

## 'WORKING TOGETHER' - DORSET POLICE AND PARTNERSHIPS

### Nature of Problem

The geographical area of the Eastern Division Basic Command Unit is approximately 500 square miles and is roughly coterminous with the four Local Authority areas of East Dorset, Purbeck, North Dorset and Christchurch. These Local Authorities are relatively small in size and as this is a two tier authority many services are provided by Dorset County Council. With the introduction of the Crime and Disorder Act 1998, it rapidly became apparent that in order to deliver effectively on Crime and Disorder in Eastern Division a more co-ordinated approach was required.

### Evidence to Define Problem

Whilst there was evidence of close partnership working in some areas, a number of issues arose:-

1. No dedicated Local Authority/Police staff with Community Safety responsibility.
2. Limited funding for Community safety from mainstream partners .
3. Limited evaluation of initiatives and adoption of best practice.
4. No systematic approach to problem solving across partnerships.
5. Lack of effective mechanism to provide reactive response to emerging problems.
6. Community Groups not sufficiently trained to deliver projects and lacked funding.
7. CDRP Task groups subject based, lacking local ownership and delivery.

### Response

This strategy of the partnership is to deliver effective and sustainable PSP working and includes:

- Tasking - CDRP's tasked via police Intelligence Management Units
- Training
- Multi Agency Problem Solving Form
- Capacity building
- Project Support
- Joint Post work – Partnership Development Manager
- Geographically based task groups
- Cultural change within Organisations
- Joint spending plan for CDRP's and forum
- United strategy

- Team building between partners
- Lead managers of CDRP's – continuous improvement programme to identify efficiency gains and cost savings maximising the potential for service delivery
- Joint Operations with Partnerships – e.g. Antisocial Behaviour Policy/Paladin
- Delivery of Projects – e.g. Life Education Classroom

### **Impact of Response**

Problem Solving is being established as mainstream of Organisations and Communities and incorporates a proactive response via CDRP Tasking Groups and a reactive response via Police Information Management Units.

Eastern BCU Crime Statistics – April 2002-February 2003

Total Recorded Crime has increased by 8% against a National average of 14.2%.

Domestic Burglary has decreased by 25.5% with a National average increase of 6.2%.

Vehicle Crime has decreased by 16.8% with a National average increase of 1.7%.

Anti Social Behaviour –April 2002-February 2003

Figures were not collated centrally in 2002/3 however the number of Public Disorder Incidents for Eastern BCU from April 2002- February 2003 decreased by 1.6% .Additionally 2 ASBO's and 5 ABC's have been taken out with 5 more ABC's planned.

National data for same period not yet available



A Partnership approach to Crime Reduction  
and Community Safety

## Tilley Award 2003

**Project title** WORKING TOGETHER

**Category**

Partnership

**Name of Police Force (and CDRP for partnership entries)**

Dorset Police  
North Dorset, Christchurch, East Dorset, Purbeck CDRP

**Endorsing Chief Officer(s)**

Assistant Chief Constable, Dorset Police  
Chief Executive, NDDC, PDC, XCH BC, EDDC  
Chief Executive DCC

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### **Objectives**

Dorset Police Eastern Division & Partnerships recognised that a problem solving approach was the key link in addressing any areas of concern raised by communities and seen as an effective way of determining solutions in the short/medium term.

The Division & Partners already had a proven track record in working together to deliver crime reduction initiatives. However it was a natural progression to take that partnership working to deliver operational responses to crime, fear of crime, antisocial behaviour and public reassurance.

Specific objectives were: To ensure that a problem solving approach was adopted across all Eastern CDRP's

To ensure that Partnerships were able to deliver crime Reduction initiatives that represented 'best value' to Communities and were evidenced based

Improve existing problem solving practices in the Partnerships by focussing on a common problem solving Methology

### **Defining Problem**

POP partnerships recognise the limitations POP provided and that it did not communicate the fact that many of the solutions could be achieved through partnership and not solely police approach. POP by its very nature indicates that the problem solving is solely the responsibility of police. Our partnership recognises this and our working is through problem solving partnerships (PSP).

The Four Crime and Disorder Partnerships that cover the Eastern policing Division of Dorset Police are Christchurch, East Dorset, North Dorset and Purbeck. These CDRP's geographical areas of responsibility are roughly co-terminous with the Divisional Policing boundaries with a few exceptions.

The following issues arose:

1. The Partnerships were established following the implementation of the Crime and Disorder Act 1998 and initially were Co-ordinated by part time Community Safety Officers from the respective Local Authorities and County Councils. There was no dedicated police officer with Partnership responsibilities.
2. Delivery of Crime Reduction Initiatives in support of the Local Crime and Disorder Reduction Partnership Strategies were supported by limited funding primarily from the mainstream budgets of the Partner agencies and in particular the statutory agencies of County Council, Local Authority and Police.
3. Whilst the four Eastern Community Safety Officers worked together in support of joint and County wide projects, there was limited evaluation of initiatives and adoption of best practice.

4. No systematic approach to problem solving existed amongst any of the organisations, statutory bodies' agencies or Community groups represented on the CDRP's.
5. No effective mechanism was available to provide a reactive response to emerging Crime and Disorder problems, which fell outside of the quarterly or bi-monthly CDRP meetings. Neither was there mechanisms to direct funding to where it was needed.
6. Community Groups whilst enthusiastic to support local initiatives, were often not equipped with the skills to deliver projects effectively and were reluctant to take ownership of problems. They also lacked direct access to funding sources.
7. Crime and Disorder Partnership Task Groups across the Eastern Division were subject based, which also resulted in a lack of local ownership and delivery.

### Response

This strategy of the partnership is to deliver effective and sustainable PSP working and includes:

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- Capacity building
- Project Support
- Joint Post work – Partnership Development Manager
- Geographically based task groups
- Cultural change within Organisations
- Joint spending plan for CDRP's and decision making forum
- United strategy
- Team building between partners
- Lead managers of CDRP's – continuous improvement programme to identify efficiency gains and cost savings maximising the potential for service delivery
- Joint Operations with Partnerships – e.g. Antisocial Behaviour Policy/Paladin
- Delivery of Projects – e.g. Life Education Classroom

## Success of Approach

Efficiency is achieved through:

Projects funded via a joint spending plan incorporating Basic Command Unit (BCU) and Crime and Disorder Reduction Partnership (CDRP) funding

Working together – Local Strategic Partnerships are being developed in Dorset and CDRP's are seen as established and effective themed groups to progress the development of sustainable community plans. Recognised boundaries are a limiting factor and often seen in eyes of agencies but not in the eyes of community. Through this approach we are able to offer a service throughout the Eastern Division.

Tasking –

Community Safety Officers from each CDRP and the County Council are invited to attend a briefing on emerging Crime and Disorder issues immediately following the bi weekly tasking and Co ordination meetings of the police Intelligence Management Unit. This provides a rapid means of implementing prevention measures without waiting for the next bi monthly CDRP meeting.

Training –

Geographic task groups are receiving problem solving training through an interactive training day based around a real local problem. They have achieved recognition and are accredited to Stage 1 of the Police Partnership Trust Rural Safety Guild.

Community groups within areas are also being trained using problem solving relevant to their area, e.g. Community Wardens at a local Community Centre will be addressed through a one day's training course at the Centre itself. This training will centre around working with residents, police, partners and organisations.

Through options for actions programme Parish and Town Councils are being aligned with partnerships through Section 17 of the Crime and Disorder Act and problem solving training.

Operational Police Officers are being trained, including those involved in special operations directly targeting antisocial behaviour. Also included are those whose work involves them requiring being called to areas where a problem solving partnership approach could have significant impact in reducing response calls, e.g. Enquiry Officers and Control room staff. All Officers in the Eastern Division will be trained by end 2003/4

#### Multi Agency Problem Solving Form –

A form has been developed which assists in working through the problem solving process and features the problem analysis triangle and problem solving flow chart. It also allows for monitoring of the effectiveness of response both locally and Divisionally. *(see appendix)*

#### Capacity Building –

Through forming partnerships around problems, capacity in communities is being generated to deliver medium to long term responses to crime and antisocial behaviour. This may involve environmental changes, development of diversionary schemes or pursuing educational programmes. The partnerships were founder members of the Rural Safety Guild Unit, which supports fledgling partnerships at community level with training, project management, funding and marketing support.

Our Partnerships fully support PPT, Dorset's crime prevention charity, helping to build business so that should Government funding reduce, a degree of future proofing has been achieved through the ability to generate income

#### Project Support –

Initiatives to prevent crime through partnership approaches are supported by the Project Development Manager, Partnership Inspector, CDRP, Community Safety Officers, and Community workers. Initiatives are included within the strategies to ensure that they are supported and given the profile to attract more partners.

#### Joint Post –

Our Partnerships have adopted a pioneering approach and our work is recognised as best practice by the Regional Crime Team at Government Office South West for its joint posts. Key objectives are reducing bureaucracy, increasing efficiency, providing greater co-ordination and building expertise to ensure that our partnerships are effectively supported without duplication and unnecessary costs. e.g. Partnership Development Manager, Community Safety posts –

#### Cultural Change –

Effective implementation of Problem Solving Partnerships requires vision, direction and leadership and requires embracing as part of the policy/service delivery of partner organisations. Our Division and partnership is leading the way as Problem Solving Partnership champions. The Divisional Commander chairs the County Problem Solving Partnerships steering group, and actively encourages Officers to carry out Problem Solving Partnership approaches within policing activity.

As part of the learning from Officers' feedback ,concerns relating to road blocks are assessed and measures implemented to ensure Officers and staff see Problem Solving Partnership working as a positive benefit to themselves and the community and not another additional burden of work.

#### Joint Spending Plan –

The Eastern Partnerships have submitted a joint spending plan to Government Office of the South West combining CDRP and BCU funding with many shared projects, this has been accepted and is described as an 'innovative approach' .The spending plan is administered by the Partnership Development Manager ,with banking facilities being provided courtesy of East Dorset District Council on behalf of all four Eastern CDRP's. This arrangement simplifies funding grants and payments from GOSW. Funding bids are received from partners and community groups and a process is in place to ensure effective management and allocation of funding.(see appendix). This also includes a scoring form (see appendix)

#### United Strategy –

The Eastern Division and its Partner Organisations are fully aligned strategically in the delivery of services and through regular meetings consistently seek opportunities to work together in delivery of services and pursuance of a safer and even better Dorset.(see appendix for structure chart)

Each CDRP is required to produce a three year strategy however the Dorset Crime and Disorder Strategy 2002-2005 was a combined strategy across all six CDRP's in the county of Dorset. This was a unique partnership project that brought together resources from all statutory partners and resulted in a comprehensive document setting out Dorset and Local perspectives .It is seen as an example of best practice by Government Office and will be a template for future strategies.

The key county priorities of the Strategy are virtually mirrored in the current eastern BCU Objectives and are further indication of the close partnership working that takes place.

#### Dorset Crime and Disorder Reduction Strategy 2002-2005

Tackling Fear of Crime and Reassuring public  
Reduce ASB,  
Reduce Burglary  
Reduce Vehicle crime  
Reduce repeat victimisation

Tackling Substance Misuse

Tackling Violent Crime

Combating Hate Crime

#### Eastern BCU Objectives 2003-4

Reduce ASB and disorder  
Reduce/detect more dwelling burglaries  
Reduce Vehicle Crime  
Reduce repeat Victimisation

Detect more class 'A' drug suppliers

Reduce and Detect more violent crime

## Team Building between Partners –

Effective partnerships work through people working with people, many of the initiatives and approaches involve Partner Organisations meeting informally creating opportunities for members to get to know individuals in the partnerships and not just positions within the Organisations. To evidence this recently partners supported *Trickster*, a musical to combat distraction burglary where Partner Organisations all helped on the day to put on the show and look after sixty elderly guests. This helped to unite people behind Partnerships, created a stronger team, more open culture and a willingness to work across boundaries.

## Practical Delivery –

Interactive opportunities with Partnerships include Operation Sapphire (Problem solving Operation which focuses on hotspots of Crime and Disorder) and the purchase of a Life Education Classroom (to deliver drugs education to primary/middle school children)

One of the key priorities for local Communities which is also reflected in CDRP strategies and the National Policing Plan is 'Tackling Anti Social Behaviour'. We have developed an Anti Social Behaviour Policy which is based on the problem solving process and is a Partnership Approach to Anti Social Behaviour. This policy deals with all levels of Anti Social Behaviour and provides for an incremental response starting with letters to parents and Schools advising of Anti Social Behaviour and culminating in an Anti social Behaviour Order. It also incorporates risk factors and a generic Operational Order involving a partnership approach through Outreach workers. (*see appendix*)

## Other Approaches-

### Streetwise/PPT

Streetwise is the interactive Safety Centre for Dorset and works with the Police Partnership Trust (PPT) to directly support the work of CDRP's and Partner agencies. The PPT has recently become a Government Office of The South West (GOSW) accredited training company for the delivery of Home Office Training Packages and Problem Solving Training. (It is also sign-posted best practice by IIMIC and used as a model by other Forces seeking to establish Police Partnership Trusts.) Partnership support to the PPT includes Eastern Police Division providing office facilities and an Operating base.

The problem solving courses are mainly delivered at 'Streetwise', where real problems can be created in a controlled and interactive environment.

Funding is available through PPT to support local projects once groups receive Problem Solving Training

Successes achieved by groups that have received training include :

- Redesign of areas to reduce Anti Social Behaviour
- Skatepark schemes
- Youth drop in evenings

#### Purbeck Community Wardens

Dorset Police working in Partnership with Purbeck District Council and via the Purbeck CDRP were successful in a bid for match funding for 6 Community wardens and a scheme manager .The scheme has now been in operation for 12 months during which time the wardens have dealt with almost 900 incidents and carried out 8,000 patrol hours

#### Community Support Unit

Following a bid to the Police Information Technology Organisation (PITO) in 2000,two Community Support Units were built and are based in the Eastern and Western Divisions. Each unit consists of a towing vehicle and trailer which are both similarly equipped with IT and Communications equipment enabling remote voice and data connection with Dorset Police Computer systems whilst also providing the ability to report crime on line .The units are operated by support staff and in addition to providing the services of a mobile police station to rural communities, they also offer a platform for the services of other partners. In the Eastern Division CDRP funding has allowed the employment of an additional full time Operator and increased the locations that receive a visit to 45 villages an increase of over 40% in the past year. Over 3,700 visitors attended the Eastern Community Support Unit in 2002/3.

#### Racist and Homophobic Incidents Sub Group

Partnership Co Operation and funding has developed this group from a Racist Incident Panel operating only in the Western Division, into a Racist and Homophobic Incidents Sub Group covering Eastern and Western Divisions. The group has an eventual aim of dealing with all aspects of Diversity. Joint funding has enabled the appointment of a Co-ordinator who will be looking at how we can provide greater support to victims and identifying who our diverse Communities are. Much of the work of this group will be informed by the recommendations contained in the recently completed 'Strategic assessment of our Diverse Community'. This document was prepared with full Co-operation and support from members of the above group and CDRP's.

#### Responsible Retailers

Our innovative approach to partnership working also brought together main players including Dorset County Council's Education and Trading Standards Services to develop a Youth Action Team in the north of the County. This started the 'Responsible Retailers Scheme' which deals with under age sales of age related goods .The scheme has now been extended to cover all of Dorset and interest has been shown from around the Country

## Information Exchange Protocols

It is acknowledged that whilst there are in existence protocols for statutory partners of CDRP's to exchange information to reduce Crime and Disorder, no such protocol exists for other agencies, in particular Registered Social Landlords (RSL's). In order to address this issue an information exchange protocol has been developed and is currently being signed by all Local Authorities across the Eastern and Western Division, Dorset County Council, Dorset Police, Registered Social Landlords and other recognised Housing providers. Most importantly this will enable RSL's to take out Anti Social Behaviour Orders based on accurate and relevant shared information.

### **Eastern BCU Crime Statistics- April 2002-February 2003**

- Total Recorded Crime increase of 8% (National average 14.2%)
- Domestic Burglary 25.5% decrease (National average 6.2% increase)
- Vehicle Crime 16.8% decrease (National average 1.7% increase)

*(see appendix)*

### **Anti Social Behaviour –April 2002-February 2003**

Figures were not collated centrally in 2002/3 however the number of Public Disorder Incidents for Eastern BCU from April 2002- February 2003 decreased by 1.6%. Additionally 2 ASBO's and 5 ABC's have been taken out with 5 more ABC's planned.

National data for same period not yet available

### **Support to overall approach on problem solving**

This project provides the framework by which Community Safety can be delivered in Dorset. It is a whole system approach to problem solving and aims to ensure that problem solving becomes embedded in the culture of all those individuals and organisations delivering Community Safety. Dorset is already one of the safest Counties in which to live. By rigorously ensuring that we adopt a common problem solving approach, supported by integrated systems and best practice, we aim to make it an even safer place.



# PROBLEM SOLVING PARTNERSHIP RECORD

Problem Title: .....

Divisional Reference No: .....

Section: .....

Beat: .....

Area Code: .....

Location of incidents: .....

Location types: .....

Postcodes: .....

Days: .....

Times: (between) .....

Frequency: .....

Problem (brief outline): .....

Previous police involvement: YES / NO

If Yes, Reference number(s): .....

Officer initiating file:

Rank: .....

No: .....

(Print): .....

Date: .....

Dept: .....

OIC:

Rank: .....

No: .....

(Print): .....

Date: .....

Dept: .....

Supervisor's signature .....

Rank: .....

No: .....

(Print): .....

Date: .....

Relevant to:  Local Policing Plan

Community Safety Strategy

Divisional Service Plan



**Summary of Assessment:** Has the action plan progressed towards achieving the desired outcome? Include incident reduction figures where applicable.

Short term: .....  
..... (full report on memo sheet)

Long Term: .....  
..... (full report on memo sheet)

Was the action plan implemented? FULLY / PARTLY / NO Was the agreed measure of success achieved? FULLY / PARTLY / NO

Were the number of incidents reduced? YES / NO If so, by how many? Before After

Between what period of time? From ..... To .....

**Summary of Action Taken:** What was done to resolve/reduce the problem? What were the lessons learnt?

**DIVISIONAL/SECTION COMMANDER COMMENTS:**

Commander's Name: ..... Number: ..... Date: .....

**Resources Used:**

	Tick	Total Hours Spent
Community Beat Officer only	<input type="checkbox"/>	<input type="text"/>
Section	<input type="checkbox"/>	<input type="text"/>
Divisional	<input type="checkbox"/>	<input type="text"/>
Force Level	<input type="checkbox"/>	<input type="text"/>
Out of Force	<input type="checkbox"/>	<input type="text"/>

Other agency involvement (please specify):  
.....  
.....  
.....  
.....

Return to OIC to note comments: YES / NO or re-assessment of original problem? YES / NO

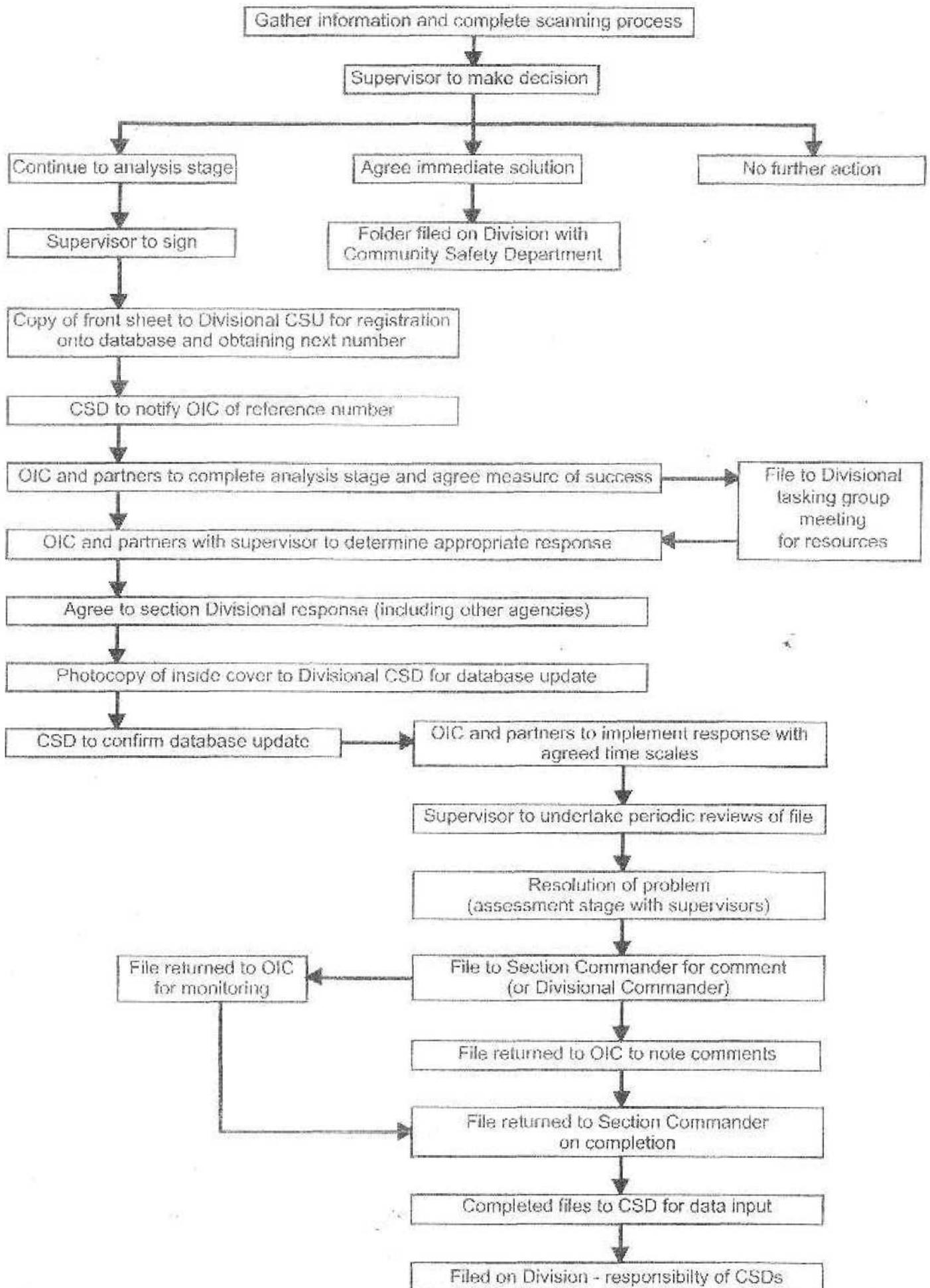
Review and return in:  
Weeks   
Months

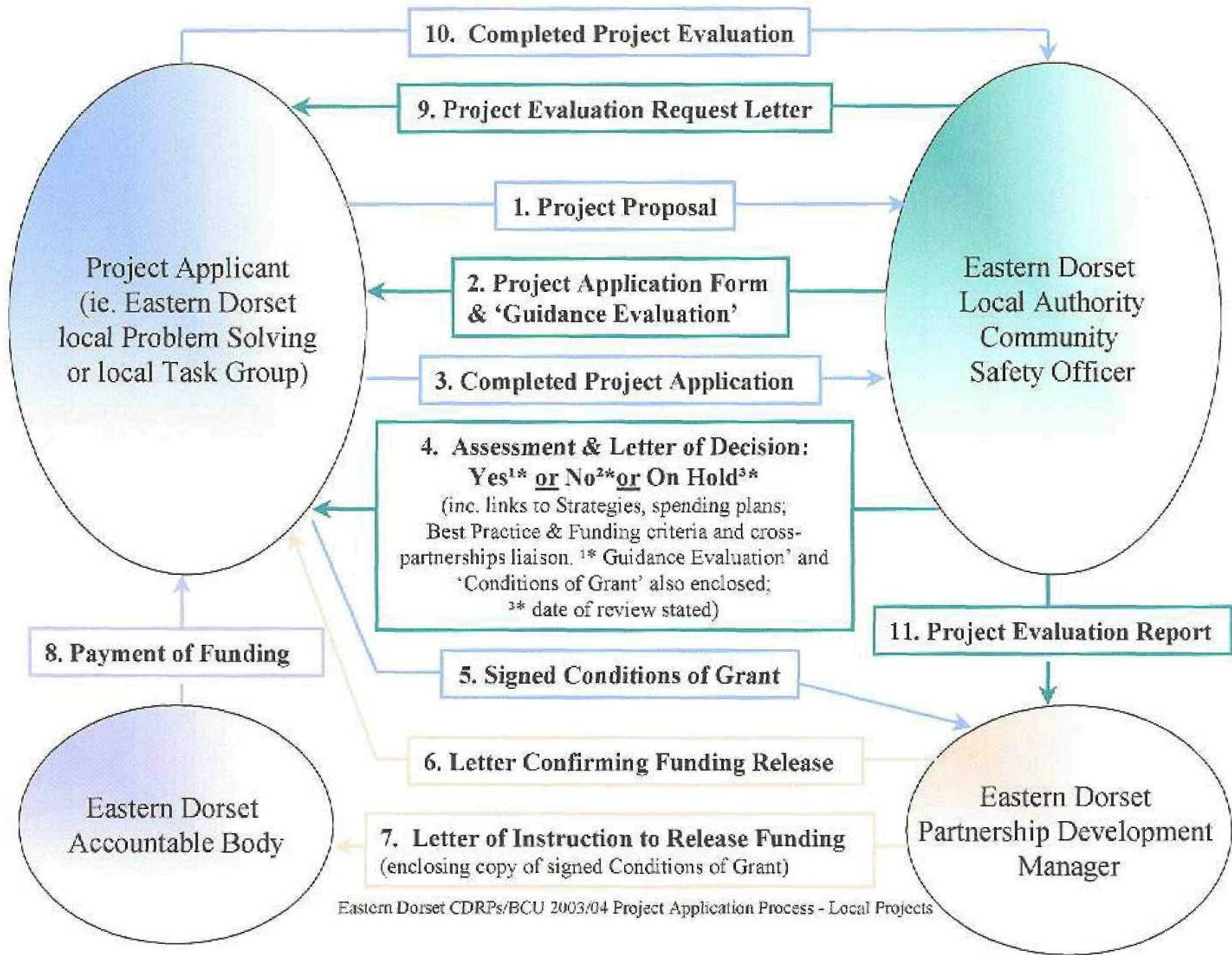
Comments:  
.....  
.....  
.....

Recommended as Best Practice: YES / NO

**File completed (YES)**

## PROBLEM SOLVING FLOW CHART





## Scoring Form for Initiative Requiring Funding

Title of initiative ..... Sponsor of initiative .....

Initiative proposed (refer to Project Description)	None	Little	Some	Plenty	Total	Comments
	Circle one score only					
Quantity of CDR strategy targets it affects?	0	1	2	3		
How directly it affects CDR strategy target(s)?	0	1	2	3		
Level it fills gap/Meets shortfall?	0	1	2	3		
How much it is cross-boundary? <i>See Note below</i>	0	1	2	3		
How close to the funding objectives? <i>See below</i>	0	1	2	3		
How much monitoring / evaluation is built in?	0	1	2	3		
Likely level of future CDRP funding required?	3	2	1	0		
Proportion of available CDRP funds required?	-	3	2	1		
Availability / likelihood of other funding for it?	3	2	1	0		
<b>TOTAL SCORE</b>						

### Partnership Development Fund (PDF)

Capacity building, such as:

- IT systems
- Project management
- Data analysis
- Cross-boundary initiatives
- Pilot projects
- Disseminating good practice

### Communities Against Drugs (CAD)

- Disrupting drugs market
- Tackling drug-related crime
- Strengthening communities to resist

### Safer Communities Initiative (SCI)

Fund interventions to tackle:

- Locations (crime hotspots)
- Victims (repeat victimisation)
- Offenders (persistent offenders)

Cross-boundary initiatives

Targeted police operations

Some capacity building (supporting strategy)

**Note: 10% of SCI/CAD together should be cross-boundary**

Recommended for Funding?

Yes

No

Provisional

Date.....

Signed:

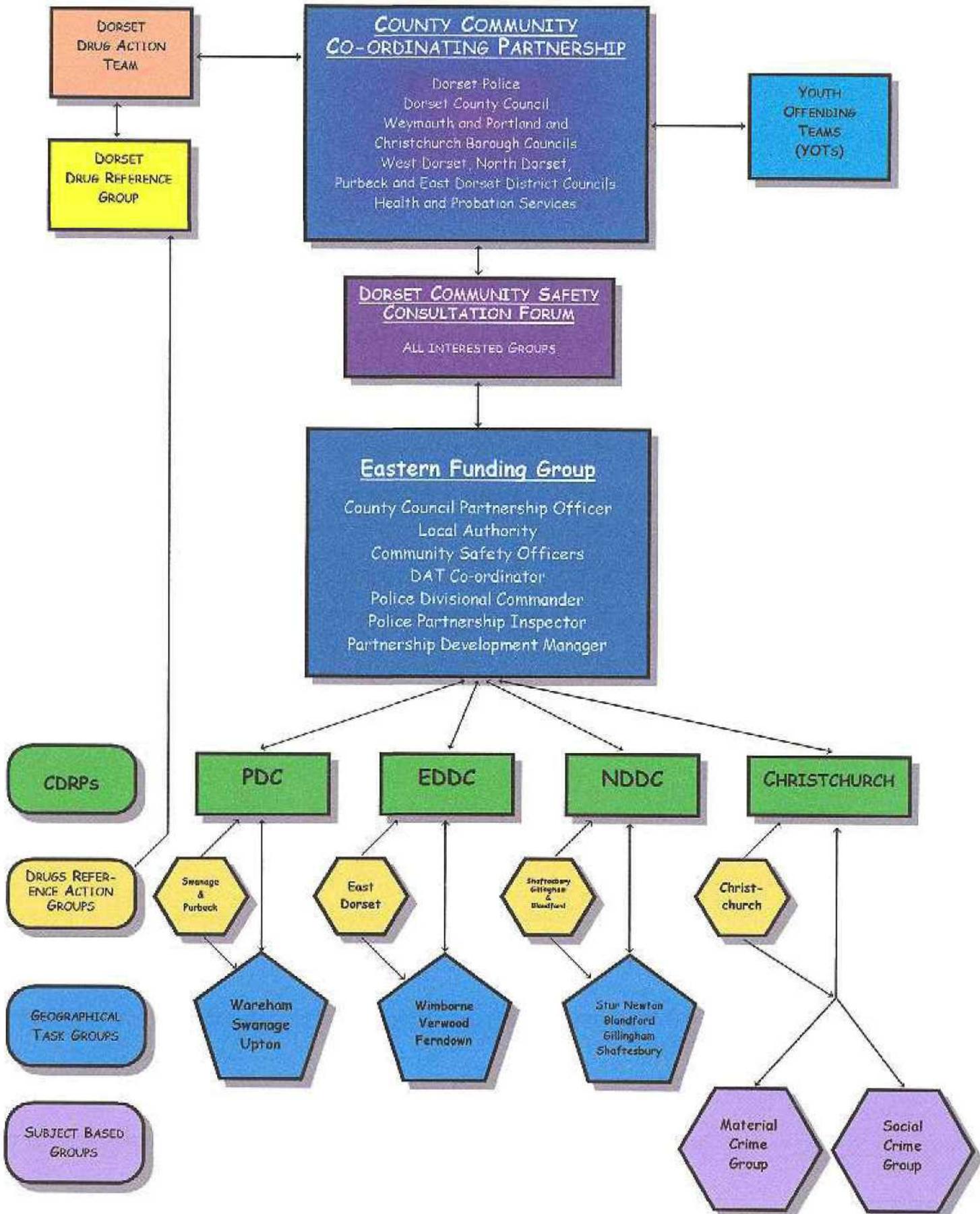
Name:

Organisation:



# EASTERN DIVISION

## CRIME AND DISORDER PARTNERSHIP STRUCTURE CHART

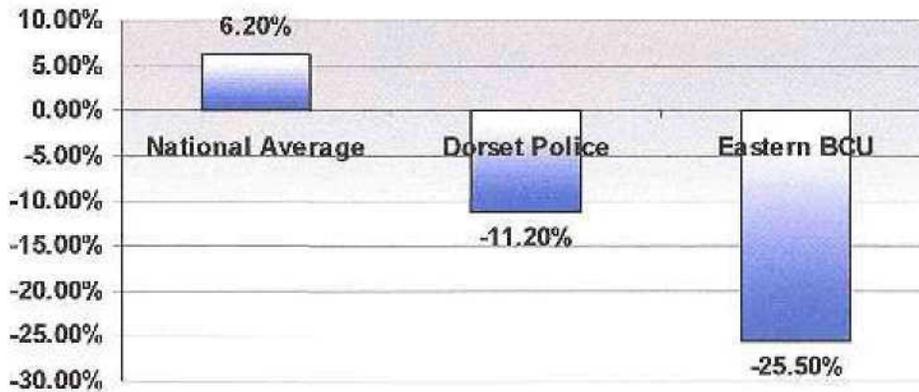


### Total Recorded Crime April 2002 to February 2003



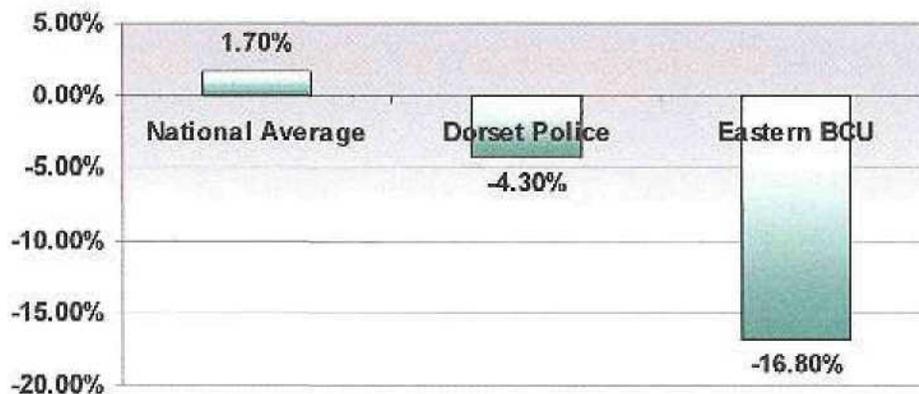
Eastern BCU April 2002 to March 2003 = 7.2% increase

### Domestic Burglary April 2002 to February 2003

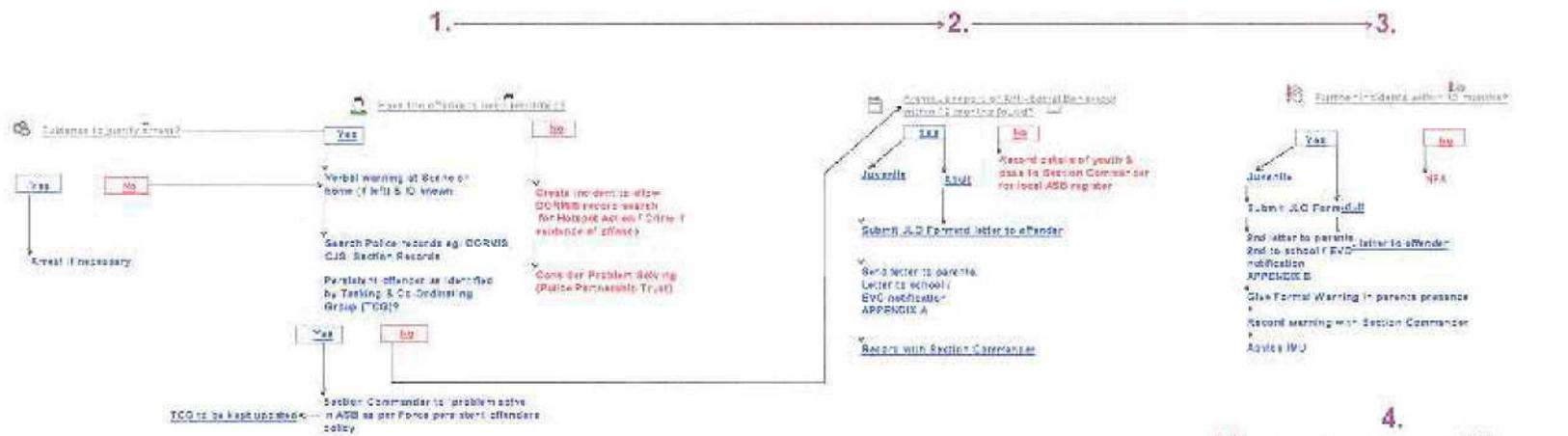


Eastern BCU April 2002 to March 2003 = 27.1% decrease

### Vehicle Crime April 2002 to February 2003



Eastern BCU April 2002 to March 2003 = 19.5% decrease



Juvenile referral Scheme

## Adult / Youth Anti-Social Behaviour Responses

APPENDIX C

