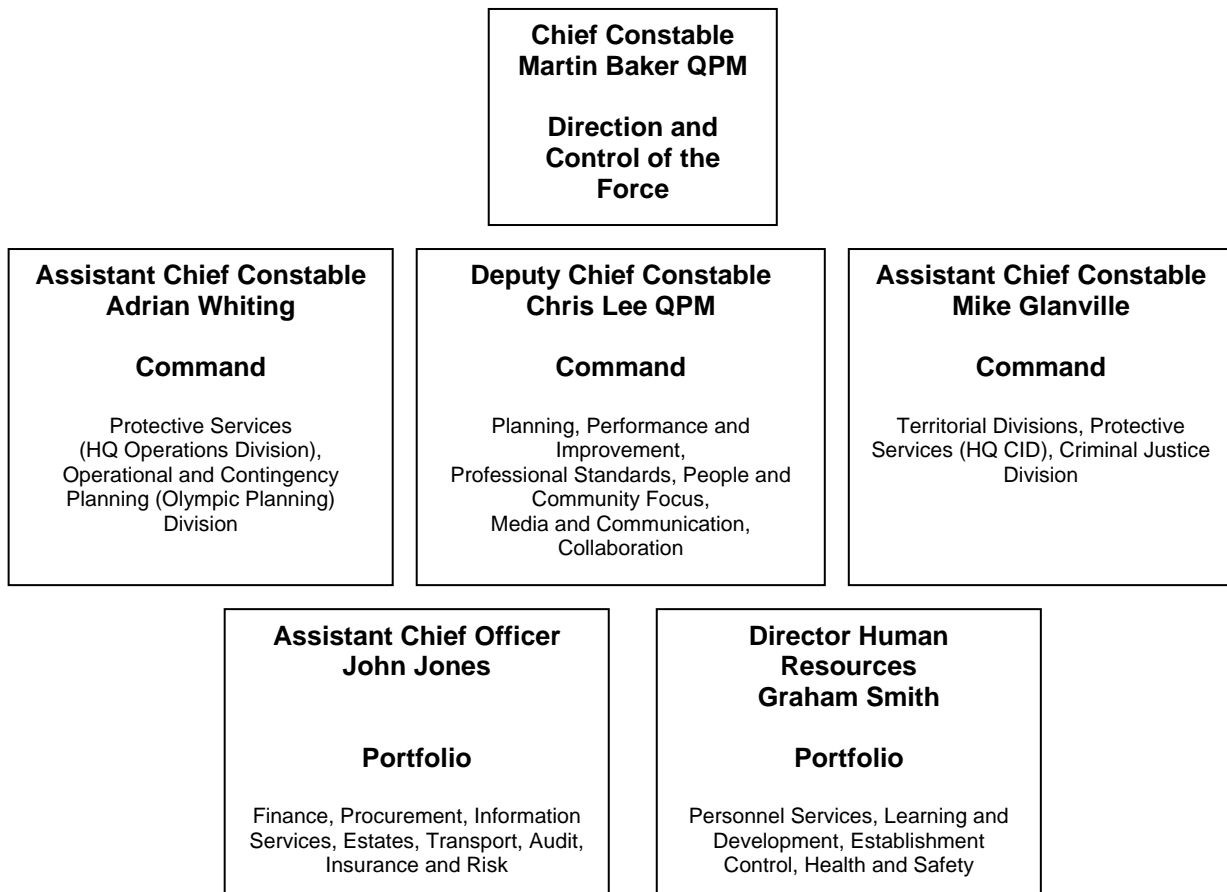
- 2.6.12 The HQ Criminal Justice Division is responsible for the custody of detained persons and managing prosecutions beyond the point of an offender being charged. The Division works closely with other Partner agencies comprising the Local Criminal Justice Board.
- 2.6.13 The HQ Operations Division provides emergency and non-emergency call handling and radio dispatch as well as a range of specialist operations services including roads policing, firearms, dogs, air and marine support.
- 2.6.14 The HQ Operational and Contingency Planning Division (OCPD) is devoted to the preparation of Force business continuity plans and, with the Local Resilience Forum, of contingency plans for major incidents and civil emergencies. The Division is also responsible for the security planning for the 2012 Olympic Sailing Events (this work is separately funded by the Home Office and is not paid for from the annual Force budget).

Co-ordination of Level 1, Level 2 and supporting services

- 2.6.15 Level 1 and 2 policing is managed through a series of tasking and co-ordination processes and receives support from a range of corporate support services. As previously described, communities have access through telephone and counter services and through Safer Neighbourhood Teams. Neighbourhood staff members are supported by emergency response and investigation resources within territorial divisions and from force-wide specialist resources from Headquarters but remain driven by local tasking. The organisation is supported by a range of professional services from Headquarters. These structures are set out below showing the overall purpose of serving communities.



- 2.6.16 Performance is reviewed and service delivery developed through a range of business areas led by a chief officer. The command and portfolio organisation is depicted below:



2.6.17 In 2009/10 the Chief Officer Team was joined by a second Assistant Chief Constable enabling dedicated command of Operational and Contingency Planning and in particular planning and command of Olympic Sailing Event security operations.

2.7 Funding and Efficiency

2.7.1 Dorset Police Authority's budget for 2010/11 is £xxxxm, meaning a Council Tax of £xxxx for a Band D property. Every year Dorset Police examine every area of spend to ensure the Force continues to deliver an efficient and effective service. This process has identified £2.2m cash savings that have been removed from the 2010/11 budget, with further efficiency savings allowing £0.7m to be reallocated. The number of police officer posts will reduce by 12, although no police officer posts will be lost from operational duties.

The Government grant has been increased by £1.6m, which was insufficient to meet even inflationary costs. No information is available on future increases in government grants, but the national economic outlook suggests that future increases may be severely limited. A significant programme of work will take place in the Force throughout 2010/11 to ensure the Force is prepared for even leaner years ahead. Finance, efficiency and productivity plans are detailed later in part 2. **<to be completed when final figures available>**

2.8 Dorset Police Website

2.8.1 You can find out more about Dorset Police at www.dorset.police.uk

There are facilities on the website that allow users to increase font size or use a different font and background colour if required to make reading easier. The website also uses a Google facility to translate some of the content and has links to services designed for those with hearing or speech impairment.

3. STRATEGIC PLAN 2010/13 and ANNUAL PLAN for 2010/11

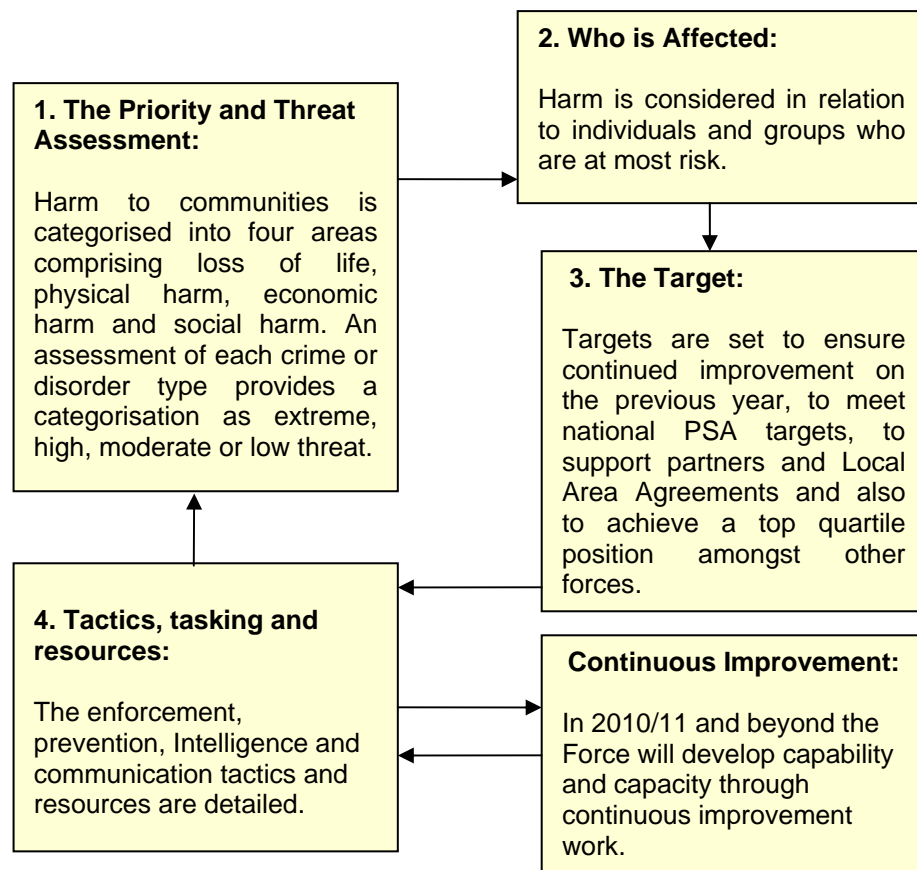
3.1 The Control Strategy, Operational Priorities and Tasking Processes

3.1.1 The Control Strategy is derived from the strategic assessment process as described in Section 1 and sets out the Operational Priorities and action for Enforcement, Prevention, Intelligence Collection and Communication. A framework of tactical options for tasking operates at three levels:

- **Strategic** Tasking and Co-ordination is chaired by the Chief Constable. The threat is considered, priorities set and reviewed on a quarterly basis.
- **Tactical** Tasking and Co-ordination is chaired by the Assistant Chief Constable, who considers performance in relation to each priority, agrees tactics and Force wide resources to meet the targets set.
- **Local** Tasking and Co-ordination is chaired by the Territorial Divisional Commander who considers performance in relation to each priority, agrees tactics, local resources and partnership resources to meet local targets set.

3.1.2 A Capability Assessment is also conducted to identify risk, weakness and opportunities to improve service delivery and inform the Continuous Improvement Programme and the Force Risk Register. This is more fully explained in Section 4.

3.1.3 The flowing flow diagram illustrates the process from threat identification through to service delivery.



3.1.4 The priorities, targets and tactics that represent the plan for delivery in 2010/11 are set out on the following pages. Performance will be monitored against a comprehensive set of indicators and targets that will enable the Force and Authority to assess whether the anticipated outcomes of the plan are being realised. These can be found at appendix 5.

3.2 TO MAKE DORSET SAFER

3.2.1 REDUCE SERIOUS VIOLENT CRIME

This priority focuses on preventing homicide and serious violence, including bringing prolific and priority offenders to justice, tackling domestic violence and serious sexual offences and reducing the harm caused by alcohol and drugs.

1. Serious Violent Crime:

Despite an overall reduction in violent crime and most serious violent crime and a continuing reduction in alcohol related violence in 2009/10 this criminal behaviour remains a high threat with a continuing focus on the following crimes

- Murder and manslaughter
- Assault with injury
- Rape and serious sexual offences
- Domestic Violence

This priority also emphasises the importance of managing prolific and priority offenders, reducing harm caused by drink and drugs as well as focusing on the criminal use of weapons including firearms. It recognises the difference between private (domestic) and public violence and the different strategies and tactics required.

2. Who is Most Affected:

Dorset has one of the lowest recorded rates of serious violent crime compared to its most similar group of forces.

Those aged 30 years and under are most likely to be victims of violence, with males tending to be more victimised than females in a public setting, with the exception of sexual assaults. Conversely, in a domestic environment, females are more at risk of violence.

The link between alcohol consumption and violence remains significant.

As with all crime, incidence of assault in Dorset

3. Targets:

We will seek year on year reductions of serious violent crime and of assault with injury, to be in the top quartile of forces and to support partnership targets.

Targets will be set at the beginning of the year and then reviewed quarterly to meet this criteria.

4. Tactics and Tasking

Enforcement: Where victims are at risk and in incidents where offenders or evidence can be located quickly there will be an immediate response. The level of investigation will be based on the severity of the assault, the vulnerability of the victim and the evidence that can be established. Cases will be pursued to the arrest, charge and conviction of offenders. Our most violent offenders and registered sex offenders will be monitored closely. The possession and use of weapons will be targeted.

Prevention: Individual victims will be supported to make future crime less likely and repeat victimisation will be prioritised. Locations will be assessed to reduce the likelihood of assault. Common causes, influencers and particularly alcohol and drugs will be identified and tackled.

Intelligence: Trends, patterns and hot spots will be assessed to support both enforcement and prevention activity.

Communication: We will continue to develop our communication strategies so that communities will be informed on policing plans and individual victims and witnesses will be kept informed. Where vulnerable groups are identified, we will develop communication with them

Our response and investigation officers will lead and our dedicated neighbourhood officers will support.

Continuous Improvement:

In 2010/11 we will be continuing to improve our capability to risk assess and prioritise each call for service and to provide immediate intelligence support. This includes the identification and management of the highest levels of risk.

We will introduce a sexual assault referral unit (SARC) which may result in more reports of sexual offences but will provide immediate aftercare from the police, health services and voluntary sector working in partnership.

We will be developing our plan to improve our investigation and justice processes.

We will continue to implement plans to improve public protection including a process that enables all agency referral of violence against all vulnerable people.

We will continue to develop strategies that focus separately on private and public violence.

3.2.2 DEAL EFFECTIVELY WITH THE CRIME AND ANTI-SOCIAL BEHAVIOUR MOST AFFECTING LOCAL COMMUNITIES

This priority focuses on identifying and reducing the crime and anti-social behaviour most affecting local neighbourhoods, with specific emphasis on bringing prolific and priority offenders to justice and reducing the harm caused by alcohol and drugs. It recognises the importance of working with partners to ensure that community concerns are recognised and dealt with appropriately.

1. Crime and anti-social behaviour most affecting local communities:

The focus is on those incidents of crime and anti-social behaviour that matter most to local communities. Areas considered include personal robbery, burglary and distraction burglary, with an emphasis on anti-social behaviour; the third highest local threat identified.

A localised approach will be emphasised through neighbourhood and partnership work and enforcement and prevention, with a focus on reducing alcohol and drug related harm. As part of this approach, prolific and priority offenders will be targeted.

However, there are differences in what matters across communities and therefore each territorial division will set priorities for the areas of greatest concern.

Each SNT will agree at least three priorities to progress with the community and partners.

2. Who is Most Affected:

Rates of serious acquisitive crime in Dorset are the lowest among its most similar group of forces.

The crime types included under this priority affect people differently, with males more likely to be a victim of crimes like robbery due largely to the link with the night-time economy. The risk of falling victim to distraction burglary increases with age and criminal damage tends to affect vehicle owners. Anti-social behaviour is generally concentrated in and linked to specific locations.

3. Targets:

We aim to achieve year on year reductions in those crimes that matter most.

We aim to improve confidence in dealing with the crime and anti-social behaviour that matters most to local people.

The Force aims to be in the top quartile of forces and to support partnership targets.

4. Tactics and Tasking:

Enforcement: Emergencies and reports where offenders or evidence can be located quickly are responded to immediately. Depending on the crime and the evidence, specific investigations or operations are instigated to identify, arrest, charge and convict offenders.

Prevention: Individual victims will be supported in making future crime less likely. Patterns and hot spots are assessed and specific action usually involving partners are put in place. Safer Neighbourhood Teams will problem solve and common causes, factors and influencers such as alcohol and drugs will be identified and tackled.

Intelligence: Priority locations, high risk issues, series, trends and hot spots will be assessed to support both enforcement and prevention activity.

Communication: The views of local people are important in deciding on priorities and communities will be informed of policing plans and individual victims and witnesses will be kept informed. The internet based crime maps and Safer Neighbourhood web sites will provide information that is relevant to you in your location.

We will work together with partners to engage communities so that together we can solve local problems that may be about more than just crime and policing.

Continuous Improvement:

In 2010/11 we will work to refine our capability to risk assess and prioritise calls for service by developing our techniques to identify repeat and vulnerable victims.

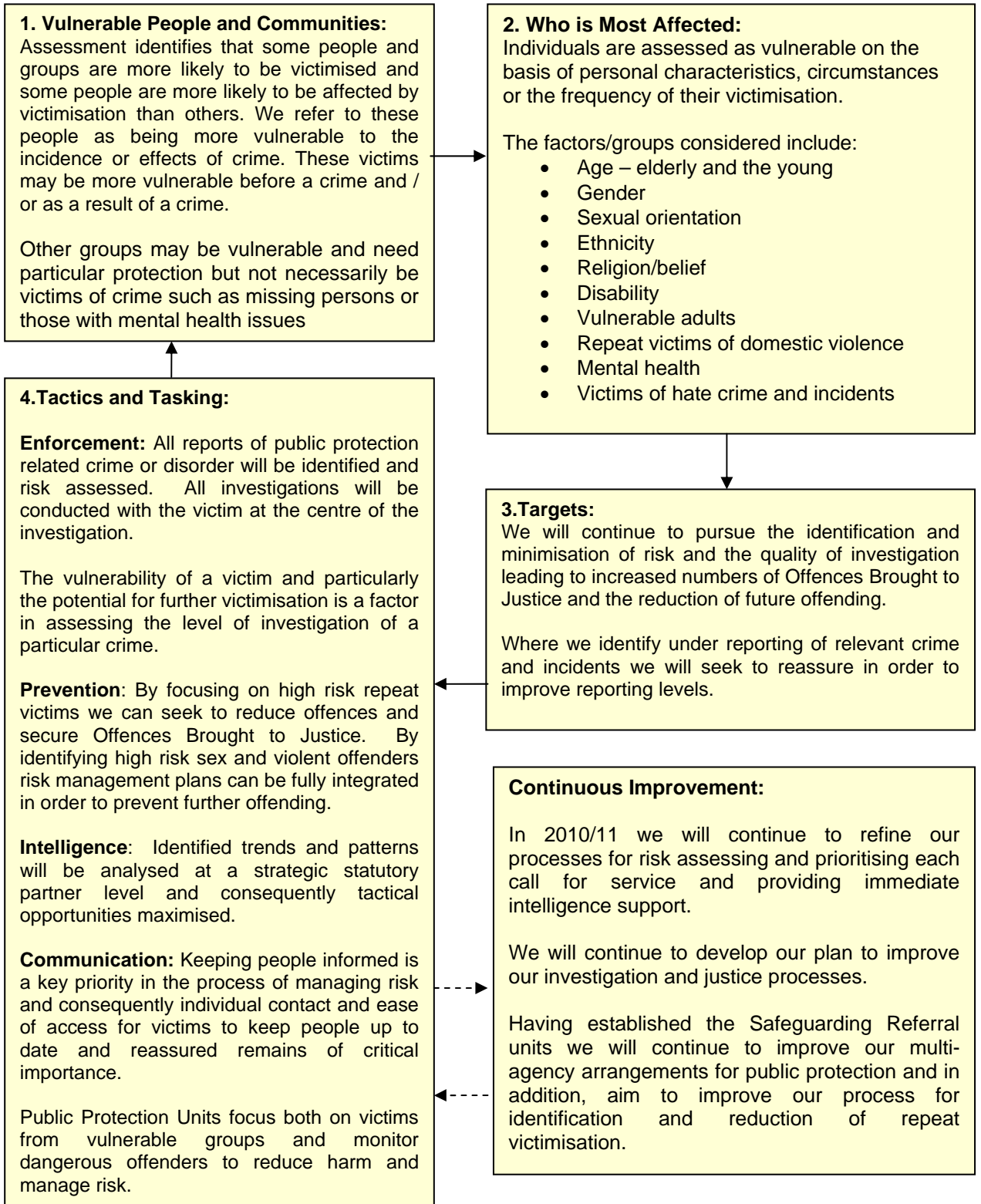
We will continue to develop our volume crime investigation process which will include the consideration of the most appropriate outcome or resolution.

We will enhance our Safer Neighbourhood processes and continue to develop our links and work with partners.

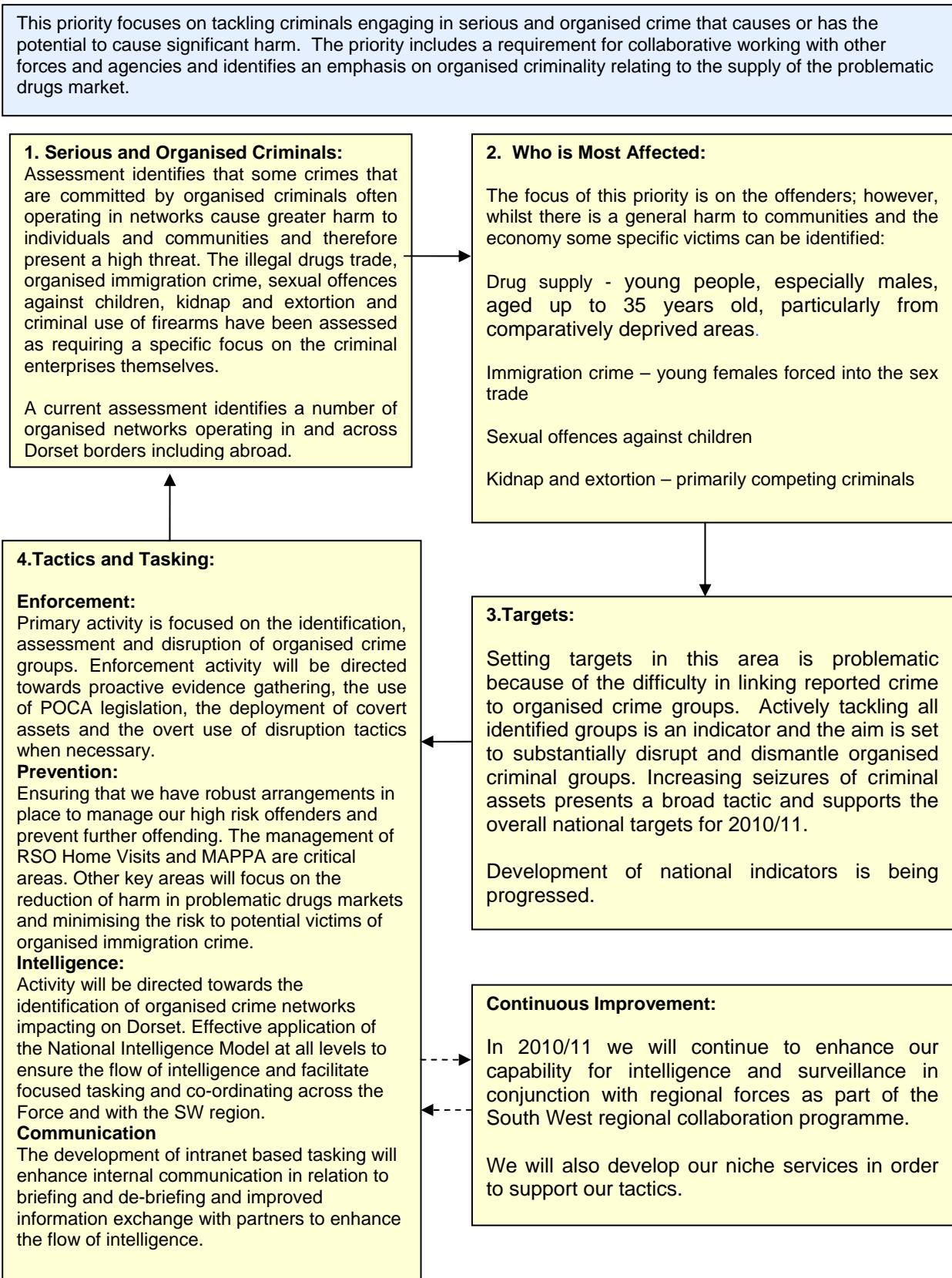
We will carry out a major review of processes and structures related to identifying and dealing with anti-social behaviour and will set up a relevant tasking and coordinating process.

3.2.3 PROTECT VULNERABLE PEOPLE AND COMMUNITIES

This priority focuses on identifying and supporting those people and communities who are especially vulnerable and need particular protection. Working with partners is a key area in this priority.

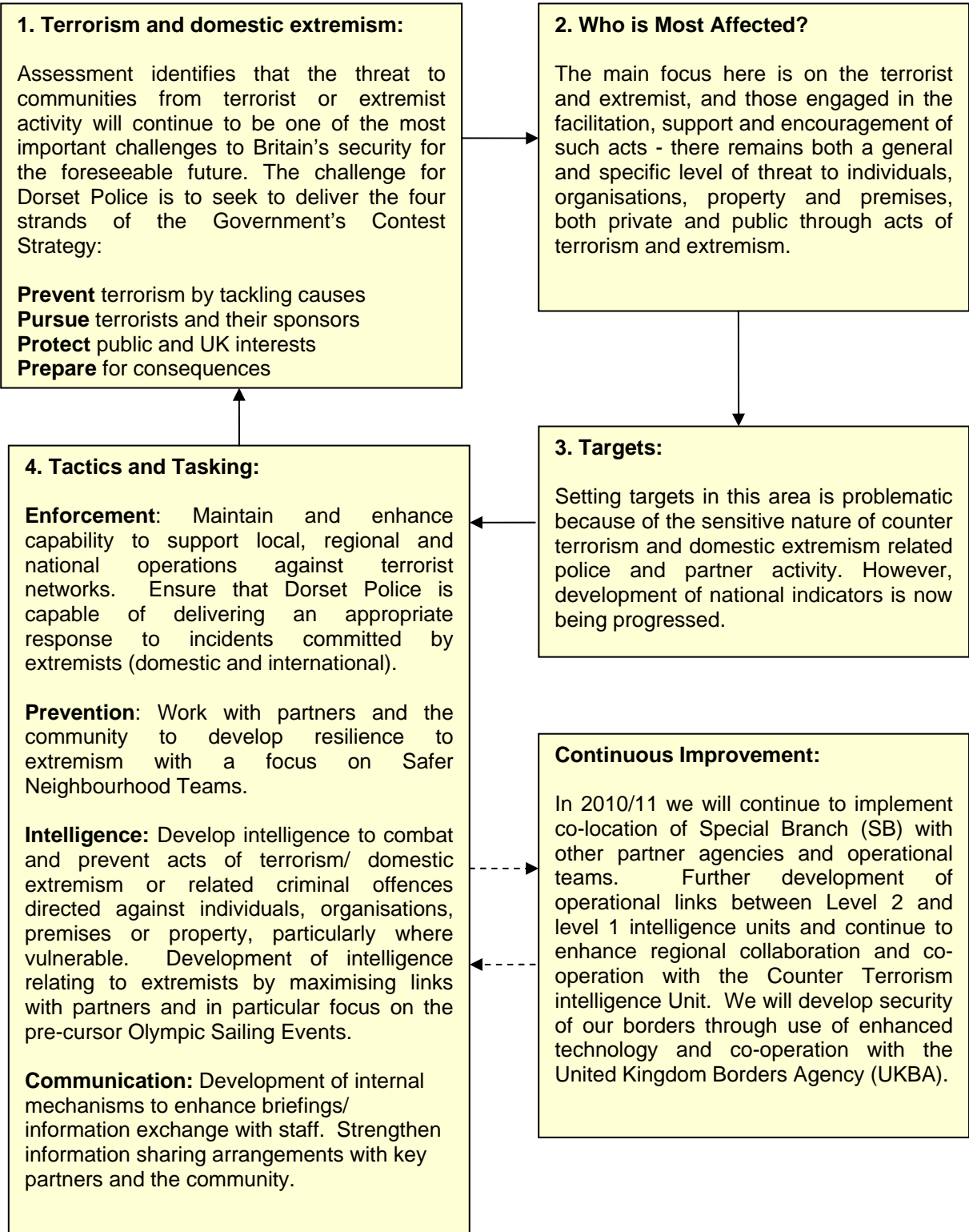


3.2.4 TACKLE SERIOUS AND ORGANISED CRIMINALS



3.2.5 COUNTER TERRORISM AND DOMESTIC EXTREMISM

This priority focuses on tackling criminals who use violence and extreme forms of victimisation for the apparent advancement of a political or ideological position.



3.2.6 REDUCE ROAD CASUALTIES

This priority focuses on reducing the number of people killed or seriously injured on our roads. It has a particular emphasis on the education of road users. Partnership takes place through the Dorset Road Safety Strategic Partnership.

1. Road Casualties:
Collisions resulting in death and serious injury have been assessed as high impact on Dorset communities with speeding, reckless and anti-social driving featuring as among the greatest concerns.

The PSA to reduce the most serious violence includes causing death through dangerous driving and careless driving and when under the influence of alcohol and drugs.

Within Dorset the ten-year national target for a 10% reduction in slight injury collisions should be easily met. However, a 40% reduction in killed and seriously injured appears unlikely to be achieved and the 50% reduction target for killed and seriously injured children remains challenging.

2. Who is Most Affected?

Every road user, including pedestrian is potentially vulnerable.

Young drivers/riders aged 16-25 years are most at risk, as well as motorcyclists generally.

Speed, distraction, seatbelts and impaired driving (alcohol/drugs) are identified as key factors affecting casualty numbers.

4. Tactics and Tasking:

Education: Analysis shows key causation factors to be: failure to comply with road traffic legislation and guidance of the Highway Code and in particular inappropriate or excess speed; poor decision-making and driver error; driver impairment through drink or drugs; lack of sleep or poor eyesight and driver distraction by their own conduct or that of others. Speeding continues to be a contributory factor and the Force emphasises prevention through exposure to a Driver Awareness Scheme course as an alternative to penalty points and a fine for lower level offending drives. Consistent and effective delivery of education is being progressed through a partnership wide sub group of **Dorset Road Safe**.

Enforcement: Individual incidents of dangerous or careless driving are considered for prosecution. All collisions and identification of certain traffic offences result in drivers where possible being tested for alcohol and potential drug impairment. Speed enforcement is led by the Dorset Safety Camera Partnership through camera enforcement at casualty and community identified hotspots supported by Dorset Police. The “**no excuse**” initiative provides relevant enforcement and education advances. Personal Performance Indicators for Traffic Officers ensure that a full and relevant contribution is made by staff.

Prevention: Is through Enforcement, Education and in partnership advising on Engineering. Dorset Road Safe will focus on prevention in particular driving behaviour and standards. The Driver Awareness Scheme will be extended and made available to a wider range of speeding offenders and work is also under way to include mobile phone users.

Intelligence: Improved intelligence products are being developed to address location and causation factors for repeat or high risk offenders. Tasking and resulting processes are maturing in conjunction with the force I-task project.

Communication: Links with media to enhance road safety campaigns are largely coordinated through Road Safe. Keeping victims and witnesses informed of cases has been improved through the adoption of the national victims’ charter standards.

3. Targets:

The National Target for reducing killed and seriously injured casualties is adopted requiring a 40% reduction of adults and 50% children as well as 10% reduction in slight injury collisions by 2010 compared to the 1994/98 baseline.

Bournemouth and Dorset Local Area Agreements (LAA) include targets to reduce death and serious injury on roads.

Continuous Improvement:

In 2010/11 we will continue to work with Dorset Road Safe to improve tasking and co-ordination and to develop strategic and tactical information. Work to incorporate the contribution of Safer Neighbourhood Teams to address local hotspots and complaints about driving continues to advance.

We will draw together intelligence assets from operations division and Dorset Safety Camera Partnership to improve the effectiveness of intelligence provision, including the provision of intelligence and tasking to ANPR teams.

3.2.7 BRING OFFENDERS TO JUSTICE

This priority focuses on improving the effectiveness and efficiency of the Criminal Justice System; bringing the most serious offences to justice, enforcement of court orders, reducing the risk of re-offending and supporting victims and witnesses

1. Bringing Offenders to Justice

A Criminal Justice System (CJS) that puts victims at its heart and in which the public are confident and engaged, will be one that is efficient and effective in bringing offences to justice through simple and efficient processes. This activity is supported by the agencies that comprise the Dorset Criminal Justice Board. Specific approaches will be followed to increase effectiveness and efficiency and reduce re-offending.

In addition, objectives are set to improve confidence, achieve fairness through monitoring disproportionality and increasing victims and witness satisfaction. These are addressed within the overall priority to increase trust and confidence.

2. Targets:

To increase the number of persons charged with a criminal offence that is subsequently brought to justice by:

- Increasing the sanction detection rate for serious violent, serious sexual and serious acquisitive crime
- Increasing the OBTJ rate for serious violent, serious sexual and serious acquisitive crime
- Meeting targets for execution of Fail to Appear warrants
- Reducing the number of first time entrants into the Youth Justice System

3. Tactics and Tasking:

The overall aim to bring offences and offenders to justice to meet the PSA objectives is achieved by:

Improving conviction rates particularly for priority and volume crimes and where alcohol and drugs are factors, through more professional investigations and identification of most appropriate crime management model.

Improving the effectiveness with which offenders travel through the CJS, through more case direction, more proportionate case file building, reducing time spent on bail and by increasing the effectiveness of court hearings in the Magistrates Court.

Dealing more proportionally with low level first time offenders including greater use of out of court disposals and more improved use of discretion by officers in the most appropriate cases.

Continuous Improvement:

In 2010/11 we will improve the overall standards of volume crime investigation across the force, thereby improving the quality of service being provided to victims and witnesses, which will seek to improve public confidence in the fairness and effectiveness of the Criminal Justice System. Together with our criminal justice partners we will continue to review and improve our joint processes to increase efficiency in the CJS.

3.3 TO MAKE DORSET FEEL SAFER

3.3.1 TO SECURE THE TRUST AND CONFIDENCE OF PEOPLE IN DORSET IN THEIR POLICE FORCE AND ITS CRIME REDUCTION AND CRIMINAL JUSTICE PARTNERS

This priority emphasises the vital importance of effective partnership working and achieving the Single Confidence Target. It focuses on ensuring that every member of Dorset Police delivers the highest quality of service and meets the specific needs of individuals and communities. Fundamentally, to meet the Community Expectation to be Listened to, Understood, Informed, Protected and Safe.

1. Securing the Trust and Confidence of People in Dorset:

Securing trust and confidence is critical to gaining community engagement in making Dorset Safer. This priority focuses on meeting the expectations of the community which are to be listened to, understood, informed, protected and safe. It aims to address individual and community needs and is measured through qualitative surveys assessing perceptions of crime and disorder and confidence in policing, satisfaction and fairness of service delivery. The priority complements the Policing Pledge and addresses communities being served by local neighbourhood policing, those who call for service, and particularly those who are victimised or witnesses.

2. Who is Most Affected:

This priority is inclusive of all residents and visitors to Dorset. The policing service provided will always be tailored to meet their individual needs and expectations and particularly for those that are most in need of protection and safety as addressed by the protecting vulnerable people priority.

3. Targets:

- To increase the number of people who rate the Force as good or excellent
- To increase the number of people who think that the police and local councils are dealing with anti-social behaviour and crime that matters locally (Single Target – NI21).
- To increase satisfaction in service delivery
- To improve fairness of service delivery

4. Tactics and Tasking:

Listening: To be accessible and available to all individuals and communities through a range of contact points including front counters, telephone, neighbourhood and patrol officers. To engage and consult through Safer Neighbourhood Teams at the very local area and to survey wider groups.

Understanding: To appreciate the diverse needs, expectations and perceptions of individuals and communities and particularly those that are most vulnerable. Our neighbourhood staff will play an important role. To ensure individual victim and witness needs are assessed and service delivery is agreed. Officers dealing with cases will lead here.

Informing: To communicate to communities via our neighbourhood staff, web site, newspaper and media our general policing service and specific operations. Investigating officers will keep victims and witnesses and service callers updated with developments in specific cases.

Protecting and keeping Safe: To focus the enforcement and prevention actions detailed in other priority areas on local peoples and community needs and expectations.

Continuous Improvement:

In 2010/11 we will continue to emphasise the delivery of services to meet people's needs and expectations and to reinforce the Policing Pledge.

We will implement the findings of local and national research and conduct further research to further understand the drivers of trust and confidence.

We will continue to improve our approach to informing people to keeping victims and witnesses informed of case progress.

We will implement a quarterly community safety survey to give us more timely and accurate information allowing us to be more responsive to community needs and expectations.

We will work to improve our staff confidence and their understanding of the community in order to engage effectively.

4. CONTINUOUS IMPROVEMENT 2010-2013

- 4.1 The continued need to respond to changing threats and demands along with challenging Government efficiency targets expected within the life of this plan are continuous drivers for improvement.
- 4.2 Improving capability is about effectiveness and as change is made there is an opportunity to make efficiency savings at the same time. Improving efficiency is about making savings to be re-cycled into capability improvements.
- 4.3 The ability to make year on year efficiency has to be considered in terms of existing efficiency. With regard to the Government efficiency targets, Dorset Police already have an excellent record as shown in more detail at part 2 section 2 ('Value for Money - Efficiency and Productivity').
- 4.4 The Force and the Police Authority work hard to maximise efficiency and effectiveness and ensure that resources are allocated to areas of priority. The Dorset 2010 Programme was designed to close capability gaps primarily within the protective services. Further work will be taken forward as part of the Continuous Improvement Programme.
- 4.5. The Efficiency and Productivity Plan 2008/11 can be found in part 2 of this plan. This demonstrates projected gains of £8.3m. However, despite the achievements to date, a balance of gains amounting to £2.9m will need to be found if the Government target is to be achieved.
- 4.6 To ensure that improvement activity in relation to efficiency and effectiveness is targeted and does not impact on service standards, the process of threat assessment leading to priority setting is extended to set tactics and identify gaps. This is referred to as the Capability Assessment.
- 4.7 The Capability Assessment has incorporated recommendations for improvement arising from our own Dorset 2010 and an extended 2015 review as well as improvement recommendations that have been made following a programme of external audit and inspection. Relevant actions have been added into the six strands of Continuous improvement Programme as described in section 4.8. A summary of Audit and Inspection activity can be found in appendix 6.

4.8 Continuous Improvement Programme

- 4.8.1 The Continuous Improvement Programme has been revised following an extended Strategic Assessment (2015 review) that establishes capability requirements and efficiency opportunities within a significantly reduced funding environment. A set of principles has been established that define the attributes of an organisation that must be both capable and operate with fewer resources. The Force must be:

Focussed, Responsive, Contingent, Simple, Standardised, Integrated and Adaptable.

These principles have been translated into organisational elements and are referred to in the scope of the programme.

The programme will identify options and make recommendations that provide the best opportunity to Make Dorset Safer and Make Dorset Feel Safer and meet the community expectation of being listened to, understood, informed, protected and safe. The generic scope of the programme is for 6 work streams:

- To develop a preferred option for implementation to operate by 1st April 2011
- To operate within the reduced budget anticipated for 2011/12
- To define how the preferred option would transform to operate with less funding in 2014 and beyond.

Detailed Programme Initiation Documents have been written for each of the six work strands and the aims of each are as follows:

Patrol and Response Policing

To complete a review of Patrol and Response Policing in Dorset to make it an effective and efficient service, in order to:

- Meet current demands and future needs.
- Ensure any response / patrol service is cost efficient and makes the best use of available resources
- Ensure that response / patrol officers are well supported with clear lines of supervision and clarity around their function.

Safer Neighbourhoods (and Partnership Working)

To recommend an effective, efficient and economic capability for delivering a service adhering to the NPIA definition of Neighbourhood Policing to ensure:

- The consistent presence of dedicated neighbourhood teams capable of working with the community to establish and maintain control - to be visible, accessible, skilled, knowledgeable and familiar to the community;
- Intelligence-led identification of community concerns - prompt, effective, targeted action against those concerns
- Joint action and problem-solving with the community and other local partners - to improve the local environment and quality of life within the community.

Crime and Criminal Justice

To recommend an effective, efficient and economic volume crime investigation system specifically:

- To improve the overall standards of volume crime investigations across the Force;
- To increase the number of persons charged with a criminal offence that is subsequently brought to justice;
- To improve the quality of service being provided to victims and witnesses thereby improving public confidence in the fairness and effectiveness of the Criminal Justice System.
- To increase the efficiency and effectiveness of Criminal Justice in Dorset

Protective Services Crime

To recommend an effective, efficient and economic capability that meets the actual and potential threat that complies with the ACPO Minimum Standard for Protective Services in the following areas:

- Major Crime
- Serious Organised Crime
- Public Protection
- Counter Terrorism
- Domestic Extremism

Information Management

To recommend an effective, efficient and economic information management system that drives and supports the governance and delivery of operational policing.

Support Services

To recommend effective, efficient and economic services that support operational delivery and meet the staff expectation to be Professional, Motivated, Supported, Respected and Valued.

4.8.2 The Continuous Improvement Programme incorporates other ongoing continuous improvement activity and defines an overall programme of work.

A significant element of achieving improved effectiveness and efficiency is work force development and this will seek to ensure the right staff with the right powers and skills are in the right place. This will apply to all areas of development. The workforce plan is now included within part 2 of this Plan.

In addition to the 6 strands detailed above a number of overarching or cross-cutting issues for continuous improvement have also been identified, these are as follows:

- To plan for and police the precursor and the Olympic sailing events.
- To develop further collaboration with other forces and agencies to improve operational and organisational efficiency and effectiveness.
- To continue to develop and embed a people focus in order to secure trust and confidence in policing in Dorset.
- To further develop our workforce and technology and make even better use of resources, achieving substantial additional improvements in effectiveness, efficiency and value for money.

To plan for and police the precursor and the Olympic sailing events

4.8.3 The HQ Operational Contingency and Planning Division (OCPD) is responsible for the security planning for the 2012 Olympic Sailing Events. This is a national operation and the high level threat that this brings to London is repeated for Weymouth and Portland and the surrounding area.

To develop further collaboration with other forces and agencies to improve operational and organisational efficiency and effectiveness

4.8.4 In July 2007 the Home Office approved a bid from the South West Region's five police Authorities and Forces to become a demonstrator site for collaborative provision in a variety of protective and other services.

4.8.5 The programme aims to deliver additional policing capacity across the South West through a combination of improved resource utilisation in the arena of protective services and additional investment, created by making efficiency savings in other areas of policing business. A statement on collaboration has been issued by the five forces involved and is included in section 5.

To continue to develop and embed a people focus in order to secure trust and confidence in policing in Dorset.

4.8.6 In 2008 HMIC inspected the Force arrangements for Neighbourhood Policing and Developing a Citizen Focused Service. The Force was judged to have met the standards for Neighbourhood Policing and to be one of only three forces in England and Wales to exceed the standard for Citizen Focussed policing. To maintain the momentum, the Force conducted academic research with the Universities of Liverpool and Birmingham to further understand the determinants of Trust and Confidence. The findings have led to a new framework for development across six defined areas; Diversity, Community Perceptions, Community Focus, Professionalism, Values and Staff Self-Confidence. Implementation of the framework will improve delivery of the community expectation to be Listened to, Understood, Informed, Protected and Safe. In 2010-11 the Force is embarking on further academic work with Liverpool University which it is hoped will further inform the drivers of trust and confidence and the refinement of the quarterly Community Safety Survey.

To further develop our workforce and technology and make even better use of resources, achieving substantial additional improvements in efficiency and productivity.

4.8.7 The fifth of the Home Secretary's Strategic Policing Priorities directs forces to ensure that value for money is central to the strategic vision for improving policing and that best use is made of resources in line with the policing White Paper and Efficiency and Productivity Strategy for the Police Service. Further details of the efficiency plan, including value for money statements can be found in Part 2 of this plan.

5. SOUTH WEST COLLABORATION

Section 4.8 refers to the Continuous Improvement Programme and a number of overarching issues; one of these is the development of further collaboration with other forces and agencies to improve operational and organisational effectiveness.

The South West region's collaboration programme aims to deliver additional policing capacity across the South West and a **statement identifying its aims and objectives has been agreed by the five forces** and is replicated here.

DRAFT REGIONAL POLICING PLAN CHAPTER - **SOUTH WEST REGIONAL COLLABORATION** (Awaiting final editorial changes)

Dorset, as part of the South West policing region, shares a common vision with its other four regional policing partners, namely "Making the South West safer and increasing public confidence in policing." Our shared vision is supported by a shared mission which commits us to collaborating closely, both operationally and as organisations, so that individually and collectively our Forces are more effective and efficient, making the South West safer and the public more confident.

We have a long history of working successfully together as a region, with both spontaneous and planned operations the norm, and joint procurement commonplace. We also have a number of long established joint ventures, including joint air operations between Avon and Somerset and Gloucestershire and region-wide operations such as the Regional Intelligence and Counter-Terrorism Intelligence Units.

Keen to build upon this platform, the region's five Authorities have established a formal regional policing collaboration programme and last year delivered a number of successful initiatives including cash savings on vehicles, telecommunications and recruitment advertising, and operational improvements in areas such as counter- terrorism, covert policing, firearms, automatic number plate recognition (ANPR) and kidnap and extortion. We have also put in place new governance and programme management arrangements to help us manage our expanding portfolio of joint initiatives.

As we move into 2010/11 and beyond, we will be expanding the programme in a drive to simplify, standardise and harmonise the way we undertake a whole range of policing and support functions, in order to improve both our joint effectiveness and the value for money we are able to provide to our public.

The programme is continuously evolving as we identify new opportunities and respond to the growing challenges of reducing public finances. However, over the next 12 months, and subject to the continuation of a number of current government funding streams, we will be focusing upon the following:

1. We will be creating a Serious and Organised Crime Taskforce to extend our reach against this type of crime. Not only will this enable us to make better use of our scarce resources but it will also improve our collective intelligence and enforcement activity.

2. We will be creating a Regional Asset Recovery Team, whose sole purpose will be to identify and pursue the criminal assets of some of our more serious and organised criminals. Some of these will have built up significant wealth from their criminal activities and we will be looking to make them pay where it hurts them most.

3. We will be looking to create shared services across a range of specialist policing support services, such as witness protection and technical support. This will give us more resilience, as well as making our resources go further.
4. We will be putting in place the foundations for a joint firearms training service and by 2012 replacing three of the region's currently poorer standard facilities with one shared facility that will be both 'fit for purpose well into the future' and represent excellent value for money. The region will then have three facilities and a training operation that is wholly aligned, allowing the five forces to respond seamlessly to any scale of firearms-related incident that should occur.
5. We will be creating a shared service for procurement, as well as creating shared programmes for learning and development. Through harmonisation of specifications and working practices, we aim to be able to release several millions of pounds over the next five or more years, as well as opening up further opportunities for convergence in the future.
6. We will be exploring the potential for common back-office provision across as much of the region as possible.
7. We will be embarking upon a structured and pragmatic programme of ICT convergence, replacing systems and applications over time, so that we can share information more effectively, as well as reducing duplication and ongoing support costs. Our programme of ICT convergence will also be aligned to the national Information Systems Improvement Strategy for the Police Service (ISIS), which aims to achieve convergence of police IT nationally by 2015.
8. We will be rolling out a common mobile information solution across a large part of the region, enabling the harmonisation of working practices on the frontline, ahead of converging back-end ICT systems when they reach their natural cycle for replacement, or as part of our programme of ICT convergence.
9. We will be streamlining the way we provide a number of services to the public including firearms licensing, driver awareness training, collision investigation reports and subject access requests, thereby giving customers access to a much faster and efficient service than we can currently
10. We will be implementing a common Identity Access Management solution, giving us the opportunity to create virtual teams across the region, either permanently or an ad hoc basis to deal with peaks in demand or extraordinary events.
11. We will have adopted a common set of uniform and equipment by 2012, with the first wave of common specifications coming on stream in 2010.

All of these initiatives have the potential to bring huge value to the people of Dorset and we are proud to be part of what we see as one of the most cohesive and highest performing policing regions in the country.

PART 2: RESOURCES, GOVERNANCE AND ACCESS

1. FINANCIAL CONTEXT <to be completed post 12th Feb>

1.1 Introduction – the financial context

The national context

- 1.1.1 Over the last year it has become increasingly apparent that there is a significant discrepancy between the level of income available to the Government and the current level of public expenditure. The result of this discrepancy is a significant national budgetary deficit which will need to be addressed, at least in part, through future grant allocations to the various Government departments. The full impact of this on policing is unlikely to be known until the announcement of the next Comprehensive Spending Review, anticipated later in 2010. This clearly causes an uncertain financial outlook.

- 1.1.2 Police authorities currently receive around 60% of their funding from Central Government and 40% from the Council Tax, although this varies from Force to Force. It is relevant to note that the proportion of local contribution has increased from only 25% 10 years ago. The funding from Central Government is allocated on the basis of a formula intended to take the likely policing requirements in each Force area into account. The Government issues a Comprehensive Spending Review outlining its plans for expenditure over the following three years. The Government also provides specific grants to encourage development in certain service areas. For example, these currently include extra funding to employ Police Community Support Officers.
- 1.1.3 The Government also uses a ‘capping’ process to prevent councils and police authorities increasing the Council Tax above a certain level (x% in 2010/11). If an authority raises Council Tax over that limit the Government may insist on the increase being reduced below the ‘cap’, necessitating expensive rebilling and other penalties. In effect, the Government entirely controls how much an Authority can spend by determining both grant and council tax increases. This process adds to the future financial uncertainty for police authorities.

The local context

- 1.1.4 Dorset Police Authority has, for a period of over seven years, been the second worst funded police force in the country in terms of Government grant per head of population. Indeed, if the Authority received the national average it would amount to an additional £23m per annum.
- 1.1.5 However, we strive to compensate for this by being a low spending force; the fourth lowest spending force per head of population (out of 43) in England and Wales. Dorset Police prides itself on its cost efficiency, low overheads, financial stability and rigorous examination of each year’s budget requirement. At the same time, it has invested well and has a largely fit for purpose set of buildings, with a recently completed police station in Poole and new custody facilities due for completion during 2010. It has low levels of debt a currently holds almost 3% reserves.
- 1.1.6 This efficiency, however, cannot entirely make up for the low level of central funding and, in order to maintain service levels, the 2010/11 Council Tax is around x% above the average for the country.
- 1.1.7 Dorset Police is currently planning to mitigate the effect of potentially lower future funding settlements by examining opportunities for even further efficiencies. However, the scope to achieve such efficiencies becomes increasingly challenging without impacting on service delivery.
- 1.1.8 The financial context for Dorset Police is therefore a low funded, low spending, high performing force. It is currently financially stable and has appropriate assets and reserves. The financial outlook, however, is uncertain and further efficiencies are continually sought.. Community support through the Council Tax has helped enable the high performance of the force over recent years.

1.2 Annual Plan – 2010/11 Budget

- 1.2.1 Dorset Police Authority’s budget for 2010/11 is £x, implying a council tax of £x, an increase of x%. **<to be completed post budget decision on 12th February>**
- 1.2.2 The majority of expenditure is on police officers and police staff. How much we plan to spend on each activity they undertake compared with planned expenditure in 2009/10 is shown below.

<to be completed post 12th February> Table in Police Objective Analysis format (previously ABC)

This reflects ...

The below table presents the same information categorised by priority area.

	2009/10 £000's	2010/11 £000's	% Change
Making Dorset Safer			
Reduce serious violent crime	11,224		
Reduce the crimes most affecting local communities	31,265		
Protect vulnerable people and communities	1,812		
Tackle serious and organised criminals	2,001		
Counter terrorism and domestic extremism	3,491		
Reduce road casualties	4,116		
Bring offenders to justice	8,553		
Subtotal Making Dorset Safer	62,462		
Making Dorset Feel Safer			
Secure the trust and confidence of people in Dorset in their police force and the wider criminal justice system	9,334		
Being prepared for major incidents and events	637		
Subtotal Making Dorset Feel Safer	9,971		
Overarching - Intelligence	4,836		
Non priority crimes	5,860		
Command and Support	32,804		
Total Budget	115,933		

Capital Expenditure 2010/11

- 1.2.3 The capital programme covers long-term investment in buildings, equipment and vehicles. Details of the programme and its sources of funding are as follows:

CAPITAL PROGRAMME 2010/11	
Major Schemes	
Building Works	
Vehicle Replacement Programme	
Information Systems	
Specialist operational equipment	
Total Capital Programme	
CAPITAL FUNDING 2009/10	
Home Office Capital Grant	
Borrowing	
Total Capital Funding	

It should be noted that the major capital scheme in respect of Bournemouth custody facilities has been excluded from the above figures. Funding for this scheme has been put aside in previous years.

1.3 Medium Term Plan – Financial Forecast 2013

<to be completed post 12th February>

1.4 Financial Strategy

1.4.1 The Authority is financially reliant upon special grants, as has already been outlined, and the level of increase in the main Police Grant. A formula is used to determine the base Police Grant that will be available to forces, but this is then adjusted, where necessary, to ensure each force gets at least a minimum (“floor”) increase. The formula calculation for Dorset Police takes no account of the significant night- time economy in Bournemouth, and as such produces a grant figure below the floor. The Authority is therefore reliant on ministerial discretion to provide an adequate floor increase in Police Grant.

1.4.2 Police authorities by their very nature have to deal with financial volatility because they have to respond to major emergencies and special operations. However, financial volatility can lead to destabilisation and a negative operational impact. Dorset Police Authority has a formal financial strategy which details the ways Dorset Police minimise financial volatility and ensure that the financial base can support operational policing as robustly as possible.

1.4.3 The financial strategy agreed in 2009 was:

To provide a stable and sustainable financial base for the delivery of the Dorset Policing Plan, aiming to make Dorset safer and feel safer.

1.4.4 The Authority plans to achieve this by ensuring that:

- The budget requirement is a true reflection of operational requirement
- Resources are directed in line with policing objectives
- The financial process is subject to constant quality assurance
- Maximum efficiency is sought
- Ongoing financial effects of short term decisions are evaluated and the Authority fully informed
- Non-Council Tax funding is maximised
- Dorset Police Authority maximises the opportunities presented by the Prudential Code of Capital Accounting
- Risks and opportunities are addressed
- Dorset Police sets to achieve an annual target for general reserve levels
- Financial information is meaningfully available to the Authority, the Force and the public

1.4.5 The strategy is revisited and updated annually.

2. VALUE FOR MONEY STATEMENT

2.1 It is clear that Dorset Police has to continue to make best use of resources and maximise efficiency and productivity in order to meet its policing plan objectives. This section of the Policing Plan sets out Dorset Police’s overall approach to efficiency and productivity, but resource reallocation is integral to our operational planning.

2.2 As described in part 1, Dorset Police already has an excellent record in relation to efficiency.

- We are the fourth lowest spending force (out of 43) per head of population in England and Wales
- We have achieved in excess of £30m in efficiency gains since 1999

- Independent examinations of Headquarters' non front line departments, such as finance and IT, show that our costs are exceptionally low
- Within the 2010/11 budget we have reallocated over £xm of resources and created a net cash saving of £xm. All contracts are renegotiated on expiration to ensure continued efficiency

2.3 We will continue to seek to maximise efficiency, and ensure resources are reallocated to priority areas when needed. <to be added>

2.4 We also know that we will have to continue to make significant cash reductions in order to meet future budget settlement figures. <to be added> we will continue to drive savings through procurement, shared services and innovation.

2.5 Benchmarking is one means of assessing efficiency and the below table sets out the Force position relative to support a range of support service areas:

<table to be updated where new data available>

	Dorset Police (000's)	Comparator
Premises related expenses per full-time equivalent compared with average of most similar forces (1)	£1,389	£1,919
Transport related expenses per full-time equivalent compared with average of most similar forces (1)	£791	£1,073
Cost of Finance function per £m budget compared with national average (2)	£6,064	£7,678
Cost of supporting and maintaining each force computer terminal compared with national average (3)	£114	£210

(1) HMIC Finance and Resource analysis 2008/09

(2) CIPFA national Finance benchmarking 2007/08

(3) ACPO national benchmarking 2006

2.6 Dorset Police is committed to at least maintaining our service levels and will actively be seeking efficiencies to ensure we can do so. We will continue to develop our plan, taking full account of evolving opportunities around workforce modernisation, service wide good practice, reduced bureaucracy, and increasing collaboration with other bodies.

<Insert latest efficiency plan table>

2.7 We will of course continue to use the budget and planning process to maximise efficiency and reduce costs. The three year funding figures provided by the government allow us to broadly quantify the cash reductions we need to make to stay within overall budget. These reductions are included in the draft efficiency plan on the assumption that they can be made without reducing service standards; that assumption will be tested through the budget and policing plan annual process.

Efficiency and Productivity Plan 2008-2011

- 2.8 The detailed efficiencies that are included in the above table as ‘gains achieved to date’ have been agreed by the Police Authority, both as part of the budget setting process and as part of their quarterly review of the Force Efficiency and Productivity Strategy.

<to be completed>

3. WORKFORCE PLAN

- 3.1 A comprehensive Workforce Plan has been developed to ensure the Force appropriately targets its resources to provide the right people with the right skills at the right time to meet the Force’s operational and organisational objectives. The Workforce Plan reflects the current organisational context and likely future challenges that will affect our workforce profile, balancing locally defined policing needs against national and regional developments.
- 3.2 The information contained within the plan feeds the Force’s overall Human Resources activity and specifically links into key planning documents such as the Force’s Recruitment Plan and Training Business Plan. This ensures that recruitment, resource allocation and development are organised and programmed to match supply with anticipated demand, providing the essential staff mix and resilience to support the delivery of the Three Year Strategic Plan and Annual Policing Plan.
- 3.3 Comprehensive monitoring of the Workforce Plan and associated supporting plans is carried out on a quarterly basis and reported through to Chief Officers and the Dorset Police Authority as part of the governance mechanisms of the Force.
- 3.4 A copy of the Workforce Plan can be viewed on the following link [**<link to be inserted – available early March >**](#)

4. EQUALITY, DIVERSITY AND HUMAN RIGHTS

- 4.1 Dorset Police is committed to the traditional policing of the community by consent, ensuring it builds public confidence by delivering high standards of service with integrity, professionalism, fairness and respect. All staff members are required, without exception, to treat everyone fairly and sensitively regardless of age, disability, gender, race and religious belief or sexual orientation.
- 4.2 Our structure, strongly influenced by community policing, is designed to ensure we can provide a service that takes full account of the needs, views and contributions of all members of our different communities and our partners. Policing activities will be developed and implemented to promote the need placed upon us to promote equality and eliminate discrimination.
- 4.3 Dorset Police deals with a wide range of enquiries from the public every day and is committed to providing the highest quality of service throughout every aspect of our service delivery.
- 4.4 The Force therefore has a positive and proactive commitment to delivering a service that recognises the needs and expectation of each individual. Through having due regard to eliminating unlawful discrimination and harassment and promoting equality of opportunity between all men and women, we aim to continue to improve the outcomes for all people when they have contact with Dorset Police.
- 4.5 We are committed to working to increase trust and confidence in policing amongst the diverse communities we serve, including ethnic minority communities, and recognise that a greater focus on the needs of communities and individuals has the capacity to deliver real benefits in terms of more informed decision-making and better targeted services and policies.
- 4.6 The Force has supported the establishment of 5 Independent Advisory Groups whose primary role is to increase trust and confidence in policing amongst communities within Dorset. Working in partnership, independent advice forms part of a wider community consultation framework, ensuring

that communities are listened to and understood, and that the Force takes account of how actions may affect the broader community.

- 4.7 A number of staff support networks have been established to provide a support network to our diverse staff and also as a mechanism for the Force to seek advice from its staff on its policies and practices.
- 4.8 All Dorset Police policies are subject to an impact assessment to ensure that they will not have a negative or discriminatory impact on any individual due to age, disability, gender, race and religious belief or sexual orientation and to ensure that they are compliant with the Human Rights Act 1998.
- 4.9 The Police Authority has a key role in holding the Force to account for its own progress on equality and it operates rigorous arrangements to monitor the Force's performance. The Police and Justice Act 2006 also brings a requirement for oversight of the Force's compliance with the Human Rights Act 1998.
- 4.10 Both the Force and the Police Authority have combined equality schemes in place relating to Age, Disability, Gender, Race, Religion or Belief and Sexual Orientation equality and these are available on the Dorset Police and Dorset Police Authority websites.
- 4.11 Dorset Police has developed its equality objectives to reflect the ACPO Equality, Diversity and Human Rights Strategy for the Police Service in order to tackle inequality and discrimination for individuals and communities in Dorset. These are to:
 - Deliver services that are easy to access and respond to and meet the needs of all communities
 - Build a working environment that includes everyone and encourages staff to develop and make progress
 - Build equality into the organisations processes and its performance management mechanisms
- 4.12 In preparation for future policing plans delivery of the Equality Standard will enable us to consult with our local communities to identify and set equality objectives.

6. DORSET POLICE AUTHORITY



Police Authority Members July 2009 – from l to r: Janet Dover, Nick King, Dr Janice Gosby, David Crowhurst, Lindsay Wilson, Alan Jones, Kathy McNally, Michael Taylor CBE DL (Chairman), Emma Hall, Gary Hepburn, Basil Ratcliffe, Colin Weston (rear), Col Geoffrey Brierley OBE (front – Vice Chairman), Ann Stribley, Martin Goscomb (Chief Executive), Paul Kent (Treasurer), Nigel Reed (rear), Barrie Cooper (front), Faridun Jabbari

Statutory responsibilities of the Police Authority

5.1 The Police Authority's overall responsibility is to secure the maintenance of an efficient and effective police force and to hold the Chief Constable to account for the exercise of his functions and those of persons under his direction and control. Although the Force and Authority work in close proximity, the Authority's responsibilities are different from those of the Chief Constable who under the Police Act 1996 is responsible for the control and direction of the Force.

5.2 The Police Authority's statutory duties are set out in the Police Act 1996 and enhanced by the Crime and Disorder Act 1998, Local Government Act 1999, Police Reform Act 2002, Police and Justice Act 2006 and the Local Government and Public Involvement in Health Act 2007. These include:

- Ensuring that there are effective arrangements for consulting local communities about policing and for reflecting those views in local policing priorities and targets.
- Producing a policing plan before the beginning of each financial year setting out the policing priorities and targets for the local police force and the plans for delivery during the following three years.
- Publishing a local policing summary that sets out the police authority's priorities for the coming year, and gives details of how the police force has met the priorities set for the previous year.
- Oversight and scrutiny of performance against key and local performance targets and providing performance information to local communities.
- Monitoring the Force's continuous improvement activity.
- Considering the Force's Financial and Resourcing Plan, setting a budget and setting the council tax.
- Monitoring the budget.
- Monitoring the handling of complaints against the Police and ensuring complaints procedures are carried out properly.
- Administering an Independent Custody Visiting Scheme.
- Appointing the Chief Constable and other chief officers.
- Holding the Chief Constable to account for the exercise of his function and those of persons under his direction and control.
- Monitoring the performance of the Police Force in
 - (a) complying with the Human Rights Act 1998; and
 - (b) carrying out the local policing plan.
- Ensuring that arrangements are made for the Force to collaborate with other police forces where such collaboration would be in the interests of the efficiency and effectiveness of the force or policing generally.
- Promoting diversity within their force and within the authority.
- Membership of the Crime and Disorder Reduction Partnerships

5.3 The Police Authority meets four times a year, usually in June, September, December and February. In addition to the full Police Authority there are a number of specialist Committees which support the work of the Authority having responsibility for specific areas such as Audit, Human Resources, Professional Standards and Diversity and Community Engagement. These committees also meet on a quarterly basis. Members of the public are welcome at Police Authority and Committee meetings.

5.4 Contact Details:

Further details can be obtained from the Chief Executive to the Police Authority and are available on the Police Authority's website www.dpa.police.uk

Chief Executive, Dorset Police Authority, Force Headquarters, Winfrith Dorset DT2 8DZ
Tel: 01305 223966 or 01202223966 Fax: 01305/01202 223967

6. ACCESS TO SERVICES

- 6.1** The Dorset Police Pledge sets out the aim to make it easier to get in touch and most people wish to do so by telephone. In emergencies, 999 should be dialled and we will attempt to answer your call within ten seconds. For all other non emergency calls please dial 01202 / 01305 222222 when you will be put through to our call handling centre which is open day and night. We currently take some 55,000 non emergency calls every month therefore at times our lines do get very congested so if your call is not an emergency you may be kept waiting on the line. Please be patient we will deal with your call as quickly as we are able and calls are prioritised so those callers needing a quick response will be placed higher in the queue.

Our Safer Neighbourhood Teams are available through the 222222 number or via the direct dial mobile telephone numbers that are available via the relevant Safer Neighbourhood page on the Force website (www.dorset.police.uk).

Our Safer Neighbourhood Teams will also set meetings in your area where you can discuss local problems and priorities and gain updates on progress and the results of investigation. Information about local meetings will be published on the website and on local notice boards. The teams are there to deal with the everyday issues that affect the quality of life in your area. If you call in this category direct contact with your Safer Neighbourhood team is the best way to address your concern but you may have to be prepared to wait as they will not be on duty all the time. Our emergency response officers will of course be available 24 hours of the day to deal with emergency calls.

Our Stations are open to cover times when most people seek a service; however, we cannot keep them open all hours when experience has shown that few people will visit. To do so is not best use of our staff. Of course stations remain open for Safer Neighbourhood staff and patrol officers to work from.

Opportunities to increase accessibility to our services are also pursued through partnership ventures such as community information centres and access kiosks within other community establishments including schools, supermarkets and post offices.

Contacting us by telephone

- 6.2** If you believe life is in danger or a crime is in progress dial 999 and your call will be directed to our control room.
- 6.3** If your call is **not urgent and it is necessary** to call the police then please dial 01202 222222 or 01305 222222 when you will be connected to our call handling centre or, at times of high demand, to an available station desk officer who will deal with your call. If you need a local response they will ensure your call is recorded and passed to a local officer working in your area to deal with your call.
- 6.4** The Dorset Police Enquiry Centre receives calls that are important but not emergencies and, where appropriate, staff aim to resolve reports and enquiries on a 'one stop' basis. Staff members are trained to deal with the majority of calls to completion whether this is to report a crime, speak to a particular member of staff or to make a general enquiry. Of course, any report of a crime requiring further investigation will be forwarded to our control room or an appropriate officer.
- 6.5** You may contact any officer or member of staff via their direct dial number and Safer Neighbourhood Teams may be contacted in this way when members of the team are on duty.

Visiting our Police Stations

- 6.6** Please visit the force website to find out when our stations are open. www.dorset.police.uk.

7. GLOSSARY

Abbreviations

ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
AONB	Areas of Outstanding Beauty
APACS	Analysis of Police and Community Safety
A-SB	Anti-Social Behaviour
BCS	British Crime Survey
BCU	Basic Command Unit
CAA	Comprehensive Area Assessment
CDRP	Crime and Disorder Reduction Partnerships
CID	Crime Investigation Department
CIPFA	Chartered Institute of Public Finance and Accountancy
CJS	Criminal Justice System
CSR	Comprehensive Spending Review
DCC	Deputy Chief Constable
DFRS	Dorset Fire and Rescue Service
DRSSP	Dorset Road Safety Strategic Partnership
GDP	Gross Domestic Product
HMG	Her Majesty's Government
HMIC	Her Majesty's Inspectorate of Constabulary
HMO	House of Multiple Occupation
HO	Home Office
LAA	Local Area Agreement
LCJB	Local Criminal Justice Board
LPP	Local Policing Plan
LRF	Local Resilience Forum
LSP	Local Strategic Partnerships
MAA	Multi-Area Agreements
MAPPA	Multi-Agency Public Protection Arrangements
NCSP	National Community Safety Plan
NPIA	National Police Improvement Agency
NIM	National Intelligence Model
OCG	Organised Crime Group
OCPD	Operational and Contingency Planning Division
PACT	Police and Community Teams
PCSO	Police Community Support Officer
PEC	Police Enquiry Centre
PFI	Private Finance Initiative
POCA	Proceeds of Crime Act
PPSG	Police Performance Steering Group
PPU	Public Protection Unit
PSA	Public Service Agreement
RSL	Registered Social Landlord
RSO	Registered Sex Offenders
SB	Special Branch
SCS	Sustainable Community Strategy
SGC	Specific Grading Criteria
SNT	Safer Neighbourhood Team
SOA	Super Output Area
SOC	Serious and Organised Crime
SOCA	Serious and Organised Crime Agency
SPP	Strategic Policing Priority
SSI	Site of Special Scientific Interest
UKBA	United Kingdom Borders Agency

Words/Phrases

BCU	Basic Command Unit, a unit which delivers the majority of day-to-day policing services within a specific geographic area
Call Handling	Receiving and dealing with enquiries from the public primarily relating to Control Room, Enquiry Centre and Station Enquiry Office functions.
Control Strategy	Defines the priorities and targets
Intelligence-led	The gathering and use of intelligence (information) to target particular offenders of offences
Minimum Technical Requirement	Refers to standards for Police local confidence surveys and was introduced in 2009.
Multi-Agency Approach	The term given to a number of agencies working together to solve a problem
National Indicator Set	This is a set of performance indicators for local authorities and partnerships effective from April 2008. The indicator set is used by central Government to manage performance in local government.
Partnership	A joint venture carried out by the police and one or more other parties
Performance Indicator	Performance Indicators provide information and statistics that measure police performance
Strategic Assessments	Advice to managers identifying longer term issues as well as the scope of and projections for growth in criminality and other policing concerns
Single (Confidence) Target	This measures the agreement of respondents to the question which asks whether respondents agree or disagree with the statement that "The police and local council are dealing with the anti-social behaviour and crime issues that matter in this area ". It is the only top down target for Forces monitored by Government.
Target	The desired level of performance indicator

APPENDICES

Appendix 1 – The Context of Policing in Dorset - Facts and Figures

The Force serves areas covered by Dorset County Council and Bournemouth and Poole Unitary Authorities. The term 'Dorset' covers all these administrative areas.

Dorset Police currently serves a resident population of approximately 708,200 (mid-year estimates for 2007).¹³ Dorset is expected to experience a 2.2% growth in population between 2006 and 2012, with an anticipated increase of 12.4% between 2006 and 2031¹⁴. Nationally, the fastest growing section of the population has been for those aged 85 years and over, reaching 1.3 million in 2008¹⁵.

The area served by the Force is both urban and rural, with only 6.3% of the county being classified as 'urban'.¹⁶ Approximately half of Dorset's 1,024 square miles is designated as Areas of Outstanding Natural Beauty (AONB) and Sites of Special Scientific Interest (SSSI), and there is over 170 miles of coastline¹⁷.

People are attracted to Dorset to live, learn, work, relax or retire. Latest figures from South West Tourism indicate that around 14.4 million trips are made to the County by day visitors, with staying visitors contributing a further 3.7 million trips and 15.2 million nights spent in Dorset annually¹⁸. Bournemouth, Poole and Christchurch comprise the South East Dorset conurbation, which is a nationally and internationally recognised centre for education. In terms of the student population, Bournemouth University has around 17,875 students, with the Arts Institute attracting a further 3,845 students¹⁹. In addition, Bournemouth & Poole College has approximately 25,000 students, although this figure includes those attending one-day and evening classes²⁰. The borough of Bournemouth also has 27 accredited Foreign Language Schools, with a further 5 accredited language schools in the rest of Dorset; 2 each in Poole and Weymouth and 1 in Sherborne²¹, each of which will attract additional students to the area.

Since the 1991 census, the visible ethnic minority population for Dorset has increased significantly, and in 2001, those groups other than 'White British' accounted for 4.4% of the Dorset population and 7.5% in Bournemouth²². However, changes have taken place since the 2001 Census and experimental statistics recently released estimate that those groups other than 'White British' living within the Dorset sub-region now account for 7.7% of the population²³. As these figures are experimental, they should be treated with caution, but they do give some indication of the size of the visible ethnic minority population.

With 10.3 live births per 1,000 population, the birth rate for Dorset is below the national average of 12.3²⁴. However, it has a higher death rate than nationally; 11.6 deaths per 1,000 population compared to a national average of 9.3²⁵, which undoubtedly reflects the county's older age profile. Despite these birth and death rates, the population continues to increase as a result of migration into Dorset. Among Government office regions, the South West had the largest net gain in internal migrants with 26,000 people moving into the region than moving away from it between mid 2007 and mid 2008. Locally, between mid 2007 and mid 2008, Dorset had a net internal migration of over 5,000 people who moved into the area from elsewhere within the UK²⁶. There have also been significant inflows of non-UK nationals in recent years, with an additional 6,740 National Insurance registrations during 2007/08 in Dorset, although these account for less than 1% of the total population. Cumulatively however, taking registrations between 2002 and 2008, these non-UK nationals account for nearer 4% of the population. Of these, the most significant group in Dorset

¹³ Population Estimates Unit, ONS, Crown Copyright, available from DCC Website, www.dorsetforyou.com

¹⁴ ONS 2006-Based Sub-National Population Projections, Table 5, Crown Copyright 2008

¹⁵ ONS Statistical Bulletin, *Older People's Day*, 300909

¹⁶ Dorset Data Book 2008

¹⁷ DCC website, www.dorsetforyou.com/index.jsp?articleid=345749, accessed Jan 09

¹⁸ South West Tourism, *Tourism in the South West of England Position Update*, May 2009

¹⁹ Student data tables by institution 2007/08, available from www.hesa.ac.uk. Numbers include part-time students

²⁰ Bournemouth & Poole College, personal communication on 140109. Numbers include all students that have enrolled and are therefore NOT full person equivalents.

²¹ British Council: Learning, www.britishcouncil.org/accreditation-az-list.htm, Accessed October 2009

²² Key Statistics on Ethnicity, 2001 Census, ONS, available from DCC Website, www.dorsetforyou.com

²³ Table EE1: Estimated resident population by ethnic group and sex, mid-2007, (experimental statistics), ONS, Crown Copyright 2009

²⁴ 2007 Live births per 1,000 population, ONS Crown Copyright, Accessed from www.bournemouth.gov.uk

²⁵ 2007 Deaths per 1,000 population, ONS Crown Copyright, Accessed from www.bournemouth.gov.uk

²⁶ ONS, Population Trends 137, Autumn 2009

was Polish nationals. Whilst these figures only indicate in-flows, as there is no deregistration process, it does provide an indication of the level of international migrant workers into the Force area²⁷. Anecdotally, there has been some suggestion that a proportion of economic migrants have since left the UK as a result of the recession, but there is currently no data to support this.

Dorset has a high proportion of people over retirement age (25.9% compared to a national figure of 19.0%), with higher levels in Christchurch and East Dorset districts, where over 30% of the population are above retirement age²⁸. Latest data²⁹ shows life expectancy is increasing. In the South West, the average life expectancy at birth for males is 78.7 years, compared to 82.9 years for females, but there is a narrowing of the gender gap in life expectancy at birth. With life expectancy increasing, this will place further demands on public services, including policing³⁰. In particular, life expectancy in East Dorset is higher than the national average at birth for both males and females, with Christchurch also among the top 10 authorities for the highest female life expectancy. In fact, nationally, the number of people aged 65 and over is expected to exceed the number of under 16 year olds by 2021. The South West has the highest total migration (internal and international) of people aged 60 and over moving in to the region of all the English regions in 2008. This reflects the tendency for older people to retire to coastal locations³¹.

In terms of residential accommodation, there is a shortage of affordable housing in Dorset with pressure on the housing stock increased by the demand for rented holiday accommodation and second homes. The proportion of Dorset's dwelling stock that is classed as a second home is above the national average; 2.3% compared to 0.7% nationally. Proportions of second homes in Purbeck, West Dorset and Christchurch even exceed the Dorset average, accounting for 5.4%, 4.6% and 3.0% of the total dwelling stock respectively³².

The draft revised Regional Spatial Strategy report for the South West³³ currently commits Dorset to building a total of 66,200 new homes over the period 2006 to 2026³⁴. This is equivalent to a build rate of 3,310 new homes each year over this 20 year period. In the first 3 years of this period, since 1 April 2006³⁵, Dorset has already completed just over 15% (10,009) of these new homes³⁶. Dorset currently has around 337,900 residential properties in total³⁷, of which around 11.2% are classed as social housing; in local authority or registered social landlord (RSL) ownership rather than being privately owned. In North Dorset, West Dorset and Weymouth & Portland local authority areas, social housing accounts for more than the Dorset average, with over 13% of the total properties within these areas being local authority or RSL owned. Dorset also contains a large number of Houses in Multiple Occupation (HMO). Within the Dorset sub-region there are a total of 3,856 HMOs³⁸, amounting to around 1.1% of the total properties within Dorset. Bournemouth & Poole Division have 2,688 HMOs, with 1,168 within County Division. Within County Division, over 80% of the HMOs there are located within Weymouth & Portland local authority area (961 actual).

Dorset is perceived as a prosperous county; however, per capita the Gross Domestic Product (GDP) reflects the regional picture in that it is below the national average³⁹. Earnings in Dorset are also below the national average, although the difference is not as significant in Poole, where average earnings exceed the South West average of £19,545⁴⁰. Overall low earnings could be attributed to Dorset's tourist related activities, which are known for their lower rates of pay and seasonality. Despite recession-induced increases in unemployment locally, from 0.9%⁴¹ in August 2008, Dorset's unemployment rate remains below that of England & Wales – 2.1% in August 2009 compared to 4.2% nationally⁴². In terms of income

²⁷ NINO registrations 07/08, available from DCC website www.dorsetforyou.com/index.jsp?articleid=374753

²⁸ 2007 mid year population estimates, ONS, Crown Copyright, available from: <http://www.dorsetforyou.com>

²⁹ 2005-07 data period

³⁰ ONS, *Life expectancy at birth is longest in the South of England*, 30 Oct 2008, <http://www.statistics.gov.uk/pdfdir/leb1008.pdf>

³¹ ONS Statistical Bulletin, *Older People's Day*, 300909

³² ONS Crown Copyright, 2001 Census

³³ Report incorporates the Secretary of State's Proposed Changes July 2008

³⁴ Personal communication from DCC Principal Planning Officer, Feb 09

³⁵ Period covered is 1 April 2006 to 31 March 2009

³⁶ www.bournemouth.gov.uk/Residents/Research_Information/Themes/Housing_land_monitoring/

³⁷ As at 1 April 2008 from Housing Strategy Statistical Appendix 2007/08, Accessed from DCLG, September 2009

³⁸ As at 1 April 2008, Housing Strategy Statistical Appendix 2007/08, Accessed from DCLG, September 2009

³⁹ Regional Trends 37 and 38, Office for National Statistics

⁴⁰ Annual Survey of Hours and Earnings 2008, ONS

⁴¹ Number of claimants as a percentage of the working age resident population of an area

⁴² Residence-based claimant count, ONS, August 2009

deprivation, Dorset has 30 Lower Layer Super Output Areas (a geography with an average population of around 1,500) that fall within the 20% most deprived areas⁴³. Added to this, overall house prices in Dorset are significantly above the English average. With the exception of Purbeck, all local authorities within the Dorset sub-region are in the top 40 for areas with the highest house price to income ratio, with Christchurch being the highest at 7.48, significantly above the average of 4.80 for England⁴⁴.

The release of the Indices of Deprivation 2007 provides an update of the 2004 release on various indicators of deprivation. The data shows that there are significant pockets of multiple deprivation within the area that the Force serves. It is particularly prevalent within areas of Bournemouth, namely Boscombe and Wallisdown/West Howe with 9 out of the top 10 most deprived areas in Dorset falling within the Bournemouth local authority area. There are often higher levels of crime in areas characterised by deprivation and, as a result of this, some locations within the county have attracted European and Single Regeneration Budget funding to assist with their regeneration.

There are three major ports in Dorset, serving both central Southern England and the South West. Poole and Weymouth are both major seaports handling passenger and freight traffic to the Channel Islands and the Continent. Also, Bournemouth International Airport is currently undergoing a £45m redevelopment project that will vastly increase the area covered by the terminal. The new departures terminal is due to open in Spring 2010, enabling the handling of up to three million passengers a year in the future. Bournemouth International Airport currently serves over 1 million passengers each year.⁴⁵

Major port and town centre development is progressing in Poole. As part of the Twin Sails Bridge project, there will be a new lifting bridge, with construction due to start in February 2010 with completion of both the bridge and link road scheduled for before 2011⁴⁶. This scheme should create up to 5,000 jobs and allow the development of 26 hectares of Brownfield land for new homes, offices and leisure facilities. The former power station site in Hamworthy is also a key project, with 1200 metres of new public quay, 2,800 new homes and 6,400 new jobs proposed⁴⁷. The harbour channel has been dredged to encourage larger cruise and freight vessels to use the port. Bournemouth has also recently consulted on their Town Centre Area Action Plan which recognises the need to deliver regeneration in the Town Centre⁴⁸, and a number of regeneration projects are being prioritised in West Dorset – in Dorchester, Bridport and West Bay⁴⁹. Work is currently underway on the Weymouth Relief road, with completion anticipated by the end of 2009⁵⁰.

The conurbations of Bournemouth, Poole and Weymouth have been undergoing significant growth, particularly in leisure and entertainment facilities. In recent years, these areas have seen a considerable increase in the numbers of licensed premises and entertainment complexes, including high-capacity nightclubs⁵¹. Over the last year however, the night time economies of these areas, in particular Poole, have declined with a number of closures, which seems to be having a positive impact on the level of public place violence recorded.

Changes in technology are also leading to increased demand for access to our services as well as offering opportunities to improve policing. Between 1996/7 and 2007, the proportion of households owning a mobile phone nationally has increased by over four times from 16% to 78%⁵². At the same time, 61% of households nationally had an internet connection in 2007. In 2008, 71% of the UK population aged 16 and over had accessed the internet in the 3 months prior to interview. In particular, the use of social networking sites among young people is significant. Nationally, 49% of those aged 8-17 years old who use the internet had a page or profile on a social networking site in 2008 – with higher proportions for those aged 12 years and above. Of those with a profile, 59% used social networking sites to make new friends, which results in a large potential audience for those committing online offending. Increasingly, people also use the internet

⁴³ The English Indices of Deprivation 2007, CLG, December 2007

⁴⁴ Hometrack (2008) Can't supply, can't buy; cited in Bournemouth Borough Council: Bournemouth Economic Bulletin, Jan 09

⁴⁵ Bournemouth International Airport, <http://www.bournemouthairport.com/bohweb.nsf/Content/RedevelopmentProgramme>, Accessed 05/10/09

⁴⁶ Borough of Poole, *Key agreement signed on Twin Sails Bridge Project*, 4 Aug 09, www.boroughofpoole.com/

⁴⁷ www.boroughofpoole.com/

⁴⁸ www.bournemouth.gov.uk/

⁴⁹ www.dorsetforyou.com/

⁵⁰ www.dorsetforyou.com/

⁵¹ Force Licensing Offices

⁵² Social Trends 39, 2009, Office for National Statistics, www.statistics.gov.uk

to make purchases and conduct their banking and therefore increases in crime committed over the Internet can be expected, requiring investigation by highly trained and skilled staff.

The profile of Dorset will be raised nationally and internationally through the 2012 Games with the Sailing Events being held in Weymouth and Portland. It is estimated that Olympic Family members will account for around 3,000-5,000 people within the Weymouth & Portland area both in the run-up to and during the sailing event. However, there are widely divergent estimates of the number of visitors that the Olympic sailing events in Weymouth are expected to attract, with suggested figures ranging from 5,000 as seen at Athens, to an estimate of 30,000 cited in the Guardian.

The degree to which usual tourists will be displaced from the area by the Olympics is hard to assess, but there is the possibility that displacement will mean that visitor numbers will not be that much greater than normal for that time of year. There is local understanding that between 2,000 and 5,000 small boats may come each day to watch the events.

Recognising Dorset's diverse population and lifestyles; research is identifying far more categories of individuality and vulnerability than were originally recognised and this research is extending our understanding of the make up and structure of Dorset communities, thereby enabling better engagement and support of these communities and groups.

Appendix 2 – Dorset Police Performance 2007 – 2010

<To be compiled after the close of the 2009/10 policing year and before publication>

Overall Crime

Violent Crime

Gun and Life Threatening Crime

Domestic Violence

Dwelling Burglary

Vehicle Crime

Robbery

Anti-Social Behaviour and Public Disorder

Road Traffic Collisions

Call Management

Confidence and Satisfaction

Appendix 3 – Threat Assessment

Type of harm	Crime, disorder or incident type	Comparative impact on the individual	Comparative probability of occurrence	Control Strategy Priority – see Part 1 Section 3
Loss of life or serious physical harm	Assault with injury	high	moderate	Reduce serious violent crime
	Murder and manslaughter	high	low	Reduce serious violent crime
	Improvised explosion	high	low	Counter terrorism and domestic extremism
	Improvised contamination	high	low	Counter terrorism and domestic extremism
	Knife-related violent crime	high	low	Reduce serious violent crime
	Road Traffic Casualties	high	low	Reduce road casualties
	Gun-enabled crime	high	low	Reduce serious violent crime
	Illegal drugs trade – problematic market	high	low	Tackle serious and organised criminals
	Alcohol related violent crime	moderate	moderate	Reduce serious violent crime
	Non criminal explosion	moderate	low	Contingency
	Disease or illness pandemic	moderate	low	Contingency
	Severe weather conditions	moderate	low	Contingency
Other mass casualty or major incident	moderate	low	Contingency	
Physical and/or serious emotional harm	Domestic Violence Incidents	high	moderate	Reduce serious violent crime
	Rape or serious sexual assault	high	low	Reduce serious violent crime
	Sexual offences against children	high	low	Tackle serious and organised criminals
	Kidnap and extortion	high	low	Tackle serious and organised criminals
	Organised immigration crime	moderate	low	Tackle serious and organised criminals
	Illegal drugs trade-other	low	moderate	Deal effectively with the crime and asb most affecting local communities
Economic harm	Distraction burglary	high	low	Deal effectively with the crime and asb most affecting local communities
	Dwelling burglary (excl distraction)	moderate	moderate	Deal effectively with the crime and asb most affecting local communities
	Robbery-personal	moderate	low	Deal effectively with the crime and asb most affecting local communities
	Robbery-commercial	high	low	Deal effectively with the crime and asb most affecting local communities
	Other burglary	low	moderate	Deal effectively with the crime and asb most affecting local communities
	Theft of vehicle	low	moderate	Deal effectively with the crime and asb most affecting local communities
	Theft from vehicle	low	moderate	Deal effectively with the crime and asb most affecting local communities
	Fraud & Forgery	low	moderate	Tackle serious and organised criminals
	Theft	low	high	Deal effectively with the crime and asb most affecting local communities
Social harm or threat to community cohesion	Race and Hate Crime and incidents	high	low	Protect vulnerable people and communities
	Riot and serious disorder	moderate	low	Deal effectively with the crime and asb most affecting local communities
	ASB	low	high	Deal effectively with the crime and asb most affecting local communities
	Criminal Damage	low	high	Deal effectively with the crime and asb most affecting local communities
	Loss of communications infrastructure	low	low	Contingency
	Serious disruption to utilities	low	low	Contingency

Appendix 4 – Relationship between Local and National Priorities

<This version contains LCJB priorities for 09-10 – 2010-11 priorities will be available post 16th February>

Operational Priority	National Strategic Policing Priorities (2010/11)	Local Area Agreements (LAAs)			Local Criminal Justice Board Indicators & Priorities
		Safer Poole Partnership LAA	Bournemouth 2026 LAA	Dorset LAA	
Reduce serious violent crime	Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA24, putting the needs of victims, including young victims, at its heart.	Assault with injury crime rate, National Indicator 20	Assault with injury crime rate, National Indicator 20	Assault with injury crime rate, National Indicator 20	Indicator 1 Efficiency and Effectiveness - key priorities for 2009/10: <ul style="list-style-type: none">To improve the CJS response to incidents of serious sexual and violent natureTo target prolific offenders and reduce re-offendingTo tackle harm caused by drugs and alcoholTo reduce the bureaucracy in the CJS
			Alcohol harm related hospital admission rates, National Indicator 39	Repeat incidents of domestic violence, National Indicator 32	Indicator 3 Victim and Witness Satisfaction - key priorities for 2009/10: <ul style="list-style-type: none">To keep victims and witnesses informed and given high quality service and practical supportTo meet the needs of especially vulnerable victims and witnessesImprove the effective prosecution of domestic abuse cases and develop a fully integrated service for victims
					Serious violent crime rate, National Indicator 15
Deal effectively with the crime and anti-social behaviour most affecting local communities	Continue to increase public confidence so that by March 2012 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities.	Perceptions of anti-social behaviour, National Indicator 17	Perceptions of anti-social behaviour, National Indicator 17	Perceptions of anti-social behaviour, National Indicator 17	
	Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA24, putting the needs of victims, including young victims, at its heart.		Alcohol harm related hospital admission rates, National Indicator 39	Perceptions of drunk or rowdy behaviour as a problem, National Indicator 41	
Protect vulnerable people and communities	Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA24, putting the needs of victims, including young victims, at its heart.	Drug users in effective treatment, National Indicator 40	Drug users in effective treatment, National Indicator 40	Drug users in effective treatment, National Indicator 40	Indicator 2 Public Confidence - key priorities for 2009/10: <ul style="list-style-type: none">To explain to the public what is being done to make the CJS more effective and fairerTo explain to staff of CJS agencies what is being done to make the CJS more effective and fairer and ensure all agencies have a clear customer focusTo prosecute crimes motivated by hate more effectively
		Number of vulnerable people achieving independent living, National Indicator 141	Number of vulnerable people achieving independent living, National Indicator 141	Substance misuse by young people, National Indicator 115	Indicator 4 Race Disproportionality - key priorities for 2009/10: <ul style="list-style-type: none">To ensure everyone who comes into contact with the CJS is treated fairlyTo ensure CJS compliance with Race Relations Act 2000 legislationTo ensure the effective flow of ethnicity data between statutory agenciesTo understand local demographics
		Number of vulnerable people who are supported to maintain independent living, National Indicator 142	Number of vulnerable people who are supported to maintain independent living, National Indicator 142		Indicator 3 Victim and Witness Satisfaction - key priorities for 2009/10: <ul style="list-style-type: none">To keep victims and witnesses informed and given high quality service and practical supportTo meet the needs of especially vulnerable victims and witnessesImprove the effective prosecution of domestic abuse cases and develop a fully integrated service for victims
			Adults in contact with secondary mental health services in employment, National Indicator 150		
Tackle serious and organised criminals	Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.				Indicator 5 Asset Recovery - key priorities for 2009/10: <ul style="list-style-type: none">To deter and disrupt criminal networks within DorsetTo take the profit out of crimeTo visibly confiscate assets from inappropriate role models in communities to show that crime doesn't payTo reduce the harm to Dorset communities
Counter terrorism and domestic extremism	Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26.			Building resilience to violent extremism, National Indicator 35	
Reduce road casualties			People killed or seriously injured in road traffic accidents, National Indicator 47	People killed or seriously injured in road traffic accidents, National Indicator 47	

Operational Priority	National Strategic Policing Priorities (2010/11)	Local Area Agreements (LAAs)			Local Criminal Justice Board Indicators & Priorities
		Safer Poole Partnership LAA	Bournemouth 2026 LAA	Dorset LAA	
Bring offenders to justice	Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA24, putting the needs of victims, including young victims, at its heart.		Reoffending rate of prolific and priority offenders, National Indicator 30	First time entrants to the Youth Justice System aged 10-17yrs, National Indicator 111	Indicator 1 Efficiency and Effectiveness - key priorities for 2009/10: <ul style="list-style-type: none"> To improve the CJS response to incidents of serious sexual and violent nature To target prolific offenders and reduce re-offending To tackle harm caused by drugs and alcohol To reduce the bureaucracy in the CJS
					Indicator 6 Compliance and Enforcement - key priorities for 2009/10: <ul style="list-style-type: none"> To ensure that the public are protected through the rigorous enforcement of breaches of licence To ensure that enforcement processes and procedures are efficient To improve sentencer confidence in the use of non-custodial options To provision of an effective and efficient warrant enforcement service
Secure the trust and confidence of people in Dorset in their police force and its crime reduction and criminal justice partners	Continue to increase public confidence so that by March 2012 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities.	Percentage of people who feel they can influence local decisions, National Indicator 4	Percentage of people who believe people from different backgrounds get on well together in their local area, National Indicator 1	Percentage of people who feel they can influence local decisions, National Indicator 4	Indicator 2 Public Confidence - key priorities for 2009/10: <ul style="list-style-type: none"> To explain to the public what is being done to make the CJS more effective and fairer To explain to staff of CJS agencies what is being done to make the CJS more effective and fairer and ensure all agencies have a clear customer focus To prosecute crimes motivated by hate more effectively
	Ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority.	Perceptions that people in the area treat one another with respect and dignity, National Indicator 23		Understanding of local concerns about anti-social behaviour and crime by the local council and police, National Indicator 27	Indicator 4 Race Disproportionality - key priorities for 2009/10: <ul style="list-style-type: none"> To ensure everyone who comes into contact with the CJS is treated fairly To ensure CJS compliance with Race Relations Act 2000 legislation To ensure the effective flow of ethnicity data between statutory agencies To understand local demographics
				Perceptions that people in the area treat one another with respect and dignity, National Indicator 23	Indicator 3 Victim and Witness Satisfaction - key priorities for 2009/10: <ul style="list-style-type: none"> To keep victims and witnesses informed and given high quality service and practical support To meet the needs of especially vulnerable victims and witnesses Improve the effective prosecution of domestic abuse cases and develop a fully integrated service for victims

Appendix 5 – Performance Indicators and Targets 2010/11

<Based on 9 month projection – areas highlighted in green are new, those in orange are new and still subject to discussion re their inclusion>

Priority	Performance Targets & Indicators	2008/09	2009/10 (Projection)	Change		Latest MSG Position (*)	2010/11 Targets	Pledge
				Actual	%			
Reduce serious violent crime	Target							
	Number of most serious violent crimes	316	283	-33	-10.4%	3rd		
	Sanctioned detection rate for most serious violent crime	38.3%	44.3%		6.0%	4th		
	Performance Indicators:							
	'Assault with less serious injury' crimes	4,686	4,704	18	0.4%	4th		
	Sanctioned detection rate	36.1%	33.0%		-3.1%	3rd		
	Serious Sexual Offences	508	609	101	19.9%	4th		
	Sanctioned detection rate for serious sexual offences	22.2%	17.5%		-4.7%	5th		
	Life Threatening & Gun Crime	152	144	-8	-5.3%	1st		
	Knife Related offences (all violent crime involving a knife)	48	40	-8	-16.7%	1st		
	Domestic Violent Crime							
	Domestic MSV							
	Domestic MSV Detection Rate							
	Non-Domestic MSV							
	Non-Domestic MSV Detection Rate							
	Domestic Serious Sexual Offences							
	Domestic Serious Sexual Offences SD Rate							
	Alcohol Related Offences							
Percentage of 'most serious violent crime' alcohol related	34.2%	38.7%		4.5%				
Percentage of 'assault with less serious' alcohol related	43.0%	39.4%		-3.6%				
Reduce the crimes and anti- social behaviour most affecting local communities	Target							
	Number of serious acquisitive crimes	6,804	6,680	-124	-1.8%	1st		
	Sanctioned detection rate for serious acquisitive crime	9.7%	10.9%		1.2%	3rd		
	Performance Indicators:							
	Domestic burglary	1,822	1,855	33	1.8%	1st		
	Sanctioned detection rate							
	Robbery	262	213	-49	-18.7%	1st		
	Sanctioned detection rate							
	Vehicle Crime	4,720	4,612	-108	-2.3%	3rd		
	Sanctioned detection rate							
	Theft of Vehicle							
	Sanctioned detection rate							
	Theft from Vehicle							
	Sanctioned detection rate							
	Non Dwelling burglary	3,662	3,619	-43	-1.2%	3rd		
	Sanctioned detection rate							
	Overall Crime	50,648	49,933	-715	-1.4%	3rd		
	Sanctioned detection rate							
	Crimes restorative justice disposal	188	216	28	14.9%			
	Harassment (Recorded Crimes)							
	ASB Incidents	48,211	51,323	3112	6.5%			
	ASB Incidents by Type							
	Vehicle Abandoned/Nuisance							
Rowdy/Nuisance Neighbours								
Rowdy/Nuisance Other								
Rowdy/Nuisance Rowdy & Inconsiderate								
Malicious Communications								
Noise - Alarms/Pubs/Clubs/Vehicles								
Animal Related Problems								
Other ASB Incidents								
BCS - Percentage of people with high level of perceived anti-social behaviour	10.5%	10.0%		-0.5%	2nd		✓	
BCS - Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	18.2%	18.2%		0.0%	1st		✓	
BCS - Percentage of people who perceive drug use or drug dealing to be a problem in their local area	19.5%	17.9%		-1.6%	3rd		✓	

Appendix 5 – Performance Indicators and Targets 2010/11 – continued

Priority	Performance Targets & Indicators	2008/09	2009/10 (Projection)	Change		Latest MSG Position (*)	2010/11 Targets	Pledge
				Actual	%			
Protect vulnerable people and communities	Performance Indicators:							
	Number of Missing Persons reports	1044	1160	116	11.1%			
	Domestic violence Incidents	7117	6668	-449	-6.3%			
	Domestic violence Incidents percentage of repeat victims	47.7%	45.6%		-2.1%			
	Hate Crime & Incidents	681	630	-51	-7.5%			
	Hate Crime							
	Hate Crime SD rate	37.7%	39.6%		1.9%	4th		
	Hate Crime Repeat Victims							
	Hate Incidents							
Serious Sexual offences percentage of repeat victims	6.7%	5.7%		-1.0%				
Tackle serious and organised criminals	Performance Indicators:							
	Progress update to be provided on quarterly basis							
	Number of Confiscation Orders	60	54	-6	-10.0%			
	Value of Confiscation Orders Enforced	£ 420,043	£ 636,025	£ 215,982	51.4%			
	Number of Cash forfeitures	36	22	-14	-38.9%			
	Value of Cash forfeitures	£ 100,054	£ 130,020	£ 29,966	29.9%			
	Number of Restraint Orders	21	6	-15	-71.4%			
Number of SOC Operations (Complete in current year)								
Counter terrorism and domestic extremism	Performance indicators are monitored by the Home Office and the Police Authority on a quarterly basis but are not published							
Reduce road casualties	Target							
	Number of people killed in RTCs	415	399	-16	-3.9%			
	Number of people seriously injured in RTCs							
	Number of children killed in RTCs	23	30	7	30.4%			
	Number of children seriously injured in RTCs							
	Performance Indicators:							
	DAS courses attendances							
FPN - Speeding								
FPN - Mobile Phone								
FPN - Seat Belts								
Bring offenders to justice	Performance Indicators:							
	OBTJ rate for most serious violent crime							
	OBTJ rate for serious sexual offences							
	OBTJ rate for serious acquisitive crime							
	OBTJ rate for overall crime							
	Execution of fail to appear warrants	274	274	0	0.0%			
	BCS - Perception of a fair criminal justice system	63.4%	62.6%		-0.8%	2nd		
BCS - Perception of a effective criminal justice system	41.0%	41.2%		0.2%	3rd			

* Latest MSG position – indicates position within our 'most similar group' of 5 Forces. 1st indicates best performing in the group.
ALL BCS results are for the 12 months ending June 2009

Appendix 5 – Performance Indicators and Targets 2010/11 – continued

Priority	Performance Targets & Indicators	2008/09	2009/10 (Projection)	Change		Latest MSG Position (*)	2010/11 Targets	Pledge
				Actual	%			
Secure trust and confidence of people in Dorset	Confidence Targets							
	BCS - Percentage of the public who think the police in their local area are doing a good job	65.4%	65.5%		0.1%	1st		✓
	BCS - People who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area	49.0%	47.6%		-1.4%	4th		✓
	(Bmth CDRP) CSS - People who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area							
	(Poole CDRP) CSS - People who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area							
	(County CDRP) CSS - People who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area							
	BCS - People who agree that the police are dealing with the things that matter to people in this community'	61.5%	63.7%		2.2%	1st		✓
	Performance Indicators:							
	Satisfaction							
	Percentage of victims that are satisfied with the overall service provided by the police	86.8%	83.7%		-3.1%	2nd		✓
	Victim satisfaction with contact made by the police	95.7%	94.7%		-1.0%	2nd		✓
	Victim satisfaction with action taken by the police	84.4%	82.4%		-2.0%	1st		✓
	Victim satisfaction with progress updates made by the police	69.7%	71.3%		1.6%	4th		✓
	Victim satisfaction with treatment by staff (police)	94.1%	93.5%		-0.6%	1st		✓
	Satisfaction gap between white and BME victims when comparing victim satisfaction with the overall service provided by the police. (BME figures above white) (HO Calculation)	83.7%	65.2%		variance	5th		✓
		86.4%	81.6%		16.4%	1st		✓
	Satisfaction gap between white and BME victims when comparing victim satisfaction with the overall service provided by the police. (BME figures above white) (Agg Total)							
	Satisfaction of victims of racist incidents with the overall service provided by the police	82.6%	79.3%		-3.3%	3rd		
	Satisfaction of victims of violent crimes with the overall service provided by the police	83.4%	82.9%		-0.5%	1st		
	Satisfaction of victims of dwelling burglary with the overall service provided by the police	89.9%	85.8%		-4.1%	4th		
	Satisfaction of victims of vehicle crime with the overall service provided by the police	83.1%	81.6%		-1.5%	1st		
	Satisfaction of victims of ASB incidents with the overall service provided by the police	75.0%	72.6%		-2.4%			
	Satisfaction of victims of RTCs with the overall service provided by the police	90.7%	84.4%		-6.3%	3rd		
	Number of recorded complaints	532	520	-12	-2.3%			✓
	% of Complaints locally resolved - Conduct							
	% of Complaints locally resolved - Policy & Procedure							
	% of Complaints locally resolved - Quality of Service							
	Community Safety Survey - Percentage of people who are well informed about the Neighbourhood Policing Team covering your area	46%	45%		-1.0%			✓
	Community Safety Survey - Percentage of people who are well informed about the contact details of your Neighbourhood Policing Team	39%	38%		-1.0%			✓
	Immediate Service Calls							
	Urban Response with 10 minutes	85.2%	84.8%		-0.4%			✓
	Rural Response within 20 minutes	90.9%	90.5%		-0.4%			✓
	Call Handling							
	Percentage of 999 emergency calls answered with target (10 seconds)	89.6%	90.9%		1.3%		90%	✓
	Percentage of non-emergency calls answered with target (30 seconds)	62.9%	62.7%		-0.2%		75%	✓
	The number of PEC non emergency abandon calls	4.7%	3.3%		-1.4%		<5%	
	User satisfaction levels for emergency callers	96.2%	96.0%		0.4%			✓
	User satisfaction levels for non-emergency callers	90.2%	90.2%		-0.6%			✓
	User satisfaction levels for station desk callers	91.5%	91.5%		-0.6%			✓
	Feeling Safe							
	Community Safety Survey - Percentage of people that feel safe feel living in your local area	95%	95%		0.0%			✓
	Fairness							
	Rate of stops and searches of white people per 1,000 population (2006 ONS data)	9.6		-0.8	-7.7%			
	Rate of stops and searches of black and minority ethnic people per 1,000 population (2006 ONS data)	15.5		-3.8	-19.7%			

* Latest MSG position – indicates position within our 'most similar group' of 5 Forces. 1st indicates best performing in the group.

Parity within confidence intervals

ALL BCS results are for the 12 months ending June 2009

Appendix 5 – Performance Indicators and Targets 2010/11 – continued

Capability Improvement	Performance Targets & Indicators	2008/09	2009/10 (Projection)	Change		Latest MSG Position (*)	2010/11 Targets	Pledge	
				Actual	%				
Developing the workforce and making best use of resources	Efficiency & Productivity Target:								
	Delivery of cashable efficiency targets	1.8%					10.3% by 2011		
	Performance Indicators:								
	Police Officers								
	Percentage of working hours lost due to sickness: police officers	4.75%			-0.05%	5th			
	Percentage of police officers that are female	23.4%			0.8%	5th			
	Percentage of police officers that are from black and minority ethnic groups	1.06%			0.07%		2% by 2011		
	Overall Police staff numbers (Including PSCOs) (FTEs)	1511.6			-6.1	-0.4%			
	Police Staff								
	Percentage of working hours lost due to sickness: police staff	5.64%			0.38%	4th			
	Percentage of police staff that are female	58.6%			0.0%				
	Percentage of police staff that are from black and minority ethnic communities	1.05%			0.04%		2% by 2011		
	Overall Police staff numbers (Including PSCOs) (FTEs)	1190.1			27.8	2.4%			
	Visibility - Safer Neighbourhood Teams								
	PCSO - Front line policing - Visibility using HVP definition	76.0%			-76.0%				✓
	PCs - Front line policing - Visibility using HVP definition	54.4%			-54.4%				✓

* Latest MSG position – indicates position within our 'most similar group' of 5 Forces. 1st indicates best performing in the group.

<The proposal for targets and indicators has been made using a source document that consider current, past and projected performance, national and local context and other measures and indicators such as the Police performance Steering Group banded analysis. Green shading identifies proposed new indicators and orange proposed new indicators that are still under discussion>

Appendix 6 – Inspection, Improvement and Audit 2008/09

Her Majesty's Inspectorate of Constabulary (HMIC)

HMIC is currently undertaking a programme of inspections that will take place between 2009 and 2011. This replaces the previous programme of inspections and reflects a change in emphasis to a public facing inspection and assessment role.

2008/9

The final phase of the previous inspection programme (Phase 3) was carried out between September 2008 and May 2009.

Phase 3 Inspections incorporated a traffic light based grading criteria whereby a force was assessed against a number of criteria called the Specific Grading Criteria (SGC). The Force was assessed as either; Red, Amber or Green for each criteria.

Red

Alerts you to the fact that, in one or more specific elements covered by that SGC, the force has a deficiency or vulnerability. Examples might include an inability to meet a national mobilisation requirement or non-compliance with national guidance.

Amber

Indicates that in this area there is no particular cause for alarm, but some room for improvement exists and complacency should be avoided.

Green

Is not a comparative 'excellent'; rather, it suggests that in one or more of the highlighted areas, the force's approach is an exemplary one from which other forces can potentially draw beneficial lessons.

Public Order

No areas of concern were raised within the specific grading criteria in the report that was published in April 2009

Civil Contingencies

No areas of concern were raised within the specific grading criteria in the report that was published in April 2009. In the category relating to leadership and governance the force was considered exemplary.

Critical Incidents

The report was published in April 2009. The force was graded as Red under the specific grading criteria relating to Resources and Structure and recommendations are being taken forward. There were no other areas of concern within the specific grading criteria.

2009/10

The 2009/10 inspections incorporated a changed grading system which identifies performance as being either EXCELLENT, GOOD, FAIR or POOR when assessed against the required standard.

Excellent

Is awarded for exceptional performance which is consistently above and beyond the required standard.

Good

Is defined as meeting the standard, although there may be minor dips in performance.

Fair

Is awarded where performance is variable and falls short of the required standard. Remedial action is needed.

Poor

Is used when performance fails to meet an acceptable level. Immediate remedial action is needed.

Policing Pledge

The Policing Pledge was introduced on 1 January 2009, setting out standards as well as a spirit of service delivery that is people and community focused.

The Home Office commissioned HMIC to inspect the implementation of the Pledge and the Inspection process identified general strengths and weaknesses in relation to implementation across all forces. Dorset Police was inspected in April 2009, being one of the first forces to be inspected and receiving a 'Fair' grading.

No forces were graded 'Excellent', eight forces were judged to be 'Good' and the majority, 33, were assessed as 'Fair'. Two forces were judged as 'Poor'. HMIC acknowledge that the inspections were conducted very soon after implementation and that this overall outcome was anticipated.

The Force has embraced and promoted the Pledge in the context of the overarching priority to secure trust and confidence and recognises its contribution to improving confidence further. To this end, subsequent organisational development continues to enable and improve service delivery.

Areas offering potential for further development identified through the inspection process have been compiled in a Pledge Action Plan, which also includes areas of work already in train as part of the force's commitment to a citizen focused approach. Over half of the actions relate specifically to further developments in neighbourhood policing. Refining aspects of Contact management and processes for capturing and acting upon other expressions of dissatisfaction also feature as key themes the force will be seeking to develop.

It is anticipated that some elements within this action plan may require longer-term solutions which will be considered as part of the Continuous Improvement Programme.

Rounded Assessment/ Police Report Card

The HMIC will publish the first Rounded Assessment in March 2010. This will assess police force performance under four domains – Local Crime and Policing, Protection from Serious Harm, Value for Money and Productivity and Confidence and Satisfaction. The first three will be awarded an overall grade in 2010 with the latter being graded from 2011. The Rounded Assessment is now known as "The Police Report Card". The aim of the report card is to act as a "one-stop shop" for information about risk, cost and police performance and as well as the domains already listed covers information on how safe a place is to live supplemented by information related to the cost of policing locally.

More information on the Police Report Card and HMIC can be found by following the link [<click here>](#)

Other HMIC Inspections

The HMIC will be working alongside the Audit Commission for the inspection of Police Authorities which will be carried out during an 18 month period commencing in September 2009.

It is planned that a thematic Inspection of Workforce Productivity will be undertaken during 2010 along with a Value for Money Inspection.

NPIA

During 2009/10 the NPIA will be delivering work under the seven areas of capability listed below:-

- Strengthening leadership in the service at all levels
- Developing the skills and professionalism of the workforce
- Implementing effective operational processes, practice and doctrine
- Increasing the efficiency of service delivery by forces
- Transforming the way information, evidence, knowledge and science is used
- Continuously improving the delivery of national services
- Enhancing the UK's role in global security

Continuous Improvement Programme 2009-10

The 2009/10 Continuous Improvement Programme has included a number of Strategic Reviews as follows.

Dorset 2010

The Dorset 2010 Review identified enhanced capability for Protective Services as well as improved efficiency and effectiveness across the Organisation. Implementation of all high priority areas has been completed during 2009/10 with Dorset 2010 now mainstreamed into Force business. Nearly £2.2m has been redirected into improved capability across the force with a further £0.25m currently in the process of being implemented.

Managing Calls for Service and Meeting Expectations

A review has been scoped and is underway to consider options and make recommendations in relation to the management of initial contact into the Force and the subsequent deployment of appropriate resources. The first stage of the project was reported to the Territorial Policing in November 2009 and three strategic recommendations were agreed.

Internal Audit

The internal audit programme is agreed each year by the Police Authority.

The internal audit programme for 2009/10 informs some of the work and findings of the External Auditors – KPMG. In addition it addresses other areas of finance and risk to the Force.

The findings of the audits are reported to the Police Authority, Audit, Resources and Continuous Improvement Committee each quarter. All recommendations are reviewed and agreed by the Force and managed by the relevant lead.

External Audit

External audit is an essential element in the processes of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services, including Dorset Police

External audit work is underpinned by three fundamental principles:

- Auditors are appointed independently from the bodies being audited
- The scope of auditors work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business.
- Auditors may report aspects of their work widely to the public and other key stakeholders.

During the year 2009/10 they have conducted a review of the financial arrangements of the Force for the year 2008/09, and as part of the Comprehensive Area Assessment carried out a review of our Use of Resources.

The key messages are:

- The Authority has made proper arrangements to secure economy; through its efficiency and effectiveness in its use of resources.
- The Audit Commission has issued an unqualified audit opinion.

Use of Resources

The Use of Resources Evaluation for 2008/09 feeds directly into the Comprehensive Area Assessment (CAA). This is the first year of this new arrangement.

The Use of Resources Evaluation for the Police reviews the following areas of work: Managing Finance, Governing the Business and Managing Resources.

The Managing Resources section is broken down into three areas:

- Natural Resources
- Strategic Asset Management
- Workforce planning

A different element will be assessed each year over a three year period. In the first year Workforce Planning was reviewed; Natural Resources will be reviewed next.

The final moderated scores for the Use of Resources were presented to the Police Authority in December 2009, the Force has been given an overall score of 3.

The score of 3 indicates that the Force has implemented effective arrangements as follows:

- Forward looking and proactive in identifying and developing opportunities for improvement; and
- Include more sophisticated measuring and assessment techniques
- Outputs and outcomes demonstrate arrangements which are effective and have the intended impact. Where appropriate, the arrangements show evidence of effective partnership working.
- Evidence of performing consistently above minimum acceptable levels and achieving value of money.

Appendix 7 – Protective Service Capability Summary

In February 2009 the HMIC report “**Get smart: planning to protect**” was published and reported on the **2008 Protective Services Review** which followed on from the HMIC “**Closing the Gap**” report of 2005. This report highlighted gaps in protective services (terrorism, serious crime and other major challenges to public safety). The report identified the notion of working smarter and the need for a more efficient planning process and effective outcomes that will assist forces in and authorities in accomplishing more with less.

In April 2009 HMIC published “**Getting organised**” a thematic report on the police service response to Serious Organised Crime (SOC). The report identified that, despite some successes, the national response is restricted by a lack of unifying strategic direction, inadequate covert capacity and under investment in intelligence gathering, analysis and proactive capability. Key recommendations included national and regional collaboration, targeted support for forces, developing consistent professional practice and linking performance around SOC to the wider policing and public protection agenda.

In June 2009 HMIC published their report “**Getting together: A better deal for the public through joint working**” which looked at how forces can collaborate more successfully in terms of preventing serious crimes and reducing costs.

Collaboration between forces can improve police success against Organised Crime Groups (OCGs) and potentially cut the costs of support services. HMIC made four proposals to help progress this work, in the areas of Serious and Organised Crime (SOC), human resources and financial services.

“**Prevent, Progress and Prospects**” was published by HMIC in June 2009; the report highlighted the critical role played by the Police in delivering Prevent which is part of the Government’s counter terrorism strategy.

Also in July 2009 HMIC published the document “**Adapting to Protest**” (**Part 1**) following the G20 protests in London. The review identified a number of concerns with the police response and the use of certain tactics. The report proposed that, in future, Forces agree the ground rules before any protest and that the fundamental right to protest is recognised whilst balancing this against the rights of locals to go about their daily business. Part 2 of the review was published in November 2009 – “**Adapting to Protest: Nurturing the British Model of Policing**” looks at the national picture of public order policing and asks

the question “How best should the police as a service adapt to the modern day demands of public order policing whilst retaining the core values of the British model of policing? Key recommendations relate to providing consistency around the use of force, codifying public order policing, developing public order training and ensuring officers understand the legal framework of police public order powers and duties. Where multiple forces are supporting each other in a public order operation, it is seen as imperative that they have confidence in the consistent use of police powers, tactics, techniques and equipment. This is regarded as particularly important in the run up to the 2012 Olympics and beyond.

The Government’s strategy for dealing with Serious Organised Crime (SOC), “**Extending our reach: A comprehensive approach to tackling serious organised crime**” was published in July 2009 and covers the whole arena of SOC from the national to the international, more efficient financial investigation and greater impact by police forces and other agencies in tackling the spread of OCGs through communities. Aim 10 of the strategy requires that police forces within each region must put in place effective and permanent collaboration arrangements for tackling serious and organised crime and these arrangements must be in place by April 2010. The South West forces have chosen to adopt a task force model where investigations are supported with resources from each constituent force as the need arises and a regional group has been formed to progress this lead by the ACC (x) Dorset.

Two thematic reports relevant to protective services have been published by HMIC in 2009, these are:

Major Challenge: A thematic inspection of major crime reviewed police response across England and Wales to the most serious incidents of violence and death including homicide, attempted homicide and manslaughter, sexual assaults and other serious offences and found that some police forces lack the specialist skills and resources needed to manage major crime incidents. A report to the Dorset Police Authority⁵³ reported that Dorset was judged as “meeting the ACPO standard”. The report made a number of recommendations around collaboration and joint working, developing consistent practice on major crime reduction and performance management.

Crime Counts: An HMIC review across all 43 forces into the way they record MSV. Found that most forces correctly decided which calls from the public should not be treated as VC. For those that were most forces classified and recorded them correctly but some (low volume therefore no meaningful comments) were cancelled wrongly. A report to the Dorset Police Authority⁵⁴ provided an update on Dorset performance and found a compliance rate of 96.2% for recording most serious violence.

The Force identifies threats to policing and the community through production of the **Strategic Assessment**, a dynamic process that identifies the level of existing threats and the emergence of others. The assessment leads to the identification of policing priorities and assessment of capability and the work required in order to ensure that the Force is fit for purpose. Specific local threats (both real and potential) are identified and relatively prioritised through the **Force Community Threat Assessment** that is developed from the Force Strategic Assessment.

The Force approach to tackling the priorities identified by the Police Authority is set out in the Policing Plan and it is explicit about those Protective Services that are relevant to local policing or where the Force contributes to a regional or national requirement. The priorities therefore reflect the ‘high’ local threats and a range of contingencies are in place to manage high impact but low probability events. The Plan also sets out our capability improvements, including collaboration arrangements.

The Dorset 2010 Programme was implemented to improve Protective Service capability and has since been incorporated into our annual planning process, which routinely address capability. In simple terms, the threat assessment identifies the threat of harm and the ACPO Minimum Standards for Protective Services provide the standards to be met.

The annual Capability Assessment to support the strategic plan also draws on relevant HMIC inspections of Protective Services that are themselves informed by ACPO minimum standards. In 2008/09 these

⁵³ ARCIC – 3rd December 2009 Agenda No. 17

⁵⁴ ARCIC – 3rd September 2009. Agenda No. 15

included public order, civil contingencies and critical incidents and in the new HMIC Police Report Card (to be published March 2010) one of the four domains is “Protection from Serious Harm”.

The Force Executive Board acts as the Programme Board to direct development that is progressed by relevant portfolio boards chaired by the appropriate Chief Officer. Progress is reported to the full Police Authority and members also contribute through their membership on relevant portfolio boards. The Chair, Chief Executive and nominated member also receive separate quarterly detailed briefings. Staff Association representatives are members of the Programme Board and portfolio boards.

Whilst the national assessment had not identified ‘high’ threats⁵⁵ in the areas of protective services in Dorset, the Force prioritised its capability development over successive years to 2010. Significant improvements in information and intelligence management, covert operations, major crime investigation and protecting vulnerable people have been implemented and all identified gaps would have been closed in 2009/10 if the provided budget had not left a shortfall in existing resource requirements.

The plan now aims to implement the capability improvements by the end of the 2010/2011 policing year and thus meet the Home Office Expectation that gaps would be closed by 2011.

Specifically, Protective Service areas are detailed here together with a summary of the capability improvement and any relevant collaboration or partnership activity required.

The Policing White Paper “**Protecting the Public: Supporting the Police to succeed**” says that HMIC will, post the 2009/10 inspection programme, assess the progress forces and authorities have made in meeting the 2009 protective services improvement objective. They will then carry out a full review by April 2011 with forces and authorities required to make any necessary improvements by December 2011.

Summary of Protective Service Threat and Capability

Protective Service area	Related Threat	Control Strategy Priority	Capability Improvement Plan (Priority 2010/11 shown)	Existing or Planned Collaboration
Civil Contingencies	Major incident and mass casualties	Contingency Planning	Local Resilience Forum programme See also Critical Incidents	Force, regional and national mobilisation
Counter Terrorism	Terrorism	Counter Terrorism and Domestic Extremism	Consistency with Regional Development Contest Programme Counter Terrorism Local Profiles process developed.	Counter Terrorism, Intelligence Unit Crime and Disorder Reduction Partnership engagement
Critical Incidents	Escalation of any incident	Contingency Planning	24/7 Risk/ Intelligence assessment De briefing and Evaluation Critical Incident Command arrangements Training Resilience through Collaboration	Force, regional and national mobilisation
Domestic Extremism	Crime and violence	Countering Terrorism and Domestic Extremism	Development with national agencies	South West and national
Firearms	Criminal use of firearms	Reduce Serious Violent Crime Tackle Serious and Organised Crime	Resilience through collaboration	Regional collaboration

⁵⁵ NPSAT last updated September 2008 but now incorporated into Forces’ own threat assessment processes

Protective Service area	Related Threat	Control Strategy Priority	Capability Improvement Plan (Priority 2010/11 shown)	Existing or Planned Collaboration
Major Crime	Murder and manslaughter	Reduce Serious Violent Crime	Prevention through Public Protection Identifying and understanding vulnerable people and communities Resilience through Collaboration Further development of organisational memory, review and briefing	Regional Collaboration and partnership activity within Crime & Disorder Reduction partnerships
Protecting Vulnerable People (Missing persons, domestic abuse, child abuse, sexual and violent offender management)	Murder and Manslaughter Violence Domestic Violence Sexual offences against children	Protecting Vulnerable People Reduce Serious Violent Crime	24/7 Risk/ Intelligence assessment Future Force structures to manage risk and harm Public Protection structures (2010/11) Collaboration with partners (hi-tech/ intelligence sharing/ safeguarding) Improving NIM analysis and multi agency Tasking and Coordination Training Plans and delivery Standardisation and simplification of regional processes and structures Continuing to develop community mapping	Regional Collaboration Partnership activity through local strategic partnerships and boards
Public Order	Disorder	Contingency Planning	Force, regional and national mobilisation	
Roads Policing	Denying criminals the use of the road	Reduce crime and anti-social behaviour Tackle Serious and Organised Crime Reduce Road Casualties	Continued development of NIM ANPR development	
Serious and Organised Crime	Crime and violence	Tackling Serious and Organised Crime	High Tech and Economic crime Further development of organisational memory, review and briefing (2010/11) Continuing to develop Organised Crime Group management (2010/11) Development of regional response (2010/11) ANPR development	Via Regional Collaboration headed by Senior Detective Officers' Group

Inside back page

Help to translate the Plan <to be inserted>