



Dorset Police

**Baseline Assessment
October 2006**



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Appendix 1 Glossary of Terms and Abbreviations

Baseline Assessment 2006 Frameworks			
1 Citizen Focus (PPAF Domain A)			
1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation 	1B Neighbourhood Policing and Problem Solving <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF Domain 1)			
2A Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance 			

3 Investigating Crime (PPAF Domain 2)		
<p>3A Managing Critical Incidents and Major Crime</p> <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	<p>3B Tackling Serious and Organised Criminality</p> <ul style="list-style-type: none"> • Crime that crosses basic command unit (division) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) 	<p>3C Volume Crime Investigation</p> <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance
<p>3D Improving Forensic Performance</p> <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	<p>3E Criminal Justice Processes</p> <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handing • Youth justice • Police National Computer (PNC) compliance 	
4 Promoting Safety (PPAF Domain 3)		
<p>4A Reducing Anti-Social Behaviour (ASB)</p> <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc 	<p>4B Protecting Vulnerable People</p> <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons 	
5 Providing Assistance (PPAF Domain 4)		
<p>5A Contact Management</p> <ul style="list-style-type: none"> • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls 	<p>5B Providing Specialist Operational Support</p> <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents 	<p>5C Strategic Roads Policing</p> <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships

6 Resource Use (PPAF Domain B)		
<p>6A Human Resource (HR) Management</p> <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators 	<p>6B Training, Development and Organisational Learning</p> <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues 	<p>6C Race and Diversity</p> <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
<p>6D Managing Financial and Physical Resources</p> <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management 	<p>6E Information Management</p> <ul style="list-style-type: none"> • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery 	<p>6F National Intelligence Model (NIM)</p> <ul style="list-style-type: none"> • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
<p>7A Leadership</p> <ul style="list-style-type: none"> • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy 	<p>7B Performance Management and Continuous Improvement</p> <ul style="list-style-type: none"> • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/ quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs) 	

Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;

- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectrates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

Force Overview and Context

Geographical Description of Force Area

The Dorset Police area is located on the south coast with Hampshire to the east, Devon to the west and Wiltshire and Somerset to the north. This covers the Dorset County Council area and the unitary authority areas of Bournemouth and Poole. The whole area comprises nine local authorities including six district councils. In total this area comprises 324 wards and parishes. The original county police force is celebrating its 150th anniversary this year.

Between its extreme points the force area extends 50 miles from east to west and 40 miles north to south covering 1,024 square miles, approximately half of which is designated as areas of outstanding natural beauty (AONBS) and sites of special scientific interest (SSSIs). The coastline is over 170 miles long, including 89 miles within Poole harbour and the world heritage site known as the Jurassic Coast, which starts from Old Harry Rocks on the Purbeck coast and stretches 95 miles westward into East Devon. The police area is a combination of urban and rural areas, with the main urban areas being the south-east conurbation of Bournemouth, Poole and Christchurch, and Weymouth in the west.

The existing road and rail transport infrastructure provides good links to London and the South East. However, there are no motorways and only one trunk road, the east-west A31/A35. In 2002 the average daily traffic flow along the A31 at the Dorset and Hampshire border was 107,900 vehicles, compared with 34,030 across all other main routes in and out of the area. Mainline rail services for the area run between Weymouth and London Waterloo via the Poole/Bournemouth conurbation. Rail connections to the north of the county are provided by a limited service operated by Wessex Trains between Weymouth and Bristol, and Sherborne is served by a rail link between Exeter and Waterloo. The east-facing transport arrangements and the location of the south-east conurbation provide the force with an orientation to the east and a lack of congruity with the rest of the region, in particular, with the government office of the South West.

There are three major air and sea ports in the county serving southern England and the South West. The sea ports at Poole and Weymouth handle traffic to the Channel Islands and mainland Europe. Bournemouth International Airport is rapidly expanding and has increased its passenger numbers from 465,000 a year in 2003 to over a million in 2005.

Tourism is a major industry in the county. During 2003, 15,333,000 day trips were made to Dorset and 4,520,000 staying trips (a total of 18,684,000 nights spent by tourists). Manufacturing employment makes up only 14.6% of the workforce, compared to 18.8% for the UK as a whole. The south-east conurbation comprises three different coastal towns, with Bournemouth attracting national attention as a conference centre for government and other high profile customers as well as developing a 24-hour entertainment economy with 30,000 drinking places.

Demographic Description of Force Area

Dorset Police serves a resident population of 710,149 (mid-year estimates for 2006), 300,000 of whom live within the Poole/Bournemouth conurbation. The population of Dorset has grown by 4.1% over the last ten years, a rate that is more than double the national average of 2%.

Dorset, excluding the Bournemouth and Poole unitary areas, has the largest elderly population of all shire counties with 26.8% of people of retirement age. In Christchurch the

figure is 32.9%, the highest of all local authority areas. Consequently Dorset has the lowest proportion of school age children at 12.8%.

Since the 1991 census, the black and minority ethnic (BME) population has more than doubled and now comprises 1.85% of the population. Census data does not reflect the significant inward migration of students and tourists into the force area. This variation is illustrated by on-street assessments of BME people in Bournemouth. In this study the sample identified a percentage of 9% BME people during the times of the survey.

The area as a whole has one of the largest rates of in-migration for England and Wales and this more than offsets the decline in population that would otherwise occur due to the low birth rate (Dorset, excluding Bournemouth and Poole, has the lowest rate for all English counties). Government figures indicate an expected population growth for the county of 17.3% between 1996 and 2021. There are some 40,400 additional homes scheduled to be built between 2001 and 2026 within the South East Dorset area.

While Dorset is perceived to be a prosperous county, the per capita GDP reflects the regional picture; it is below the national average. Dorset (excluding Bournemouth and Poole) is second only to Cornwall in terms of low pay. Dorset has seven areas that fall within the 10% most deprived nationally and 29 areas that fall within the top 20%. Despite this, overall, house prices in Dorset are significantly above the English average.

Structural Description of Force including Staff Changes at Chief Officer Level

The force has four territorial police divisional command units, primarily covering the unitary authority areas of Bournemouth and Poole and the east and the west of the Dorset County Council area. These are substantively coterminous and progressing towards full alignment.

The divisional commands are supported by a headquarters-based operations division, a criminal investigation department (CID) and a criminal justice department (CJD) that have primary responsibility for service delivery in a number of specialist areas. A range of non-operational departments provide the organisational support for the force.

Governance is achieved through a clear structure that is led by the Chief Constable chairing the force executive board, comprising chief officers, and the strategy board, which also includes all divisions and department heads and staff associations. Business is managed through a portfolio system with the deputy chief constable (DCC), the assistant chief constable (ACC), the assistant chief officer (ACO) and the director of human resources (DHR) being responsible and accountable for business areas that cut across the divisions and departments. The chief officer team now includes a DHR who was previously the head of HR, and this also represents the only change to the team in the last 12 months.

As at 31 March 2006 the Dorset Police had 2,808 full-time equivalent staff, comprising 1,511 police officers and 1,033 police staff including 61 police community support officers (PCSOs), supported by 264 special constables and 87 volunteers.

Strategic Priorities

The vision of 'making Dorset safer' has developed through consultation in 2005/06 to become: 'committed to a safer Dorset for you'.

The strategic priorities for 2005/08 are similarly developed to provide both continuity and simplification, and for 2006/09 the strategic priorities are to 'make Dorset safer' and to 'make Dorset feel safer'.

This will be achieved through operational priorities in 2006/7 which are:

- to reduce volume crime (specifically, burglary, car crime and criminal damage) and increase detection rates;
- to reduce violent crime and increase the detection rate;
- to tackle drug-related crime, in particular the supply of Class A drugs;
- to combat serious and organised crime;
- to counter terrorism and the threat of terrorism;
- to tackle anti-social behaviour (ASB);
- to reduce road casualties; and
- to provide a service that is people-focused.

Supporting the vision are the expectations of customers and the community, which have been developed through innovative consultation.

Impact of Workforce Modernisation and Strategic Force Development

Strategic development continues to prepare to achieve the strategic vision and mission-critical imperatives defined by the Government's *Building Communities, Beating Crime* White Paper, including safer neighbourhoods and workforce modernisation, the Bichard recommendations and proposed police mergers. All these are developing within the existing portfolio design of the organisation.

The preparatory work concerning the proposed police mergers has been conducted as a force and regional project process. It has been managed as a continuous improvement process encompassing existing development work, eg that on serious and organised crime, and the findings have placed the organisation in a more informed position to achieve the complementary requirements of effectiveness and efficiency, neighbourhood policing (NHP), protective services and support. The impact on staff is diverse and is managed through a change-management process comprising business continuity and risk assessment. The impact on the community has been limited, with no measurable implication for performance; however, the majority of the stakeholders (85%) support the continuation of Dorset as a stand-alone police force.

Workforce modernisation is progressing as both a strategic principle in terms of deployment of staff and as a strategic project. The five-year vision for addressing force issues and the wider national programme as it comes online is set out in a workforce modernisation strategy that includes a five-year workforce plan. It also includes plans for business continuity, improved organisational design, a civilianisation process, greater flexibility, skills planning and a diverse workforce. This work includes a review of all police officer posts and grading in relation to the necessity for police powers and overall organisational effectiveness.

Work regarding modernisation proposals and process management is being explored and progressed in the CID in conjunction with HR, including a project into the effective utilisation of officers and PCSOs around Poole ports. A user group is also being set up to take forward modernisation initiatives with regards to crime management, processes, procedures, role responsibilities and profiles. Further effective workforce modernisation has been achieved in the posts of police staff crime investigators and police staff case builders.

Major Achievements

The force continues to focus on providing a service that meets the needs and expectations of the community and this is reinforced in its vision and priorities. The aspiration to create a deliberate experience through its people focus has contributed to the highest satisfaction of users for whole experience among most similar forces (MSFs) and is marginally second nationally in ratings for public confidence. This approach is consistent with the emphasis placed on policing neighbourhoods. The force has completed extensive consultation and development to define its vision and values, and these drive and contextualise all activity. This has established priorities which aim to 'make Dorset safer' and 'make Dorset feel safer', and these are supported by innovative work to identify the actual expectations of customers and community.

During 2005/06 overall crime levels stabilised and the force remains below its MSF group average. In particular, domestic burglary was reduced by 18% and robbery by 25%, while the British Crime Survey (BCS) indicates that comparative risk for personal and household crime continues to fall. The number of offences brought to justice (OBTJs) met and exceeded the target. Sanction detections per crime has risen steadily since 2003 and force performance is significantly above MSF group average.

There have been significant successes in the investigation of major crime; some 25 out of 26 instances of murder have been detected in the past six years. Furthermore the force continues to tackle level 2 criminality through joint and sole operations.

The remainder of this report recalls in some detail the major achievements of the Dorset Police during 2005/06. Its successes should not be underestimated, given the uncertainty around proposed police force mergers.

Major Challenges for the Future

Continuing the delivery of safer neighbourhoods while progressing work in line with the structural review in the proposed time frame will be challenging, particularly given the need to develop the links with level 2 criminal activity. The force approach to reducing actual disorder and violence has been to intervene and make proactive arrests, resulting in a rise of recorded crime. The resulting headline of more crime presents a challenge, particularly in light of the BCS indication that violent crime is falling across the UK forces. A similar tension exists with the very active approach to drug supply enforcement that leads to greater recording.

The police enquiry centre (PEC), which manages call handling, faces the challenge of achieving during 2006/07 the target of 75% of calls from switchboard to PEC in 30 seconds. This target is significantly higher than this year's achievement of 56.9%. The aim for the following year is to reach 90%.

The significant influx of visitors to tourist locations, language schools and the night-time economy in Bournemouth presents a population not recorded by census and thus reflects a variance where crimes are measured against incidence per head of resident population. This has funding implications and does not reflect true demand.

A significant problem for most police forces is alcohol-induced crime and disorder. In Dorset, for example, there are 30,000 drinking places in Bournemouth alone, and more 24-hour liquor licences than perhaps in any other county. Conversely, there are minimal places for alcohol treatment. Fundamental problems will require strategic and operational co-ordination between statutory partners in order to reduce and resolve problems. An example is reducing violent crime, where a range of partners must work together in problem solving.

The force has developed a sound operational plan for the Conservative Party Conference in 2006 (and proposals for a Labour Conference in 2007). Plans for the Olympics in 2012 (sailing in Weymouth) are also being made.

There is an aim to increase capacity and capability in level 2 policing to continue improvement in performance. A three-year strategy to develop covert operations, intelligence development and technical support is now under way. The force has identified the need to integrate law enforcement agencies more closely within the ports environment. A project to integrate police, HM Revenue and Customs, the UK Immigration Service and ports security has commenced at Poole ports, with the intention of co-locating services, sharing intelligence and tasking arrangements and identifying opportunities for working together. Prior to the *Closing the Gap* report the force promoted regional tasking and co-ordination and collaborative enterprise. It has sustained the collaboration and shared service approach as the primary option for improving capability and capacity throughout the restructure work, and will continue to optimise other opportunities with other police forces and agencies.

Successful roll-out of the National Strategy for Police Information Systems (NSPIS) case preparation and the achievement of business benefits are continuing to provide an excellent quality of service throughout this period of major change. Absorbing the impacts of training and business development will be a challenge. Continuing to meet the increasing demands of custody and file preparation capacity, absorbing the impact of statutory charging and the piloting of additional custody facilities for the Eastern division will prove challenging. New builds (custody suites) for the Bournemouth and Poole conurbation will ensure more effective and appropriate use of resources.

The transient and complex character of populations presents communication challenges. The challenge is to listen properly to, understand and inform diverse groups and communities. Census data is soon outdated and visitors present a particular dynamic in identifying the needs and expectations of people receiving policing services. Safer neighbourhood teams collating community intelligence will support this challenge.

Summary of Judgements	Grade	Direction of Travel
Citizen Focus		
Fairness and Equality in Service Delivery	Good	Stable
Neighbourhood Policing and Problem Solving	Fair	Improved
Customer Service and Accessibility	Excellent	Stable
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Good	Stable
Investigating Crime		
Managing Critical Incidents and Major Crime	Good	Stable
Tackling Serious and Organised Criminality	Fair	Improved
Volume Crime Investigation	Good	Stable
Improving Forensic Performance	Good	Stable
Criminal Justice Processes	Good	Stable
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Stable
Protecting Vulnerable People	Fair	Improved
Providing Assistance		
Contact Management	Fair	Improved
Providing Specialist Operational Support	Fair	Improved
Strategic Roads Policing	Good	Stable
Resource Use		
Human Resource Management	Good	Improved
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Stable
Managing Financial and Physical Resources	Good	Stable
Information Management	Good	Improved
National Intelligence Model	Fair	Stable
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Stable

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

Contextual Factors

The DCC is the chief officer lead on diversity issues. The process is managed through the strategic diversity board, which requires representation at command team level from all divisions and departments in the force. The board deals with both internal and external diversity issues, providing a link between the two strands.

The tactical portfolio lead is held at superintendent level by the head of the partnership and diversity development team (PDDT). The PDDT's remit includes external diversity issues and community engagement. A police staff diversity development manager (DDM) reports directly to the superintendent PDDT.

A multi-agency funded research assistant (soon to be mainstreamed within the organisation) provides data and analysis around partnership and diversity issues, including stop and search, disproportionality data and statistical analysis of race and homophobic crime. More work is needed to ensure the results of this analysis inform all areas of business, and that operational staff in particular understand the impact of disproportionality figures on public confidence.

Performance during 2005/06 indicates that levels of recorded racially-aggravated crime remain below the MSF group average. There has been a significant rise in sanction detections which stand at 48.6%, way above the MSF group average of 38.3%. Satisfaction level for victims of racist incidents is 76.9% and above the MSF group average of 72.8%. The satisfaction gap between different ethnic groups has narrowed to 4.6%.

Strengths

- Valuing diversity is central to citizen focus and Dorset Police's vision, values and priorities are designed to deliver the services needed and expected by individuals. Four values have been identified and adopted by all staff, driven by the Chief Constable under the vision statement 'One Team, One Vision'. The values are integrity, professionalism, fairness and respect.
- The PDDT (and therefore, by default, the force) benefits from a rolling programme of staff secondments. Police officers and police staff spend an average of six months with the team, developing specific projects prior to roll-out both within the organisation and to key partners. Examples of such projects include Connect2leadership and the ongoing development of a disability equality scheme. The secondment process allows for diversity of ideas and experience to be

developed for the benefit of the organisation, and provides invaluable personal development opportunities for staff within the diversity arena.

- The force's media and communications department is proactive in providing information to the local press and other media to promote public reassurance and highlight police activity. A recent example of this was the full page advertisements which appeared in local newspapers detailing the force's achievements. These were paid for from assets confiscated from criminals.
- The media and communications department utilises volunteers to monitor the impact of news stories concerning crime, community safety, local initiatives and good and bad press for the force. Volunteers are asked to assess how they feel about specific issues as a member of the public, when reading about or listening to police-related issues. Their perceptions are used to drive both the media strategy and as a temperature gauge for customer satisfaction levels.
- Community engagement with policy and processes is widely evident, with minority groups and hard-to-reach sections of the community widely consulted. The force has developed and published a compliant race equality scheme (RES). Lay promotion selection panels comprising community members from minority groups are used to inform the appointment and promotion of police officers and staff, questioning candidates' understanding and commitment to diversity and equal opportunities.
- The local Initial Police Learning and Development Programme (IPLDP) involves trainee officers engaging with hard-to-reach groups and this is nationally recognised. All operational staff have taken part in perceptual training, utilising volunteers who feed back to officers on how their actions made them feel. The establishment of an independent advisory group (IAG) in Bournemouth and the roll-out of the community contact initiative in Bournemouth have brought enhanced community engagement within the busiest, most diverse urban conurbation in Dorset.
- There is an established impact assessment process for all policies and procedures. The black and ethnic minority advisory panel (BEMAP) continues to be fully engaged in policy review and is seen as an area of potential good practice.
- There is wide-ranging positive engagement between Dorset Police and the lesbian, gay, bisexual and transgender (LGBT) communities, both within the organisation and externally through involvement with the multi-agency Lesbian and Gay Liaison Officer (LAGLO) group. The force, in line with many nationally, has experienced an increase in reported hate crime, which may be attributed to confidence in its ability to deal sensitively with such reports. Adoption of the nationwide True Vision scheme for third party remote recording of hate crime, remote crime reporting availability through police officer attendance at gay pubs and clubs and senior police officer involvement in Over the Rainbow, a gay men's health advisory facility, have all increased LGBT confidence.
- There has been significant advancement in understanding the needs of the county's minority communities and traditionally hard-to-reach groups, such as travellers in remote rural communities, and in dispelling the myth that prejudice and racism are urban issues. Thought-provoking anti-racism campaigns such as Stamp Out Rural Racism (using beer mats in rural pubs as a means of communication) and Take Out Racism (run through fast food outlets) have been successfully marketed.
- There are good partnership arrangements in place between the County Council and Dorset Police concerning issues relating to gypsy and travelling communities. A joint protocol has been established concerning unauthorised camping. An example of

where this worked well was Operation Elder, during the Great Dorset Steam Fair, which annually brings a large influx of travellers and issues regarding unauthorised camping. Arrangements were made with local landowners to increase the number of legal sites available and the joint team won the Dorset Police diversity in action award.

- The force has also been recently graded Good/Excellent for victims' satisfaction with the overall service provided at racial incidents (one of only five forces nationally). All policies are impact-assessed in terms of equality and accessibility.

Work in Progress

- The PDDT currently have a member of staff dedicated to producing a fully compliant disability equality scheme, which will be in place by the end of 2006 to comply with recent legislation.
- There is an IAG in place on Bournemouth division, and critical incident IAGs are used on a regular basis force-wide. Emphasis now needs to be placed on establishing IAGs within the rural areas of Dorset.
- A new diversity strategy is being developed and is due to be launched in May 2006.
- Monitoring mechanisms and ownership of the use, marketing and outcomes of the new third party hate crime reporting system, True Vision, are being developed.

Areas for Improvement

- There is a need for continued co-ordination of external diversity work with progress on internal diversity issues, currently supported through the joint diversity board. Closer working between HR and the PDDT should be encouraged wherever possible.
- The estates policy should be reviewed to ensure it meets the needs of future victims, witnesses and staff.

GOOD PRACTICE

TITLE Lay Selection Panels
PROBLEM: Having local people selecting the leaders of the future demonstrates a clear commitment to customer expectations of: <i>being listened to, understood and informed</i>
SOLUTION: Dorset Police has a police officer promotion system that involves local members of the public directly in the selection process. This is recognised as an innovative and highly effective way of providing a truly people focussed service. Having local people selecting the leaders of the future demonstrates a clear commitment to customer expectations of: <i>being listened to, understood and informed</i> . It is also an opportunity for the public to influence the service that is provided and ensure the leaders selected will drive forward the values and the expectations of both public and staff.

The panel consists of three members of the public who have a particular interest in key behaviour areas, for example, race and diversity. It is a method of selection in which police officers are assessed for promotion by those members of the public, as well as the regular police panel.

The lay panel system has created a culture in the promotion system for Dorset Police which ensures officers are concentrating on the vital areas of promoting race and diversity – as well as providing the highest quality customer-focused service in every aspect of their work.

An officer who has applied for a promotion will first have to go through the paper sift procedure. If successful, the candidate will then sit in front of a lay panel consisting of three members of the public who carry out a competence-based interview. They will look for evidence of what an officer has done in relation to specific issues regarding diversity, community, customer focus, and communication.

Mark Killgallon (Centrex) who has chaired some of the lay panels, said: 'The Home Office directed police forces to champion race, diversity and neighbourhood policing but what Dorset Police has done has not only championed race and diversity but taken it to a much higher level. By using lay panels, Dorset Police is putting a great deal of faith in the community and it proves that they are listening to what we have to say'.

Clive Chamberlain, Chairman of the Dorset Police Federation, said: 'As a people-orientated organisation, with satisfaction being a key measure of performance, it follows that those members of our community should play a role in the selection of leaders, specifically in relation to customer focus and diversity'.

OUTCOME(S) Lay panels have added a new dimension to the promotion selection process. Inviting members of the public to take part in lay panels has had a very positive effect in terms of community engagement. It gives community members an opportunity to have their say in the selection of future leaders within their local police service.

The lay panel system is used for all police officer rank selection and builds upon the national recruitment programme which also incorporates lay people.

FORCE CONTACT: Superintendent Dave Thorp, Learning and Development Unit

1B Neighbourhood Policing and Problem Solving

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
4	18	20	1

National Position

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

Dorset Police is advanced in its development of traditional community policing. The challenge will now be to fully understand and adopt the principles of NHP as laid down within the guidance document *Professionalising the Business of Neighbourhood Policing*. Roll-out across Dorset has commenced, and it is anticipated that it will fully deliver project implementation by April 2008. Funding for the project has been agreed with the Police Authority. The pathfinder neighbourhood at Townsend, Bournemouth has experienced crime reduction by 20.1% and other incidents of anti-social behaviour by 33.1% during 2005/06. Delivery of NHP (known as Safer Neighbourhoods in Dorset) is the responsibility of the DCC, who chairs the NHP programme board. Representatives from each division, key departments and representatives from partner agencies attend.

Each division is implementing the safer neighbourhood structure relative to a prioritised roll-out across beats as well as the application of the standards of the national model. There has been a reduction in the overall vulnerability index score. Force implementation includes a vulnerability-led resource requirement formula, and at the local level examples of development are found and can be illustrated by a project that has achieved the Queen's Award for Innovation in Police Training and Development. This will provide funding to develop an NHP performance culture focused on the role of the sergeant.

In October 2005, a chief inspector was appointed as project implementation manager for the safer neighbourhood project, under the leadership of the head of the PDDT. He has full-time responsibility for the tactical delivery and co-ordination of the project, with the support of a member of police staff who has migrated from the pilot site at Bournemouth.

There is evidence to show that Dorset Police are recruiting the right staff to deliver NHP at ground level. Recruitment schedules for PCSOs are in place and PCSO positions are offered to potential police officer recruits, where long recruitment start dates are anticipated. The force aims to recruit 50 PCSOs in 2006, and a further 107 in 2007, taking the force total to 220.

BCS survey results in 2005/06 indicate that some 58.2% of residents have confidence in Dorset Police, which is significantly higher than the MSF group average of 52%.

Strengths

- There are clear lines of ownership for the delivery of the safer neighbourhoods project. Prioritisation of roll-out across the force is being decided by use of the vulnerability index, with sites graded as 1 being given priority. Full roll-out will be achieved by April 2008. divisional commanders have been given autonomy to deliver at their respective sites and will manage their own plan and delivery, with assistance and quality assurance from the project team, reporting back through the NHP board to the DCC.
- The DCC has implemented a monitoring framework to support divisions, identify best practice and ensure that development continues in line with the force plan. Increased training is required both for operational staff in front-line delivery of problem solving and partnership engagement, and to all other police officers and police staff in understanding how safer neighbourhood policing differs from the current approach.
- Implementation of safer neighbourhood policing at the pilot site on the Townsend Estate in Bournemouth has shown considerable success in reducing incidents of nuisance and ASB and increasing community engagement and public reassurance. Success on the pathfinder site has allowed for the identification of good practice to be passed on to other divisions, who are now implementing new teams.
- There has been a significant level of prioritisation and related activity around safer neighbourhood delivery over the past nine months. Work has included:
 - formulation of the safer neighbourhood implementation team;
 - implementation of the force community policing model;
 - identification of local vulnerability across the force with appropriate staffing allocation formula;
 - roll-out of further safer neighbourhood teams in both the pathfinder division and other divisions;
 - development of an internal divisional action plan programme, reporting back to the force chief officer lead; and
 - continued employment of the pathfinder site priority policing area (PPA) manager as a force resource to assist with implementation.
- The first five weeks of the IPLDP and the PCSO programme are identical. As the process is accredited, transferees into the regular service can omit the first six weeks of training. Recruitment targeted at breakthrough and hard-to-reach groups has been made a priority. The wastage level for PCSOs is currently 16.5% since

introduction three years ago; of this, just over half transferred into the regular service, bringing invaluable skills with them.

- Recruitment of police officers to safer neighbourhood teams is currently undertaken on a divisional basis, then advertised centrally if the post is not filled. All officers receive special priority payments.
- All divisions have a divisional communications officer, although the post at Bournemouth is vacant.

Work in Progress

- Refresher training on use of the National Intelligence Model (NIM) is due to be rolled out force-wide during 2006.
- IT solutions are being developed to fit the intelligence models the force wants to develop for safer neighbourhoods. For example, the intelligence system can file intelligence reports on locations as well as named persons. This system is currently being trialled at Bournemouth division.
- The scanning, analysis, response, assessment (SARA) model of problem solving is used to deal with neighbourhood issues. All safer neighbourhoods problem profiles are fed into the intelligence system via the intelligence management unit (IMU). There is a safer neighbourhoods intranet site, which is managed by the PDDT, where beat profiles and priorities are outlined. Officers can search archived and current files. The force is currently looking at creating additional information fields to capture perceptions of safety and community tension indicators. A new online version of local beat profiles, with tactical plans to support local priority setting and recording, should be considered.
- General safer neighbourhoods training for existing staff is not currently scheduled due to the demands of ILPDP and the core leadership and development programme (CLDP). However the force is developing an NHP module to sit within this training, which should be delivered through the National Centre for Policing Excellence (NCPE) by April/May 2006.
- Performance management systems have been successfully implemented on the pilot site. For example, PCSOs surveyed every 25th house in West Howe to establish how safe people felt. The survey is to be repeated in May 2006 to see whether there has been a significant change in the way people feel about safety.
- There is a strict adherence concerning abstractions of staff from the safer neighbourhood pilot site. The divisional commander utilises overtime payments where necessary to achieve minimum staffing levels. By 2008, response and safer neighbourhood functions will be separated completely.
- Bournemouth division currently has more than 70 special constables; they are utilised as part of the safer neighbourhood teams where they have shown an interest. When needed for response duties a text message is sent, so that they can be brought in for duty immediately. Volunteers are used to call back members of the public to provide updates and to quality assure the contact management process.
- Completion of a time-critical matrix to monitor roll-out is underway and will be completed by summer 2006.

Areas for Improvement

- Support activity from other key departments such as headquarters CID, media and corporate communications, HR and the learning and development unit (LDU) are co-ordinated by the implementation manager. An increasing level of tactical support will be required from these departments to ensure that all staff fully understand their role within the safer neighbourhood model.
- Clearer links between the tasking and co-ordination process and community information need to be established at divisional level. Currently, significant information logs are discussed at the divisional commander's daily morning meeting but there is lack of clarity over how this will be developed. A methodology is required on how a problem will be given priority status within the safer neighbourhood model, ie, location-based, how people feel, most vocal groups. Resources should be allocated using NIM principles.
- There is a potential lack of analytical capacity at divisional level to deal with the increase in information and intelligence which the safer neighbourhoods project is liable to generate. Currently the force employs two analysts on rural divisions (Eastern and Western) three at Bournemouth and three-and-a-half at Poole. A bid has been made to the Police Authority for one further analyst per division.
- Training needs analysis should be undertaken in consultation with the LDU to establish the diverse training needs of other staff. Work on this was started but discontinued, but the gap analysis showed that training needs depended on the role and experience of the individual.
- Headquarters analysts have not received any formalised training on the impact of their role in the safer neighbourhoods project. Some training has been delivered to analysts on divisions, who showed genuine understanding of NHP, but expressed concerns over wider staff understanding.
- The force does not currently have crime and disorder reduction partnership (CDRP) analysts and therefore information and intelligence exchange is dependent on information being shared effectively by partners. It is currently looking at buying into an IT system which would be able to support county-wide data exchange. This would provide a joined-up approach to intelligence exchange and enhanced opportunities for genuine partnership working at the tasking and co-ordination level.
- The estates strategy does not specifically identify and address the requirements of safer neighbourhoods. While, with the exception of Bournemouth, there is no lack of accommodation, it is not necessarily located in the right areas to address the needs of safer neighbourhoods. Poole division has three sites already in place, but accommodation, particularly for PCSOs, is likely to prove more difficult in the rural areas. Work needs to be undertaken to identify co-location opportunities with partners.
- The integration of safer neighbourhoods into external engagement tactical plans and the analysis of the impact of this community engagement should be developed further. There should be development of strategic co-ordination consistent with local area agreements (LAAs) and CDRPs.
- There is a need to develop local tasking processes to impact upon public choices.

- Further development is required for problem-solving processes with partners and the community, including structured joint training and monitoring.
- Performance management systems to monitor and measure safer neighbourhood activity towards agreed targets and priorities need to be established; the analysis of the impact of community engagement should also be measured.
- A standardised abstraction policy for safer neighbourhood officers and staff should be agreed.

1C Customer Service and Accessibility

Grade	Direction of Travel
Excellent	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The vision of ‘a safer Dorset for you’ is clearly defined and supported by two clear strategic objectives: to ‘make Dorset safer’ and to ‘make Dorset feel safer’. This is reflected in the dimensions of professional excellence and quality of service.

The staff-chosen values of integrity, professionalism, fairness and respect that have been firmly established through extensive internal consultation are clearly identified within the force plan. They are the key drivers for ensuring the highest standards of professionalism and integrity in the delivery of the highest quality policing services for Dorset. This approach is then reflected through all divisional control strategies and departmental plans.

A public confidence board chaired by the DCC provides direction and development for the provision of a citizen-focused service. Its ability to define the expectations of staff, community and customers has contributed greatly to success in this area. Through this informed approach, it is now able to develop service delivery that provides a deliberate customer experience, consistent with high standards of customer service and accessibility.

Lay panels are utilised for promotion selection panels to assess the competency of candidates in the areas of diversity and customer and community focus. Innovative surveying methods are used to identify customer and community expectations, eg being listened to, understood, informed, protected and safe. Perceptual training is being rolled out and enables officers and staff to explore the perceptions created in others by their actions.

The force has a series of tactical menus that detail mandatory and optional tactics to meet operational priorities. Raising public confidence has been a priority that has now been translated into providing a people focused service. This is supported by a specific tactical menu incorporating quality of service standards into a local format as well as including a range of other people-focused initiatives.

The witness care unit (WCU) has achieved all of the minimum standard requirements set out by its guidance document *No Witness, No Justice*. The unit has continued to evolve in conjunction with partner agencies and has implemented the recommendations of the Victims’ Code. Both the unit and individual staff members have won a number of local awards.

During 2005/06 user satisfaction surveys reflect very positive findings across all indicators and continuing improvement has taken place during the last two years. Dorset is currently the top performing police force in four out of the five areas measured when compared with its MSF group.

Dorset Police records the second highest levels of confidence in its MSF group (58.2% compared with an MSF average of 52%).

Satisfaction levels for all crime are as follows:

Ease of contact	93%
Actions	84%
Follow up	67.5%
Treatment	93%
Whole experience	85%

Dorset currently has the highest satisfaction rates within its MSF group for whole experience satisfaction levels recording 83% amongst white and 79.2% from BME customers.

Strengths

- The force has identified through consultation data which indicates the expectations and requirements of customers and community. This is translated into policy and procedures in order better to deliver appropriate services. The expectations can be summarised as to be listened to, understood, informed, protected and safe.
- Delivery of the highest quality of customer service and accessibility is central to the vision for policing in Dorset. This ethos is evident within the culture and attitude of officers and staff and is observable in their actions.
- The approach to delivering high performance and continual improvement is extremely sound and incorporates effective leadership, monitoring and informed development. The force has been able to define and incorporate a good understanding of staff and customer expectation and the aim to deliver a deliberate and positive customer experience is reflected through all business areas. Good use is made of IAGs and volunteers, who also assist in matching service with customer expectations and requirements. This additional resource increases accessibility to the force's services.
- A public confidence tactical plan sets the standard for contact at all levels and directs operational service delivery. The plan has specific requirements for the publication of access points.
- The quality of service strategic plan has senior leads and is divided into key themes. Each has been audited and has been the subject of gap analysis. Local qualitative performance indicators (PIs) have been developed which are based upon the results of customer and user surveys. These PIs are integrated within a performance framework which is used to monitor service provision standards on a monthly basis and reports are made to the tactical operations group. Data is available down to team level. Team supervisors are encouraged to use this data to problem solve areas of poor delivery and are required to make courtesy calls to members of the public in order to check on their satisfaction levels and to monitor the individual performance of their team members.
- A comprehensive quality of service commitment (QoSC) delivery plan has been implemented. The Victims' Code is now fully integrated within force policy and

procedures. Performance and compliance are being closely monitored. The requirements of the QoS have been met and are publicised, monitored and reviewed. Training in both areas has been delivered for all staff. Quality of service is a key theme within the force leadership training programme. Service orientation is a key competency that is evaluated within the promotion system (this is often part of the lay panel process which looks at this competency from the eyes of the customer).

- A contact management board, supported by a dedicated superintendent with specific responsibility for call handling, the single non-emergency number (SNEN) and first contact issues, ensures the operational delivery of high quality services and accessibility. A recent review of call handling will allow the force to ensure good public accessibility (see 5A Contact Management).
- A community engagement policy sets out the standards for information provision, consultation and engagement. This enables effective monitoring and development of future service delivery to take place through a strategic tasking and co-ordination group (TCG). Local performance is reviewed through appraisal and divisional reviews.
- The Sorted intranet scheme, which is IT-based, gives internal customer focus in order to resolve staff issues.
- Staff are engaged in the process of improved service delivery. Senior communications centre staff are now actively involved in the recruitment process for their teams and participate in the initial selection of candidates for interview.
- Trained volunteers carry out a media monitoring service and give feedback to the force regarding public perceptions. Additionally there is a positive issues database which reinforces positive messages and gives up-to-date crime figures to the public.
- Efficiency levels are being scrutinised through planned sickness reduction targets and efficiency growth. An example of this strategy is the drive to reduce the number of internal calls which the switchboard operators currently deal with. Messages regularly appear on the intranet and in general orders, emphasising personal responsibility on making internal phone calls. Switchboard operators have a policy of actively managing a member of staff through the process of internal calling rather than putting the caller straight through.
- Staff have been actively involved in the development of One Team, One Vision. As a direct result of the vision and values launch, the communications centre staff have developed and published *Our Promise*, outlining the standards of service to which the department aspires. Other staff regularly attend departmental meetings that reflect QoS issues, and sergeants, inspectors and police staff equivalents attend one of four dedicated seminars held annually to promote quality of service and people-focused service delivery.
- The force has employed an analyst who has specific responsibility for customer satisfaction. This has led to an informed approach towards improvements in this area.

Work in Progress

- A pilot 'virtual PEC' is being trialled across two divisions, enabling local non-emergency calls to be routed to station reception officers when they are not engaged

in dealing with members of the public at the front counter. The scheme has yet to be evaluated but fits the aims and ethos of the NHP model in providing local resources to deal with local issues. The scheme aims to maximise staff resources and cut waiting times for callers. However further analysis of the current workload of station enquiry officers and consultation concerning the fundamental changes in role which a virtual PEC will bring about need to be undertaken. Care needs to be exercised to ensure that local policing accessibility and delivery is not adversely affected.

Areas for Improvement

- There is a need to keep the public better informed regarding crime performance, particularly in relation to the increase in violent crime, which in part has manifested itself as a result of increased geographic targeting and partnership activity. The former has increased the numbers of reported minor assaults, whereas the latter has increased confidence in reporting procedures.
- Awareness training for PEC staff needs augmenting, to improve their understanding of safer neighbourhood policing and criminal law. This is intended to build upon the limited training which has already been given but which now needs refreshing.
- Victim satisfaction surveys have been piloted in the north Bournemouth area to ensure quality of initial contact and investigation. A supervisor calls back members of the public on an ad-hoc basis to check levels of service provided. Specific attention is paid to calling back dissatisfied customers, or those who have made a complaint regarding the standard of service, to discuss reasons for dissatisfaction.
- The force recognises that additional financial investment of £2.2 million over two years is required to meet the enhanced 'gold standard' that Dorset has aspired to and that this may prove challenging during a period of such significant change. Some monies have been promised. This gold standard goes way beyond the national QoSC standard and incorporates additional standards and performance indicators. For example, National Call-Handling Standards (NCHS) and other local qualitative measures are used to monitor the actions of those staff who are in first contact roles.
- The force should incorporate a citizen-focus element, in line with the Victims' Code, into all future student police officer and staff developmental training. This will complement the excellent work which has been done to train its entire front-line staff in quality of service training.

GOOD PRACTICE

TITLE People Focus – Delivering a Deliberate Experience
PROBLEM: Customer satisfaction
<p>SOLUTION: Learning from innovative commercial approaches to achieving customer satisfaction, the Force has developed the concept of delivering a deliberate customer experience. This puts the customer, in this case, victims, witnesses, callers and members of the community, at the centre of policies and procedures and seeks to address their needs and expectations and to achieve a positive emotional outcome that equates to satisfaction.</p> <p>To achieve this, the expectations of the customer need to be expressed in the form of emotion or feeling. The work has involved innovative surveying developed in Force that has resulted in the recognition that people wish to feel (rather than simply being) <i>Listened To, Understood, Informed, Protected and Safe</i>. Generating this emotional response has become the priority that is defined as Making Dorset Feel Safe.</p> <p>Equally, it has been recognised that if staff expectations are recognised and delivered they will better deliver the community's expectations. Through a similar process, the expectations of staff were established and they wish to feel <i>Professional, Motivated, Supported, Respected and Valued</i>.</p>
OUTCOME(S) In both cases (community and staff) policies and a transformational leadership style are seeking to deliver a deliberate customer experience.
FORCE CONTACT: Chief Superintendent Simon Merry, Head of Quality and Development

1D Professional Standards

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
2	16	25	0

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

http://inspectrates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

The force has maintained a high level of compliance with the National Crime Recording Standard (NCRS) and this validates performance and integrity in the reduction and detection of crime. Performance during 2005/06 indicates that overall crime rates rose by 1.7% (979 offences) from 57,722 to 58,701. In spite of this small rise the long-term trend is downward. However, other police forces in the MSF group appear to be reducing overall crime faster than Dorset. The main public service agreement (PSA) volume crime target is to reduce BCS comparator crimes by 17% by March 2008 and the force remains on target to achieve this. Domestic burglary fell by 17.7% (463 offences) from 2,616 to 2,153 and robbery fell by 25.4% (87 offences) from 342 to 255; the long-term trend for both offence categories is downward and lower than the MSF group average. Vehicle crime rose by less than 1% (62 offences) from 6,580 to 6,642, and the long-term trend is also downward and is lower than the MSF group average. Violent crime rose by 10.2% (1,205 offences) from 11,781 to 12,986 and the long-term trend is a continuing rise and above the MSF groups average. A violent crime problem profile and action plan is being developed to address this.

Volume crime has been identified as a key priority within the force control strategy and progress against targets is regularly reviewed at the force TCG with tasking directed towards identified problems. Operation Protect and Operation Wave are two highly-publicised initiatives that are tackling violent crime and vehicle crime respectively, and are designed to bring consistency and continuity in the way that police focus upon these crimes and raise confidence in areas of public concern. The force remains confident that its policy of targeted, proactive early intervention in relation to the night-time economy and use of penalty notices for disorder (PNDs) for lesser offences, will see this trend being reversed in the medium term.

Strengths

- Overall CDRP performance against volume crime targets is positive. The force has well-developed CDRP arrangements and there are good examples of multi-agency tasking and co-ordination and partnership work to reduce crime at this level. Bournemouth division has implemented an offender diversion scheme known as the Pier Project, which focuses on prolific offenders and has received national recognition. It aims to stop the cycle of re-offending by providing support to individuals who have significant drug habits. This scheme is believed to have had a major impact and there have been reductions in burglary, robbery and vehicle crime as a direct result of it.

- An intelligence-led operation tackling vehicle crime in Bournemouth and Poole known as Operation Wave has led to significant reductions in crime following a targeted approach. The Poole Safe scheme, aimed at addressing offences related to licensed premises and alcohol abuse, is nationally recognised.
- Violent crime remains a challenge (see Contextual Factors), however, the force has been proactive and has used wide-ranging tactics in order to tackle the problem of violent crime. These include increased enforcement activity, making additional arrests, extensive use of PNDs, the targeting of problem premises, introduction of joint patrols, targeted use of CCTV and a range of preventative measures involving the licensing industry and schemes such as Pub Watch.
- A violent crime summit has been recently organised for key stakeholders and is leading on proposals for a strategic partnership framework across Dorset, which is focused on reducing violence. The force has commissioned a comprehensive assessment with external support from academics in the field of criminal justice.
- For the past two summers, the force has had a co-ordinated approach through Operation Protect and the TCG process. This operation has focused on enforcement activity in town centres and is targeted at violence and ASB. The operation has led to significant increases in the number of arrests and sanction detections, but has also led to an increase in recorded violent crime with some 701 arrests in summer 2005 (see Contextual Factors above).
- Bournemouth division has developed a system of burglary prevention known as the near repeat prevention strategy. This involves uniform police staff visiting residential premises within a set proximity of a residential burglary and providing information and prevention advice. This strategy was developed following local research which identified premises near to a victim of burglary were most vulnerable as potential future targets.
- There is evidence that where savings have been achieved through crime reduction, the resource saved is proactively invested through the TCG process towards offender management in line with force priorities.

Work in Progress

- A review is being undertaken to consider the worthiness of introducing a superintendent level director of crime reduction during 2006. This post would take the professional lead for crime reduction and develop a more corporate approach to prevention strategies, and would be line-managed by the head of the headquarters CID.

Areas for Improvement

- There is a need to further develop strategies to reduce violent crime across the county, particularly domestic violence and violence associated with the night-time economy, if the upward trend in offences is to be reduced. Some of the 10% rise in violent crime is a direct result of increased proactive work, resulting in increased arrests for public order offences. The challenge is to convert this increased activity into a decrease in violent crime, through selective targeting, problem-solving and prevention activities. In the interim a strategy to mitigate the potentially damaging

effect on public confidence of police-induced increases in violent crime needs to be developed.

- Partnership working should be developed at a strategic and operational level, particularly in intelligence-sharing and tasking processes, so that work is more co-ordinated and becomes a shared responsibility.
- The benefits of projects such as the Pier Project need to be monitored in order to further develop diversion schemes and reduce crime.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
5	17	17	4

Contextual Factors

The force strategic assessment and the level 2 tactical assessment identifies emerging risks and threats to the organisation, which includes the threat from serious and organised crime and other areas considered to be high risk. At level 1 territorial divisions are responsible for identifying emerging threats through the TCG process.

There is a well-integrated intelligence system which is linked to other parts of the database and information relating to major crime and critical incidents can be accessed easily by staff members. The force is currently carrying out assessments in relation to homicide and serious and organised crime; furthermore it has carried out extensive work on the threat from gun crime and Class A drugs markets.

has a formal process of review for major crime and critical incidents which is managed by the ACC. Reviews of homicides are in line with the ACPO guidance and undertaken in every case if undetected after 28 days. Formal force debriefs of critical incidents are conducted where there has been a major impact upon the community such as firearms incidents, sieges, major evacuations and offences of Kidnap. Lessons learnt are formally tasked through the corporate governance structure.

IAGs are being established in all divisions, led by Bournemouth . A force-level critical incident IAG has also been established, and has been very effective in aiding police responses.

Dorset Police has successfully detected 25 out of the 26 recorded murders reported in the last 6 years. During 2005/06 the level of life-threatening crime and gun crime was low and significantly below the MSF group average.

Strengths

- The force continues to perform to high standards in relation to major crime investigation. The work of the major crime investigation team (MCIT) continues to provide good value and abstractions from divisions are kept to an absolute minimum.
- The MCIT is able to provide a professional response to homicide offences, stranger rapes and cold case reviews as well as providing investigative support to level 2 covert operations. This has resulted in a number of arrests and convictions. The MCIT has sufficient capability to manage current demand from homicide offences and rarely abstracts staff from territorial divisions to support an enquiry. The average cost of overtime during a murder enquiry has been reduced by 300%.

- The MCIT has a dedicated crime analyst, who can be used proactively to develop intelligence and identify trends and patterns about current and future major crimes. The MCIT can also monitor costs and allocate/monitor/inform proactive enforcement activity.
- There are formal call-out procedures for a range of specialists who can provide strategic and tactical advice in the event of a critical incident or major crime. There is a resilient command structure in place to deal with firearms incidents and it has sufficient trained Gold and Silver commanders to respond to anticipated demand.
- A critical incident IAG has been introduced to provide advice and guidance on major crime investigations and critical incidents. This has assisted greatly in the formulation of community impact assessments and has become a valuable source of independent advice.
- Dorset Police delivers critical incident training to all front-line staff, supervisors and control room staff, which includes initial response, scene preservation and forensic considerations. This training has significantly improved the response to critical incidents. Policies and advice on the need to identify and declare such incidents as critical are widely available on the networked IT systems.
- There are comprehensive processes and systems for monitoring high-risk policing functions. A force security board, chaired by the ACC, takes responsibility for the management and co-ordination of policing at high profile locations, particularly where there may be a threat from terrorism or domestic extremism.
- The risk from serious sex offenders and dangerous offenders is managed through a well-developed multi-agency public protection arrangements (MAPPA) process. All registered sex offenders in force are managed and co-ordinated by the sex offenders investigation unit (SOIU) which has developed a robust system of risk assessment (see 4B Protecting Vulnerable People).
- All intelligence is recorded directly onto HOLMES (the Home Office Large Major Enquiry System), eliminating back record conversion.

Areas for Improvement

- The extraction of intelligence data from major crime investigations and mainstreaming into force databases needs to be developed.
- The implementation of level 3 senior investigating officer (SIO) training and accreditation as part of the professionalising the investigative process (PIP) programme should be implemented.
- There is a need to improve the capacity of central teams, eg MCIT and surveillance teams, to enable them to be more proactive in their response to major crime. It is likely that the new level 2 IMU will place increased demands upon capacity in this area.
- A harm reduction strategy needs to be developed for major crimes; a strategy for homicide prevention, in particular, is needed.
- A performance management framework that effectively assesses the performance of the MCIT and other specialist teams should be developed, and should include relevant quantitative performance indicators, in particular in

relation to Proceeds of Crime Act (POCA) seizures and use of financial investigation powers.

- Formalised tasking within Special Branch should be introduced outside the tactical operations group. While the deployment of some teams, eg the covert operations team, is conducted through the serious and organised crime TCG, the continued management of a tasked resource is based heavily upon present capacity.

3B Tackling Serious and Organised Criminality

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
7	21	13	2

Contextual Factors

Serious and organised crime (SOC) is a key priority within the control strategy and assessments have been commissioned in all areas of SOC in order to identify criminal networks and establish the extent of the threat(s) facing Dorset.

A SOC TCG has been established which is able to manage the response to serious and organised crime. This group is chaired by the head of CID and is responsible for monitoring the progress of ongoing operations and for prioritising tasks directed towards identified targets.

Since November 2005 the force has faced a significant commitment to a murder investigation, which has involved the covert operations team in intensive surveillance activity and intelligence development work. This operation supports an ongoing major crime investigation, which has serious implications in relation to public protection issues.

The regional tactical tasking and co-ordination group (TTCG) has recently put forward proposals to set up a regional intelligence cell, which would then provide support for collection and analysis of intelligence relevant to the key priorities, and for producing the necessary NIM products. The region has no independent targeting capacity at present and therefore joint working has been limited.

During 2005/06 there have been a number of successful covert level 2 operations and some with other police forces and agencies have resulted in successful outcomes, eg Operation Colossus. Targets for confiscations made under POCA have been met and exceeded during the year.

Strengths

- The force is committed to further integration with other agencies to tackle serious and organised crime. Headquarters CID are leading a project to create a co-located unit based at Poole ports and made up of Special Branch, HM Revenue and Customs, the UK Immigration Service and Poole ports security. This project is aiming to join up these services and enhance the response to organised immigration crime and associated SOC. It will also explore the possibility of a mixed economy within the unit and the use of PCSOs to support its work.
- Operation Dismantle is the force-wide drugs strategy launched in 2005. It led to significant enforcement activity across the county, resulting in a 181% increase in the number of persons charged with supply and possession of Class A drugs.
- The force has developed its capability in relation to test purchase operations and has supplied test purchasers (TPs) on eight separate Class A drugs operations

during 2005/06 to Wiltshire, Devon and Cornwall, Gloucestershire and South Wales police forces. It has a dedicated co-ordinator with a number of officers now trained in test purchase work. A successful TP operation (Operation Rake) was run in East Bournemouth and this led to 20 convictions for the illegal supply of drugs.

- The intelligence and covert operations arrangements have been restructured since the last baseline assessment. The force now has a fully functioning dedicated source unit, increased capacity within the analyst cell able to deal with serious and organised crime and increased capability within the technical support unit (TSU), and has introduced a serious and organised crime TCG process to manage demand.
- There are six financial investigators dedicated to level 2 work and operating within the economic crime unit (ECU). All level 2 target profiles are assessed by the ECU to consider financial investigation at an early stage and they are fully integrated into the SOC TCG process. The ECU has recently recruited a dedicated researcher responsible for the initial assessment of all suspect activity reports (SARs) and for identifying potential targets.

Work in Progress

- Level 2 capacity and capability is currently being reviewed and proposals are being placed before chief officers to increase resources in this area over three years.

Areas for Improvement

- There is a need to increase level 2 capability and capacity. The areas of growth have been identified by the force within its business plan to become a stand-alone force and such growth will be the subject of a bid for extra resources.
- The implementation of a level 2 IMU will drive all level 2 activity within the force.
- As mentioned in 3A Managing Critical Incidents and Major Crime, there is a need to develop a robust performance framework for level 2 covert operations and to improve the level of collaboration between police forces where joint activity is necessary.
- Formalised tasking within crime branches needs to take place to create a more proactive, NIM-orientated approach, with activity driving resource allocation, and to develop and monitor a comprehensive range of harm indicators which apply to particular communities.
- There is a need to review the current system which exists to address issues of security, integrity, protocols and policies to include the PSD, eg PSD involvement in operational reviews/debriefs.

3C Volume Crime Investigation

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	20	16	4

Contextual Factors

Dorset Police has a crime standards unit (CSU), led by a detective chief inspector, which has been responsible for establishing a professional framework for the investigation of volume crime. The unit has developed a corporate approach to crime investigation, which incorporates policy, crime recording and investigation procedures and the development of training. The unit also provides quality assurance in relation to NCRS and has an auditing function to support it. The 2005 NCRS compliance audit of the force graded the force Fair for management arrangements and Good for data quality. The HMIC detection audit which assessed compliance with the Home Office Counting Rules (HOCR) for detected crime graded the force as Fair, and a series of improvements have been suggested.

The ACC chairs the crime standards board, which is responsible for the strategic development of crime standards and PIP within the force and is able to provide support to the work of the CSU. Standardised procedures have been introduced to manage crime screening, scene attendance, the completion of investigation plans, victim updating and prioritisation of crimes.

The overall sanction detection rate has continued to rise during 2005/06. The year end figure was 28.5%, an increase of 3.1% and above the MSF group average. Sanction detection performance for domestic burglary levelled off at 21.4% and is above the MSF group average. Vehicle crime sanction detections rose by 2.8% to 15.6% and are above the MSF group average. Robbery sanction detections rose by 5.4% to 28.2% and are again above the MSF group average. Finally, violent crime sanction detections rose by 5.1% to 47.7%, which was in line with the MSF group average.

Strengths

- The force has continued to make progress in improving the standards of investigation in force with the provision of investigative training, clear procedural guidelines and the introduction of robust performance management data in relation to crime investigation.
- Operation Protect was an enforcement campaign directed towards violence and disorder within town centres across Dorset. It led to a significant increase in the overall number of arrests and sanctioned detections during 2004 and 2005.
- Investigation standards have been improved significantly by the introduction of robust systems to manage outstanding crimes, with a database to support performance measurement down to section level. There is a comprehensive crime

investigation and recording policy, which is available on the intranet and is supplemented by a supervisors' guide to investigations.

- Investigative skills courses which have been developed within Dorset are provided to front-line constables and sergeants. These courses focus on crime scene attendance, the preservation of evidence, forensic opportunities and identifying main lines of enquiry.
- The force has sufficient capacity to be able to deal with volume crime investigations on divisions, with detained persons units (DPUs) based in each of the three custody centres and the use of other investigative teams to support the DPUs. The use of police staff investigators has proved to be very successful and the role of the case director has also become important in ensuring standards of investigation within the custody arena remain high.
- A crime training manager has been appointed with dedicated staff, along with a full-time intelligence trainer, to enable the force to improve the quality of its investigations and intelligence.

Work in Progress

- The implementation of a revised crime recording process focusing on the individual needs of the victim has started to improve the risk assessment process and deliver an improved quality of investigation.
- The review and development of evidence linked to CCTV systems to improve current processes is starting to provide a professional framework and increase the number of OBTJs.

Areas for Improvement

- There is scope for better understanding among both police officers and police staff concerning the role of the PEC. An opportunity for new staff and probationers to spend time within the PEC environment during the initial training period is recommended.

3D Improving Forensic Performance

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
3	16	21	3

Contextual Factors

There is an up-to-date forensic strategy, which is widely available to staff, and a number of plans currently in place to improve performance. The force is due to purchase the Police Standards Unit (PSU) work improvement package in the near future and is currently process mapping the forensic recovery, submission and management of DNA and fingerprints in force through an external consultant.

The head of scientific support is also introducing a forensic intelligence capability in order to enhance the identification of series crime and to assess forensic requirements and intelligence gaps more effectively across the county.

During 2005/06 the force performed well in comparison to its MSF group, particularly in relation to the percentage of sanctioned detections achieved from fingerprint and DNA yields. In both categories it is positioned top in the country. It has also succeeded in increasing the total number of fingerprint identifications significantly on last year (by 130).

The level of crime scenes examined in Dorset is currently 15.77% which is below the MSF average of 19.68%. The force is currently achieving a rate of 90.66% in relation to burglary scene examination, which is again below the MSF average of 92.2%. Dorset is currently bottom of its MSF group achieving a 28% scene examination rate in relation to theft from motor vehicles and motor vehicle interference. It is achieving a 41% scene attendance rate for incidents of theft of motor vehicle and TDA which are again below the MSF average of 51.5%.

Strengths

- An intelligence-led approach is employed which has resulted in the highest level of detections in the country from crime scene examination from the lowest number of examinations.
- The force has developed innovative ways of reducing the administrative burden on crime scene investigators (CSIs) by introducing a digital pen to assist in the completion of CSI work sheets. This technology enables data to be transferred from the pen through mobile phone technology to a server, and saves significant time in terms of inputting data. It also allows information to be available for research and analysis immediately. This work has received national acclaim and will be further expanded. Use of the digital pens is being marketed internally and with external partners, and the pens are about to be used to share domestic violence data with other agencies (see 4B Protecting Vulnerable People).

- There is a dedicated forensic trainer who provides up-to-date guidance to front-line staff on forensic matters and has a significant input on student police officer, investigative skills and critical incident courses. Clear guidance in the form of policy is available to all officers and police staff on key forensic processes.

Work in Progress

- Good use of IDENT1, the fingerprint recognition system, is being made and the force is now looking to increase the number of live-scan machines to enable output to be increased. Consideration is also being given to providing machines to Poole ports and Bournemouth Airport.

Areas for Improvement

- Despite the good performance described above, the force should seek to increase the total number of scenes examined and improve overall recovery of forensic material. Furthermore, the PSU scientific work improvement model (SWIM) should be used to help improve systems and processes.
- Forensic intelligence capability should be developed in order to enhance the identification of series crime and to assess forensic requirements and intelligence gaps more effectively across the county.
- The tasking of forensic resources through the TCG process is in need of improvement; forensic specialists should play an integral part in TCG meetings.
- It is evident that there is a need to improve forensic capability to meet the demands of the hi-tech crime unit.
- An integrated and seamless performance management process should be developed encompassing every stage from first contact to sanction detections.

GOOD PRACTICE

TITLE Mobile Data
PROBLEM: How to reduce the need for staff to return to stations to file reports and provide better operational and management information. During 2005/06 the Force introduced the use of a digital pen to support the work of crime scene investigators.
SOLUTION: The pen enabled the CSIs to attend scenes, complete job sheets in the normal way and transfer data securely via mobile phone technology from the pen direct to a server. The data are then able to populate the relevant forms electronically without the need for any double keying and data are transferred as soon as the form is completed. This avoids the need for the CSI to return to the office to complete paperwork and also makes information immediately available on the system for research etc. The Force is now extending the use of the digital pen to other areas of business and a further pilot scheme (funded by the PSU) is underway in North Bournemouth which will focus on the reporting of domestic violence and information sharing with partner agencies. In addition the pens are being piloted as a surveying tool for use at seminars and public events to provide immediate analysis and development of discussion and views.
Technology is also being piloted that provides vehicle born mobile data for patrol officers through the integration of wiring looms and telemetry. This development has resulted from work with

BMW in Munich who uniquely use fibre optic wiring looms and this provides a significantly more economic outcome to using this technology. The mobile data is currently being tested by ARVs and include vehicle data as well as providing ANPR, CCTV and a cut –down browser version of the forcewide system.

OUTCOME(S) This development provides fleet management information enabling governance, risk reduction and cost efficiency. Operational advantages flow from the capability described and in particular the provision of information to customers and the provision of intelligence to front line staff. In addition, returns to stations are reduced, enhancing visibility and engagement. Planned integration with the digital pen revolutionises the work of front line officers and the business of policing.

FORCE CONTACT Mr Terry Marsden, Scientific Support Manager

3E Criminal Justice Processes

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	15	27	1

Contextual Factors

The Dorset criminal justice board (DCJB) and the internal criminal justice strategy board and crime standards boards co-ordinate justice issues, principally to support the bringing of offenders to justice with a focus on victims and witnesses.

Responsibility for the majority of this work falls to the CJD. Its overall aim is to ensure that the delivery of service in all key business areas is focused on the needs of victims, witnesses and the force's other service users.

The key areas for this framework are prisoner handling, pre-charge advice, bail management, investigative standards, file preparation, witness care, post-charge/summons processes, the Police National Computer (PNC), enforcement, OBTJs and the effectiveness of the police contribution to the DCJB and other supporting groups. To complement this, the department continues to evolve by engaging with staff, modernising the way in which it conducts its business and making effective use of resources. Much of the success that is enjoyed in this area is as a result of the excellent working relationship with key partners such as the Crown Prosecution Service (CPS) and HM Courts Service.

In March 2006 Dorset Police received national recognition following the successful deployment by its CJD of a phased pilot roll-out of this initiative. The pilot mirrored all aspects of statutory charging with the exception of pre-charge bail conditions and access to the CPS direct. The project included the re-deployment of staff to divisions in gate-keeping and case file-building roles. The custody IT system has been developed to support processes and automated production of certain forms.

The force-wide WCU has been signed off by the national implementation team as achieving all of the minimum standard requirements set out by their guidance document, *No Witness, No Justice*. The unit has continued to evolve in conjunction with partner agencies and has implemented the recommendations of the Victims' Code. Both the unit and individual staff members have won a number of local awards.

During 2005/06 the target was to increase the number of OBTJs to 14,906 – this target was met and exceeded with some 16,582 OBTJs. The target to reduce ineffective crown court trials was met and exceeded, (the target was 7.3% and the force achieved a 12% reduction) but that for magistrates court trials was not (23% achieved), and further work is required to reduce this to the target figure of 22%. The target to reduce the number of outstanding warrants (target 632) has been met and exceeded. (Current number outstanding is 510). The 71-day target time for persistent young offenders (PYOs) to be brought to justice (arrest to sentence) has fluctuated from 55 to 86 days. By the end of the year some 44% of Dorset residents had confidence in the criminal justice system, which met and exceeded the 43% target.

Strengths

- PNC data quality and timeliness of entry has been to a high standard. Delays have been due to court difficulties meeting timescales, rather than police inefficiencies. Dorset Police are the highest performing force in the country in relation to the rate of arrest/summons notifications to the PNC.
- The strength of partnership working with other criminal justice agencies allows the force to progress all key work strands driven by the DCJB. The relationship with the CPS is described as excellent, and within the force there is a joint police-CPS administration department led by a CPS manager.
- Divisional level case directors are fully integrated with CJD processes and receive up to six months training, ensuring that they have a full understanding of the role.
- There is cohesion between internal and external partners within key business areas. Significant internal relationships, eg between the CJD and headquarters CID, ensure that processes are integrated, that there is consistency and that consideration is given to processes that run across departments.
- The force-wide WCU has embraced and delivered the requirements of the No Witness, No Justice project and the Victims' Code. Work is ongoing to ensure standards are maintained with the further implementation of the Victims' Code. A multi-agency contact directory for criminal justice processes has been developed, providing a one-stop shop for information and referral.
- A witness profiling scheme has been introduced to meet the needs of persons with communication difficulties, as an alternative to special needs. A multi-agency victims and witnesses group has been formed (including a professor from Portsmouth University) which has overseen the No Witness, No Justice project and Victims' Code implementation.
- The justice issues group, incorporating the CPS, CID, CJD and head of hate crime, meet regularly to provide a start-to-end process regarding crime standards.

Work in Progress

- Further development of the use of the witness and victim experience survey (WAVE) is required. The third survey is currently being carried out and the database is gradually being built up, but an increase in the number of responses would significantly improve the accuracy of the survey and improve learning opportunities.

Areas for Improvement

- Performance information regarding the service given to minority groups should be improved. This would help assess and improve the fairness and equality of service delivery.
- Case officers need to be more involved with case supervision, working with investigating officers at the outset in order to improve the quality of case files.

- There is a need to introduce succession planning in role of case director and thereby provide continuity of service delivery.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

Contextual Factors

Tackling ASB is a force and CDRP priority and is central to safer neighbourhoods, which has received positive feedback from Centrex evaluations.

The ACC is the lead for the ASB strategy, which is managed through the TTCG. This identifies issues from level 1 that are managed by local TCGs. A multi-agency ASB tactical menu is maintained by the PDDT; action is delivered locally and a close working relationship exists between divisions, headquarters and CDRP leads. Regular meetings are held between police and CDRP ASB leads.

The Together website is accepted as the source of best practice in respect of ASB behaviour by all partners, with the force intranet to be used via Sharepoint in due course.

During 2005/06 BCS fear of crime of crime surveys indicated a mixed picture, with low levels of fear of burglary and violent crime and higher-than-MSF-group average fear of vehicle crime, ASB and drug dealing/use.

Strengths

- A violent crime summit was held on 21 March 2006 focusing on alcohol-related violence, which attracted executive level representatives from police and partners and agreed further partnership working towards crime reduction targets in this arena. This has galvanised a resolve for joint working to address street disorder and violence.
- The force has become a strong leader in the community, specifically among partners for instigating multi-agency work, eg divisional commanders chair the CDRP meetings; the violent crime summit hosted by the force, at which partners agreed a joint action and expressed a wish for the force to lead.
- Extensive use is made of all available legislation to tackle issues relating to ASB, including Anti-Social Behaviour Orders (ASBOs), dispersal orders, crack house closure orders and vehicle seizures.
- The implementation of safer neighbourhoods presents a structured and resourced approach to tackling problems of ASB.
- Support for the core work of the youth offending team (YOT) is given through the services of a seconded police constable and the provision of timely and relevant information. Senior officer support for the YOT board is evident and greatly

valued by partners. Officers regularly consult with YOT staff on common issues and adjust their practices as appropriate. While Dorset Police are currently unable to increase their financial support to the YOT, there is a commitment to exploring opportunities to provide support in kind, with the involvement of officers on specific projects.

- The involvement of police officers in youth centre management committees is particularly positive in Weymouth and Portland, Ferndown, Wimborne and Verwood.
- In excess of 90 local volunteers are engaged force-wide to provide a wide variety of services including updating and keeping people informed regarding the outcome of calls for service.
- Problem-solving training has been undertaken by police and multi-agency staff via the police partnership trust. In addition some police staff and strategic watch members have been recruited as trainers to pass on problem-solving training in the community.

Work in Progress

- The multi-agency ASB protocol is currently being redrafted, together with the current information-sharing protocol, which aims to improve partnership collaboration and problem solving.

Areas for Improvement

- An ASB communications strategy, led by a chief officer, should be developed to engage the media in reassurance messages concerning public safety.
- A multi-agency ASB hotline scheme should be developed with procedures to deal with received calls in an efficient and effective way.

4B Protecting Vulnerable People

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
8	32	3	0

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Contextual Factors

Dorset Police were considered to have some good processes in place, which will benefit over the next 12 months from the creation of a public protection unit (PPU).

Dorset Police takes the regional lead on area child protection committees. There are three child protection investigation units (CPIUs) under the line management of headquarters CID. The units are adequately resourced and staffed by officers who receive specific training in sexual offences investigation and joint interview training prior to joining the unit. A number of officers are fully trained detective constables and have the opportunity of completing their Initial Crime Investigators' Development Programme (ICIDP) training while posted to the unit.

Strengths

- Dorset Police has developed excellent MAPPA with its partners and has a robust system for managing registered sex offenders. The force has a proactive SOIU based in Bournemouth, which takes responsibility for managing all registered sex offenders in the force and co-ordinating home visits. The unit also has an intelligence capability and proactively targets suspects where appropriate.

- Strong relationships with other agencies have been built and the force conforms to the inter-agency child protection procedures manual to ensure effective collaboration in relation to investigations or referrals involving children at risk. This manual contains best practice and guidance, is current and is posted on the force website. Offences are investigated promptly and an effective system of referral and call-out exists to deal with such cases. The force has implemented the latest NCPE guidance on child abuse.
- Prior to their attachment to the CPIU, officers are given extensive multi-agency training. This is complimented by further specialist training and attachments with partner agencies during their initial three-month probationary period. The unit has its own ICIDP tutors and a separate CPU trainer. Every officer is given three days of video interview training at the end of their probationary period. Over two hundred courses have been delivered to date.
- The management of registered sex offenders is robust, with responsibility for initial risk assessment falling to the SOIU.
- Each of the four divisions has a domestic violence co-ordinator, supported by a detective sergeant who acts as a force level co-ordinator. Poole and Bournemouth have introduced dedicated teams to tackle domestic violence. The positive arrest policy applied has led to improvements in tackling such crimes.
- Bournemouth has introduced a vulnerable persons standard, which brings together information on vulnerable people from different sources in order to inform officers and equip them with the information to safeguard vulnerable people. They also have a community crime investigation team focusing on vulnerable victims. Bournemouth has entered into an agreement with the primary care trust to provide facilities at the police station for GPs to see vulnerable patients.
- The force has developed a comprehensive missing persons policy, with supporting procedures to deal with the identification of vulnerability and risk. Outstanding missing persons enquiries are subject to regular review and form part of the TCG process. The force is currently considering the introduction of a new electronic missing persons system, which is able to track enquiries more closely and provide an improved system of flagging and review.
- Poole has signed a protocol with St Ann's Mental Hospital to regulate dealing with vulnerable mentally ill people.

Work in Progress

- There is recognition within the force that it could improve services to victims of domestic violence and other vulnerable victims. A public protection project has been commissioned, led by a detective chief inspector, to review current practice and recommend proposals for a public protection framework in Dorset, able to manage domestic violence, hate crime, child abuse, elder abuse and other crimes directed towards vulnerable people. The force is keen to introduce PPU's and also to further engage key stakeholders in the work.
- Police, social services and the CPS are developing a protocol for profiling vulnerable victims/witnesses. This is to enable them to ascertain the best method to communicate with these potentially vulnerable people and allow them to give evidence.

Areas for Improvement

- There needs to be joint auditing with partners of cases concerning high-risk vulnerable people to complement the work already done on child abuse.
- A multi-agency strategy with joint objectives and targets needs to be formulated. When there are multi-agency responses to crimes, they need to be jointly evaluated for risk and best practice.
- There is scope for sourcing multi-agency funding for research into the profile of prolific persistent domestic violence offenders. There is limited work currently being done with perpetrators of domestic violence on a one-to-one level; the force needs to investigate methods of prevention and education which will reduce the repeat victimisation level from its current rate of 34%. This will require a problem profile to be compiled and longer term solutions to be found.
- There is a need for a revised missing persons database which is able to track investigations, log police activity and meet the challenge of high-risk elderly persons in accordance with the No Secrets programme.
- There is a need to develop further the ongoing multi-agency work, to establish protocols for best practice in communication with victims and witnesses, to facilitate best evidence and to introduce (pre-charge) victim care units (VCUs).
- A written accountability framework should be developed which uses quantitative and qualitative performance indicators with clearly defined lines of strategic and operational responsibility.
- There is limited work currently being done with perpetrators of domestic violence on a one to one level; the Force needs to investigate methods of prevention and education which will reduce the repeat victimisation level from its current rate of 34%. This will require a problem profile to be compiled and longer term solutions to be found.

5 Providing Assistance (Domain 4)

5A Contact Management

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

Contextual Factors

Contact management is recognised as critical to customer service and the achievement of the force vision and values. A superintendent has been appointed to lead this business area, which comprises the operation of emergency and non-emergency call handling and police station enquiry office services, under the strategic lead of the ACC.

The ACC chairs the contact management board, which includes Police Authority representation and divisional commanders. There is a user group chaired by a divisional command team member and a delivery group charged with implementing the strategy.

There are two dedicated trainers (communications centre and PEC training is included in shift patterns) and the superintendent has bid for a business process improvement officer and additional HR support to help develop a fully costed HR strategy.

999 emergency call-handling performance against target has reached the highest levels in five years; during 2005/06, some 81.4% were answered within 10 seconds and during the last quarter (January–March 2006) nearly 90% were answered within target. To achieve the target of answering 90% of 999s within 10 seconds the force has planned an 11% staff increase, in line with staff modelling. Non-emergency calls answered through the switchboard have a target of 90% answered within 30 seconds and during 2005/06 some 93.5% of calls were answered within target. To help improve accessibility the force has introduced a single non-emergency number (SNEN) which is easy to remember and Dorset Police has been invited by the Home Office to submit plans to join the second wave of the national SNEN.

Customer surveys show 85% satisfaction with the speed of answer and 90% satisfaction with overall service. In the BCS Dorset residents expressed a 93.1% satisfaction rate for ease of contact with the police, which is higher than the MSF group average of 90.5%.

Strengths

- There is one main non-emergency contact centre (which is also acts as an emergency call centre at times of extraordinary demand), led by a police staff manager who has a call-handling business background. The postholder manages the switchboard, the PEC and volume crime recording. The PEC answers 56.8% of presented calls within 30 seconds. Following a 28% increase in demand over the last two years, and to help achieve the target of 90% of calls answered in 30 seconds, the force plans to use 13.5 enquiry office staff as call handlers linked to the PEC.

- Dorset Police has implemented a triaging system for managing non-emergency calls during periods of peak demand. A call-back scheme is in place for volume crime recorders to improve customer satisfaction on call waiting times and to reduce abandoned call rates (which currently stand at 17% for non-emergency calls – see Areas for Improvement).
- Public station enquiry offices have varying opening times, but enquiry offices at stations with full-time custody suites are open 24 hours a day. Community contact vans visit villages and other hard-to-reach communities and provide a visible and reassuring presence to rural communities. Enquiry offices and community contact vans are the responsibility of divisional managers. Other methods of contact are being explored through partnership working including the use of kiosks.
- Communications centre inspectors are qualified firearms incident managers (FIMs) and act as Silver commanders in spontaneous incidents. They maintain an operational focus while being responsible for the day-to-day performance of their staff and quality of service (see 5B Providing Specialist Operational Support).
- Office telephone extensions with voicemail and direct dial facilities are networked. The contact management board will include divisional and departmental call handling in its focus during 2006/07.
- The computer system is comprehensive and has some customer relationship functionality. The information systems department has worked closely with contact management, developing systems to speed up inputting, accommodate National Standards for Incident Recording (NSIR) and support NCHS.
- Contact management and call handling is recognised by the force as an integral part of policing. divisional commanders have committed appropriate levels of staff to support this, in particular call handling. Furthermore, crime managers liaise closely with the communications centre, PEC and volume crime recording staff as well as members of the PDDT to jointly improve incident recording.
- Call-handling operators are trained to undertake more than one role. This increases flexibility and allows for more effective resourcing of posts and balancing of skills. External call handling and access methods cater for a wide range of diverse groups. A variety of work patterns and opportunities are available to call handlers and public contact point staff.
- Communication centre staff manage the internal intranet site, and are at the forefront of suggesting positive systems improvements. For example, the order in which personal titles, eg Mr, Mrs etc, were presented on screen was seen as impractical. The issue was raised by staff, who redesigned the command and control logging system. The IS department have now reprogrammed the screen sequence, thus reducing call-handling times.
- Divisions utilise the services of trained volunteers to call back victims and complainants for updates on their case progression. Victim satisfaction surveys have been piloted in the North Bournemouth area to ensure quality of initial contact and investigation. A supervisor will call back members of the public on an ad hoc basis to check levels of service provided. Specific attention is paid to calling back dissatisfied customers, or those who have made a complaint regarding the standard of service, to discuss reasons for dissatisfaction.
- Efficiency levels are being scrutinised through planned sickness reduction targets and efficiency growth. An example of this strategy is the drive to reduce the number

of internal calls which the switchboard operators currently deal with. Messages regularly appear on the intranet and in force publications emphasising personal responsibility on making internal phone calls. Switchboard operators have a policy of actively managing a member of staff through the process of internal calling rather than putting the caller straight through.

Work in Progress

- Primary service levels are steadily improving towards national standards but modelling has shown that a critical factor has been understaffing. The agreement to an increase in establishment and introduction of the virtual PEC should have a significant effect.
- There is scope for increased partnership work at a local level within the PEC. There are currently no facilities for callers to be connected directly to local authorities or other frequently requested partnership services. The advent of Dorset's inclusion in a SNEN scheme should assist with this development.

Areas for Improvement

- Customer complaints and letters of thanks should be integrated into the call back system, rather than restricting the proactive response to phone calls only, to enhance customer focus further.
- The contact management strategy is being used by the team and delivery groups but needs development for the wider audience and broader communication of its contents.
- There is a need to develop call-handling technology to include voice recognition, use of an auto-attendant and call distribution. The force should consider investment in enhanced software for managing call queuing. A caller who cannot be instantly connected currently hears repeated ringing, or is re-routed to the switchboard. This means that the number of calls abandoned, as call volume increases, stands at 17%.
- Dedicated briefing time should be built into the start of each shift for communications centre and PEC staff. PEC supervisors brief one another at the end of a shift and maintain a diary of incidents. All other staff currently have responsibility for self-briefing at the start of a shift, but no time is built into the handover period for this to occur. The result is that, unless staff attend work early and read intelligence bulletins in their own time, there is little time for staff to be made fully aware of current activity and issues.
- Staff understanding of the impact of safer neighbourhoods on contact management is currently very basic (see 1B Neighbourhood Policing and Problem Solving). Staff have received one half-day session of training and understand which police officers are allocated to various beats. However, there is insufficient understanding of how community information is fed into the intelligence system and how this informs safer neighbourhoods and problem solving.
- Police staff do not currently receive any basic law training as part of their initial training or ongoing development. In order to improve the accuracy of call-handling and enhance the ongoing skills development of staff, this area of training needs to

be explored. There are possibilities for distance or e-learning to be utilised and for this to be linked into the NVQ qualification process.

- Two training afternoons are currently built in to the six-week staffing rota. These are timetabled at the end of an early shift, which staff identified as a time when it was difficult to maintain a high level of concentration due to tiredness. Consideration should be given to rescheduling this training.
- A comprehensive and costed HR strategy should be developed. At present, while the department has HR policies and strategies, there is no overarching plan which can be scrutinised. An HR development day is planned in partnership with the head of operations during 2006 to address this need.
- There is scope for enhanced understanding among officers and staff concerning the role of the PEC. An opportunity for new officers and staff to spend time within the PEC environment during the initial training period should be considered.

5B Providing Specialist Operational Support

Grade	Direction of Travel
Fair	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	22	19	1

Contextual Factors

Specialist operational support is led by the ACC and provided and co-ordinated by the headquarters operations department. The ACC chairs the firearms board, operational support strategy board, conference planning, level 2 TCG, security group and the local resilience forum (LRF), with operations membership from the chief superintendent and superintendent, ensuring a co-ordinated and consistent approach.

A permanent operations planning department has been formed in order to deal with major event planning, including the party political conferences, royal visits, co-ordination of mutual aid and other requests for support. Due to 20 years' party political conference policing experience, Dorset Police has developed planning expertise and operational experience in all areas supporting security operations that range from public order policing, counterterrorism and technical support to command training.

A comprehensive response was provided to the tsunami disaster in 2004 through Operation Bracknell. Some 15 staff assisted in identification/repatriation of UK citizens, travelling overseas to East Asia on 17 occasions and providing support to the victim identification centre in London. The force also provided deputy SIO cover and experts in forensic recovery and forensic archaeology to affected areas. Support has been provided to the Metropolitan Police and West Yorkshire Police post 7 July 2005 and to the Hampshire Constabulary for the Trafalgar 200 celebrations.

Planning permission has now been granted to extend the hours of flying available to the force helicopter.

Strengths

- The force maintains an armed response vehicle (ARV) capability (two units) on a 24-hour basis. There is capacity to regularly deploy up to a further two ARVs with Bronze firearms support at sergeant level. Some officers are multi-skilled for roles such as chemical, biological, radiological and nuclear (CBRN) incident response and public order. However, the current and anticipated future demand for the force is met by this capability, supported by the mutual aid system in extreme circumstances.
- The force has established a cadre of accredited Gold firearms commanders who have been trained on nationally approved courses. A Kratos command capability exists (to deal with potential suicide bomb threats) and has been used in two operations during 2005/06.

- Mutual aid both to Dorset and to other police forces is well tested and has been successful for the purpose of conference policing and extraordinary demands such as a prolonged siege in 2004.
- A waterborne firearms capability is maintained for the boarding of vessels at sea. The force has achieved Royal Yacht Association standards for marine school training. This training is delivered by the marine section, saving £9,000 per course, based upon existing arrangements. The unit is training other forces including Hampshire, Devon and Cornwall and South Wales in the use of firearms at sea.
- A less lethal options policy is in place, ensuring necessary proportionate use of force. Officers carrying a taser may self-arm to protect the public and/or themselves (this includes suspects), based on a judgement of the use of reasonable force. The criteria for self-arming with conventional firearms does not have to be met beforehand.
- A rapid identification of suspicious material can be made by the deployment of HAZMAT ID. This has enabled quick resolution of suspect incidents and consequential reduced risk, and led to an increased reassurance of community and staff and reduced deployment costs.
- Dorset Police has adopted national training standards in all areas. The force has its own marine, air support, CBRN (including HAZMAT ID), counterterrorist search, disaster victim identification and tactical firearms capability.
- Bournemouth and Poole resilience group has a good working relationship with the force, with their work complementing the LRF. There is an equally strong emergency service network, with participation in regional resilience and planning events.
- Successful formation of a regional counterterrorism TCG has been achieved. National options have been adopted ensuring a consistent approach with information and intelligence reviews and appropriate actions across the region.

Work in Progress

- The implementation of a level 2 IMU will better utilise force-wide assets via level 2 tasking and co-ordination; it will also improve daily tasking towards force priorities.
- The ACC chairs the LRF, which is a developing area of business that is producing increased participation from all agencies and will remain a focus for 2006/7 and beyond.

Areas for Improvement

- There is a need to develop Bronze ground command at firearms incidents, to compliment Bronze firearms command which is already in place.
- The implementation of a level 2 IMU will better utilise force-wide assets via level 2 TCG. This will also improve daily tasking towards force priorities.
- Formal information exchange and resource protocols need to be codified and will build upon the excellent relationships and informal alliances and arrangements that currently exist.

- There is a need to explore opportunities to collaborate and share services to meet internal and cross-border threats.

5C Strategic Roads Policing

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	7	33	3

Contextual Factors

The roads policing unit (RPU) forms part of the operations tactical group, together with the ANPR intercept team and the operational support unit (armed response function). The RPU is centralised: the head of the RPU is based at force headquarters, there are two main bases at Ferndown in the east and Dorchester in the west, and there is a satellite station at Blandford covering the northern area. The RPU response function consists of three squads, each commanded by an inspector with two sergeants and 16 constables, providing 24-hour cover. To support the response function, there is a dedicated collision investigation unit (CIU) at headquarters, led by a sergeant and three constables.

Dorset Police has a dedicated RPU intelligence unit, with strong links with level 1 IMUs. This unit provides intelligence products to the operations tactical group including the RPU, in order that the 'one stop, two messages' of road crime and road safety can be delivered.

Collision data is analysed and informs activity via the multi-agency TCG processes. Three officers are dedicated to the road crime intelligence function, although this will be reviewed as the force progresses to a level 2 IMU structure.

Performance during 2005/06 indicates a 6% reduction in death and serious injury and this performance places the force on course to achieve its 2010 casualty reduction targets. User satisfaction surveys carried out during the year indicate that the service provided to road collision victims was either above or at the MSF group average in all categories.

Strengths

- The unit is led by an experienced commander, who has regional and national experience, previously with the ACPO roads policing enforcement technology committee and ACPO ANPR committee. He is currently the South West regional representative on the DVLA/police liaison group, and has also completed the national intelligence manager's course. He has responsibility for armed response vehicles and ANPR. All RPU inspectors have a roads policing background and work on a shift pattern providing 24-hour on-call SIO cover for road death collisions and other complex collisions. All RPU sergeants have received SIO training.
- There is proven resilience in provision of trained SIOs and family liaison officers (FLOs). FLO training has been conducted with CID FLOs, to enhance expertise. All are trained to the same standard, using national trainers.

- The CIU, working to the ACPO road death investigation manual (RDIM), provides 24-hour on-call collision investigation provision. During 2005/06 some 37 road deaths were investigated. To cater for this demand and provide resilience and succession planning, six qualified and trainee collision investigators are in post. Investigators are linked to excellent case-building and early CPS advice provision. Where murder or manslaughter is suspected, CID SIOs are involved in the investigation process from the outset.
- A close working relationship has been established with the Independent Police Complaints Commission (IPCC) in relation to the investigation and referral of fatal accidents and there were three managed investigations during 2005/06. The force uses detectives from the MCIT to assist in high profile incidents.
- In addition to the specialist function and management of collision hotspots through a multi-agency TCG, the fixed penalty team have established a driver awareness scheme that offers low-level speed offenders the alternative of attending a training programme that informs and re-educates drivers regarding hazard, speed and road safety awareness. In the last 12 months 6,300 drivers/riders have attended the programme and a high satisfaction rate was received from attendees. Additionally Bike Safe (a scheme for reducing the number of collisions involving motor-cycles) is fully supported in the force, targeting those groups most at risk of serious collision.
- The RPU has worked closely in partnership with a number of organisations including the Department for Work and Pensions, Immigration, Special Branch, and HM Revenue and Customs to look at all aspects of road-related crime.
- The RPU recognises the importance of its role in raising public confidence. An example of this is their frequent attendance at ASB incidents, where both the victim and offender are dealt with to provide public reassurance.
- All officers and staff have access to the roads policing intelligence bulletins which are updated on a daily basis with intelligence regarding drink-drive cases and disqualified drivers. A senior member of staff routinely attends divisional tasking and co-ordination meetings.

Work in Progress

- The ANPR intercept team works alongside the RPU, and consists of a sergeant and six constables. Funding is in place for further mobile data development including ANPR during 2006/7. A new post of ANPR manager has been developed, responsible for co-ordinating the work of both the ANPR team and the fixed penalty team, thus maximising safety camera work.
- Integrated tasking needs to be developed, including a level 2 IMU. The force level 2 IMU is scheduled for launch in January 2007, when the RPU intelligence staff will be deployed to lead NIM-based tasking of all operations.

Areas for Improvement

- Continuous development and resilience for FLO provision needs to be maintained. Dorset Police is leading others in combined FLO training to nationally accredited standards. One inspector and three sergeants have been trained as FLO co-

ordinators. Currently 20 constables (40% of strength) are trained but a further five officers will need to be trained annually to maintain resilience and capacity.

- There is no roads policing strategic plan; the intended launch date of April 2006 has been delayed pending a decision on the structure of the level 2 IMU. This strategy needs to be delivered as a matter of priority to forge links between roads policing, the force control strategy and deployment of specialist resources at levels 1 and 2, and should reflect the priorities in the national roads policing strategy.
- The road safety TCG, which currently includes partnership working with the fire service and ambulance service, the local authority and schools, has the scope to develop further. This group is longstanding (6 years) and has had some local authority membership from its inception. There are some good examples of sound working, eg the Dying to Drive road show, which delivers presentations to schools and targets the 16-year-old age group. Best practice and new initiatives from other police forces now need to be sought.
- The RPU needs to develop a robust deployment policy, to reduce wastage of response time due to unnecessary attendance.
- Alongside the impending roads policing strategy (see above), additional performance indicators should be developed for roads policing (currently arrest-focused) which measure activity towards the control strategy, eg. soft targets for seizures of drugs, firearms, stolen cars, submission of intelligence etc.
- There needs to be increased community engagement for the camera safety partnership and other similar initiatives to establish how they can best be used proactively and with consent.

6 Resource Use (Domain B)

6A Human Resource Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

The HR department plays a major role in the success of Dorset Police. Its approach is professional and innovative, with aspects of its work being the focus of national conferences and professional publications. Other police forces regularly make contact and have sought assistance and guidance.

Dorset Police plays a significant part in the setting of regional policy through monthly regional HR meetings. The force currently has responsibility for developing a website for HR practitioners which will be shared regionally.

In terms of performance management there is a very strong annual staff appraisal process that is clearly linked to some of the organisational priorities such as the mission, vision and values. This could be further developed to focus more upon the business and organisational needs. All staff are included in the process, and quality of appraisals are monitored.

Recently the HR department has introduced rights and responsibilities in support of the force values. These rights and responsibilities help to translate the force values into clear

indications of what staff can expect, but equally importantly, set specific requirements in relation to behaviour.

The HR department has made extensive use of the new Sharepoint technology to create an interactive intranet service that provides support and guidance to managers via embedded learning and simplified policy publication

Comprehensive HR-related performance information is produced on a quarterly basis and supported by an employee engagement framework. By utilising the concept of key teams the force is able to tie this activity back into organisational priorities and thus demonstrate a link between HR activities and operational performance. This work has been published nationally, presented at a major national conference and has attracted significant interest from other forces.

The force's use of risk assessment in individual case management has attracted national attention and was presented at a major national conference organised by ACPO, the Chartered Institute of Personnel Development (CIPD) police forum and the Health and Safety Executive (HSE). The HSE is now to feature this work in publicity material identifying national examples of best practice.

During 2005/06 sickness absences were reduced for police officers and police staff. Police officer sickness was reduced from an average of 101.5 hours (12.7 days) to 91.8 hours (11.5 days); this is significantly higher than the national average of 72 hours (9 days) and did not meet the national policing plan target of 8 days (64 hours). Police staff sickness was reduced from an average of 92.7 hours (11.6 days) to 78.8 hours (9.6 days); this is at the national average but did not meet the national policing plan target of 9 days (72 hours).

Strengths

- A major strength of the department is its strategic focus, which has been translated into a human capital management process that provides a mechanism for focusing HR activity on organisational priorities. All key activities are subject of extensive quarterly monitoring and there are very strong links to the Police Authority, divisions and staff associations in terms of monitoring this data.
- Delivery of HR activity is devolved to divisional level, with responsibilities clearly set out in the HR strategy which is clear and agrees a comprehensive, costed HR plan with the Police Authority. This plan is monitored by regular performance review.
- The director of the HR function has been provided with full chief officer status. The creation of the role reflects the importance the force attaches to the function and recognises the major contribution that the department makes to operational policing.
- The director of HR liaises closely with colleagues across the region and is involved at national level with the CIPD police forum, ACPO and the police negotiating board (PNB). Over the year the department has given presentations at various national conferences both within the police service and private sector. Areas of best practice have been the subject of national publication, with guidance and assistance being readily provided to other forces.
- The HR function is innovative and professional in its approach. Major new developments have been implemented successfully over a number of years and the recent work in developing an HR intranet is groundbreaking.
- A human capital management system is in place linking force performance to HR activity and includes an employee engagement mechanism. This process has been reviewed by a leading international expert and has been the subject of presentations to both public and private sector organisations at national level.

- The force has Investors in People status and has developed extensive e-learning material linked to a comprehensive learning management system.
- There are very clear and strong links with the Police Authority, divisions, staff associations and UNISON.
- The importance of health, safety and well-being is fully recognised. The force has a comprehensive risk assessment process in place including a dedicated risk assessment month. It has worked at national level on health and safety with the HSE and its work on the use of data and risk assessments in case management has been recognised as best practice.
- The force uses a lay panel in the recruitment of senior police personnel, which focuses on issues of partnership, diversity and community engagement. This is seen as potential good practice and the force is encouraged to extend the remit of lay panel usage to senior police staff recruitment.
- In a bid to reduce bureaucracy regarding staff recruitment processes, the force has introduced an operational exemption policy to allow for swift recruitment of staff without the need for extensive internal and external advertising. The decision to use this policy to fill a post with an existing or specifically identified member of staff lies with the line manager, who must document the reasons for the decision. The decision maker is ultimately held responsible if there is a case made regarding fairness. All applications are documented and retained, but not checked at the point of receipt. This could be seen as a means to counteract difficulties in replacing staff in certain situations eg a short-term project or gap in the recruitment process. However, the longer-term implications ie the possibility of complaints and tribunals, are currently unknown and should be closely monitored. There is a risk that the policy could be abused, and equally importantly, be perceived by staff as a method for encouraging a 'jobs for the boys' mentality with organisational approval. There is good guidance regarding the use of this policy and to date it is only being used where there is evidence of pressing operational need. The decision-making is monitored quarterly at the HR executive board.
- Spring Forward is a project currently being developed to increase and support the number of women in senior police officer positions. It has been developed as a result of the success of the Springboard project.
- The force has undertaken a significant redevelopment of its awards programmes. Awards ceremonies are held on a regular basis and opportunities are provided to recognise the contributions made by all categories of staff. Positive examples are the recent awarding of certificates to Springboard participants and the force's diversity in action awards.
- HR has developed a major intranet presence; the department's work in this area is ground-breaking and includes embedded learning, virtual meetings and access to sites dedicated to HR-related issues such as the gender agenda, working time and stress.
- The policy portal gives good information and guidance to its users. It is also a training tool and has been designed to allow relevant staff to add their own policies and procedures without resort to IT specialists.
- Project Compass on the intranet keeps staff informed of developments in respect of force restructuring.

- Joint career development interviews are held where members of the same family or a partner work for the force in roles where one individual's career development may be affected by the other's.
- There is a confidential care line contract (through the employee assistance programme) which gives free advice to staff and their families regarding a range of topics, eg stress, financial problems.
- There is a dedicated health and well-being team, which works well and is both proactive (linking with outsourced NHS Direct occupational health services) and reactive (buying in specialists and treatments).
- There is a five-year workforce modernisation plan. Each post is subject to a role profile and is given a score. Using a traffic light system for all posts, ten police posts are civilianised per annum.

Areas for Improvement

- An electronic document management system should be developed linked to electronic workflow within the portal system, to provide efficiency savings for the force and allow the HR intranet to develop. Electronic links will also be added which direct users to other information and sites.
- There is a need to address overload of the contract management function to ensure that all contractual variations are notified to staff with the minimum of delay.
- The welfare function needs to be refocused away from individual case management to areas of wider strategic impact.
- Notwithstanding the comments in strengths, the force does not have a standardised model for divisional HR delivery, and some currently utilise chief inspectors to manage HR portfolios rather than HR professionals. This is based on the view that the experience gained by the managers concerned is invaluable to their understanding of staff management. This position is not commensurate with identified good practice in professionalising the HR role. As the police service moves towards increasingly large divisions, with enhanced and diverse staff responsibilities, it is essential to ensure that appropriately qualified individuals are able to manage the divisional HR function. This is an issue which the force should review: HR managers should be employed whether as a locally or centrally based resource. Limited attachments to HR could assist with the overall development of chief inspectors.

6B Training, Development and Organisational Learning

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
3	11	27	2

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

This section summarises the results of improvement activities which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place together with an understanding of the outcomes.

The force was graded Good during the 2004/05 baseline process with a number of recommendations made for improvement.

The process for monitoring the costed training plan has been strengthened via the force training board and HR executive. These bodies have Police Authority representation. Previously the Police Authority was not so closely involved in the monitoring process. Responsibility for standards, costs and planning for all training is now located centrally with the force training co-ordinator. With the introduction of IPLDP, tutor units have been developed into professional development units. A policy gives clear guidance on the balance to be struck between the central training function and local divisional demands.

A crime training manager has been appointed to co-ordinate all crime training needs, planning and delivery. The costed training plan now captures almost all of the training taking place; this will be further improved when divisional training is fully co-ordinated and costed.

Police officer roles have been fully mapped against the integrated competency framework (ICF) and role profiles are used in appraisals, promotion and selection processes. However, the force has carefully considered the impact of doing this with police staff roles and is not progressing this other than in the development of electronic personal development reviews (PDRs). There are significant issues over equal pay, identified both by Dorset Police and HAY (the Hay methodology is used to evaluate the grading of police staff posts within the organisation). The force has written to the Home Office seeking clarification on the issues raised and awaits a response.

Strengths

This section summarises areas which HMIC consider to be particular strengths of the learning and development (L&D) function. In the main, for an area to be considered a strength it will have been in place for at least 12 months and will represent practice from which the force is able to evidence demonstrable and ongoing benefit.

- A robust corporate governance policy clearly demonstrates the relationship between the planning process and the identification of targets and priorities. Any capability gaps are identified and, where relevant, linked to the training planning process. There is a clear policy in place that manages the initiation, ongoing management and re-prioritisation of the training plan. Each year's plan is built from a zero base and is driven by the demands of the client.
- An improvement plan describes continuous improvement activity against milestones and targets. The plan is monitored at force and Police Authority level.
- All force policies are maintained on a central register and follow a standard format that ensures specific consideration is given to risk assessment, diversity, data protection, freedom of information and human rights. All such policies are subject to annual review. If an interim issue is raised, a policy will be reviewed if necessary.
- The LDU holds skills profiles of all staff engaged in training from regular LDU trainers to occasional presenters. A high level of commitment is given to the professional development of training staff. This is undertaken via development weeks, workshops, electronic discussion forums and coaching and mentoring and a member of staff with specific responsibility for trainer development. The process is underpinned by a specific strategy for staff development.
- Experiential staff surveys are conducted and the expectations of members of staff are clearly understood.
- The force has a strong ethos of working in partnership with the community. The Dorset Police partnership trust was established in 1997 and was highlighted in Training Matters as noteworthy practice. Other areas of note include a mentoring scheme established with J P Morgan investment bank for senior managers and high potential staff, the use of lay panels in the promotion selection process and perceptual training. Partnership working is underpinned and managed by strict terms of reference, protocols and service level agreements which include exit strategies.
- Data from the national costing model is used to inform trainees of the cost of their training. This information is included in joining instructions. Staff may also access a site on the force computer system that will calculate the total training investment being made in them.

Areas for Improvement

This section provides a broad summary of the areas for improvement found as a consequence of the current inspection. Specific areas to address are contained in the detailed assessment guide which the force retains. That document contains a grading of between 1 and 5 for ninety specific areas. More immediate effort will be required on those areas scoring 3 or less than for those scoring 4 or more.

The progress on the areas summarised below, will be reported on in the context section of future inspection reports.

- The force does not make as much use of collaborative arrangements as it could. It is recognised that police forces are beginning to harmonise some of their operational processes which should allow the delivery of common training packages; however more could be done to share and collaborate in the production of common training materials.
- The LDU has effective quality assurance processes; however it is not clear that these are applied to all areas of training within the force.
- Formal benchmarking of products and common performance indicators within the region do not exist. There could be significant benefits if this were to be undertaken.
- The evaluation process within the force has suffered due to a lack of capacity. There are sound processes in place to conduct evaluation and provide appropriate feedback. It is vital that additional capacity is made available to allow the evaluation process to operate as it is designed to.

6C Race and Diversity

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	14	27	2

Contextual Factors

The chief officer lead on diversity is the DCC, who oversees the process through the strategic diversity board. The membership of this board includes representation at command team level from all divisions and departments within the force as well as individual representatives from all the diversity groups.

It is not only at this meeting that evidence of the commitment of chief officers is clearly exhibited. The Chief Constable attends the annual gender agenda development day and makes visits to Springboard workshops on every programme. The approach to gender agenda, including the creation of the Dorset action for women network (DAWN), the introduction of Spring Forward in addition to the Springboard programme and the involvement of staff within gender agenda days has raised the profile of this important subject. Springboard delegates are now presented with their certificates at the public award ceremony, demonstrating commitment to this issue.

The DCC also demonstrates a personal responsibility towards individual diversity cases involving staff, and makes time to consult with staff on a one-to-one basis when necessary. eg on disability matters.

Significant work over the last 12 months includes: the introduction of a flexible working policy and a management of staff with disabilities policy; a survey of the workforce in respect of disability; the monitoring and recording of all 'reasonable adjustments' carried out; the employment of a wheelchair user in the communications centre (this involved major adjustments to buildings and the provision of a specialised wheelchair); the introduction of a childcare initiative to assist staff to source childcare places; and the introduction of a dynamic risk assessment process and guidance booklet to be reinforced alongside officer safety training. This work is co-ordinated via the internal diversity board and monitored by the DCC at strategic board level.

Strengths

- The HR plan provides clear goals in respect of diversity that reflect the overall vision and values and the commitment to 'making Dorset safer'.
- To ensure that the appropriate focus can be given equally to both internal and external diversity matters, internal and external diversity groups have been formed. The director of HR chairs the internal diversity board and is responsible for informing the strategic board of staff-related issues and the provision of detailed diversity performance monitoring data. The internal meeting is conducted on a virtual basis, which cuts down on time spent at the meeting and saves on travelling time. As a

consequence the work-life balance of staff is improved and this format supports the recently introduced green travel plan.

- The equal opportunities (EO) officers are responsible for all strands of diversity in relation to staff and employment issues. Their work links closely with that of the positive action (PA) officer in HR and also the diversity development manager within the PDDT.
- The EO officers perform a pivotal role in respect of diversity and in addition to race, proactively deal with issues surrounding, gender, disability, religion, sexual orientation and age, both at a strategic level and in dealing with individual members of staff. They are responsible for driving many of the diversity-related initiatives as well as implementing policy and procedure.
- The appointment of a PA officer means there is a dedicated individual to take forward key tactical recruitment options contained in the Breaking Through action plan, concentrating on ethnic minority under-representation. The EO and PA officers ensure that responsibilities under the RES and other legislation are complied with. In addition they provide guidance and support to HR functions on more complex issues.
- There is strong encouragement of a wide range of staff support groups, including: the parent network support group; the disabilities network group (soon to be affiliated to the national police officers disabled group); the gay police association (lesbian and gay police liaison officers); the religious needs support group; and DAWN.
- BME officers and staff have stated that they do not wish to have their own network or support group, and have confidence in existing processes and structures.
- Partners such as the local authorities see communication and consultation, particularly at divisional level, as a strength of the force, and an increase in local partnership working has been noticed with the introduction of the safer neighbourhoods project.

Work in Progress

- In April 2006, Dorset Police will run the Connect2leadership programme, a three-day leadership development programme involving the force and various external businesses, other police forces and key partners. The opportunity to send delegates on this programme has been welcomed by Dorset's key partners, both in terms of joint staff development and the chance to broaden understanding of each other's working practices.

Areas for Improvement

- Increased creativity regarding recruitment of police officers and staff from diverse backgrounds should be explored. The current target of 0.85%, while it is being met and reflects census data, does not equate to the diversity of the population, seen particularly in its urban areas, where the influx of visitors and students paints a different picture. The use of the high potential development scheme (HPDS) to recruit local graduates, external recruitment and further exploration of assistance with finding affordable housing for recruits and transferees should all be examined to improve levels of diversity.

- Concerns were raised regarding staff sensitivities and understanding of disability issues. An example given was accessibility to meeting rooms not located on the ground floor of premises. There may be a need for the force to highlight issues regarding less able staff during the course of diversity training, or through the sending out of a simple memo through the intranet system in order to address this perceived lack of sensitivity in the short term. In the long term, estates solutions should be sought to building access, particularly in the headquarters training block.
- A strategic plan is needed to address the requirements of the Disability Discrimination Act.
- There is a need for the introduction of dedicated prayer rooms for staff where not currently available within police buildings.

6D Managing Financial and Physical Resources

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
1	11	24	7

Contextual Factors

This assessment includes both the Audit Commission's use of resources assessment and HMIC's own assessment of the other elements of section 6D.

Work on preparing for force mergers has had a significant impact on the finance department and other support services. Dorset continues to face challenging financial settlements combined with a relatively low tax base. The treasurer has noted that the 'formula funding allocation for Dorset continues to compare unfavourably with other police authorities', leaving the Authority 30th out of 31 shire Authorities. The treasurer calculates that central funding at the highest level per head would have achieved £15.4m additional funding.

The Chief Constable notes that the 2006/7 budget represents 'a significant constraint on the force' with over £1.7m of developments having been removed from the proposed budget requirement. In addition, funding for a further £300k of development requests have been found from one-off underspends in 2005/6. The Chief Constable adds: 'It has also been necessary to move five police officers from front-line duties to meet the new requirement to provide probationer training within the force'.

To support the budget over the medium term the Authority has agreed to use most of the former police pension reserve 'to smooth precept increases over the next five years' by a transfer to a new 'transitional smoothing fund'. This new reserve will be exhausted by the end of 2010/11.

Strengths

- The chief officer team acts as the strategic board overseeing financial management. The ACO is a permanent member of this board. The board undertakes a monthly review identifying budget variations, agrees any appropriate action to be taken and ensures that resources are regularly reviewed and reallocated to meet emerging priorities.
- The financial strategy is debated alongside the annual planning cycle at the strategy board. The budget and policing plan are then discussed in tandem in the joint Authority/force budget and policing plan working group. Budget monitoring is robust with formal reports to the chief officer team and integration of budget management into the quarterly performance monitoring of divisions and departments by chief officers. The budget process includes a cost challenge process which is an example of good practice.

- The finance department is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking club; its costs are consistently among the lowest in the country.
- Robust performance management arrangements exist in all corporate service areas, each having clear objectives linked to operational priorities.
- The external auditor notes that Dorset Police continues to perform strongly in many key aspects of its corporate management arrangements (November 2005).
- The external auditor has confirmed that 'the Authority's financial position continues to be soundly based' and has also noted that 'while the Authority is maintaining a significant level of reserves, currently in excess of £20m, the general reserve balance remains below the Authority's agreed target' (November 2005).
- The annual formal risk appraisal of the force's finances looks at the adequacy of balances, movements to and from specific reserves, and funding of the capital programme.
- The level of budget devolvement is continuously reviewed. Recently this has resulted in full devolvement of transport costs, including capital, and IS desktop hardware.
- Activity-based costing (ABC) has been used in 2006/7 to identify the reallocation of £1m of resources from lower priority areas into call-handling. An ABC review of catering produced annual savings of £250k. ABC is also used within the efficiency plan, annual cost challenge meetings with divisions and quarterly performance monitoring.
- The estates strategy board ensures that management of the physical estate matches operational priorities. Space standards are being introduced to maximise utilisation levels. A review of the estate is being undertaken to identify surplus assets for disposal.
- The force participates in the national estate management benchmarking.
- The fleet management board, chaired by the ACC, provides strategic direction to the transport function. The national framework contract is used for procurement. An internal fleet pool is used to provide maximum vehicle availability and reduce the need for external hire. The transport department has achieved ISO 9001:2000 accreditation.
- All support departments have annual service plans and performance indicators which are monitored through the strategy board. Each function is headed by professionally qualified and experienced staff and has a staffing structure which provides both resilience and sustainability to take the force forward into the future.
- The force leads both regionally and nationally on some significant developments aimed at improving procurement across the service, eg supporting the new national forensic tender.
- Robust asset management has reduced the projected borrowing requirement by 50%.
- While Dorset has an above average level of policing per head of population, service costs per police officer are lower than the average for its MSF group.
- Dorset has, within its MSF group, the lowest expenditure on supplies and services. It also has comparatively low premises costs.

- Principal areas of strength for the force are its financial strategy, medium-term financial plan and governance arrangements, which have provided and continue to provide stability in the force's finances. Planning takes account of emerging trends and there is a robust approach to the management of its balances to allow for contingencies.
- Robust performance management arrangements exist in all corporate service areas, each having clear objectives linked to operational priorities.
- Each function is headed by professionally qualified and experienced staff and the staffing infrastructure provides both resilience and sustainability to take the force forward into the future.
- Through the procurement function, the force leads both regionally and nationally on significant developments aimed at improving procurement across the service, the region and the country.
- Within transport, the force has developed full budget devolvement, which has provided a framework to take forward a regional approach to both the provision and management of transport. A robust approach to estates strategy has reduced the projected borrowing requirement by 50%.
- A comprehensive performance management regime and integration with operational requirements ensures complete synergy throughout the force for the management of resources and performance of the force.
- The force has demonstrated openness towards technological solutions to enhance the level of customer service it provides. Dorset are currently undertaking trials of 'Digipen' a digital pen, which can be used in the compiling of crime reports.
- The head of financial services of the County Council acts as treasurer to the Police Authority. The County Council also continues to provide legal services to Dorset Police under contract.
- Dorset Police and the County Council also collaborate on the production of the annual precept leaflet, giving an account to the council tax payer of where their money is spent.

Work in Progress

- The force and Authority have all the key processes in place to ensure that planning and resource allocation link objectives and performance with the allocation of resources. However the force and Authority need to look at improving the transparency for this linkage through the published budget process.
- The external auditor has assessed the quality of ABC data and management arrangements as Fair/Poor. However the force, recognising the vital importance of the collection of real-time activity data, which is also made available to managers quickly, has been using its command and control system to collect activity data to provide this essential management information. HMIC recognises this approach as good practice. The force will also be supplementing this by real-time data from Airwave in 2006. However, while the force has been using ABC data to inform decision-making, it accepts that there is a need for members to be seen to be more involved in the consideration of ABC.

- The force wishes to see improvements in the system of devolved budgets, eg police pay and the method for allocating resources to divisions/departments. The current performance management framework provides a level of assurance that current methods are effective in delivering the right resources to the right place at the right time and the deployment system provides a mechanism for regular and rapid redistribution of resources should the need arise. However the force accepts that in the longer term a more robust formulaic approach may deliver further improvements in this area.
- The force accepts that IT can be used to reduce transaction costs. The level of BACS payments has now reached 70%, with a target of 100%. Consideration will be given to the use of shared support services, possibly on a regional basis.
- In view of the national pressures of reorganisation etc, some issues have, since last year, inevitably progressed slowly. An example of this is storage strategy – the force is looking to work with other forces to evaluate regional options for this.

Areas for Improvement

- There have been delays in the joint PFI facility in Poole but these have been outside the control of the force/Authority.
- Dorset has, within its MSF group, comparatively high transport costs.
- Opportunity for improvement within the transport function has been identified. A feasibility study has been produced and recommendations will shortly be made to the regional ACPO for a move to the regional provision of transport management and the standardisation of the vehicle procurement function.
- The most significant area in which the force wishes to improve is further development of the system of devolved budgets and the method for allocating resources to divisions/departments. The current performance management framework provides a level of assurance that current methods are effective in delivering the right resources to the right place at the right time. The deployment system provides a mechanism for regular and rapid redistribution of resources should the need arise, but it is accepted that in the longer term a more robust formulaic approach may deliver further improvements in this area.
- There is a lack of understanding of financial issues by police officers and staff below divisional commander level.
- The process of procurement could be speeded up and simplified by the use of e-procurement.
- There is a need to capture information regarding the existing and potential funding streams available across the force, whether statutory or grant.

Audit Commission Use of Resources

Force and Authority: Dorset

Element	Assessment
Financial reporting	Not Available
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly about minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit Practice and in accordance with guidance issued by the Audit Commission.

6E Information Management

Grade	Direction of Travel
Good	Improved

National Grade Distribution

Poor	Fair	Good	Excellent
1	9	31	2

Contextual Factors

There is a well-established in-house developed force-wide computer system (FWS) that has continually evolved to meet changing business requirements. A small development team release improvements under the control of an information technology infrastructure library (ITIL) based change management process. As well as ensuring system stability, the process also provides standard prioritisation of requests and a measurement of potential and delivered benefits. Development time is therefore concentrated on issues that deliver maximum business benefit. The success of FWS is largely due to an adherence to long-held principles, many of which are still the long-term aims of the police service nationally, these include: system integration; golden nominals; global search facility; single sign-on; and re-useable components.

The information systems department (ISD) provides a help desk during office hours and a 24-hour callout service at other times. All incidents are recorded on a help desk system which provides receipts to callers and allows them to track progress with their call via the intranet. The help desk is supported by a service support team based at headquarters and Bournemouth. They in turn can refer incidents to specific specialist units.

There is a force-wide service level agreement (SLA) in place which is used to determine target completion times depending on incident priority. Key performance indicators (KPIs) based on the SLA are also published on the intranet.

Airwave is now well established and is managed by a team in the ISD. Testing of an interface between Airwave and FWS has been successfully completed. This went live in April 2006 and will initially provide status updating and text messaging (informed despatch) facilities with an automatic vehicle location system (AVLS) due in the summer. A local fallback service for Airwave utilising the data network, voice over IP, an electronic telephone system (VOIP) and station-based radios has been successfully utilised several times during the past year.

The network is designed with diverse routes to increase resilience. Data is replicated several times a day between headquarters and Bournemouth computer suites to support business continuity plans.

IT service continuity plans are tested by the ISD and it also assists other business units when they design and test their own plans.

Strengths

- FWS is available on all 1,700 desktop PCs as well as via mobile access. A cut-down browser-based version (FWS-lite) has been developed for mobile data to get the most from device and communication limitations.
- All information and communication technology (ICT) procurement and installation is centralised through the ISD, ensuring value for money and compatibility, minimising variety and enabling the ISD to perform proactive support as well as a better informed reactive support to reported help desk incidents.
- Best practice methodologies for project management (PRINCE2) and ITIL are adopted, with a focus on the ISD not being the cause of ICT issues.
- Regular training provision, encouraged debate within the ISD and feedback from the force ensures procedures evolve to meet the needs of the business efficiently.
- The participation of senior officers in the IS executive committee provides clear direction and support to the head of ISD. They ensure an optimum contribution towards force corporate priorities.
- There is good quality data with minimal levels of duplication due to system design, business processes and a data integrity service provided by the help desk and a data editor post. This provides operational benefits to the force and is also making data sharing with the National Management Information System (NMIS), the IMPACT nominal index (INI) and the cross-regional information-sharing project (CRISP) much easier.
- There is clear identification of technical leads for each system, who are responsible for providing documentation and problem management. This has empowered the help desk and service support team to follow procedures and resolve an increasing percentage of issues reported by users. This provides a quicker and safer service, without the need to refer to specialist teams, and so releases the specialist teams to proactively manage systems.
- A business analyst post has now been established within IS for 18 months. This has improved the focus of the department on delivering business benefits through their work with projects and change management.
- Automated system monitoring processes report on the health of hardware, operating system and application software, often enabling issues to be resolved before they cause any operational impact.
- Remote control of desktop PCs by the IS helpdesk has enabled them to better understand user issues and to provide guidance or a quick resolution.
- Devolved funding for desktop IT equipment to divisions and department budget holders has encouraged them to ensure best use of their purchases. This is supported by the IS provision of a product catalogue and PC utilisation reports.
- ITIL has been a key driver of the IS continuous improvement process alongside cross-team forums for customer support, technical support and system development and feedback from user groups. The usual technical training has also been complemented by customer care courses to ensure that the softer skills are not overlooked.

- Key projects for mobile data and e-comms (email, intranet and website improvements) will deliver considerable benefits to the force through improved access to information and automating inefficient business processes. The mobile data project is developing a range of initiatives designed to improve the efficiency and effectiveness of front-line staff.

Areas for Improvement

- The adoption of CRISP as a force-level data warehouse will enable the sharing of data nationally and between disparate force systems, easing the impact of the inevitable migration from FWS to separate national solutions. This will also enable the sharing of local innovations between forces, eg FWS-lite will be converted to work with CRISP.
- Information system strategy for the police service (ISS4PS) policies need to be integrated into the ISD tactical plan. Many national objectives are already established as local priorities, so this will not be a significant change of direction for the force.
- Telephony provision needs to be reviewed alongside force plans for improving contact management. Call distribution facilities between the PEC and enquiry offices will enable the creation of a virtual PEC to fully utilise available resources for non-emergency call handling (see 5A Contact Management).
- The ISD already provides several online services through the intranet. These need to be continually developed and promoted to encourage system users to seek self-help advice that enables them to get the most from the IS services that the force provides.
- There is a need to develop information-sharing protocols with partners where not already in existence and explore the development of joint databases.

6F National Intelligence Model

Grade	Direction of Travel
Fair	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	19	22	2

Contextual Factors

The ACC is the champion for the development and implementation of the NIM and also chairs the force TCG. There is evidence of a good understanding of the basic principles of the NIM among staff at operational level, and it is used as the model to drive business processes at strategic level.

The force currently operates a headquarters force intelligence bureau (FIB), which acts as a single point of contact for intelligence matters in the force and is responsible for level 2 analysis and level 2 NIM products. There are plans for further improvement with the introduction of a level 2 IMU in May 2006, which will replace the current headquarters FIB. This IMU will be responsible for the tasking and co-ordination of all level 2 resources across the force and for co-ordinating level 2 intelligence, enforcement and prevention plans.

Strengths

- The NIM is integrated with force planning and performance review arrangements. It has effective structures at level 1 with IMUs operating in each of the four divisions and taking responsibility for the co-ordination of intelligence and development of the NIM locally.
- The intelligence strategy has identified the need to refine some areas within the NIM; an action plan including training has been completed. Work has commenced with the Serious Organised Crime Agency (SOCA) relationship officer to ensure full cohesion with the introduction of SOCA.
- Intelligence and covert operations assets are being restructured to form the Intelligence and Covert Operations Bureau (ICOB) and the tasking process in relation to serious and organised crime is being developed.
- Dedicated intelligence trainers have been introduced and NIM training delivered to front-line staff.
- A gap analysis has been undertaken in relation to the NIM minimum standards for 2004 and overall the force is achieving good compliance.

Work in Progress

- Training is being completed to prepare senior management teams on NIM processes and principles. This is being achieved through the use of a dedicated NIM trainer.

- The development of the regional TCG process and associated NIM intelligence products, as well as the introduction of the level 2 IMU, will allow for significant further development.

Areas for Improvement

- There is a need for the development of a global NIM self-inspection package that promotes continuous improvement.
- There is a need for the development of NIM processes within CDRPs to provide a corporate approach to business, and to enhance the current information and intelligence collecting capability from neighbours, partners and other agencies.
- The measurement and understanding of the correlation of police activity, including tasked resource towards the aims of the control strategy, needs to be improved.
- Tactical assessment is currently biased towards performance issues, and needs to be more focused upon intelligence and analysis.

Leadership and Direction

7A Leadership

Grade	Direction of Travel
Good	Not Graded

National Grade Distribution

Poor	Fair	Good	Excellent
0	5	34	4

Contextual Factors

'Open, inspiring, trusting, professional and fair' is the Dorset Police transformational leadership aspiration. The Chief Constable and chief officer team consulted, developed and then introduced the prevailing force vision and values through an organisation and partnership-wide series of events, commencing with a launch in October 2005. The One Team concept is inclusive and sets out the transformational leadership requirement for all staff. The governance policy is set in the context of vision and values and sets out the standards, providing clear values, processes and structures for decision-making.

The leadership programme adopts both locally developed and national programmes that commence from the point of recruitment through to chief officers. The force has developed a leadership course that has attracted significant interest from private business and other public services. An example of leadership is the briefing by cascade of the vision and values expectation, involving initial briefing to senior managers who in one dedicated week briefed all members of staff on the vision, values and customer and staff expectations. This process is being repeated for the launch of the 2005/06 policing plan and includes personal summaries being issued to all staff.

A recent presentation demonstrated the framework and summary of initiatives in progress at force and local level, including the strategic vision, regular consultation exercises and Connect2leadership.

The Chief Constable chairs the force executive board and holds other chief officers to account. The strategic TCG holds departmental heads to account and also leads more intrusive performance reviews. Chief officers lead portfolio business areas, creating clarity of command and accountability.

Divisions and departments have developed focused leadership programmes. These include: the strategic vision document; the annual policing plan leaflet describing staff expectations; command team priorities following staff consultation; a local bonus scheme; leadership events for command team, section commanders and equivalent police staff; quarterly inspector and sergeant seminars; and seminars for delivery of the vision and values in winter 2005.

Leadership at chief officer level is strong. The importance of leadership at all levels is fully recognised and is being progressed in a comprehensive leadership programme.

Strengths

- The Chief Constable has developed a strong mission, vision and values for the force under the title One Team, One Vision. Prior to its launch, staff were consulted on what they felt were the most important values for members of the organisation to be able to commit to, and this consultation steered the outcomes. Staff associations and staff representatives were extremely positive about the communication/engagement process.
- One Team, One Vision has been delivered through a programme that is led by the Chief Constable and managed through the leadership board, chaired by the DCC. Leadership is defined in terms of the transformation of individuals, teams and the organisation and is aligned to the business cycle, so that it reflects the needs and expectations of both communities and staff. These are defined and mechanisms are available to support individual and team learning, including 360-degree appraisal, coaching and mentoring, with links to the leadership and development programmes.
- The Police Authority has confidence in the leadership of the chief officer team and inter-relationships are consultative, with both parties describing dialogue as positive and with the Authority taking the role of 'critical friend'. The Police Authority is fully engaged at strategic and tactical level, and scrutinises performance in an appropriately challenging manner.
- A transformational leadership style has been developed that encourages and empowers leaders to develop in the organisation and in the community to achieve the vision. The leadership programme adopts locally-developed and national programmes that commence from the point of recruitment through to chief officer.
- The Chief Constable is freely available via the Sorted website, through which any member of staff can address a question to him directly. Staff showed knowledge of this forum and used it on a regular basis. The Chief Constable has received a Home Office anti-bureaucracy award for his work on this website; he was nominated for this by the Police Federation.
- According to staff, the chief officer team, comprising the Chief Constable, the DCC, the ACC and director of HR provide visible leadership to the organisation in a number of different ways. They are easy to contact, either in person, through various staff forums or through the intranet, eg Sorted and make time to be operationally visible. They are a particularly strong unit, possessing, as individuals, different but complementary strengths at a strategic level and are committed to developing leadership throughout all levels of the force.
- All staff at superintendent rank and above, police staff equivalents, HPDS officers and key partners have participated in three two-day consultation exercises themed around strategic leadership and change.
- Since its launch in October 2005, all staff have attended One Team, One Vision seminars with the heads of their teams. When questioned on the difference the values work has made to the organisation, staff at all levels were able to demonstrate how it has provided a positive framework for the way in which people are treated within and outside the organisation.

- Staff clearly understand and sign up to the idea that those who cannot commit to the values are not welcome within the organisation.
- The force has also worked extensively with external organisations in the development and delivery of leadership development for senior leaders and managers. In April 2006, its flagship programme Connect2leadership was launched, involving delegates from the force, JP Morgan investment bank, key partners and other police forces. The programme sources much of its funding through the selling of places to external delegates and benefits from the delegates' ability to share good practice and experiences of effective leadership. The force intends to roll out the second programme in November 2006.
- There are positive, open and consultative arrangements in place between staff associations and chief officers. The DCC has recently invited all staff associations to a pre-force executive board meeting to discuss issues on the agenda and have an opportunity to influence chief officer decisions.
- The Police Federation is invited to attend and contribute to the Gold groups (ACPO-led groups set up to lead on critical incidents). During the past 12 months these have included the force's response to the tsunami disaster and the 7/7 London bomb attacks.
- Staff and staff associations have stated that there was very strong leadership shown by managers during the recent strike by police staff. They stated that that they felt included, valued and informed.
- Senior and middle managers are now selected by promotion panels that are supported by lay community panels to test the competencies of customer and community focus and diversity. The DCC champions diversity and leads the strategic board.
- Senior management leadership seminars take place every six months and have explored liberating leadership, developing values, customer focus, and One Team, One Vision. The most recent, held in April 2006, addressed change management.
- The One Team, One Vision book issued to all staff sets out the relationship between vision, values, customer and staff expectation and leadership.
- All sergeants, inspectors and police staff first and second line managers attended Chief Constable-led seminars in April and May 2006 to engage in exploring the vision, values and leadership.
- Chief officers provide active Gold command leadership in any significant operational environment. Firearms Gold command is substantively held by chief officers who are all trained and accredited.
- Chief officers and senior managers are prominent in the media, and the force has undergone a degree of re-branding, presenting a very professional and coherent image.
- Divisional commanders chair CDRPs and are influential in many partnerships around the force.

Work in Progress

- The force is progressing the diversity agenda and should continue to ensure that the six strands, including disability, are listened to and addressed.

Areas for Improvement

- The Police Authority has an excellent constructive relationship with the force and is wholly committed to further improvement. Transparency in the setting of targets and in highlighting performance in critical areas, eg contact management is highly valued and the force might consider how the Authority is engaged and provided with information over the longer term.
- Chief officers should seek opportunities to contribute to the wider issues facing the police service at a regional and national level. A clear challenge for the future will be the ability to collaborate and deliver enhanced capability effectively.

7B Performance Management and Continuous Improvement

Grade	Direction of Travel
Good	Stable

National Grade Distribution

Poor	Fair	Good	Excellent
0	12	26	5

Contextual Factors

The corporate governance policy defines a simple business cycle that incorporates the continuous improvement programme, which includes performance improvement. The policy defines standards, the hierarchy of accountability and timing of decision-making and review. This is NIM-compliant and incorporates the strategic assessment and control strategy as drivers of organisational activity. The policy is activated by the meeting structure, which is formed into a hierarchy of strategic, tactical and operational levels that also incorporates the strategic and tactical TCGs.

Chief officers drive performance through the series of TCGs and reinforce local performance by separate review meetings and personal performance reviews through annual appraisal of senior managers. The business cycle also defines a series of plans, ranging from the force plan, which also defines the control strategy, through to local service plans and individual personal portfolios, all of which set out vision, values and priorities.

The continuous improvement process incorporates best value reviews (BVRs), which are mainstreamed through the existing board structure, with separate project boards for significant development work.

There is an array of internal communications integrated with Sharepoint (the force intranet communication system). This includes the magazine *Blue Print* and local bulletins, which together provide comprehensive communication. In addition, each division has a communications officer who liaises with the media and corporate communications department. This facility has been used throughout the re-structuring process and resulted in 92% of staff reporting that they have been kept informed of progress.

Strengths

- Learning from innovative commercial approaches to achieving customer satisfaction, the force has developed the concept of delivering a 'deliberate customer experience'. This puts the customer (victims, witnesses, callers and members of the community) at the centre of policies and procedures and seeks to address their needs and expectations and to achieve a positive emotional outcome that equates to satisfaction. To achieve this, the expectations of the customer need to be expressed in the form of emotion or feeling. The work has involved innovative surveying developed in-force, that has resulted in the recognition that communities wish to feel (rather than simply being) listened to, understood, informed, protected and safe.

- There is evidence of clarity about the roles and responsibilities of the Police Authority, Chief Constable and managers at all levels of performance monitoring. Good performance is recognised and there are appropriate and inclusive processes for rewarding good work and celebrating success, including financial reward.
- There is effective governance set out in policy, a clear hierarchy of accountability and decision-making and a clear hierarchy of plans from strategic force plan through to individual PDRs.
- Streamlined continuous improvement with BVR processes is integrated into the existing board structure.
- There is a clear hierarchy of performance review that addresses quantitative and qualitative customer data.
- Automated, timely and accurate performance data is available, including individual and team performance available via the Dorset management information system (DorMIS).
- The continuous improvement matrix, overseen by the quality and development department under the leadership of a chief superintendent, uses an integrated framework comprising areas identified from all sources, whether internal or external, for improvement across the force. Departmental leads including divisional commanders are held responsible for their progress towards implementation through the quarterly review process.
- A process of review against the force's control strategy is maintained at strategic level by chief officers at the force executive board. Measurement against performance indicators and review of ongoing projects is achieved through the Chief Constable's quarterly reviews.
- There is effective use of quality management processes and integration of EFQM into continuous improvement arrangements.
- Anti-bureaucracy mechanisms are in place and are designed into the capability assessment, policy generation, continuous improvement reviews, force suggestion scheme and in the communication channels established, including the Chief Constable's action group and Sorted.
- All inspectors, sergeants and police staff first and second line managers have been briefed on performance and issued with a guide called the performance tracker.
- There are service plans that clearly set out organisational development initiatives in respect of continuous improvement.

Work in Progress

- An online forum, Chief Constable's questions (CCQ), is about to be launched where staff can communicate with the chief online.
- The synergy group is a project that aims to synergise the relationship between budget management, corporate planning, HR, performance information and continuous improvement aspects of business. Although this project has been in the process of development during the previous year, the profile has been raised to a corporate level with the recent introduction of the ACC chairing the group.

Areas for Improvement

- Further work needs to be done to integrate performance management and NIM (performance management is good while NIM needs further application). Divisional tasking could benefit from inspection and expertise from the force quality and development department.

Appendix 1: Glossary of Terms and Abbreviations

A

ABC	activity-based costing
ACC	assistant chief constable
ACPO	assistant chief officer
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
AONB	area of outstanding natural beauty
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order
AVLS	automatic vehicle location system

B

BCS	British Crime Survey
BEMAP	black and ethnic minority advisory panel
BME	black and minority ethnic
BVR	best value review

C

CBRN	chemical, biological, radiological and nuclear
CCQ	Chief Constable's questions
CDRP	crime and disorder reduction partnership
CID	criminal investigation department
CIPD	Chartered Institute of Personnel Development
CIPFA	Chartered Institute of Public Finance and Accountancy
CIU	collision investigation unit
CJD	criminal justice department

CLDP	core leadership and development programme
CPIU	child protection investigation unit
CPS	Crown Prosecution Service
CRISP	cross-regional information-sharing project
CSI	crime scene investigator
CSU	crime standards unit

D

DAWN	Dorset action for women network
DCC	deputy chief constable
DCJB	Dorset criminal justice board
DDM	diversity development manager
DHR	director of human resources
DorMIS	Dorset management information system
DPU	detained persons unit

E

ECU	economic crime unit
EFQM	European Foundation for Quality Management
EO	equal opportunities

F

FIB	force intelligence bureau
FIM	firearms incident manager
FLO	family liaison officer
FWS	force-wide computer system
FWS-lite	a cut-down browser-based version of FWS

H

HAZMAT ID	an immediate identification system for hazardous materials
HMIC	Her Majesty's Inspectorate of Constabulary
HOCR	Home Office Counting Rules
HPDS	high potential development scheme
HR	human resources
HSE	Health and Safety Executive

I

IAG	independent advisory group
ICF	integrated competency framework
ICIDP	Initial Crime Investigators' Development Programme
ICT	information and communication technology
IMU	intelligence management unit
INI	IMPACT nominal index
IPCC	Independent Police Complaints Commission
IPLDP	Initial Police Learning and Development Programme
IS	information systems
ISD	information systems department
IT	information technology
ITIL	information technology infrastructure library

K

KPI	key performance indicator
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L

L&D	learning and development
LAA	local area agreement
LDU	learning and development unit
LGBT	lesbian, gay, bisexual and transgender

LRF local resilience forum

M

MAPPA multi-agency public protection arrangements

MCIT major crime investigation team

MSF most similar force(s)

N

NCHS National Call-Handling Standardsf

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NHP neighbourhood policing

NIM National Intelligence Model

NMIS National Management Information System

NSIR National Standards for Incident Recording

NSPIS National Strategy for Police Information Systems

O

OBTJ offences brought to justice

P

PA positive action

PCSO police community support officer

PDDT partnership and diversity development team

PDR personal development review

PEC police enquiry centre

PI performance indicator

PIP professionalising the investigative process

PNB police negotiating board

PNC	Police National Computer
PND	penalty notices for disorder
POCA	Proceeds of Crime Act
PPAF	policing performance assessment framework
PPU	public protection unit
PSA	public service agreement
PSD	professional standards department
PSU	Police Standards Unit
PYO	persistent young offender

Q

QA	quality assurance
QoSC	quality of service commitment

R

RDIM	road death investigation manual
RES	race equality scheme
RPU	roads policing unit

S

SAR	suspect activity report
SARA	scanning, analysis, response, assessment
SIO	senior investigating officer
SLA	service level agreement
SNEN	single non-emergency number
SOC	serious and organised crime
SOCA	Serious Organised Crime Agency
SOIU	sex offenders investigation unit
SSSI	site of special scientific interest

SWIM scientific work improvement model

T

TCG tasking and co-ordination group

TP test purchaser

TSU technical support unit

TTCG tactical tasking and co-ordination group

V

VCU victim care unit

W

WAVE witness and victim experience survey

WCU witness care unit

Y

YOT youth offending team