

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Northumbria Police

October 2005

Northumbria Police – Baseline Assessment
October 2005

ISBN 1-84473-703-9

CROWN COPYRIGHT

FIRST PUBLISHED 2005

Contents

Introduction to Baseline Assessment

Force Overview and Context

Findings

Summary of Judgements

- 1 Citizen Focus (Domain A)**
 - Fairness and Equality
 - Neighbourhood Policing and Community Engagement
 - Customer Service and Accessibility
 - Professional Standards
- 2 Reducing Crime (Domain 1)**
 - Reducing Hate Crime and Crimes against Vulnerable Victims
 - Volume Crime Reduction
 - Working with Partners to Reduce Crime
- 3 Investigating Crime (Domain 2)**
 - Investigating Major and Serious Crime
 - Tackling Level 2 Criminality
 - Investigating Hate Crime and Crimes against Vulnerable Victims
 - Volume Crime Investigation
 - Forensic Management
 - Criminal Justice Processes
- 4 Promoting Safety (Domain 3)**
 - Reassurance
 - Reducing Anti-Social Behaviour and Promoting Public Safety
- 5 Providing Assistance (Domain 4)**
 - Call Management
 - Providing Specialist Operational Support
 - Roads Policing
- 6 Resource Use (Domain B)**
 - Human Resource Management
 - Training and Development
 - Race and Diversity
 - Resource Management
 - Science and Technology Management
 - National Intelligence Model
- 7 Leadership and Direction**
 - Leadership
 - Strategic Management
 - Performance Management and Continuous Improvement

Appendix 1 Performance Tables

Appendix 2 Glossary

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Northumbria Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair or Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable or Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc)

and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

*Northumbria Police – Baseline Assessment
October 2005*

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Ken Williams, CVO, CBE, QPM, BA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Northumbria in terms of demography, policing environment and other socio-economic factors: Cleveland, Greater Manchester, Merseyside, South Yorkshire, West Midlands and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Northumbria Police – Baseline Assessment
October 2005

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <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 • Community involvement with police 	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 Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <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 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <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 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance 	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <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 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <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 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <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
6D Resource Management <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 	6E Science and Technology Management <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 	6F National Intelligence Model (NIM) <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		
7A Leadership <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 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/consultation Relationship with local police authority (PA) Police reform implementation Internal communication/consultation Programme and project management Management of reputation/public expectations 	7C Performance Management and Continuous Improvement <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)

Force Overview and Context

Northumbria Police covers over 5,550 square kilometres and serves a population of 1.4 million. The force area is one of contrasts, combining the geographically remote rural area of Northumberland with densely populated inner city areas along the river corridors of the Tyne and Wear. It contains areas of relative prosperity contrasted with areas of significant deprivation. The economy draws heavily upon new forms of manufacturing employment (light engineering, electrical and electronic industries, clothing and food) and a range of service sector jobs (retail, leisure, call centres, business and financial services).

There has been a long-term shift of population away from inner city areas to suburbs and more rural areas; however, there are signs that a recent rise in the popularity of city centre living might reverse this trend. The force has a small minority ethnic population (3.8%), with most non-white groups concentrated in areas where there are strong ethnic communities, most notably Newcastle and Sunderland.

Chief Constable Mike Craik was appointed in April 2005 and announced one clear aim for the force: 'To build trust and confidence in the community and reduce crime and disorder.'

As Chief Constable, he intends to progress six main areas of reform over the next five years to deliver a force that is second to none, day in, day out, and that provides a Total Policing service. They are:

- leadership;
- performance management;
- marketing;
- partnership;
- training (for the above); and
- strategic resource management.

Mr Craik has stated 'I want the law-abiding majority of people in this region to know that in Northumbria they have a police service that promotes and protects their interests. Alongside that, I want law-breakers to know that we are a highly skilled and determined police force, whose prime motivation is to stop them in their tracks. As a force, we will continue to do what we are good at: arresting criminals and bringing down crime. But we also need to meet the expectations of the public in other areas. The public rightly has high expectations of Northumbria Police. My aim is that we live up to them by delivering the service the public wants from us, by listening and responding to our communities. We know people want to feel safer and have less disorder in their neighbourhoods. From here on, we will be judged by how well we do this, just as much as by how much we reduce crime.'

The chief officer team comprises the Chief Constable Mike Craik, deputy chief constable (DCC), assistant chief constable (area operations), assistant chief constable (crime), assistant chief constable (management services), assistant chief constable (central support) and the director of finance and resources.

A well-established working relationship exists between the force and the police authority. The annual revenue budget for Northumbria Police for 2005/06 was set at £249.8 million.

*Northumbria Police – Baseline Assessment
October 2005*

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Good	
1B Neighbourhood Policing and Community Engagement	Good	Stable
1C Customer Service and Accessibility	Good	Improved
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Stable
2B Volume Crime Reduction	Excellent	Improved
2C Working with Partners to Reduce Crime	Excellent	Improved
3 Investigating Crime		
3A Investigating Major and Serious Crime	Good	
3B Tackling Level 2 Criminality	Fair	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Stable
3D Volume Crime Investigation	Good	Deteriorated
3E Forensic Management	Good	Stable
3F Criminal Justice Processes	Good	Stable
4 Promoting Safety		
4A Reassurance	Good	Stable
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Stable
5 Providing Assistance		
5A Call Management	Good	Improved
5B Providing Specialist Operational Support	Fair	Stable
5C Roads Policing	Good	Deteriorated
6 Resource Use		
6A Human Resource Management	Good	Stable
6B Training and Development	Good	Improving
6C Race and Diversity	Good	
6D Resource Management	Good	Improved
6E Science and Technology Management	Good	Stable
6F National Intelligence Model	Good	Stable
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Excellent	Stable
7C Performance Management and Continuous Improvement	Good	Stable

1 Citizen Focus (Domain A)

Northumbria Police demonstrate their commitment to equality of service through a strategic priority within the 2004–07 strategy plan ‘to release the potential of our personnel’. This covers the management of diversity within the organisation and in service delivery.

Northumbria Police are developing a community engagement project, which is looking at consultation methods with local neighbourhoods on police activity and crime and disorder issues. The project is developing seven key areas: demand identification, demand resolution, community engagement, community cohesion, and reassurance, the extended police family and training.

The force-marketing plan contains priorities ‘to maximise public engagement’ and ‘improve internal communication’. It provides a framework for all internal and external communication including the results of consultation and actions taken.

1A Fairness and Equality

Good

Strengths

- Northumbria Police demonstrate their commitment to equality of service through a strategic priority within the 2004–07 strategy plan ‘to release the potential of our personnel’. This covers the management of diversity within the organisation and in service delivery. The development of the organisation, in this regard, is managed through the diversity strategy group (DSG) and the diversity action group (DAG). The force has a wide range of policies, procedures and guidance that set out aims and objectives. Hate crime features in the force control strategy. The best value review (BVR) of communications has ‘equality of access to services matched to the needs of our communities’ as a central theme.
- The DSG is chaired by the ACC (management services) who provides leadership for service delivery and sets the strategic direction on all diversity matters affecting the force; this specifically includes an annual review of the racial equality scheme (RES). Members of staff from the diversity issues unit are responsible for the implementation of the RES and have been trained for this purpose. Results of monitoring activity, impact assessments etc are published in an annual RES report. Reports have been published for 2002/03 and 2003/04.
- Northumbria Police have worked with the Commission for Racial Equality (CRE) as a pilot authority for the implementation of the RES, which has been substantially updated twice since first published. The first RES was non-compliant; however, after revision it is now deemed lawfully compliant.
- There is representation on the DSG from all staff associations and support groups including the Northumbria black and minority ethnic (BME) police association, Northumbria gay police association, the women’s issues group and the Northumbria disability support association. Where possible, the legislative requirements of race, gender etc (e.g. impact assessments) are expanded to cover other diversity aspects such as age, religion and belief, sexual orientation and disability.
- All departments and area commands are represented at a senior level at the DAG

together with the police authority and CRE representatives. The work of the DAG is supported by the diversity issues unit, which includes the equal opportunities adviser and the race equality adviser.

- The force undertakes periodic research and thematic inspections into areas that may cause adverse impact on community groups, e.g. the stop and search thematic inspection. Searches are regularly monitored through a performance review process to ensure the ethical use of powers. The force undertook research and initial findings demonstrated a difference in reasons for arrests between white and minority ethnic groups; that some difficulty is encountered when comparing ethnic groups, due to the small numbers involved; a good balance between area commands; and no evidence of cells of activity that are out of proportion to the force as a whole.
- The collection and analysis of data by Northumbria police for the purposes of monitoring the discretionary use of police powers is comprehensive, particularly in relation to the use of stop and search powers.
- People from minority communities support training activities. Formal procedures are reinforced by informal networks, which are very strong. Northumbria Police maintain a system of continuous networking among minority communities co-ordinated by the community engagement department. A relatively small number of hate incidents are reported to Northumbria Police, however, the issue of under reporting is being scrutinised.
- While not a specific area, race and diversity issues are examined within the nine areas of the new performance development review (PDR) system, particularly within professionalism. The superintendents' and chief superintendents' performance assessment review (PAR) scheme includes race and diversity assessed behaviour. While race diversity is not a generic topic for objectives, all area commanders have included 'promoting public safety' as an objective, with actions and measures related to community issues.
- Northumbria has a three-tiered approach to independent advisory groups (IAGs) – strategic, area command and on an ad hoc basis when required to support critical incidents. The first area command IAG meetings have already taken place. All area commands now have multi-agency partnership and community forum meetings to address community safety issues.
- A research project, conducted by the community engagement department, is looking at methods of assessing community intelligence to inform area commands of underlying tensions and potential flash points through the tasking and co-ordination processes. One of the recommendations of the project is the development of a community cohesion policy, drawn from work at the Newcastle area command, which is involved in the national community cohesion pilot. As part of this pilot, extensive analysis of vulnerable locations has been carried out and a comprehensive problem profile prepared for the area assessed as most vulnerable, utilising the methodology advocated by Centrex.
- All recommendations from national reports are added to the force diversity action plan, which is owned by the DSG, maintained by the equal opportunities adviser and managed by the DAG.

- No Witness, No Justice (NWNJ) and the effective trial management programme commenced as pilots in January 2005. NWNJ is a dual-agency witness care unit of the Crown Prosecution Service (CPS) and police staff, working to the same role definitions and dealing with witness warnings, problems, cancellations and case status. In addition, they will carry out 'needs assessments' at each hearing to ensure witness attendance and co-ordinate any resultant action plan with the lawyers. There is a contact directory for referral to various support agencies and greater liaison between the unit and the witness service. This scheme will be subject to external evaluation.
- The headquarters crime department co-ordinates a range of services that support witnesses, victims and suspects provided by the multi-agency public protection unit (PPU), domestic violence victim support, the REACH centre for victims of sex offences and community panels in relation to the management of critical incidents. The force works in partnership with the forensic science service, Victim Support and the CPS in relation to cold case reviews of sex offences (Operation Phoenix). The operation has a trained sexual offence liaison officer as an integral part of the team and the whole approach to the process is victim-centred.
- There is a structured approach to family liaison, with the service being delivered by trained family liaison officers (FLOs). Policy and guidance in relation to family liaison is included on the instructional information system and is available to all staff. Included within the guidance is the need to act in accordance with the diverse needs of individuals and communities.
- Northumbria has undergone a BVR of training and has been subject to HMIC inspection. The training delivery plan, which is incorporated in the human resource (HR) strategy, has been commended by HMIC. This document includes a key strategic objective of diversity, which focuses on providing staff with skills to provide equality of service delivery.
- Between 2001 and 2004, Northumbria Police provided diversity training for every member of staff. The training need analysis for the next phase of diversity training takes into account the findings of the evaluation of the initial training. Community consultation is also taking place. In 2002 RES training was given to all staff. A further training day has been held to provide an update on latest developments and good practice.
- Training for all recruits includes all aspects of the diversity training course and specific RES training. The induction handbook issued to all new police staff is being revised to include details of the RES. The diversity-training unit is examining training issues surrounding PDR assessments on race and diversity issues. Respect for diversity features in all selection events.
- A review of the demographic profiles of communities in the Northumbria Police area has been undertaken. This has resulted in the development of a register of contacts, and a comprehensive review of policy, procedure and guidance relating to minority communities. For example, there is guidance on hate incidents, asylum communities and dealing with gypsies and travellers.
- Consultation with diverse communities is central to BVRs, e.g. the communications BVR has consulted with a range of ethnic minorities, a lesbian, gay, bisexual and transgender (LGBT) group, youth forums and an asylum seekers group. Members of staff from diversity training have done some specific

consultation with diverse groups in order to ensure that future training fits requirements.

- A range of race and diversity policies and guidance is available on the force intranet and the policies are reproduced on the force website. This includes guidance on gypsies and travellers and the monitoring and investigation of hate incidents. The force has implemented a new IAG structure where relevant diversity issues, including policy and guidance, are discussed and disseminated to hard-to-reach groups.
- Community intelligence is managed through the force computerised intelligence system – CIS. This system incorporates a category heading – community intelligence. Staff can input directly onto the system and the information becomes generally available post-evaluation. Community intelligence logs are generated as a result of this input, which also informs a weekly community tension report direct to the head of the community engagement department.
- The percentage of victims of racist incidents satisfied, with respect to the overall service provided during 2004/05, is 81.9%, which places the force first in the MSF group.
- The percentage of white users very/completely satisfied, with respect to the overall service provided, was 62.2% for 2004/05, which was 11.1 percentage points higher than the percentage of visible minority ethnic users who were very/completely satisfied. However, both rates were ranked second and first respectively in the MSF group.
- The percentage of white users satisfied with respect to the overall service provided was 81.7% for 2004/05, which was 5.36 percentage points higher than the percentage of visible minority ethnic users satisfied. However, both rates were ranked third in the MSF group.
- Racially or religiously aggravated crime has decreased 9%, from 0.70 in 2003/04 to 0.64 in 2004/05, which was lower than the MSF group mean of 0.89 and the national mean of 0.70.
- The detection rate for racially or religiously aggravated offences has decreased, from 39.5% in 2003/04 to 37.7% in 2004/05; however, this rate is still higher than the MSF group mean of 32.0% ranking them third in the group.

Areas for Improvement

- The collection and analysis of data by Northumbria for the purposes of monitoring the discretionary use of police powers is comprehensive, particularly in relation to the use of stop and search powers. However, the introduction of new processes has had a detrimental effect on the reliability of this data and it is therefore difficult to draw meaningful conclusions from the data published for the year 2004/05. The establishment of a meaningful baseline for future comparison would be of value.
- The BVR of communications is addressing the issue of performance monitoring tools relating to equality of access through communications in area commands. This activity could provide a template, working towards a comprehensive framework for monitoring the quality of delivery across the full range of services

provided by the organisation.

- A research project, conducted by the community engagement department, is looking at methods of assessing community intelligence to inform area commands of underlying tensions through the tasking and co-ordination processes. The project is likely to recommend the development of force policy and guidance on the monitoring of community tension and specific risk assessments based on tension indicators. These issues will also be developed through a proposed BVR of neighbourhood policing and community engagement due to commence April 2005.
- The professional standards department is using the manual analysis of information to identify areas for improvement. This activity would be better supported by an effective information technology (IT) solution, which would speed up the process of giving 'lessons learnt' feedback. The IT system would also enable the department to identify longer-term trends and establish links to effective intervention and action planning.
- The percentage of offences detected in respect of violence against the person offences for visible minority ethnic victims was 28.5% for 2004/05, which was lower than the MSF group mean of 30.8%, ranking the force fourth in the MSF group. The percentage detected of violence against the person offences for white victims was 34.3% for 2004/05, which was lower than the MSF group mean of 35.9%, again ranking the force fourth in the MSF group. The difference between the two detection rates was 5.764 percentage points, which was higher than the MSF group mean but lower than the national mean.

**1B Neighbourhood Policing and
Community Engagement**

Good	Stable
-------------	---------------

Strengths

- Northumbria Police is developing a community engagement project, which is looking at consultation methods with local neighbourhoods on police activity and crime and disorder issues. The project is developing seven key areas: demand identification, demand resolution, community engagement, community cohesion, reassurance, the extended police family and training.
- The BVR of communications is developing a communications (customer service) strategy, which would sit above the consultation, community engagement, marketing, deployment, call handling and reassurance strategies; providing a framework of plans and polices and providing clearer ownership and direction.
- A research project being conducted by the force community engagement department is identifying issues to be developed through the BVR of neighbourhood policing and community engagement due to commence April 2005.
- The force restructure has aligned the work of headquarters departments more closely to the provision of high-performing, good quality, front-line services. The appointment of finance officers and personnel officers within area commands is an example of this.
- Within each senior management team, specific chief inspector posts have been created with responsibility for criminal justice and crime reduction partnership issues. The force now has a sector-based policing structure, with community inspectors leading teams of community beat managers and police community support officers (PCSOs) to deliver community-based policing.
- Multi-agency pathfinder teams have been established in areas of high crime, anti-social behaviour (ASB) and deprivation. These teams provide an intensive effort in the areas of greatest need.
- The force is developing its business around the National Intelligence Model (NIM) supported by the community problem-solving model. The restructure has aligned area commands to local authority areas, which has enhanced the partnership framework at the strategic and local level. The restructuring also aims to allow effective neighbourhood policing and a clearer citizen focus, by realigning management responsibilities around business issues; flexible deployment of staff; improved application of the NIM and problem-solving models; economies of scale in resource usage and needs; and improved communication and corporate standards.
- In May 2004, dedicated intelligence system records were created for each of the six area commands to facilitate the capture of and co-ordination of community intelligence. The community engagement department research project is looking specifically at ways to gather, manage, measure and best utilise community intelligence. This project is also exploring ways in which community intelligence can be captured and shared with other partners and agencies.
- The two Northumbria sites for the national community cohesion pilot (Newcastle

and Sunderland) are currently involved in work that will inform the development of community engagement and neighbourhood policing within the force, in particular with regards to the sharing of information with crime and disorder reduction partnerships (CDRPs).

- The BVR of communications includes the use of community engagement and consultation to influence service provision and satisfy public demand. A formal consultation strategy will be produced as a result of this work.
- The police authority (PA) has secured Home Office funding for a community engagement officer working in 'hard to engage' rural communities in Northumberland. An Association of Police Authorities' (APA) accountability pilot has commenced on a partnership basis between the authority and South Tyneside area command.
- Under the new statutory satisfaction survey arrangements, the force will obtain responses from the victims of burglary, violent crime, vehicle crime, road traffic collisions (RTCs) and racist incidents at area command level. This information will be used to facilitate service improvement and will also be used to direct force policy.
- The police authority carries out extensive consultation with the public and, in October each year, a leaflet questionnaire *Your Views Count* is distributed to every household and business in the area. The results of this activity form the basis of the priorities in policing plans, supported by other consultation and information from police and community forums.
- Community safety partnerships have a statutory duty to carry out an audit of crime and disorder every three years. The latest was completed at the end of 2004 and was followed by public consultation. Policing priorities and CDRP priorities are very similar and reflect the priorities of local communities.
- The local element to the area command plans reflects the consultation the area commanders carry out with local agencies, at public meetings and surgeries and through fear of crime surveys, as well as the consultations that the community beat managers conduct with the public.
- Area commanders have responsibility for the establishment of IAGs where local community leaders inform the development of policing priorities monitored throughout the policing plan.
- The force restructure enabled the establishment of community policing teams to deliver local solutions to local problems. The SARA (scanning, analysis, response, assessment) problem-solving model has built-in stages of evaluation, consultation and communication with the community. Each community inspector throughout the force undertakes regular meetings with representatives of the community to identify local problems and action plan solutions.
- Each geographic area has a sector plan or 'inspector's strategy' setting out priorities, crime analysis, working arrangements with partners, background information and contact details and, to varying degrees, tactics and results. Each plan provides an overview of the sector policing arrangements and reflects those issues emerging through NIM and partnership working.

- Force policy exists to ensure that PCSOs are only used in relation to their primary role of reassurance and high visibility patrols. Full use of funding has been made with successful bids obtained in relation to Home Office rounds two and three and neighbourhood policing funding. North Tyneside and Sunderland area commands have obtained independent funding for additional PCSOs. Northumbria PCSOs receive a four-week training programme developed by the force training unit. The University of Northumbria is currently conducting an evaluation of the PCSO scheme.
- The Northumbria media strategy, force marketing plan and area command communications plans address reassurance issues, ensuring that the media and public are supplied with a programme of information about offences, arrests, court results, warnings, crime prevention advice and operational success. The force website is kept up to date with a mix of similar topics.
- The BVR of public reassurance is currently looking at the issue of ensuring that a comprehensive media service is provided. It is also looking more strategically to ensure that reassurance is part of core business, not just an add-on or a by-product of policing. The BVR of communications has identified the opportunity to draw a range of strategies under the umbrella of a 'communications' or 'customer service' strategy, which would help ensure that reassurance is a consideration in all force activity.
- Community intelligence is managed through the force computerised intelligence system – CIS. This system incorporates a category heading – community intelligence. Staff can input directly to the system and the information becomes generally available post evaluation. Community intelligence logs are generated as a result of this input, which also informs a weekly community tension report direct to the head of the community engagement department.

Areas for Improvement

- Northumbria Police, as an organisation, is developing its position on neighbourhood policing; however, it needs to ensure the project is not just an extension of community beat management, but rather that it becomes an issue that is systemic to the organisation as a whole. The force is working to get this issue right, and to build on what it already has, and sees the importance of building on the work in neighbourhoods by other agencies.
- A matrix of measures is being implemented that will look at how area commands and the community engagement department are interacting with local communities. However, there are currently no specific performance indicators, which relate to community engagement and the impact on the community of this type of activity at force, BCU or local level.

1C Customer Service and Accessibility

Good	Improved
------	----------

Strengths

- Customer service standards, such as response to calls and letters, are published in the force charter document *Raising the Standard*. This has been translated into 15 languages and is available to download from the force website.
- All force internal reviews are performed with the customer in mind and with regard to improvements that can benefit them, e.g. the custody nurse pilot, patrol review and reassurance review. Specifically, BVRs are citizen focused. Previous reviews have resulted in a number of service improvements to a wide range of service users, e.g. restructuring of coroners' officers. The BVR of communications is likely to introduce a mechanism for continually consulting with service users and reacting according to feedback.
- Northumbria has moved to quarterly satisfaction surveys from April 2004. These are currently conducted by post and achieve around 40% response.
- Surveys are conducted in accordance with joint Home Office/Association of Chief Police Officers (ACPO)/APA guidelines, which are forwarded to the Home Office quarterly. For the majority of the satisfaction indicators, the force has higher than average satisfaction rates for both very or completely satisfied and for satisfied overall.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied, with respect to the overall service provided, was 61.5% for 2004/05, which was the highest in the MSF group where the average was 57.2%.
- The percentage of police authority buildings open to the public that are suitable for and accessible to disabled people increased from 67.7% in 2003/04 to 76.7% in 2004/05; the MSF group mean was 73.6%.
- The headquarters crime department co-ordinates a range of services that support witnesses, victims and suspects provided by the multi-agency PPU, domestic violence victim support, the REACH centre for victims of sex offences and community panels in relation to the management of critical incidents. The force works in partnership with the forensic science service, Victim Support and the CPS in relation to cold case reviews of sex offences (Operation Phoenix). The operation has a trained sexual offences liaison officer as an integral part of the team and the whole approach to the process is victim-centred.
- There is a structured approach to family liaison with the service being delivered by trained FLOs. Policy and guidance, in relation to family liaison, is included on the instructional information system and is available to all staff. Included within the guidance is the need to act in accordance with the diverse needs of individuals and communities.
- Northumbria addressed poor performance in call management services through the initial rectification of quantitative standards, and then by moving on to quality standard issues. The BVR of communications has been delivered on time and this

provides the means by which the focus can move towards quality, incorporating the national call-handling standards. The review incorporates a quality management unit with two members of staff engaged exclusively on quality assurance. Aligned to this will be training for supervisors to incorporate quality assurance into all of their activities, including dip sampling.

- The force marketing plan contains priorities ‘to maximise public engagement’ and ‘improve internal communication’. It provides a framework for all internal and external communication, including the results of consultation and actions taken.
- The force has fully adopted the problem-solving model philosophy where liaison and dialogue with the public is a key component. Consultation with communities to identify issues affecting them and to inform them of actions taken is intrinsic to the process.
- The force website contains the results of surveys and consultation, together with numerous news stories about the action taken as a result.
- The force intranet is used to consult and update staff internally. For example, during the initial phases of the force review an intranet site was established to keep staff informed of current and future changes together with providing a feedback mechanism.
- *Grapevine*, the Northumbria Police staff newspaper, is circulated throughout the force. It regularly updates staff with the results of consultation.
- The annual plan 2004/05 outlines different methods of consultation, issues that were highlighted following consultation and how these issues are reflected in our targets and priorities.
- The BVR of communications includes the use of community engagement and consultation to influence service provision and satisfy public demand. A formal consultation strategy will be produced as a result of this work.
- Under the new statutory satisfaction survey arrangements, the force will obtain responses from the victims of burglary, violent crime, vehicle crime, RTCs and racist incidents at area command level. This information will be used to facilitate service improvement and will also be used to direct force policy.
- Northumbria Police Authority carries out extensive consultation with the public and, in October each year, a leaflet questionnaire, *Your Views Count*, is distributed to every household and business in the area. The results of this activity form the basis of the priorities in policing plans, supported by other consultation and information from police and community forums.
- Community safety partnerships have a statutory duty to carry out an audit of crime and disorder every three years. The latest was completed at the end of 2004 and was followed by public consultation. Policing priorities and CDRP priorities are very similar and reflect the priorities of local communities.
- The local element to the area command plans reflects the consultation the area commanders carry out with local agencies, at public meetings and surgeries and through fear of crime surveys, as well as the consultations that the community beat managers conduct with the public.

- Area commanders have responsibility for the establishment of IAGs where local community leaders inform the development of policing priorities monitored throughout the policing plan.
- The Northumbria Police estates strategy recognises that some of the force's buildings are in the wrong location relative to the community's need to access policing services. The strategy attempts to deal with this in a number of ways:
 - by ensuring that redevelopment plans properly consider location issues while recognising that location will always be decided by the best fit of community access needs, operational needs, land values and the local authority's planning policy;
 - by the implementation of a pilot project in the use of community access points in the form of purpose-made units capable of being relocated, which serve both as a local base for community officers and as a means of allowing the public access to police services. The first of these units will be installed in May 2005; and
 - by the establishment of an accessible police presence in leased premises close to community needs, e.g. A19 unit.
- All stations are either Disability Discrimination Act (DDA)-compliant or, where this has proved either impossible to achieve for technical or planning reasons, or unreasonable in terms of implementation cost relative to demand, there are facilities and procedures in place to facilitate access to policing services by alternative means. Also, accessibility in its widest sense is being examined under the BVR of public reassurance.

Areas for Improvement

- Internally, it is likely that the development of a communications strategy will provide the opportunity to set corporate standards across a range of services such as front offices, crime desks, telephony and call handling. This is outlined in the vision report for the BVR of communications. The issue of internal communication, to ensure that every member of staff is suitably informed to do their job, is being examined under the BVR of public reassurance.
- The rates for overall satisfaction rank the force in more average positions in the MSF group than for the very/completely satisfied category.
- The percentage of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied, with regard to being kept informed of progress, was the only indicator below the MSF group mean, as the force rate was 61.4% and the group mean was 63.4%.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the APA, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

The force's diversity policy gives a clear indication of the commitment to tackling hate crime, e.g. 'Prejudice is recognised in the hate crimes that target minority groups and the force will tackle the causes and investigate its perpetrators'.

The force has seen excellent performance in relation to the reduction of volume crime in all the key crime categories.

All area commands' priorities are integrated into those of the local CDRPs. The target-setting process has been aligned with support from the force. Area command plan objectives all feature in the CDRP strategic plans. The Northumbria problem-solving approach has been adopted by all local authorities across the force area.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable
------	--------

Strengths

- The ACC (crime) is the chief officer lead for hate crime. A comprehensive review of the force's approach to hate crime has been undertaken by the community engagement department and a number of recommendations made. The ACC (crime) has identified the headquarters crime department as having lead responsibility in terms of developing an effective investigative strategy. The force has adopted the ACPO *Hate Crime Manual*.
- The hate crime review identified that, while Northumbria Police has no specific hate crime policy, the force's diversity policy gives a clear indication of the commitment to tackling hate crime, e.g. 'Prejudice is recognised in the hate crimes that target minority groups and the force will tackle the causes and investigate its perpetrators'.
- Hate crime forms part of the force control strategy under the NIM. Hate crime is a standing agenda item on area command NIM tasking and co-ordination groups. The force community tension report feeds into the NIM.
- All victims of racist crime receive a questionnaire and the returns are collated by the corporate development unit, for performance monitoring and feedback to area commands and the training unit. The community engagement department provides an 'eyes and ears' function feeding community issues into NIM processes. A more victim-oriented approach is developing supported by appropriate IT.
- An NSIR (National Standard of Incident Recording) compliant IT solution has been developed to aid the management of hate crime reporting, and performance indicators are being developed in relation to investigative standards. Each area command has an officer who scrutinises hate crime incidents and searches for repeat victimisation. Dip sampling is carried out centrally on a monthly basis, and the process of coding and classification against National Crime Recording Standards (NCRS) provides an additional monitor.

- All CDRPs have racist incident monitoring groups on which the police are represented. In addition, close links have been developed with asylum seeker and refugee services and other community organisations, e.g. BEACON and NECDARE. Work is under way with Government Office North East (GONE) to improve multi-agency intelligence sharing in all areas including hate crime.
- Community tension reports are generated in line with the tasking and co-ordination group (TCG) processes. The force is working with GONE on a region-wide community cohesion project, while working with BEACON on reporting and reduction.
- There are a number of effective initiatives in the CDRP areas, e.g. Newcastle area command (ARCH); South Tyneside (asylum seekers drop-in); and North Tyneside (link workers).
- The Newcastle basic command unit (BCU) inspection highlighted that ‘there has been a dedicated community relations unit established in Newcastle West End that has received national acclaim and is considered by HMIC to represent good practice’.
- The force links with local authorities in supporting multi-agency work on LGBT issues, hosting quarterly multi-agency forums, providing LGBT liaison officers in all area commands, and securing the services of voluntary agencies in respect of both probationer and diversity training.
- A steering group has been set up to provide greater corporacy in relation to missing person investigations following national guidelines, and to provide effective communication with related disciplines.
- The *Hate Crime Manual* is available to all staff via the instructional information system (IIS). The force is to launch a hate crime website.
- The percentage of domestic violence incidents with the power of arrest, where an arrest was made related to the incident, has increased from 80.9% in 2003/04 to 81.2% in 2004/05 (increase of 0.4 percentage points), where the MSF group mean was a much lower rate of 66.9%, ranking the force top of the MSF group.
- The percentage of reported domestic violence incidents involving partner-on-partner violence, where there was a power of arrest in which an arrest was made, has decreased slightly by 0.6 percentage points from 79.9% in 2003/04 to 79.3% in 2004/05, where the MSF group mean was a lower rate of 76.6%.
- Racially or religiously aggravated crime has decreased 9% from 0.70 in 2003/04 to 0.64 in 2004/05, which was lower than the MSF group mean of 0.89 and the national mean of 0.70.

Areas for Improvement

- Following a comprehensive review of hate crime, a number of recommendations

have been made which, once implemented, will result in a more comprehensive approach to hate crime. The True Vision project is being developed in partnership with other forces and local authorities in respect of third party reporting, and this will be implemented in July 2005.

- The hate crime review identified good practice in terms of addressing racist incidents and crimes, but showed other types of hate crime, e.g. homophobia, disability and homelessness, were not subject to the same levels of attention. As a result, the reporting, recording, investigating and monitoring of hate crime was not providing a comprehensive service to all victims, was not effectively identifying, targeting or tackling offenders (especially repeat offenders) or making full use of captured information and intelligence. The lack of a crosscutting management information system that can automatically transfer data from one force system to another was seen as a significant hindrance to the accurate recording and monitoring of all types of hate crime.
- The responsibility for hate crime policy has been passed from the community engagement department to the crime department. There have been no additional resources allocated to the crime department to accommodate this change. Hate crime is to be managed within the PPUs, however, the resourcing of headquarters' policy needs to be examined.
- The force is looking to introduce a force disclosure unit in 2005 to ensure greater control and corporacy in relation to all protocol matters and disclosure.
- The domestic violence database is being reviewed to ensure that it is compliant with the updated ACPO guidance in relation to the investigation of domestic violence.
- The percentage of reported domestic violence incidents, which involved victims of a reported domestic violence incident in the previous 12 months, increased from 45.2% in 2003/04 to 47.6% in 2004/05. This was 4.2 percentage points above the MSF group mean of 43.4%, ranking the force in the bottom quartile in the MSF group and nationally.

2B Volume Crime Reduction

Excellent

Improved

Strengths

- The ACC (area operations) is the lead chief officer for volume crime reduction and holds fortnightly meetings with area commanders to discuss performance for volume crime reduction against targets. Achievement of targets and dealing with volume crime issues can be incorporated into the area commanders' performance appraisals.
- The crime targets are calculated by analysing the data at a force and BCU level. These targets are then included in a SMARTS format within the BCU policing plans (these are published both to local communities and via the force intranet site). The target-setting process is designed for the force and BCUs to maintain a top quartile performance. For many years, the force has had numerous local targets in addition to those that are required nationally, and these are published in the local policing and strategic plans. BCU targets are published in the area command policing plans, and from 2005/06 there will be additional targets produced for the area command business plans. Targets are based on Northumbria's policies to continue to make significant improvements on its past achievements, contributing towards the achievement of national and local priorities and targets. Local priorities are identified through the force's NIM control strategy and by the police authority through its consultation processes.
- Force crime reduction and detection targets for the 2005/06 plan are based on the force's attainment of upper quartile performance within its MSF by 2007/08. These target improvements are subject to floors and ceilings of 2% – 5% a year for crime reduction and 0.5% – 1.4% for detection rates. This ensures continuous improvement even when the force is performing well, and prevents targets being set that are unrealistically demanding. A similar process is used to derive suggested minimum crime reduction targets at the BCU and CDRP level.
- These targets are based on meeting or surpassing their most similar family's most recent upper quartile value at the BCU or CDRP level (whichever is the harder) by 2007/08. This is subject to realistic floor and ceiling improvements, and to meeting the force target. Previous floors and ceilings have been 2% – 10% a year for crime reduction and 1% – 5% for detection rates. Using the CDRP families as well as the BCU families ensures that minimum BCU/CDRP targets are based on whichever is the harder of the two top quartile comparisons (BCU or CDRP). The dual family process means that the targets are automatically aligned. These centrally set minimum targets can be adjusted as required according to local priorities, and the area command plans and business plans can have additional targets that are not centrally set. The result of this process is that BCUs have differential crime and detection targets, according to past performance, family comparisons and local priorities, that higher level targets are disaggregated fairly within a process of continuous improvement, but that the sum of these BCU targets may sometimes be more stringent than the force target.

- Volume crime is primarily addressed at area command level and forms part of their control strategies. Issues are addressed using the TCG processes. There is evidence of resources being deployed to tackle volume crime and, utilising the problem-solving methodology, long-term solutions are being implemented engaging partners. Examples include reduction of drugs supply in the Newcastle area, reduction of crime disorder during high seasonal demands in South Tyneside and a significant reduction of vehicle theft in the Gateshead Metro Centre using level 2 resources and engaging partnerships.
- Home Office targets in respect of domestic burglary, robbery, violent crime and vehicle crime have all been achieved.
- Burglary dwelling, burglary other and vehicle crime have fallen year on year within Northumbria since 2000/01.
- The force has seen excellent performance in relation to the reduction of volume crime:
 - Total crime per 1,000 population was 102.07 in 2004/05 compared with 112.79 in 2003/04 (reduction of 9.5%) ranking the force top in its MSF group, which had an average of 119.13.
 - Domestic burglary per 1,000 households was 13.02 in 2004/05 compared with 16.86 the previous year (reduction of 22.8%) ranking the force top in its MSF group, which had an average of 20.05.
 - Robbery per 1,000 population was 0.84 in 2004/05 compared with 0.88 in 2003/04 (reduction of 3.8%) ranking the force top in its MSF group, which had an average of 2.04.
 - Vehicle crime per 1,000 population was 11.51 in 2004/05 compared with 12.99 in 2003/04 (reduction of 11.4%) ranking the force top in its MSF group, which had an average of 17.38.
 - Violent crime per 1,000 population was 18.33 in 2004/05 compared with 19.66 in 2003/04 (reduction of 6.8%) ranking the force top of the MSF group, which had an average of 23.87.
 - Reductions are being experienced for the first time in criminal damage, which is a significant achievement, Northumbria being one of the few forces nationally to achieve such a decrease. Total crime, robbery, violent crime and drugs offences have all fallen year on year.
- Northumbria was assessed as green in respect of NCRS compliance.
- Sunderland area command conducted 129 operations for burglary in 2004, which were a combination of targeted high visibility patrols, covert observations, forensic initiatives and arrest packages. A target crime strategy has been formulated that concentrates on the two key crime areas of burglary dwelling and robbery. The strategy will ensure that the area command has clear guidance in place to provide a cohesive and co-ordinated response to the prevention and

detection of crime. The area command has continued to proactively target those involved in drug dealing and has conducted 245 drug operations over 2004/05, the most notable of which was with the Operation Jericho team; this yielded a drugs recovery with a street value in excess of £1 million.

- Northumberland area command established a minimum standard of crime investigation policy with a six-point update, together with a forensic strategy that ensures scenes of crime officer (SOCO) visits to all scenes of crime. All sectors within the BCU are subject to a comprehensive review process on a 13-week cycle, with performance against area command targets being monitored at both sector and individual level. A performance improvement plan is established, which section heads and the senior management team monitor with a view to improving performance.
- Newcastle area command undertook Operation Christmas Cracker and Operation Landmark over December and January, in order to help tackle violent crime and burglary. Both operations produced good results for arrests, crime reduction and property recovery.
- Home Office police standards unit (PSU) good practice guides relating to burglary, street crime and auto crime tactical options have been made available to all area command both electronically and in hard copy.

Areas for Improvement

- Guidance is being drafted to ensure problem solving and NIM processes are clearly linked. This has been a fundamental part of the work of the NIM implementation team and forms a part of the awareness training being delivered to all police officers via the road shows, which are ongoing in area commands and departments.
- The force has a problem-solving database to record problems and action using the SARA model. Awareness sessions are being carried out throughout the force to ensure there is a greater understanding of NIM and problem solving. This is directed to all operational officers. In addition, a communications strategy using various media is in operation, e.g. area command road shows, operational guidance and an intranet site that highlights problem-solving good practice.
- Through the recent strategic assessment, links were highlighted between violent crime and alcohol crime. Further analysis has been commissioned with a view to targeting hot spots and adopting a more problem-solving approach. The force has launched a campaign The Party's Over aimed at tackling alcohol-related incidents. The force was represented on the working party of a regional conference entitled 'The Final Round: Reducing Alcohol Related Offending and Misuse in the North East', the outcomes of which will be utilised to devise a regional action plan through the alcohol forum of the North East crime and community safety group. The Chief Constable has taken a strong personal lead in this area.

*Northumbria Police – Baseline Assessment
October 2005*

- The percentage of domestic burglaries, where the property had been burgled in the previous 12 months, decreased from 10.8% in 2003/04 to 9.9% in 2004/05. This was above the MSF group mean of 9.7% and placed the force third in the group.
- Violent crime committed under the influence of intoxicating substances per 1,000 population has increased by 12.2%, from 2.21 in 2003/04 to 2.47 in 2004/05, ranking the force third in the MSF group, though ninth nationally.

2C Working with Partners to Reduce Crime

Excellent

Improved

Strengths

- The force is performing excellently at reducing crime, which has placed them in top position in the MSF group (as shown in volume crime reduction).
- Each chief superintendent, superintendent and at least one chief inspector from every area command attends their local strategic partnership and CDRP groups.
- Providing a structure to engage with partners was a key element of the force restructure, and was highlighted in one of the key objectives: coterminous partnership working allowing more efficient and effective use of police/partners' time. The role descriptions of the area commanders and criminal justice chief inspectors reflect the critical importance of partnership working. In all area commands, the police make a full contribution to the direction and achievements of the CDRPs.
- Most similar force comparisons for the 11 CDRPs in Northumbria show that the majority are among the best in their family in relation to total crime per 1,000 population (the exceptions to this are Newcastle upon Tyne and Wansbeck). Projections in respect of the majority of crime categories are positive.
- The BCU inspection of Northumberland highlighted:
 - The six geographic CDRPs are each supported by an action group and a problem-solving group (often combined) and these are serviced for the police by the sector inspectors, sergeants and community beat managers (CBMs). In particular the following initiatives were seen as impressive:
 - The Enough project at Berwick and Alnwick – a multi-agency initiative designed to reduce drink and drug-related ASB through information (posters and radio), education (involving local schools), positive intervention and enforcement, and the community engagement initiative in the Chevington and Wooler areas.
 - Work between Blyth Valley District Council and the BCU ASB team in dealing with disorderly juveniles and difficult tenants through the use of staged and progressive intervention eventually leading to eviction/Anti-Social Behaviour Orders (ASBOs). In the Blyth Valley area, 438 letters were sent to parents during 2004 and there are currently 43 anti-social behaviour agreements in place (this is the stage before taking them to court for an ASBO). Youth disorder has decreased by almost 12% comparing January to December 2004 with the corresponding period in 2003.
- All area commands' priorities are integrated into those of the local CDRPs. The target-setting process has been aligned with support from the force. Area command plan objectives all feature in the CDRP strategic plans. The Northumbria problem-solving approach has been adopted by all local authorities across the

force area.

- Northumbria is well reported on by partner agencies: 'Tynedale Council and Northumbria Police, as responsible members of Tynedale community safety partnership (CSP), have experienced a close and productive working relationship for some years now and I have no doubt that this joint effort, together with the support of other partners and the public, has resulted in Tynedale currently having the lowest crime and disorder rate in Northumberland and one of the lowest in the country.'
- Information from the finance department indicates that the force has identified external funding to the sum of £8.93 million for 2004/05. Systems are in place whereby area commands are able to approach their specific point of contact, within the community engagement department, who has access to funding databases.
- A policy and procedure for the submission of bids for external funding have been agreed and are available to the force via the IIS. They require proposed bids to be agreed through the resource management group thereby ensuring, if bids are successful and there is strategic fit to the proposal, that there is prior agreement to the resourcing issues that will subsequently be required, particularly with regard to staffing. In this way, implications of bids for the management and control of the force establishment are co-ordinated in a corporate manner.
- The force intranet provides a database of good practice, a one-stop facility managed by corporate development. A dedicated project evaluator is in post who monitors and evaluates initiatives such as the victims and witnesses pilot and the SOCO pilot. Evaluation is being built into the best value process with reviews such as the North East air support unit review developing an evaluation action plan.
- Included in area commanders' roles is a responsibility to integrate NIM into partnership activity and to encourage the implementation of Section 17 across all responsible authorities. Evidence of the effectiveness of this was seen in the Newcastle BCU inspection.
- There is joint tasking and co-ordination in each of the CDRPs, e.g. strategies to combat ASB and drugs. Information is shared between partners in order to tackle problems successfully by identifying the extent of the problem and allocating resources from the appropriate partner.

Areas for Improvement

- A BVR looking at working with partners to reduce crime, reducing ASB and promoting public safety will be conducted in 2005.
- The CDRP/drug action team (DAT) alignment process has recently been undertaken. A Turning Point scheme operates across the force supported by partnership funding.

3 Investigating Crime (Domain 2)

All major crime investigations are reviewed in line with national standards.

Organised crime forms part of the force control strategy and, in line with the NIM, network analysis is undertaken at both level 1 and 2. A relatively new development is to create a hierarchy of criminal networks based on key factors taking into account a wide range of intelligence sources.

The force's diversity policy gives a clear indication of Northumbria's commitment to tackling hate crime – 'prejudice is recognised in the hate crimes that target minority groups and the force will tackle the causes and investigate its perpetrators'.

'Total policing' is already showing success following a series of operations across the force area.

The force performs well in the national PSU scientific support performance management comparisons.

3A Investigating Major and Serious Crime

Good

Strengths

- There is a force policy for major crime investigation that details the policy for identifying major incidents; policy and guidance in relation to critical incidents has recently been introduced. The major incident policy clearly outlines a five-tier grading system for major crime investigations category A–E. It provides a definition of other major crime as being any incident involving circumstances that are so unique it requires specialist resources and/or investigative skills, or any other crime of such gravity that the head of the crime department declares it as a major crime for the purpose of classification and appropriate funding.
- All major investigations are led by suitably qualified senior investigating officers (SIOs) who have attended SIO development modules and are accredited to NCOF standards.
- There is a serious incident section within the crime department website available force-wide, which provides information and manuals of guidance in relation to all aspects of major incident room functionality.
- Major investigations are conducted within the criteria of the ACPO *Murder Investigation Manual*. Major incident rooms are run in accordance with the MIRSAP (major incident room standardised administrative procedures) manual and fast-track actions are generated within the parameters of investigation set by the SIO. Close liaison is kept with the CPS in relation to the management of post-charge investigation. The tier five interview advisers are utilised in all major crime investigations. Regular reviews are conducted in relation to each investigation and, in the case of undetected

major incidents, regular cold case reviews are carried out.

- There is a clear policy within the force in relation to impact assessment in the event of a major incident. The SIO, the area commander, community engagement and other relevant personnel carry out a risk assessment to evaluate the impact on the local community so any local steps can be taken. Draft protocols for IAGs have been written and are linked to the critical incident policy.
- All major crime investigations are reviewed in line with national standards. In the case of high-profile or long-running cases, external forces are considered for review purposes. This is reflected in policy held on the force intranet and minuted reviews.
- Force policy on major crime investigation lays out clear criteria for the use of the HOLMES 2 (Home Office Large Major Enquiry System) system.
- Major investigations are conducted to a staffing level clearly defined within the major crime investigation policy. Finance for these investigations is supplied by the force contingency fund, which is strictly supervised and managed to ensure resources are utilised cost-effectively. Regular reviews are carried out into the abstraction of staff to ensure that they meet the criteria set out within the force policy. At the conclusion of a successful investigation, debriefs are conducted with all staff, including BCUs and other relevant departments, to ensure best practice is identified for future investigations. In the case of undetected incidents, regular reviews are conducted to ensure the investigation progresses the issues in an efficient and effective matter.
- The force continues to have a very high clear-up rate; of 22 homicides reported in the year 2004, all were detected. All investigations were conducted using contingency funds where strict control was kept on the use of resources.
- At a conclusion of an enquiry, the SIO and their team conduct debriefs with all staff involved in the investigation and produce a report outlining good practice and lessons learnt from the investigation. Any issues raised are actioned to the appropriate department. Where there are learning points, these are cascaded by way of presentations made to crime and area command managers to ensure awareness of current issues.
- Policy and guidance is in place, in relation to intelligence cells in conjunction with major crime investigation, accessible via the IIS.
- The serious incident squad is responsible for the management of HOLMES 2 major incident rooms (MIRs) in compliance with MIRSAP guidelines fulfilling the roles of office manager, receiver, action allocator and index supervisor. The force area commands have agreed levels of staff trained for roles within MIRs. Rooms are staffed using a cluster arrangement to ensure abstractions are equitable.

- Training is provided in relation to all roles involving HOLMES 2 and MIRs and, additionally, training is provided in the running of 'card-based' systems for the lesser category major crimes.
- SIOs are involved in joint training with crime scene managers. Crime scene managers meet regularly to debrief how major scenes were managed and to identify the lessons learnt.
- Major crime scene preservation is included in forensic awareness training for operational officers. The force has two forensic trainers who attend formal courses and deliver locally based training as and when required.
- The force has sufficient FLOs trained within area commands and in the event of a homicide, local FLOs will be appointed.
- The HMIC Protective Services Review highlighted:
 - The force considers a wide range of crime triggers, which can lead to major crime events, for example violence, drugs, prostitution, firearms and organised crime enterprises, and is engaged in network analysis on the drugs market.
 - There are meeting frameworks at regional, sub-regional and force level for information sharing. Northumbria has been leading the Cross-Regional Information Sharing Project (CRISP) development programme; a pilot has been run that has resulted in cross-border intelligence sharing. The force actively supports the Government Agencies' Intelligence Network (GAIN) project.
 - The force is currently participating with Cleveland and Durham seeking funding for a sub-regional intelligence structure. The force maintains frequent contacts with the National Crime Squad (NCS) and HM Revenue & Customs (HMRC).
 - The force has started to use IAGs to inform strategy, policy and critical cases. The development of a DAT forum to share information is an example of the desire to move forward on partnership intelligence sharing.
 - The force has a policy for case review and has been running Operation Phoenix in respect of reviewing cold cases, looking for forensic possibilities in sex offence cases, and is hoping to widen the application of this process to other forms of crime including homicide and robbery.
 - The force has a policy covering Osman prevention strategies and warnings that is published via the internal intranet system. There is evidence of its application in key cases by SIOs and also knowledge of this process at supervision level of area commands.

- The force has developed a consistent approach to debriefing and reviewing cases, which includes an understanding of community impact in assessing major crime when it has occurred. The detection rates for homicide are monitored along with other violent crime. There is evidence of prevention strategies being employed for major crime triggers like domestic violence and multi-agency police protection arrangements, however there is limited (recorded) geographic profiling of vulnerable groups and limited linking at sub-regional level of such profiling.
- The number of attempted murders per 10,000 population has increased by 28.6% from 0.05 in 2003/04 to 0.06 in 2004/05, however the force was still ranked top of the MSF group and ninth nationally. The detection rate for attempted murder has stayed static over the last two financial years at 100% where the MSF group mean was 66.4%.
- The number of blackmails per 10,000 population has decreased by 50% from 0.101 in 2003/04 to 0.05 in 2004/05 ranking the force top of the MSF group and second nationally.
- The number of kidnappings per 10,000 population has decreased by 34.7% from 0.517 in 2003/04 to 0.34 in 2004/05, which was almost half the level of the MSF group mean of 0.61, ranking the force top of the group. The detection rate for kidnappings has fallen from 88.9% in 2003/04 to 74.5% in 2004/05; however, it is still substantially higher than the MSF group mean of 48.1% again ranking the force top of the group.
- Manslaughter per 10,000 population has decreased by 40% from 0.036 in 2003/04 to 0.022 in 2004/05 ranking Northumbria third in the MSF group.
- The detection rate has also improved as it has increased by 20 percentage points from 80% to 100% ranking the force joint third in the MSF group and joint eighth nationally.
- Murder per 10,000 population has decreased by 22.2% from 0.129 in 2003/04 to 0.101 in 2004/05 ranking the force second in the MSF group. The detection rate has also improved as it has increased by 12.7 percentage points from 94.4% to 107.1% ranking the force top of the MSF group.

Areas for Improvement

- A review is being undertaken within the crime department addressing the issues around major crime investigation teams.
- The approach towards the investigation of serious crime and homicide is to build teams around each incident. Local knowledge is seen as a key advantage with local management buy-in being better. The force is currently looking at the specialist resource requirements to service this

approach including further developing level 1 and level 2 responses to TSU support.

- Northumbria is developing a scheme where SIO training will be locally delivered by national trainers in partnership with Cleveland Police and Durham Constabulary.
- An ongoing review of the crime department is looking at the intelligence gained from major crime investigations and whether this can be improved to the benefit of the force.
- The HMIC Protective Services Review highlighted:
 - There is no specific review of major crime incidents in the strategic assessment.
 - The force is currently reviewing its approach to resourcing major crime investigations. At present, it has established dedicated resources to support the investigation of major crime, in the form of a homicide team that provides the management for major crime and a serious incident squad who provide and support MIR formation. Area commands provide the detective capability for such investigations, which impacts on level 1 capability. All investigations are led by a qualified SIO accredited to NCOF standards.
 - At times of high demand, the resources to support major crime investigation and room formation have been stretched. There are no formal regional arrangements for support, however the force has provided support to other regional partners and would expect to call on this informal arrangement. The force is reviewing the resource commitment to the homicide team.
 - At present, limited interoperability of IT systems remains pending the full rollout of CRISP. Until that time, most intelligence sharing is paper based or shared through direct personal contact.
 - The impact of GAIN intelligence sharing is limited at present.
 - The force has recognised that information sharing with community partners (CDRP, DAT etc) is an area for development, with little consistency across commands on the level of partnership involvement or in the development of strategic/tactical assessments or NIM processes.
 - The links with other force strategic assessments have been established; however, the degree of information and intelligence exchange to inform prevention strategies is unclear.
- The detection rate of blackmail crimes has decreased considerably from 71.4% in 2003/04 to 42.9% in 2004/05; however, it is acknowledged this

was still higher than the MSF group mean of 33.3% ranking them third in the group.

- The number of rapes per 10,000 population has increased by 1.8% from 2.43 in 2003/04 to 2.47 in 2004/05, again this was lower than the MSF group mean of 3.05 ranking the force second in the group but 24th nationally.
- The detection rate for rape has decreased from 30.2% in 2003/04 to 24.7% in 2004/05, which was lower than the MSF group mean of 27.7% and the national mean of 29.5% ranking the force sixth and 29th respectively.

3B Tackling Level 2 Criminality

Fair

Strengths

- Organised crime forms part of the force control strategy and, in line with the NIM, network analysis is undertaken at both level 1 and 2. A relatively new development is to create a hierarchy of criminal networks based on key factors and taking into account a wide range of intelligence sources. The various networks are then developed into packages for appropriate operational action. All tasking is carried out through NIM TCGs.
- Action against level 2 organised crime is reflected in the force plan. The force strategic assessment has led to serious and organised crime featuring in the control strategy. Criminal networks are proactively targeted at level 2, and on a regional level through a regional drugs intelligence unit. The force strategic assessment informs regional NIM products.
- Network analysis maintains a matrix used to select level 2 targets. Operations are tightly focused, well resourced and supported by good intelligence management and analytical capability. Challenge is robust and applied in a healthy manner. Hard questions are asked about progress. The ACC (crime) takes an active role in championing the NIM process, chairs all NIM meetings at level 2 and quality assures all strategic NIM products.
- Northumbria Police is making sure that the NIM is embedded within the business and corporate planning of the organisation. For level 2 activities, cross-border agreements are the way forward and the force is looking at various sub-regional opportunities as well as those at the regional level. This is seen as a sensible approach as there are definitely two clear sub-regions within the regional set-up, and it would make sense for these to be supported by separate TCGs. There would be a logistical penalty attached to adding another TCG layer.
- Network analysis provides a logical framework for the assessment of intelligence cases, and there is evidence that improvements are being made in this area.
- There are good examples of problem profiles, for instance organised immigration crime, prostitution, ASB and target profiles, which are then provided to a tactical team for operational response. Responsibility for profiling specific organisations and groups is given to specific units, for example specialist crime operations/Special Branch.
- Following a review of the crime department, there are three strands to its structure namely, intelligence, operations and investigation. The intelligence strand consists of intelligence management, which produces the tactical and strategic assessment and also provides intelligence support. Specialist operations provide a sterile corridor where Special Branch, a dedicated source unit, witness protection and specialist crime operations develop

intelligence based upon the intelligence requirement in the control strategy. Crime operations are the level 2 operational arm of the department. They provide a surveillance capability and syndicates who action target packages. They use a range of covert tactical options and techniques. Within the investigation section of the department, there is the economic crime unit with a team of financial investigators and a money laundering team. They link into ongoing operations and proactively look at targets for financial investigations.

- An enhanced system of network analysis in relation to level 2 criminals has been developed. It involves an objective assessment of potential targets using factors linked to current strategic assessments and quantity and quality of intelligence available. It forms the basis of all tasking at level 2 and the operations are assessed on a regular basis by the head of intelligence.
- At level 2, the force works on a whole systems approach, making decisions around who is really hurting the community. Highly visible, high-profile criminals are targeted. A middle market approach is employed as a means of dealing with level 2 and also contributing strongly to the effort to deal with volume crime. The ACC (crime) chairs the level 2 TCG.
- There is published force procedure on issues dealing with Osman warnings.
- The force works closely with the regional asset recovery team, including the provision of a financial investigator. The team is currently involved in investigations with level 2 resources. Resources have been allocated to support a regional drug intelligence unit and to give full participation within the regional intelligence group. An example of this would be a recent target profile in relation to two in one burglaries.
- Northumbria Special Branch has established two-way relationships with appropriate agencies including the Security Service, Her Majesty's Immigration Service (HMIS), HMRC and the national public order intelligence unit. Northumbria Police has a national multi-agency role in identification and investigation of identity fraud and this has been heralded as best practice by the anti-terrorist squad in London.
- There is evidence of frequent collaboration and joint operations with HMRC, and particularly with the NCS, which have resulted in arrests and seizures of significant amounts of drugs and stolen property both at level 1 and level 2 NIM criminality.
- The Northumbria Police witness protection unit is one of the more established units in the country, operating in accordance with force policy that reflects Home Office, national and ACPO guidelines.
- Northumbria Police is an active partner and contributor to the CRISP IT infrastructure, which effectively joins up intelligence systems to facilitate sharing information. The project takes information from legacy systems and puts it into a force data warehouse accessible to all active consortium

members. CRISP is likely to be an enabler for the IMPACT project. The Bichard report has provided an additional driver for the development of this project. The Police Information Technology Organisation (PITO) is also driving CRISP as a means of achieving IMPACT.

- Since January 2003, the force has seized £3.5 million in confiscations, forfeitures and cash seizures from criminals. Since the advent of the Proceeds of Crime Act (POCA) Northumbria is now seizing on average 13 times more than it was prior to POCA. A new asset recovery strategy has been devised for 2005/06 to reinvest the monies due under the Home Office incentive scheme to pay for extra financial investigators for area commands. A new CPS/ECU working group has been established to ensure that CPS and police targets are maintained. Area commands will be placed on the JARD and will see direct returns for the cash seizures, confiscations and forfeitures they carry out.
- Links have been forged with the regional assets recovery team with a view to maximising asset recovery capability in the force. Crime managers have received an asset recovery input.
- Each section within the crime department collects performance information (e.g. number of packages, intelligence items, arrests/seizures, DNA hits, cash seizures/forfeitures). All sections participate in the activity-based costing (ABC) process. Further work to improve evaluation has taken place, e.g. results analysis of automatic number plate recognition (ANPR). An example of current performance data from crime teams can be found on the intranet and is available to all staff force-wide.
- The HMIC Protective Services Review highlighted:
 - There is clear analysis of issues within the force strategic assessment.
 - Intelligence sharing with partners and neighbours is effective with strong relationships particularly at sub-regional level.
 - The force has undertaken a comprehensive network analysis of serious organised crime enterprises. This identifies potential targets that are then prioritised by the use of a scoring matrix, which weights CHIS or other intelligence. This allows informed decision making at force level 2 TCGs.
 - The force has particularly strong resourcing in terms of surveillance and has the capability to undertake covert operations and test purchases.
- Violent crime per 1,000 population was 18.33 in 2004/05 compared with 19.66 in 2003/04 (reduction of 6.8%), ranking the force top of the MSF group, which had an average of 23.87.
- The number of joint operations between the force and the NCS has increased from one in 2003/04 to six in 2004/05.

- The number of joint operations between the force and Customs and Excise has also increased from two in 2003/04 to four in 2004/05.
- The number of forfeiture orders has decreased from 37 in 2003/04 to 13 in 2004/05 (decrease of 64.9%), however the value of forfeiture has increased by 370.1% from £42,855 to £201,449 where the MSF group average is £52,563 and the national average is £79,822.
- Trafficking in controlled drugs per 1,000 population has fallen by 16.3%, from 0.4 in 2003/04 to 0.33 in 2004/05, which is lower than the MSF group mean of 0.53 placing Northumbria top of the MSF group.

Areas for Improvement

- North Eastern sub-regional structures are being developed. In addition to formal events, informal meeting structures support level 2 TCGs making those meetings short, sharp and focused on the business. Regional tasking is not taking place effectively. The resourcing of regional problems is not seen as an attractive proposition.
- A review was commenced in March 2004, the main aim of which was to develop the form and functionality of the crime department under the principles of intelligence, crime operations and investigation. Updates on the review process can be accessed via the department website and e-mails have been sent by the head of the crime department to all departmental staff.
- The HMIC Protective Services Review highlighted:
 - The force focus almost exclusively centres on drugs markets. There is an intention to try to broaden the focus into other areas.
 - Incompatibility of intelligence systems hinders intelligence sharing. CRISP and GAIN will impact in this area in due course.
 - Some frustration was expressed about the extent to which the technical support unit is effectively deployed.
 - While the force has a structured approach to debriefing, it is apparent that outcomes are often output based with limited understanding of the impact of activity and the subtler effects on communities, as well as of the impact on the drugs markets.
- The detection rate for trafficking controlled drugs has fallen to a rate of 92.2% in 2004/05 from 96.4% in 2003/04, which was still a higher rate than the MSF group mean of 88.3% ranking the force third in the group; however, a projection shows a continued decrease in the rate.

**3C Investigating Hate Crime and Crimes
Against Vulnerable Persons**

Good	Stable
-------------	---------------

Strengths

- The ACC (crime) is the chief officer lead for hate crime. A comprehensive review of the force's approach to hate crime has been undertaken by the community engagement department and a number of recommendations made. The ACC (crime) has identified the crime department as having lead responsibility in terms of developing an effective investigative strategy. The force has adopted the ACPO *Hate Crime Manual*.
- The hate crime review identified that while Northumbria Police has no specific hate crime policy, the force's diversity policy gives a clear indication of Northumbria's commitment to tackling hate crime – 'prejudice is recognised in the hate crimes that target minority groups and the force will tackle the causes and investigate its perpetrators'.
- Hate crime forms part of the force control strategy under the NIM. The force community tension report feeds into the NIM. Hate crime is a standing agenda item on area command NIM TCGs. Hate crime incidents are included in area command daily meetings, e.g. Northumberland and North Tyneside.
- The community engagement department has produced and circulated detailed guidance for all officers as to how to deal with hate crime.
- Across the force, the area commands work with partners to encourage the reporting of hate crime. A particular example is the establishment of ARCH in Newcastle, which is a multi-agency hate crime reporting system that provides follow-up support and investigation. Strong partnerships exist with support agencies such as Panah, NECDARE and a variety of asylum agencies. Other examples would be MESMAC and STAG for lesbian and gay victims.
- All victims of racist crime receive a questionnaire and the returns are collated by the corporate development unit, for performance monitoring and feedback to area commands and the training unit. The community engagement department provides an 'eyes and ears' function feeding community issues into NIM processes. A more victim-oriented approach is developing supported by IT.
- An NSIR-compliant IT solution has been developed to aid the management of hate crime reporting, and performance indicators are being developed in relation to investigative standards. Each area command has an officer who scrutinises hate crime incidents and searches for repeat victimisation. Dip sampling is carried out centrally on a monthly basis, and the process of coding and classification against NCRS standards provides an additional monitor.
- Since 2001, with the establishment of a domestic violence database, appropriate risk assessments and referrals have been carried out providing greater consistency and corporacy of approach to the investigation and intervention in domestic

violence incidents. The establishment of the PPU's will further improve service delivery.

- Domestic violence features in the Northumbria Police Charter, where service provision in relation to domestic violence is outlined.
- A steering group has been set up to provide greater corporacy in relation to missing person investigations following national guidelines, and to provide effective communication with related disciplines.
- The *Hate Crime Manual* is available to all staff via the instructional information system (IIS). The force is to launch a hate crime website.
- Specific incident codes exist for incidents based on race, faith, homophobia and disability. These are monitored at area command by designated officers and specific procedures and guidance exist in terms of positive results in dealing with incidents. Monitoring of reported incidents is conducted and, where necessary, repeat incidents are flagged to area commands via weekly community tension reports. Work is ongoing between the community engagement department and crime department to link community intelligence around these. These measures have gone a long way to address some of the issues raised by the force hate crime review in 2004.
- The percentage of domestic violence incidents with the power of arrest where an arrest was made has increased from 80.9% in 2003/04 to 81.2% in 2004/05 (increase of 0.4 percentage points), where the MSF group mean was a much lower rate of 66.9% ranking the force top of the group.
- Racially or religiously aggravated crime has decreased 9%, from 0.70 in 2003/04 to 0.64 in 2004/05, which was lower than the MSF group mean of 0.89.
- The detection rate for racially or religiously aggravated offences has decreased from 39.5% in 2003/04 to 37.7% in 2004/05; however, this rate is still higher than the MSF group mean of 32.0% ranking them third in the group.

Areas for Improvement

- Following a comprehensive review of hate crime, a number of recommendations have been made that, once implemented, will result in a more comprehensive approach to hate crime. The True Vision project is being developed in partnership with other forces and local authorities for third party reporting, and this will be implemented in July 2005.
- The hate crime review identified good practice in terms of addressing racist incidents and crimes; however, other types of hate crime, e.g. homophobia, disability and homelessness, were not subject to the same levels of attention. As a result, the reporting, recording, investigating and monitoring of hate crime was not providing a comprehensive service to all victims, was not effectively identifying, targeting or tackling offenders (especially repeat offenders) or making full use of captured information and intelligence. The lack of a cross-cutting management

information system that can automatically transfer data from one force system to another was seen as a significant hindrance to the accurate recording and monitoring of all types of hate crime.

- Information sharing protocols are in place, however at this time there is no centralised point of contact to co-ordinate this. The force is looking to establish a disclosure unit in 2005.
- Procedures are in place to assist officers investigating reports of missing persons. Instructional information has been published to provide an investigative benchmarking aid to investigating officers. Northumbria has a nominee on the national working party. At this time, there is limited corporacy of approach within Northumbria; however, via the newly established PPU and the ACPO guidance on missing persons, progress will be made in the future in this vital area. Northumbria currently has a searchable database at area commands to assist with investigation. The force is in the process of reviewing alternative IT solutions to improve quality of service and quality of investigation.
- The force target in relation to domestic violence, as per the policing plan, links with the HMIC best value performance indicators. Due to the nature of the indicator, a target for arrests has not been set as it is felt this may affect officer discretion. As a local target, there is an indicator that relates to a repeat victimisation reduction. At present this target is not being achieved.
- The domestic violence policy is the responsibility of the headquarters PPU and is in the process of being reviewed.
- The North Tyneside area command is working with GONE to develop an information sharing database that will form the basis of a multi-agency strategic assessment/joint TCG. It is at a very early stage but has the potential to provide the BCU with more comprehensive information about all aspects of crime and disorder including hate crime.
- The percentage of domestic violence incidents, where there was a power of arrest in which an arrest was made relating to the incident, involving partner-on-partner violence has decreased slightly by 0.6 percentage points from 79.9% in 2003/04 to 79.3% in 2004/05, and is now below the MSF group mean of 76.6%.

3D Volume Crime Investigation

Good	Deteriorated
------	--------------

Strengths

- The ACC (area operations) is the chief officer lead for volume crime. Targets are set by the force for each area command in relation to volume crime reduction and detection. These targets become part of the area command plan.
- The areas of crime reduction and investigation are scrutinised closely by the chief officers during a new weekly performance meeting. Under the performance-related pay scheme for superintendents, several personal targets have also been set to effect an improvement in these areas. To get the message on crime reduction and detecting crime to as wide an audience as possible, the Chief Constable has been conducting presentations to operational officers on Total Policing to put the issues at the forefront in Northumbria.
- The Office for Criminal Justice Reform announced a new offences brought to justice (OBTJ) target for 2005/06, which takes into account the projected levels of crime for the force and the targets set by the CDRPs. Under this new methodology, Northumbria must now aim to achieve 37,257 OBTJ over 2005/06, a figure that the force is confident it will attain given the focus and drive in this area.
- Force crime reduction and detection targets for the 2005/06 plan are based on the force's attainment of upper quartile performance within its most similar family by 2007/08. These target improvements are subject to floors and ceilings of 2% – 5% a year for crime reduction and 0.5% – 1.4% for detection rates. This ensures continuous improvement even when the force is performing well, and prevents targets being set that are unrealistically demanding.
- For the year ending March 2005, the detection rate for total crime in Northumbria (28.6%) was the second highest when compared with its MSF, operating above the group average of 25.0%. The sanction detection rate (26.8%) was the highest in its MSF group, significantly above the average of 22.5%. Furthermore, the detection rate for vehicle crime has improved on the previous year and the force target has been met. Within its MSF group, in the 12 months ending March 2005, the force has the:
 - second highest overall detection rate;
 - third highest vehicle crime detection rate; and
 - third highest violent crime detection rate.
- Total Policing is already showing success. Following a series of operations in Newcastle, Gateshead and South Tyneside, more than 70 people were arrested on the suspicion of supplying Class A drugs. The arrests led to seizures of drugs with a street value running into thousands of pounds. Northumbria is clearly having an impact on drug crime, given the 14.4% reduction in offences. Attention is now being directed towards increasing the number of OBTJ in this area.

- The crime detections reconnaissance undertaken by HMIC in September 2004 reported that the overall picture in respect of detections is encouraging, with positive features such as strong leadership from chief officers, the commitment and expertise of the force crime registrar, 100% audit of all crime records, training to address knowledge gaps and the positive attitude of staff.
- The recently created investigative development unit will co-ordinate elements of service provision feeding the organisational needs. The professionalising investigation project will be delivered by the investigative training unit and the ACPO investigative interviewing strategy is also being implemented with emphasis on tiers three and five as directed.
- All area commands have access to Home Office (PSU) good practice guides tackling burglary, street crime and auto crime. These are utilised to assess tactical options via the NIM.
- Northumbria was given a green assessment in the 2004 NCRS compliance audit. The force is fully compliant with NCRS and Home Office Counting Rules and has in place the necessary staff to carry out this function as shown in the compliance audit.
- The following initiatives highlight the focus that the force is placing on detections:
 - A SOCO pilot has been undertaken in Newcastle with regard to the linking of crime scenes, and maximising detections from forensic hits. The force is currently considering the option of expanding this project force-wide. Newcastle has also established a quality assurance team within the crime desk to carry out dip sampling, auditing and identification of good practice.
 - The BCU inspection of Newcastle highlighted that significant effort has gone into collating the detection plan and the inspection team commend the energy and commitment of the detective chief inspector involved in its development.
- A pilot entitled Make it Count was commenced in December 2004 in Northumberland area command in order to convert offences usually associated with administrative detections into sanction detections. Northumberland has also held specific sergeants' training days to emphasise the role of sergeants as investigation managers and has undertaken several other actions in order to improve detection issues:
 - Regular meetings between the detective chief inspector and the CPS so that issues of concern from either side can be addressed. Joint training with the CPS is taking place on the use of forensic evidence and POCA. Quality and timeliness issues are also being addressed and a robust system to challenge those CPS decisions that are a cause for concern has been introduced. This takes place while the case is 'live' and the opportunities for a successful outcome to these cases are greatly increased.
 - All no further action cases are reviewed by a detective chief inspector and an

aide memoire, and local training has been given to officers under the banner of Make it Count to ensure every opportunity is taken to achieve a positive outcome in each case.

- Detective inspectors carry out a dip sample of sector officers' interviews on an ongoing basis.
- Probationers have a two-week attachment to the Criminal Investigation Department (CID) to improve their awareness and investigative skills.
- All probationer constables and operational officers are given an attachment to SOCO.
- Area commands have developed forensic strategies in order to maximise the use of forensic science techniques to reduce crime and improve detections. An example is Sunderland, whose strategy aims to ensure the implementation and quality management of existing force policy, procedure and guidance together with the development of identified best practice. Within the strategy, there are identified post-holders with responsibilities for specific actions that cover all aspects of policing across the area command. In addition to this, scientific support supervision attend the TCG where specific forensic strategies are required, for example, where a specific Modus Operandi would lend itself to full forensic examination of a vehicle or scene. SOCOs also attend the pre-TCG meeting to offer advice on forensic deployment.
- The use of ANPR has been successful at both a local and regional level combating volume crime and level 2 offences such as Class A drugs (Operation Jericho). The force is taking part in project LASER, which involves mobile ANPR and the intercept team, where the results analysis shows a significant increase in arrests. During a 12 month period 4,021 vehicles were stopped, which equates to 10.4% of ANPR hits; 334 arrests were made, which equates to 65 arrests per full-time officer equivalent, 8.2 arrests per 100 stops and 4.6 arrests per 100 intercept hours worked. Arrests included theft/burglary (6), auto crime (21), drugs (24) and motoring offences (58). A total of 648 fixed penalty notices were issued, which generated almost £14,000; 55% of those arrested for all offences were convicted.
- Northumbria Police joined the criminal justice intervention programme (now the drugs intervention programme – DIP) in April 2004 with Newcastle and Sunderland as pilot areas. The pilot included drug testing offenders charged with a range of specific 'trigger' offences and providing support for those who tested positive for Class A drugs. Due to its success, the scheme has since been expanded to include 39 other drug action teams.
- The percentage of domestic violence incidents with a power of arrest, in which an arrest was made, has increased from 80.9% to 81.2%. The percentage of partner-on-partner violence has decreased from 79.9% to 79.3%, although the actual number of incidents has increased by 321. Domestic violence is an area that the force has been actively concentrating on, with the introduction of PPU's and a new aide memoire. The increase in the number of repeat incidents is undoubtedly a result of the proactive policing taking place in this area.

- The domestic violence aide memoire has been updated and sent to every officer with a key change in the ten-point guide. In point nine, officers can refer to SPIES (separation, pregnancy, isolation, escalation, stalking/harassment) to identify significant risk factors, derived from a Metropolitan Police review last year. The guide also emphasises how important it is for the officer to get the victim to seek support, putting them in touch with the domestic violence officer or other agencies. In addition, the Freeze Out campaign focused on domestic violence.

Areas for Improvement

- The Chief Constable's foreword for the force crime investigation plan highlights: 'One area where we can improve is dealing effectively with volume crime from first report to court.' This includes recording quality data in accordance with Home Office counting rules, effective deployment of resources and quality investigations. It also includes efficient custody procedures and gathering of evidence to facilitate the CPS in effectively presenting cases to criminal courts.
- The reduction in detection rates has been recognised by the force and a thematic inspection has been carried out. The findings were reported to area command performance superintendents and representatives from relevant headquarters departments in September 2004. Eight recommendations were agreed and supported; an inspection on progress will be undertaken in 2005.
- The percentage of domestic burglaries detected has fallen from 17.7% in 2003/04 to 13.3% in 2004/05, which was a lower rate than the MSF group mean of 14.6% ranking the force fifth in the group.
- The percentage of robberies detected had decreased from 25.5% in 2003/04 to 22.0% in 2004/05, which was the mean rate in the MSF group ranking Northumbria fourth in the group.
- The sanctioned detection rate for domestic burglary has decreased from 16.1% in 2003/04 to 12.0% in 2004/05, which was marginally lower than the MSF group mean of 12.9% but will rank the force sixth in the group and 35th nationally.
- The sanctioned detection rate for robbery has fallen from 23.5% in 2003/04 to 20.5% in 2004/05, which was a similar rate to the MSF group mean of 20.2% ranking Northumbria fourth in the group but 30th nationally.
- Although the sanction detection rate for total crime and the individual detection rates for burglary dwelling, violent crime and robberies all demonstrate a fall in performance when compared with the previous year, the iQuanta projection charts forecast an improvement. Monthly performance has improved slightly and the Home Office is now predicting that Northumbria's overall detection rate should improve during 2005, according to the trend based on the last three and six data points. It is anticipated that ongoing operations will continue to have an impact and that improvements will be seen in these areas over 2005/06. Some of the detection rates for April 2005 already support this projection.
- The BCU inspection of Newcastle highlighted that the reactive CID are tied to the

old four BCU structure and this is likely to be impeding progress and missing opportunities for enhancing productivity and cross-border integration. Officers interviewed did not have knowledge of BCU-wide detection rates in key performance areas. The inspection team was also disappointed that just one day after the BCU target profiles had been e-mailed to all staff; several reactive CID officers were unable to present them, stating that they had already deleted them from their e-mail accounts.

- A car-based ANPR capability is now in place in each BCU. A static ANPR system is being developed in Sunderland area command using funding from SR2004.
- Although it is apparent that the number and percentage of OBTJ have decreased in comparison with the previous year, the percentage within Northumbria is still the highest within its MSF group. The force has identified that a number of factors have contributed to the decline, namely lower detection rates and file quality.
- The crime detections reconnaissance undertaken by HMIC in September 2004 reported that the overall picture in respect of detections is encouraging, however a number of areas for improvement were identified: full implementation of a rigorous auditing regime that supports detections; a review of the crime registrar's role in light of NSIR; and ensuring the focus of operational officers towards detections is qualitative and not quantitative. Corporate standards in the form of guidance in relation to mobile and fixed site ANPR systems are being drawn up to ensure that any applications or bids meet national requirements.
- The BVR of communications has highlighted opportunities to improve crime recording, possibly through the centralisation of call handling and crime recording with the emphasis being on recording as much as possible through telephony to ensure that officers attending incidents are there to investigate crime rather than fill in forms. There is also scope for improving quality assurance in communications to improve crime and incident reports. The BVR is also placing an emphasis on quality (with appropriate performance measures) in addition to maintaining quantitative standards.

3E Forensic Management

Good	Stable
------	--------

Strengths

- Forensic management has a clear lead in the ACC (crime), who is active in all key strategic decisions involving forensic issues. The chief officer lead has strategic management of all forensic policies and procedures including the force forensic plan that is mirrored in the local area command plans.
- The force performs well in the national PSU scientific support performance management comparisons.
- Northumbria has a forensic plan with clear milestone achievement targets in key areas. This is a 'live' document that will be updated and amended on a rolling programme. There is also a scientific support department annual plan that contains both strategic and tactical objectives.
- At area command level, scientific support members of staff are routinely involved in the TCG process. As required, scientific support advisers are used in support of police operations. The force is currently examining ways of enhanced integration of forensic issues into the level 2 TCG.
- Policies and procedure are in place for all forensic issues that are available to all staff with a clearly defined updating system.
- The force has a well-established central submissions criminal justice and DNA unit. This includes a full value for money process on all submissions, agreements on timeliness with forensic science providers, turnaround times on identification hits and SPOCs within all area commands.
- The BCU inspection of Northumberland highlighted that due to the geography of the BCU and the travelling distances involved, it is not always the best use of valuable resources for SOCOs to attend all crime scenes in the rural areas. The BCU senior management team (SMT), therefore, introduced scenes of crime training for staff in rural areas to allow officers to undertake basic scene examinations and to ensure that the community has its crimes thoroughly investigated. This is received favourably by the rural communities and a number of forensic samples have been recovered. It is too early to make a full assessment of the benefits of this initiative, but HMIC applauds the intention of the BCU command team in providing cost effective yet appropriate services to the rural communities.
- There are appropriate service level agreements and local forensic strategies in place to support expectations and responsibilities. The geographical based scientific support depots provide a locally tailored service via the NIM process.
- DNA expansion funds have been used to provide transport to collect samples from all areas to submit to central submissions and the fingerprint bureau on a daily basis. There is an established post of 'evaluation chaser' who expedites the turnaround of forensic identification hits and the process is managed daily using

area command single point of contact SPOC.

- In accordance with the recommendations of Under the Microscope and Revisited, two scientific support officers are nominated trainers. These trainers are involved in probationer training and operational development training, e.g. crime skills, motor patrols, and sexual offence liaison officers (SOLOs).
- Good work is being undertaken with the forensic science service (FSS) and a regional contract has just been signed to take advantage of economies of scale. The FSS is opening a new laboratory at Washington. Good links are being established between the lab and investigators at appropriate scenes.
- One example of the positive outcomes of joint performance management with the FSS is the introduction of a sexual offences pilot to improve performance in this area while still remaining cost effective. Further examples include the drugs best value service (discount rates on examinations and free training), a major crime service incorporating a specialist adviser and forensic strategy meetings.
- The percentage of burglary dwelling scenes examined has increased from 74% in 2003/04 to 82.4% in 2004/05, which ranked the force third in the group and close to the MSF group mean (82.5%).
- The percentage of theft of motor vehicles scenes examined has increased from 51% in 2003/04 to 53.3% in 2004/05, which is higher than the MSF group mean of 43.4% ranking the force second in the group.
- The percentage of fingerprint identifications from recovery at burglary dwelling scenes has decreased from 34% in 2003/04 to 30.6% in 2004/05; however, the rate was still the highest in the MSF group and the second highest nationally.
- The percentage of fingerprint identifications from recovery at motor vehicle scenes has decreased from 63% in 2003/04 to 52.7% in 2004/05; however, the rate was still the highest in the MSF group and the second highest nationally.
- The percentage conversion of fingerprint identifications to primary detections has increased from 53% in 2003/04 to 76.7% in 2004/05, which was significantly higher than the MSF group average of 43.3% and the national average of 45.3%, being the highest rate nationally.
- The percentage of fingerprint identifications to total detections (including secondary) has increased from 65% in 2003/04 to 106.2% in 2004/05, which was higher than the MSF group and national means of 82.5%, ranking them second in the MSF group and tenth nationally.

Areas for Improvement

- The scientific support performance improvement package (PSU September 2004) is currently being considered for the next financial year.
- The force is looking at the training capacity on forensic matters to develop

knowledge at all levels.

- The Northumbria fingerprint bureau achieves high performance levels of identifications. The National Automated Fingerprint Identification System (NAFIS) search rates have been the subjects of conjecture by this force and detailed reports have been submitted to the ACPO lead. Northumbria Police is not in full agreement with the proposed use of the NAFIS search facility.
- Northumbria has a long-established technical support unit that includes both central specialist resources and locally devolved equipment, for example video recorders and digital visual equipment. It also provides the facility to develop evidential products such as video enhancements. The provision is currently under review and it is anticipated that, in future, technical support will be provided on two levels in line with the NIM model and the recently published ACPO guidance relating to technical support issues.
- Management information is provided to area commands showing the management of hits. The force is currently piloting two 'converter' style initiatives with a view to maximising the benefits of forensic hits to front-line policing. It is also piloting an initiative where scientific support officers attend the initial report of a burglary.
- The percentage of fingerprint recovery from burglary dwelling scenes examined has increased from 25% in 2003/04 to 26.4% in 2004/05, but is still lower than the MSF group mean of 27.9% and the national mean of 32.1%, ranking Northumbria fifth in the group and 36th nationally.
- The percentage of fingerprint recovery from theft of motor vehicle scenes examined has decreased from 34% in 2003/04 to 31.3% in 2004/05, but is substantially lower than the MSF group mean of 47.7% and the national mean of 48.9%, ranking the force bottom in the group and 40th nationally.
- The percentage of DNA recovery from burglary scenes examined has increased from 5% in 2003/04 to 6.4% in 2004/05, but is still lower than the MSF group mean of 7.4% and the national mean of 8.2%, ranking the force fifth in the group and 35th nationally.
- The percentage of DNA recovery from motor vehicle scenes examined has increased from 11% in 2003/04 to 11.6% in 2004/05, but is still substantially lower than the MSF group mean of 19.2% and the national mean of 20.1%, ranking Northumbria sixth in the MSF group and 41st nationally.
- The percentage of DNA primary detections per match has decreased from 76% in 2003/04 to 60.3% in 2004/05, however this was still higher than the MSF group mean of 43.3%, ranking the force top of the group.

3F Criminal Justice Processes

Good	Stable
------	--------

Strengths

- The ACC (central support) is the chief officer responsible for criminal justice processes. The criminal justice business plan clearly identifies all criminal justice issues and lead officers.
- The criminal justice business plan is available on the criminal justice web page on the intranet. All criminal justice processes are also on the IIS instructional information system. Staff awareness is maintained by presentations to training sessions when significant changes occur, e.g. the recent introduction of volume crime advisers who provide a consistent source of advice for investigating officers. The role of the volume crime adviser has been absorbed into the responsibility of custody officers who provide a gate-keeping function regarding the quality of investigations.
- The force is working with the Home Office on a project to civilianise elements of the custody officers' role by developing the position of custody bail officer.
- Quarterly performance data is compiled at force and area command levels covering joint performance management (JPM) quality and timeliness (adult and youth), victim personal statement completion rates, statutory charging and attrition rates. This data is also available to criminal justice partners.
- Work is in progress to develop a strategic document, which will incorporate a criminal justice performance framework. This will incorporate national and force performance targets, which in turn will translate into targets at the local level. Each area command has dedicated support for criminal justice processes (chief inspector) on the command team with specific responsibility for criminal justice.
- Northumbria has undertaken a number of initiatives that have had a positive impact on performance including:
 - Clean Slate, an operation to encourage offenders in police custody to have offences taken into consideration;
 - project SOLVE, which combines the work of the police, probation service and local authority to focus on offenders who have been identified as prolific or a high risk of re-offending;
 - a magistrates' courts initiative with the introduction of a case progression officer at each court; and
 - a pilot site for conditional cautioning.
- A key element in the improvement of criminal justice processes is the inclusion of partners in a secure e-mail network.

- Co-location with the CPS has been implemented at two sites and evaluated. Plans are in place to achieve co-location at remaining sites.
- The BCU inspection of Newcastle highlighted that the operational officers are fully supported by a professional and effective post-charge administration system, which includes case builders, case management of offenders and the FAST team (first appearance support team). The inspection team was impressed by the competence and motivation displayed by these staff. HMIC considers the development of the forensic hits team to represent good practice. HMIC urges the BCU SMT to review the aide memoire for Modus Operandi recording to ensure it provides the best possible advice and is in common use across the BCU in order to further improve the productivity of this valuable unit.
- The force has introduced the management of offenders' project to alleviate administrative burdens on operational officers, by the use of police staff as detention officers, investigating officers in custody suites and as file builders and offender managers. The investigating officers are trained to deal with a wide range of offences, conducting interviews and custody procedures such as photographing and fingerprinting. The file builders, based in criminal justice units (CJUs), will relieve officers of the burden of preparing full files for court. At a higher level, police staff offender managers will support operational officers by taking on operational tasks in relation to the supervision of certain offenders; for example, those on Drug Treatment and Testing Orders, Intensive Surveillance Supervision Programmes or prison licence. The offender managers will also monitor sex offenders. These new roles are being piloted and evaluated against planned costs. The BCU inspection of Northumberland highlighted that the newly introduced management of offenders programme is particularly well appreciated and was positively commented upon by operational staff.
- Custody staff in the Newcastle BCU were very positive about the presence of medical staff in the custody facilities (nursing and community psychiatric nursing staff). This has reduced doctor call out and provides assistance for risk assessment.
- The force IIS contains policies, procedures and guidance to ensure compliance with national standards for services to victims and witnesses. In cases that result in criminal proceedings, all witnesses and victims are kept up to date on the progress of their case by the CJUs. They inform the witness by e-mail, text or letter as to the current situation, the method of update being chosen by the individual. There is a pilot of victims and witnesses units at three sites.
- Northumbria has robust systems to ensure compliance with national policy on timeliness and data quality in respect of the Police National Computer (PNC). The force is one of the best performing forces in the country in achieving national targets. A PNC steering group meets on a quarterly basis chaired by the ACC (central support). The force is assessed as Fair by the HMIC PNC compliance team, due to the fact no data protection audits have been undertaken in 2004/05.
- Youth offending team (YOT) managers have expressed high regard for the role undertaken by police officers within YOTs (13.5 officers are based permanently

within YOTs throughout the force). Officers attend regular meetings chaired by the community engagement department to share good practice and address issues affected by force policy.

Areas for Improvement

- Over the last two years the role of CJUs has increasingly transformed from administrative to one of operational support. The need is for area commands to recognise this development and make more effective use of CJUs by integrating them in day-to-day area command business.
- The force acknowledges that the priority issue in respect of criminal justice in the next 12 months is to get custody 'right', to look after the welfare of detainees and provide effective gate keeping for investigation standards at the point of entry to the system. The BCU inspection of Northumberland recommended that the BCU command team review all aspects of custody in the rural areas, to ensure that they are fit for purpose.
- A centralisation of custody project is ongoing. Ownership of custody is currently at BCU level, the centralisation of this function is intended to consolidate this activity within the criminal justice structure and provide a coherent performance framework. This project will incorporate the current management of offenders' project, which has seen the introduction of locally based case managers linked to local CJUs.
- A statutory charging scheme is in operation supported by the presence in the police station of a CPS lawyer during office hours. Additional 24-hour support is provided by the CPS Direct telephone line. Some custody staff question the effectiveness of CPS Direct and the resulting need to bail detainees pending decisions. This was highlighted in both the Newcastle and South Tyneside BCU inspections.
- An ongoing programme of work exists to install CCTV monitoring in custody suites and to carry out refurbishments including eliminating ligature points and fire precautions. The estates strategy redevelopment programme envisages the provision of new, modern custody suites where a replacement area command headquarters is proposed.
- The role of police surgeons' attendance at police stations is also being reviewed.

4 Promoting Safety (Domain 3)

The force restructure has substantially supported the move towards a citizen-focused, community-based sector policing model, where community inspectors are held accountable for all aspects of performance (including community reassurance) within their sector.

Northumbria is well reported on by partner agencies: 'The police commitment to working in partnership to reduce crime and disorder, fear of crime and community problems is very good'.

4A Reassurance

Good	Stable
------	--------

Strengths

- The force restructure has substantially supported the move toward a citizen-focused, community-based sector policing model, where community inspectors are held accountable for all aspects of performance (including community reassurance) within their sector. The force and area command structures have been changed to support this model, with a substantial increase in the number of staff allocated to the community role, including PCSOs and the growing establishment of special constables.
- The Total Policing initiative and the drunkenness, violence and disorder campaign will have a positive impact on the level of ASB in the force area, through targeted policing and intelligence-led resources.
- The force media strategy, marketing plan and area command communications plans fully address reassurance issues, ensuring that the media and public are supplied with a balanced programme of information about offences, arrests, court results, warnings, crime prevention advice and operational success. The force website is kept up to date with a mix of similar topics.
- With some of the highest public satisfaction rates, public confidence is improving. The increased focus on the satisfaction of victims of crime can only effect a further improvement in this area. The force is fully committed to improving the arrest rate from the Police and Criminal Evidence (Act) (PACE) stop and search.
- A policy document has been prepared, based upon both national best practice and a force BVR examining the topic of patrol (March 2004).
- A corporate establishment model, where 95% of police officers within area commands are committed to front-line policing has been produced.
- The BCU inspection of Northumberland highlighted that all members of staff seen during the inspection spoke highly of PCSOs, including members of the Special

Constabulary who were looking forward to working closely with them. This echoed the findings of the Newcastle BCU inspection.

- The force is making good use of three funded posts to promote recruitment and training of special constables. The BCU inspection of Northumberland highlighted that the inspection team was very impressed by the attitude and commitment of the special constables interviewed, several of whom had been actively supporting the BCU for over 10 years, and one officer having 28 years' active service. Training arrangements however, were raised as an area of concern.
- The BCU inspection of Newcastle highlighted that the BCU has a large number of licensed premises to manage, with many of these concentrated in the city centre. The licensing unit works closely with the local authority licensing section and 'saturation areas' are now firmly on the agenda when licensing decisions are made. An appropriate door staff scheme is in operation and joint working with Trading Standards is evident.
- Operation Cornflake was set up by North Tyneside area command to tackle the hardcore of persistent offenders. This initiative also formed part of Turn up the Heat, the force-wide summer crime prevention campaign. Following weeks of intelligence gathering, officers swooped on a number of addresses across the borough, arresting 20 people aged between 16 and 25 for a variety of offences ranging from burglary to car crime and drugs offences.
- The staffing review of the NIM level 1 was carried out to ensure that the NIM process worked efficiently. It was identified that resources could be realigned to ensure that analysts can create a full range of products, TCGs can task more effectively, focus can expand to include non-crime issues, Field Intelligence Officers can introduce actionable packages, and the source units can be tasked to proactively research intelligence gaps. This realignment will make certain that the use of NIM is consistent throughout the force and maximum benefit will be derived from the additional resources.
- Marketing and relationships with the media are a major consideration in the development of the Total Policing concept. Operations will be linked to marketing activity, ensuring a partnership buy-in by focusing on the issues through a proactive approach. For example, dealing with violent crime in the city centre areas by addressing the policing issues and ensuring that the local authorities revisit their transport policies, which affect the number of taxis available to transport people away from areas influenced by the night-time economy.
- The percentage of domestic burglaries where the property had been burgled in the previous 12 months decreased from 10.8% in 2003/04 to 9.9% in 2004/05. However, this was above the MSF group mean of 9.7% and placed the force third in the group.
- iQuanta data shows that for the year ending December 2004, levels of public satisfaction with the police were higher in Northumbria than in the other members of the MSF group.

- The British Crime Survey data for the year ending December 2004 shows improvements in the level of public reassurance when compared with the figures for the same period on 2003. Improvements are recorded for the indicators: risk of household crime, risk of personal crime, worry about burglary, worry about violent crime and feeling of public safety. The only indicator that showed an increase in public concern was worry about car crime. Northumbria is performing at a rate that is better than the MSF average for all indicators except worry about violent crime, however, the actual figure is an improvement on the previous year.

Areas for Improvement

- The BVR of public reassurance is looking at the issue of ensuring that a comprehensive media service is provided. It is also looking more strategically to ensure that reassurance is part of core business, not a by-product of policing. The BVR of communications has identified the opportunity to draw a range of strategies under the umbrella of a communications or customer service strategy, which would help ensure that reassurance is a consideration in all force activity.
- The force is developing its relationship with the media to increase public awareness, provide reassurance and reduce the fear of crime. There will be a focus on positive news based on positive outcomes, even when they originate from negative situations.
- Research is being conducted on community safety accreditation schemes. Northumberland area command is in the process of exploring the accreditation of street wardens. It has been agreed, in principle, that a pilot scheme be progressed in Wansbeck. A Vehicle and Operator Services Agency (VOSA) accreditation scheme operates in Northumbria. VOSA inspectors are issued with the single power to stop vehicles.
- The BVR of patrol reinforced the requirement for all patrol activities within the force to be NIM driven.
- PPU's provide advice to victims on safety planning, which can include encouraging people to telephone the police if they think an assault may take place. This practice is not viewed as negative as the force aims to put the safety of the potential victim first, regardless of the increase in incidents this may bring. Also, the victim-oriented domestic violence database in use by the force has the potential to double count an incident; for example, in the case of a husband and wife both being injured as a result of domestic violence against each other, the incident will be counted twice as there are two victims.
- The percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months increased from 45.2% in 2003/04 to 47.6% in 2004/05. This was 4.2 percentage points above the MSF group mean of 43.4% ranking the force in the bottom quartile in the group and nationally.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Stable
-------------	---------------

Strengths

- Northumbria is well reported on by partner agencies – ‘The police commitment to working in partnership to reduce crime and disorder, fear of crime and community problems in Tynedale is very good’. An example of this is the joint approach to tackling these problems through the introduction of three level 1 problem-solving groups (Hexham, Prudhoe and rural), which have been developed by the police and the community safety officer. Each group is chaired by a police inspector and membership is wide ranging.
- The BCU inspection of Newcastle highlighted that overall, there was clear evidence that partnership working is integral to the performance of Newcastle BCU. Partnership relationships are mature both internally and externally at many levels. Those partners interviewed spoke positively about the strength of the working relationships with police personnel, in particular the BCU commander and the chief inspector (partnerships and criminal justice). There is undoubtedly a progressive attitude to community safety and problem solving, evidenced by the number and quality of initiatives running within Newcastle.
- ASB guidance *Anti-social behaviour a graded response*, provides a comprehensive, structured approach to tackling ASB and information sharing. The guidance includes a graded response to dealing with ASB and takes account of all legislation under the Anti-Social Behaviour Act 2003, as well as other potential powers for dealing with ASB. ASB-related offending is recorded on the force computerised IIS in the warnings field. All ASB orders are recorded on PNC. All Anti-Social Behaviour Act 2003 authorisation forms are available on IIS. Guidance in relation to case preparation and management is available on IIS for ASB and all general prosecutions.
- With the introduction of community policing teams, CBMs are now engaging with sectors of the community such as education, business and voluntary groups. Through a series of community forums, information is shared and updates provided. Recent examples of the business sector and police working together include shop watch and pub watch schemes, where radios and CCTV systems are shared between partners to tackle crime and ASB.
- The force NIM and problem-solving intranet (IIS) site provides a toolbox to promote successful problem solving and highlights the need for proper analysis and evaluation of initiatives. An NIM and problem-solving road show delivered awareness training to staff. The database provides access to numerous community initiatives and acts as a directory of good practice. This database is currently being reviewed.
- ASB forms part of the force and area command control strategy and therefore links to the TCG process. Area commands are actively implementing strategies to

reduce ASB using problem solving and partnership methods.

Areas for Improvement

- An ASB plan is being drawn up by the community engagement department, which resulted from a problem profile of ASB.
- The community engagement department is in the final stages of developing a robust system that will measure and provide a means by which BCUs can be held to account in relation to their use of ASB strategies. The system is expected to use a 'traffic light' grading system and measure a range of competencies and ASB performance measures within each BCU.
- The BCU inspection of South Tyneside highlighted that consideration is given to setting appropriate targets on the reduction of repeat disorder incidents for the three community inspectors at South Tyneside. This should be monitored as a routine part of performance reviews on the BCU, with the contribution of other teams and agencies reflected where possible.
- The force roads policing strategy encompasses road safety. The strategy refers to partnership working in exchanging information more effectively, identifying and seeking solutions to collision hot spots and to promote safer traffic flows. It does not, however, extend to identifying partner activities. Area commands are being encouraged to include casualty reduction within their CDRP plans to foster a genuinely multi-disciplinary approach to the issue. There was limited consultation with partner agencies during its formulation, which will be extended during its revision.

5 Providing Assistance (Domain 4)

Following the force restructure, the communications section was separated from the operational support department acquiring departmental status. Additionally, the post of ACC (central services) was created with specific responsibility for communications. The ACC is taking an active lead in all aspects of call management and communications. The status of the department has been raised.

The force acknowledges communications as an area of weakness but improvements have been made. The starting point was on the quantitative side of performance and the department is moving towards the qualitative side. The department is now achieving its targets greatly assisted by the introduction of the automatic call distributor.

The force has recently devolved the bulk of its specialist resources to area commands. The only resources retained centrally are mounted section, marine, Metro and the central support unit.

The devolvement of motor patrols staff and supervisors has meant that responsibility for casualty reduction initiatives has passed from central to area command control. Roads policing policy issues, which transcend area command boundaries, are handled centrally within the operations department within parameters set by the ACC.

5A Call Management

Good	Improved
------	----------

Strengths

- Following the force restructure, the communications section was separated from the operational support department acquiring departmental status. Additionally, the post of ACC (central services) was created with specific responsibility for communications. The ACC is taking an active lead in all aspects of call management and communications. The status of the department has been raised.
- The BVR has focused on project management with a strong emphasis on delivery. There has been heavy chief officer involvement with the ACC chairing all of the project board meetings. There is a determination to deliver on the quality side. The review incorporates a quality management unit with two members of staff engaged exclusively on quality assurance. Aligned to this will be training for supervisors to incorporate quality assurance into all of their activities including dip sampling. The review also looks to bring the north and south teams together to get them working more effectively as a unit.
- The force acknowledges communications as an area of weakness but improvements have been made. The starting point was on the quantitative side of performance and the department is moving towards the qualitative side. The department is now achieving its targets greatly assisted by the introduction of the automatic call distributor.
- The force has a clear policy for incident grading supported by an incident-handling flowchart giving guidance on the correct procedure to follow in order to apply the

policy. The flowchart ensures an effective link between the call handling and dispatch functions; this is underpinned by effective technology that provides instantaneous electronic transfer between the functions.

- The department has introduced a resource manager to have an overview of departmental resourcing requirements, to identify gaps in resourcing, plan ahead for major events/significant dates and debrief the same to learn lessons for the future. For example, lessons learnt from 31 December 2003 led to a change in approach to resourcing with call-handling performance significantly higher and lost calls reduced.
- The crime department has prepared a policy for critical incident handling. The BVR of communications also looked at this issue under the strand of work relating to the command and control function of communications. Communications supervisors receive some critical incident training on appointment, e.g. firearms and tactical pursuit and containment (TPAC).
- In the view of staff interviewed improvements in performance over the previous 12 months are believed to be associated with: the recruitment of an increased number of personnel; changes to the shift system to enable shifts to overlap at times of high demand; the introduction of a framework for making staff accountable for their own performance; and the introduction of a training regime that includes 'on site' tutoring. In addition, the availability of key time and bonus workers has improved the availability of staff. Bonus workers are members of staff from other departments who possess the necessary skills and volunteer to work in communications on an overtime basis.
- A range of mechanisms are utilised to robustly monitor performance. They include: the introduction of weekly performance figures (obtained from the call logger); the introduction of team performance meetings with a performance template for completion by supervisors; and a 'traffic light' system for performance levels with a reporting procedure where red light is achieved. The reporting procedure is primarily aimed at why performance was low and at learning lessons at team, communications centre or department level.
- In addition, the department introduced a new method to manage non-emergency calls that were not answered within 30 seconds. These calls, which are returned to the switchboard, are automatically identified as missed calls. They are afforded a higher priority and returned to the call handlers, thus allowing missed calls to be answered ahead of newly presented calls. Although this decision could potentially result in reduced non-emergency performance, giving missed calls a higher priority was seen to be a fairer and better service to provide to the public. As such the improvement in non-emergency performance has been achieved against a policy to also improve service delivery to the potential detriment of performance and is therefore a significant achievement.
- There is now a performance framework evidenced through:
 - the monitoring of shift performance and at management level on a five and ten-week basis;

- a system of acknowledgement of good work has been introduced up to ACPO lead level;
 - staff who now perceive senior management to be visible within the department; and
 - team leaders who are recognised for demonstrating leadership – evidence of this was the degree of their involvement during periods of excessive demand including floor walking and offering support and assistance.
- Up-to-date information on current performance standards and achievements are displayed on notice boards for the information of staff and visitors.
 - Effective planning (guidance and training) for the introduction of NSIR ensured the force was able to maintain the same high level of performance in relation to both emergency and non-emergency call handling. NSIR was introduced in December 2004; the respective performance during that month was 94.6% for emergency calls and 85.02% for non-emergency calls.
 - The force target is to answer 95% of 999 calls within 15 seconds. Performance in respect of 999 call handling has improved dramatically during the past 12 months. The force target for non-urgent call handling (telephony) is to answer 95% of calls within 30 seconds. The force has seen a similar improvement in this area of performance.
 - The percentage of 999 calls answered within the target time has increased from 83.8% in 2003/04 to 94.5% in 2004/05, which is higher than the MSF group average of 84.5% placing Northumbria top of the group.
 - The force has a number of facilities available for special needs groups to access the force including language line, minicom, correspondence and e-mail. Policies exist that set out standards to be applied, with further work again being undertaken through the BVR.
 - Support of IT systems is good and plans to implement a GPS capability are being brought forward by 12 months.
 - The force has adopted the ACPO security systems policy.
 - A training plan is currently being developed and an acting policy to support staff development and career progression has recently been introduced. The department has recently instructed establishment review to consider further civilianisation of 12 constable posts, together with a proposal to recruit dispatchers from existing call takers, thereby enhancing the career opportunities of staff and reducing the time necessary to recruit and train dispatchers.
 - Effective sickness management has resulted in a significant reduction in sickness absence during 2004. During 2003/04, 6,629 days were lost to sickness absence; between April and October 2004, 2,756 days were lost to sickness absence, which compares to 4,251 during the same period of 2003, a reduction of 35%. Sickness

absence is anticipated to fall further during the remainder of the reporting period.

- This reduction has been achieved in a number of ways: clear guidance and leadership from the senior management team; the introduction of absence trigger points during LHMG; consultation and support of staff associations in respect of the use of potential sanctions for poor attendance; action plans for line managers and the senior management team to prevent long-term absence; a guidance document for supervisors; and effective return to work interviews with supporting advisory notices for staff.
- The department spent £384,247 on overtime in 2002/03, £266,590 in 2003/04 with a projected spend of £250,000 for 2004/05. However, the spend for this financial year includes three additional public holidays, which equates to approximately £33,000 additional expenditure over the previous two years, therefore in real terms represents a further reduction of approximately £50,000 on 2003/04. The restructuring of the department's establishment and the continuing civilianisation programme has led to more call-handling staff being available.

Areas for Improvement

- The force recognises the need to invest in modern call-handling technology that would further improve performance and allow greater focus on quality issues. This aspect is currently being considered by the BVR of communications. Some systems for assessing the quality of communication with the public and police service users are available, however, they are applied inconsistently.
- The force does not currently have an encompassing communications, call-handling or demand management strategy. However, the force does recognise the need to develop such a strategy covering all aspects of communications and accessibility. The department has a number of local plans and policies in respect of call handling. A resource protocol ensures sufficient members of staff are available by hour of the day and day of the week based on research and modelling.
- There is currently no demand management plan and that vacuum is difficult to manage in terms of the buy-in by area commands to resourcing levels to facilitate levels of demand. The communications shift structure is better at meeting demand than area command shift structures. The development of the deployment and demand management plans will highlight the poor fit.
- The BVR is the first stage in the development of corporate standards relating to first point of contact and subsequent communication. Accountability for performance will rest with the specific area or department and robust monitoring will take place to ensure standards are upheld. The citizen focus agenda, specifically in relation to first point of contact and quality of service, is being addressed. Corporate standards will be developed, implemented and monitored.
- Telephonists commented they are prevented from making a greater contribution to the communications effort by force policy. They are not encouraged to take on tasks outside of their immediate role. The collective belief among them is they can make more of a contribution.

5B Providing Specialist Operational Support

Fair

Stable

Strengths

- The force has recently devolved the bulk of its specialist resources to area commands. The only resources retained centrally are mounted section, marine, Metro and the central support unit (mobile support for core policing to area commands from which ARV and force authorised firearms officers (AFOs) are drawn). The operations department provides the chairperson for a weekly force level 1 tactical TCG, where the area commands bid for deployment of centrally retained resources (based on the decision of their own tactical TCGs). Bids are prioritised and resources allocated appropriately by this meeting. The operations department also tasks and co-ordinates all specialist resources, including devolved resources throughout the force (e.g. ASG, dogs and motor patrols), when tasked by the force level 2 tactical TCG. Area command specialist resources are otherwise all tasked by their own area command TCGs.
- Of the retained central specialist operational support resources, only the Metro section has a service level agreement with Nexus (Tyne/Wear Passenger Transport Executive). The north-east air support unit (NEASU) and the marine unit also have service level agreements. There is a deployment protocol designed to ensure that force commitments are properly resourced by area commands (e.g. major RTCs). All central resources are tasked by force level 1 and level 2 tactical TCGs consequent on prioritised bids by area commands and specialist departments.
- The head of the operations department has a weekly meeting with the ACC (area operations) and a monthly meeting with area commanders, at both of which performance is a standing item.
- Specialist policing support provision has been the subject of a BVR.
- Area command resources are abstracted in proportion to their establishment level for force-wide operations co-ordinated centrally. The force mobilisation plan requires serials based on establishment. Abstraction rates are monitored centrally for each specific operation, but not continuously at the centre as this is monitored locally at area commands. The force makes every effort to inform staff and managers as soon as a potential need for abstraction is initially identified, and again once a specific resource requirement is known. Abstractions from area commands are done through single points of contact identified by the area commands.
- Firearm policies and procedures for Northumbria are managed through the firearms policy advisory group chaired by the head of the operations department on behalf of the ACC (area operations). Policies are reviewed in light of national best practice, changes in the manual, the codes of practice and other advice/circulations, (e.g. review of the Highmoor Cross Shooting, Thames Valley Police).

- Northumbria Police operates a Gold, Silver and Bronze Command structure for the command of all firearms incidents and operations. There is a predetermined Gold strategy for spontaneous incidents with designated superintendents, as Silver commanders, available to command such incidents. Out of hours, an on-call system is operated through the force communications centres for Silver Commanders and (when it is necessary to authorise operations outside the predetermined strategy), for Gold Commanders. Where life is in immediate danger or there is a delay in contacting the Silver Commander, the communications inspector can authorise the deployment of ARVs.
- All AFOs undertake a force specialist post-selection procedure including a fitness test and medical examination followed by an initial eight-week firearms training course. All AFOs are reassessed in relation to shooting ability, tactics and fitness on a regular basis in accordance with the ACPO manual of guidance and the national police firearms training curriculum.
- Gold Command is the responsibility of the chief officer team. These officers are selected by virtue of their rank and receive national Gold Command training.
- A daily review of all firearms deployments is undertaken by the senior supervision within the operations department and, when necessary, debriefs of incidents and operations are conducted and learning outcomes circulated to all AFOs and commanders. Lessons and recommendations from firearms incidents outside the force are reviewed, actioned and minuted through the FPAG meeting.
- Northumbria has a cross-border protocol for spontaneous and planned operations with Durham Constabulary. The ACPO No 2 Region is in the process of adopting it. The region also has a basic plan for regional mutual aid capability.
- The force has effective mutual aid arrangements with other forces for loan of specialist assets, e.g. search teams, specialist dogs, FLOs, negotiators, etc.
- HMIC notes that in accordance with the code, the force has a nominated ACC to lead within the force in relation to operational policy on the police use of firearms and less lethal weapons. The nominated practitioner lead is a chief inspector.
- ARVs are operated and deployed 24/7, with a crew of two officers per vehicle. Force policy is that there will be a minimum of two ARVs deployed and available at any time. Equipment carried by the ARVs includes spare body armour, portable lighting, first aid kit, respirators, stinger, helmets and goggles. The trend over the last three years has been for a decrease in deployments (HMIC statistics).

Areas for Improvement

- Specialist operations and roads policing resources were devolved to area commands in a staged process in October 2004. Area commands originally bid for resources and any shortfall on their requirement is to be balanced against other priorities and financed from the devolved budget. Mounted, marine, Metro, and the central support unit (ARVs and AFOs) have been retained centrally. Co-ordination of roads policing and specialist operational resources is maintained by operations

inspectors who have also been devolved into each area command. The effectiveness of these arrangements in terms of management, supervision and additional opportunities for local tasking and co-ordination is too early to assess. Similarly, the position in relation to level 2 tasking with these resources is still in its infancy since the restructure. At least 12 months is needed for these arrangements to bed in. The restructure followed a significant investment in communication with all of the staff affected by the changes. Whether the significance of the changes was fully understood by the staff is unclear.

- In respect of firearms command, there is a well-established command structure; however the force is aware that the training provided to firearms commanders has no formal selection, assessment and reassessment procedure. It is currently considering the introduction of firearms Silver cadre, which it is anticipated will form the foundation for the introduction of selection, assessment and reassessment. Sergeants from the central support unit undertake the Bronze Command role. There is currently no formal training for this role; this is under review and will be delivered during the second half of 2005.
- HMIC is very much aware of the fact that this is the first review of compliance with the code and that much work is ongoing with the National Centre for Policing Excellence (NCPE) to assist forces in complying with the national police firearms training curriculum. Mindful that, for the initial review, forces have attempted to generate threat and risk assessments with no template, HMIC will identify best practice from those submitted and circulate a proposed model for the next review. The initial review overall assessment for Northumbria Police – Poor.
- Except for chemical, biological, radiological and nuclear (CBRN) training, there is currently no additional, specific training for major incidents within force other than raising awareness through the exercise programme. This has been identified as a need for the future.

5C Roads Policing

Good

Deteriorated

Strengths

- The ACC (area operations) leads on roads policing. The devolvement of motor patrols staff and supervisors has meant that responsibility for casualty reduction initiatives has passed from central to area command control. Roads policing policy issues, which transcend area command boundaries, are handled centrally within the operations department against parameters set by the ACC.
- The force has an effective roads policing strategy that supports the force's crime strategy. It is widely distributed in leaflet form internally, publicly and to partners. Motor patrol staff have individual 'staff' copies linked to tactical options, which are linked to their PDR targets and priorities. Operations inspectors within the area commands oversee devolved motor patrol staff and assets. The strategy is also available on IIS. The roads policing strategy is based on the HMIC national roads policing strategy with local adaptation. The speed enforcement policy is in accordance with ACPO policy; it is in the public domain as force policy on the IIS and accessible via the force website. The existing 2003–06 roads policing strategy involved limited consultation with partners but more extensive consultation is recognised as desirable for future editions.
- The roads policing strategy is clear and focused, giving a comprehensive account of the function's role and remit together with priorities for activity. Drink driving is not specifically mentioned but is included within 'targeting behaviour likely to cause collisions or alarm to others' and 'reducing collisions by enforcement, education and publicity focused on identified high-risk groups'.
- A deployment protocol ensures devolved staff are able to respond appropriately to force level commitments, such as TPAC pursuits, and give mutual assistance to other area commands with RTC investigations, particularly with regard to specialist roles, e.g. FLOs and incident room managers. External support from non-devolved resources, e.g. the central support unit can be accessed via the TCG bid process. Policies in respect of roads policing issues are centrally monitored by the operations department.
- Day-to-day tasking of motor patrol resources is by area command supervisors. Area command TCGs focus activity and are supported by comprehensive analysis from the force intelligence bureau. There is a clear speed enforcement strategy (on IIS) that informs deployment of all speed enforcement resources. Safety camera partnership activity is based on hypothecation rules. Serious and fatal collisions are the subject of analysis and review to inform future casualty reduction activity.
- The ARVs operate under the direction of the operations department, clearly separate to the recently devolved roads policing function. However, due to their force-wide remit combined with the equipment, i.e. vehicles they are supplied with, they do assist the roads policing function in respect of RTCs, particularly those relating to the main arterial routes. In addition, all ARV officers have received joint TPAC training with their roads policing colleagues and come together to execute

such a tactic.

- The road death investigation manual is fully implemented and has been so for some years. There are a number of qualified FLOs within the motor patrol function, who would be augmented in case of need either by qualified FLO staff from other functions and/or by experienced staff within motor patrols who have not been on the national course, as appropriate to the circumstances. The family liaison function is well established within motor patrols in force and many staff are experienced.
- The force has effective partnerships with VOSA (the first force to accredit VOSA staff with powers to stop), the Highways Agency, GAIN, Nexus (Tyne & Wear passenger transport executive (PTE), Northumberland County Council (driver improvement scheme) and others. The North-East ambulance service and both Tyne & Wear and Northumberland fire rescue services are developing joint working protocols for RTCs, building on existing force guidance (IIS) and holding regular joint meetings and debriefs with other emergency services. There is a joint investigation protocol with the CPS for fatal road collisions (believed to be the only one in the country). There is an effective safety camera partnership formed by the force and the six local authorities, health authorities, Newcastle University and the Highways Agency. Diversionary schemes, such as the driver improvement scheme, are supported by the 'routemaster' and 'weekender' yellow/red cards schemes.
- The number of RTCs resulting in death or serious injury per 1,000 population in 2004/05 was 0.39, an increase of 3.6%, however the rate remained below the MSF mean of 0.43 and significantly below the national mean of 0.5.
- The force has taken a proactive approach to reducing drink-related collisions and as a result has seen a reduction in the number of such collisions resulting in death or injury.

Areas for Improvement

- Roads policing resources were devolved to area commands in a staged process in October 2004. Area commands originally bid for resources and any shortfall on their requirement is to be balanced against other priorities and financed from the devolved budget. Co-ordination of roads policing and specialist operational resources is maintained by operations inspectors who have also been devolved into each area command.
- The effectiveness of these arrangements in terms of management, supervision and additional opportunities for local tasking and co-ordination is too early to assess. Similarly, the position in relation to level 2 tasking with these resources is still in its infancy since the restructure. At least 12 months is needed for these arrangements to bed in.
- Staffing levels were scrutinised during the force review and existing motor patrol resources were devolved in accordance with a resource allocation model, and adjusted to ensure effective levels of motor patrol staffing at area commands that would otherwise have been unworkable as stand-alone units. It is intended to

increase motor patrol constable posts by 20 or almost 15% when possible, as it was identified during the force review that this increase was needed to make devolvement effective. Sufficient specialist qualified collision investigators, experienced inspectors and sergeant SIOs, vehicle examiners and specialist RTC function staff (e.g. exhibits officers, interview advisers etc) are maintained and are accessible via a call-out database to SIOs. Supervision levels are adequate, although area command motor patrol constables and sergeants do not work the same shift pattern, as there are five reliefs and only two sergeants per area command. However 24/7 cover for supervisor SIOs at sergeant and inspector level is maintained by cluster arrangements.

- The number of RTCs resulting in death or serious injury per 100 million vehicle kilometres travelled was 5.77 in 2004/05, which was an increase of 4.4% on 2003/04 and was higher than both the MSF and national averages.

6 Resource Use (Domain B)

The *Human Resources Review – A Vision Report* has been produced highlighting the areas of future work required under the four headings of personnel services, training and development, health, safety and welfare, and race and diversity.

The force has introduced a robust structure to ensure a separation of the client and contractor roles in training. In outline, this structure comprises local training priorities groups (LTPGs) based on area commands. These feed identified (or perceived) training needs into the force performance development unit, which collates them after any initial challenge.

All the staff associations and unions reported clear leadership and direction in respect of race and diversity by all chief officers and in particular the ACC (management services) through his personal commitment.

Since the publication of the 2004 finance and resources baseline assessment, the force has positively responded to the areas for improvement identified in the assessment.

The force has extremely reliable and integrated systems that have been one of the cornerstones of the force's success over recent years. The force benefits from an experienced information services and technology (IS&T) department that has relatively low turnover but high productivity.

A recent review of the corporate planning process has ensured that NIM forms an integral part of business planning by using a wide range of source material including strategic assessment and control strategies.

6A Human Resource Management

Good	Stable
------	--------

Strengths

- Northumbria has a human resource (HR) strategy and costed HR plan. The documents are agreed with the police authority, and are published on the force intranet. Comprehensive workforce data reports are also submitted to the police authority.
- The *Human Resources Review – A Vision Report* has been produced highlighting the areas of future work required under the four headings of personnel services, training and development, health, safety and welfare, and race and diversity.
- All new strategic initiatives are formally reported to the authority, e.g. management of absence, ill-health retirement, injury awards and the devolvement of police staff resourcing budgets. The police authority receives a quarterly change report of new police staff posts or grading changes. The authority is in the process of agreeing lead members – with diversity and equality being seen as a key appointment.
- A number of initiatives have been introduced in 2004/05 aimed at front-line policing and quality of service. They include:

- front-line focus projects, the identification of 93 police officer roles covering more than 400 officers that can be progressively civilianised;
 - talent management, which will be targeted at the high potential development of police staff;
 - NVQs in customer care for police staff who interface with the public;
 - introduction of integrated competency framework (ICF) procedures;
 - negotiated transfer of a police authority legal adviser to work directly within force personnel;
 - devolvement of personnel advisers to area commands;
 - creation of a DSG and a DAG;
 - bespoke HR IT system; and
 - creation of the diversity issues unit.
- Northumbria has been awarded the Charter Mark for the delivery of public services. The training unit has recently achieved Investors in People status on first application, which is seen as a significant achievement.
 - When compared year on year, the percentage of police officers in operational posts has increased from 91.6% to 95.1%, which shows a marked improvement. The force has achieved the target for 2004/05.
 - The criminal justice management of offenders project introduced 93 extra members of police staff. The additional members of staff are being employed as detention or escort officers, custody investigation officers and supervisors and offender management officers, thereby freeing up police officer time. Custody detention officers are to be in post by May 2005, with remaining staff taking up posts throughout the year.
 - Following a successful recruitment campaign, a total of 260 special constables will be taking to the streets of Northumbria during 2005/06.
 - The force has a long-established grievance procedure, which is currently under review. Grievances are monitored by racial group and gender, and lessons learnt in such cases are shared among the relevant parties. The number of grievances submitted in 2004 was the lowest number over the last four years (2001 = 23; 2002 = 22; 2003 = 28; 2004 = 19). All personnel advisers and representatives from the Gay Police Association (GPA), Black Police Association (BPA) and Disability Support Association (DSA) received mediation training in February 2004. A detailed input on grievance handling is provided for sergeants and inspectors as part of the leadership and management skills course.
 - The percentage of police recruits from minority ethnic groups has increased from

0.5% to 2.7% when compared with the previous year. This not only meets the force target, it also exceeds the percentage of minority ethnic groups economically active in the force area, which currently stands at 2%.

- A total of 37 white police officers resigned during 2004/05, compared with 17 the previous year. No minority ethnic officers resigned from Northumbria over 2004/2005, compared with two the previous year.
- This percentage of female police officers has increased from 18.5% to 19.5%, which equates to an actual increase of 48.81 officers (full-time equivalent). This is a direct result of the increased familiarisation events held by the recruitment department to attract more women into the police service. The percentage of female recruits in 2004/05 increased to 37.36% from 29.5% in 2003/04, which significantly exceeded the force target of 29.6%.
- The force takes a positive stance on seeking to accommodate flexible working. The workforce data report shows 109 part-time police officers and 184 part-time police staff. Of these 15 are male and 278 female. The career-break scheme has recently been made more flexible to give staff this option more readily, and with wider provisions than previously existed.
- Both indicators in respect of working hours lost through sickness by police officers and police staff show a decrease in working hours lost, which is significant when the successive reductions in sickness are taken into account. Police officers have successfully decreased sickness levels for the past five years and police staff for the last two years. Both indicators are significantly below the MSF mean.
- Medical retirements are first in the MSF group for both police officers and police staff and both have seen reductions.
- Police officer turnover has decreased from 4.45% to 3.89%, with police staff showing a slight increase from 6.64% to 6.74%. This small increase is not viewed as negative, given the need to strike a balance between retaining professional and experienced staff alongside the requirement to refresh the workforce with new skills and ideas. In actual terms, the numbers of police staff leaving the force increased by 10.38 (full-time equivalent).
- Health and safety responsibilities of all individuals are clearly stated in the force health and safety manual, which was rewritten in 2004. The force now employs two safety officers, with the police authority having a monitoring role. The force occupational health and safety group meets on a quarterly basis chaired by the ACC (management services). In 2004, a computerised accident reporting database was established that is monitored by the safety officers. Accident statistics with analysis are produced on a quarterly basis and presented to the occupational health and safety group. A health and safety training group meets on a quarterly basis to monitor and review the health and safety training provided to all levels within the organisation.
- The BCU inspection of Newcastle highlighted that health and safety structures are in place. Health and safety risk assessments have been undertaken at police

stations, a health and safety group, although in its infancy, has been established within the BCU and health and safety is a standing agenda item at senior management meetings. The business manager takes a lead role in this area.

- The force is fully compliant with the working time directive and has workforce agreements in existence where derogations have been made. Training on management responsibilities under the directive was given to chief inspectors and above, and police staff equivalent, in 2003.

Areas for Improvement

- A BVR of personnel services has given the force a sense of direction in this area and the intention is to employ a professional as HR director. There is an acknowledgement that personnel need to develop an appreciation of who their customers are and develop a focus on that understanding. The review will ensure that the personnel department is outward facing and customer focused.
- The force is implementing a new HR IT system force-wide. The system will replace the current IT personnel system and dozens of separate central and local databases currently utilised to monitor establishment and disposition. The system will fundamentally change HR management and facilitate local management and reporting.
- A revised force establishment based on a new corporate establishment model came into effect from April 2005. This will provide the basis for a new workforce planning regime that will be the responsibility of the superintendent (personnel) to monitor and report on under the BVR of patrol and investigation.
- Staff associations highlighted the need for the role of PCSOs to be more clearly defined together with the management and supervisory structures supporting their role. A review of PCSO shift patterns is to be undertaken.
- Role profiles for all posts are being rolled out following consistency checking. The force is developing ICF-based selection procedures. Some senior management posts have already been filled using ICF-based procedures, e.g. business managers, support services managers and chief superintendents. Formal training on ICF will be included within the national PDR training package delivered to all members of staff in 2005/06. Unison highlighted the need for job evaluation for police staff, believing this had been overlooked in the force review. New roles developed and roles that changed as results of the PS&P review were evaluated. Other roles within area commands and departments affected by the PS&P review were assessed for impact and evaluated if necessary.
- The BCU inspection of Newcastle highlighted that there is an acknowledgement at force level that the current PDR system is not effective and there is an intention to develop a new system based on the national competency framework. Until then it will be very difficult to draw training/development needs out of the existing process to inform an integrated training plan. This followed concerns relating to action planning raised in the South Tyneside BCU inspection.

- The BCU inspection also highlighted that a recurring theme during interview was the lack of both formal and informal acknowledgement of good work by staff at all levels. For example, very few of those staff interviewed were aware of the staff bonus payment scheme.
- Staff associations held the belief that members perceive that the force does not adequately support ill health. Officers who should be medically retired are not being given the opportunity and this is being driven by the force response to government targets. It was stated officers are taking annual leave instead of sick leave to remain within the criteria for promotion, specialist duty etc. The force operates an approach to medical retirements based entirely on medical evidence provided by consultant occupational health physicians.
- The BCU inspection of South Tyneside highlighted that HMIC is concerned that health and safety matters have not received the necessary attention on the BCU.

6B Training and Development

Good	Improving
------	-----------

Strengths

- The force training strategy is well aligned to the guidance provided by the relevant Home Office circulars.
- The force has introduced a robust structure to ensure a separation of the client and contractor roles in training. In outline, this structure comprises local training priorities groups (LTPG) based on area commands. These feed identified (or perceived) training needs into the force performance development unit (PDU), which collates them after any initial challenge. The PDU also commissions training needs analysis projects as appropriate, as well as evaluation work. The PDU feeds the agreed training needs into the force training prioritisation group where the training department is required to deliver the identified need or otherwise explain why it is unable to do so.
- The force is well advanced in bringing all training provision under the head of the training department.
- Northumbria utilised Managing Learning as a benchmarking tool as part of their BVR of the training function. In respect of the remaining reports, the force has developed monitoring templates to demonstrate its present position and/or its intended actions. The current improvement plan is one that resulted from the BVR of training. It is relevant, challenging and has an appropriate scope. The plan is underpinned by detailed work plan activities in the form of milestones. There is a robust process for monitoring the improvement plan. This includes monthly and quarterly monitoring mechanisms.
- The force has invested significantly in resourcing the evaluation function. The function is appropriately located within the client side of management arrangements.
- The force has a formal process to ensure the principles of best value are applied to new training events. The new training commissioning process is used to ensure appropriate application of the best value principles and this is to be commended.
- Force policy and guidance on PDR has been revised in line with phased implementation of national PDR from April 2005. The HR strategy incorporates the PDR plan. The current system has development and training plans for each individual, with training requests forwarded to LTPGs for assessment and prioritisation. All area commanders and heads of department will be set submission targets at 100% for the period February 2005 to January 2006 in line with proposals for Home Office annual data requirements.
- The BCU inspection of Newcastle commented that the BCU has four dedicated and motivated training officers and there is a structured training programme in place for response officers, with similar programmes being developed for community beat officers and CID. The probationer tutor unit consists of two sergeants and 22

constables and was favourably commented upon by those interviewed during the inspection. The unit impressed members of the inspection team. The sergeants' drive and commitment in particular, is to be applauded. The BCU SMT is actively encouraging short-term secondments of officers to work in specialist areas including CID, intelligence units and the focus teams. This is an excellent way to develop knowledge and skills and break possible inter-departmental barriers.

- Staff working within the force training unit are provided with the opportunity to acquire NVQ level 3 and 4 qualifications.

Areas for Improvement

- The costed training plan has been compiled utilising the national costing model and had been signed off by the police authority at the beginning of the current financial year. However, at this time the plan did not capture all training provided by the force, but the structures to facilitate this have been put in place and the force has made significant progress in capturing the additional data necessary to populate the plan more fully. The costed training plan is now disseminated through the force training prioritisation group (TPG) and has credibility and management utility. The training unit conducts six weekly performance management meetings in which performance against the annual costed training plan is monitored. In addition, initial performance indicators have been developed that enable non-attendance figures to be collated and spare capacity to be monitored.
- Progress has been made in capturing the totality of training provided by the force. While that training provided by area training officers has still not been identified, work is planned to address this as a priority.
- The emerging information from the revised costing process is illuminating some costs for certain aspects of training that are quite clearly in need of challenge by the force and the police authority. One area that the force might wish to examine as a priority is in relation to the marine section.
- There is some evidence that communication across the training estate sections was stronger for section heads than it was for more junior personnel. The present training estate is somewhat geographically fragmented, and trainers from different departments do not always meet regularly. Now that the force has brought the area training officers under central management, the need for a formal staff consultation and ideas exchange forum is even more important. Since the HMIC inspection of training, a communications strategy has been developed that includes communications events headed by the senior management team, a communications forum being established and a news sheet and website being developed.
- The force acknowledges that the part of the estate used for training activities is not really fit for purpose and options for the future are being explored, including regional and sub-regional opportunities. An example of this approach is the collaboration with Durham Constabulary in probationer training.

- The force has begun to introduce quality assurance processes for all newly commissioned training products. The force acknowledges that these are in the early stages of development.
- Commissioning of evaluations by the force TPG is appropriate, but the force needs to develop evaluation prioritisation criteria for the latter to use in developing an appropriate schedule of evaluations to undertake.
- Although the force does have engagement with some sectors of the community, the involvement is somewhat limited, and could be described as the minimal expectation. More importantly, the force has produced a brief document, largely aspirational in nature, which declares how community engagement is to be improved in the future. The force should strengthen this document as a priority, and develop it into a strategy, underpinned by activities that can be monitored so that the aspirations are turned into positive outcomes. The training unit now links with the strategic IAG and is in the process of establishing an advisory group for all aspects of training.
- At present, training priorities are mostly determined against capacity to deliver. The force needs to develop more robust prioritisation criteria as a priority.
- There is some evidence from junior personnel interviewed that there was a lack of confidence in the PDR system, possibly caused by a lack of genuine adherence to the principles by some supervisory grades. The force is encouraged to undertake more in- depth work in this regard and take action as appropriate.
- The BCU inspection of Northumberland highlighted that the force acknowledges it has some difficulty with the current PDR process but, in the main, police officers in Northumberland are committed to the PDR philosophy. However, police staff did not value the current system.
- The inspection also showed the training budget for police staff is inadequate – only £6,000 was allocated for the 2004/05 financial year. The lack of training opportunities is likely to result in less than effective use of these valuable staff, to affect morale if training requests are continually refused due to lack of funding, and to leave the BCU short of skills as staff move into new posts following restructuring. HMIC urges the BCU command team to review the training budget in relation to police staff as part of the 2005/06 financial business plan.
- The force is due to embark upon a new leadership training programme for police staff and has employed three additional police staff trainers to deliver this training in-house. In addition, the force has entered into a partnership with the University of Northumbria to develop a learning framework, which will enable a structured leadership programme, tailored to individual requirements, to be developed.

6C Race and Diversity

Good

Strengths

- The ACC (management services) is the chief officer lead and has demonstrated a strong personal commitment to this area and to achieving a diverse workforce.
- All the staff associations and unions reported clear leadership and direction in respect of race and diversity by all chief officers and in particular the ACC (management services) through his personal commitment. Staff associations, including the BPA, have had meetings with the new Chief Constable since his appointment.
- Chief officers have diversity objectives in their PDRs. The chief superintendent and superintendents PAR scheme includes race and diversity as an assessed behaviour.
- The vision for diversity is clearly articulated within the force HR strategy. All policies, procedures and guidance have been diversity impact assessed since April 2003, require annual review and are updated in line with new legislation.
- The force has established a diversity issues unit that is headed by the equal opportunities adviser and consists of a race equality adviser and two personnel advisers. There are two diversity committees: the DSG (chaired by the ACC) that meets on a quarterly basis, and the DAG that meets on a monthly basis. All agenda items at force committees must show consideration for the legislative and diversity implications.
- The force supports minority staff associations including the GPA, BPA and DSA by providing resources, including a budget, and allowing staff time to participate in events. Their presence is positively promoted within the force. Effective dialogue is maintained with minority groups and representatives of the staff associations to assist in the development of policy and guidance and to inform operational policing. There is a newly created Gender Support Association within the force.
- At a strategic level, an IAG has been established regarding external stakeholder involvement in diversity issues. This includes consultation with and involvement of minority groups. Representatives from the police authority, CRE and IAG each have a seat at both the DAG and DSG. Each of the staff representative groups also has a seat at both groups. Within the diversity impact assessment process, consultation takes place internally, e.g. BPA, GPA and DSA, as well as externally. The force is a member of the Employers Forum on Disability.
- The force has a comprehensive action plan in respect of recruitment, retention and progression of staff from BME groups and other under represented groups. This action plan incorporates recommendations from thematic inspections and Home Office publications such as the *Gender Agenda* and *Breaking Through*. The force also has a retention and progression working group, where key stakeholders including the GPA, BPA, DSA and GSA, explore developments in these areas, e.g.

development of family friendly practices. The DSG monitors a number of employment functions by ethnic group and gender to give a clear picture of problem areas with regard to the recruitment, retention and progression of women and ethnic minorities. In November 2004, a member of the BPA was seconded into the diversity issues unit to explore possible barriers identified from the employment monitoring. The force has commissioned independent research into the attrition rate of BME officers. Positive action initiatives are undertaken in respect of under-represented groups e.g. familiarisation events for BME groups. A SMARTS action plan is in place in respect of the *Breaking Through* document and this has now been incorporated within the force diversity action plan. Guidance in respect of employment matters and the DDA is currently being developed with regard to police officer recruitment.

- The force's RES was examined by the CRE and was found to be compliant in all areas, with the exception of reporting upon the employment duties, where the CRE asked for further clarification. The RES was updated in response to feedback from the CRE and is now considered fully compliant.
- The mechanism for delivering the RES is the DSG and the DAG, as well as the unit that provides day-to-day management. The groups are made up of representatives from the area commands and key departments, and any areas that are not routinely represented have an open invitation to attend. A police authority officer, CRE representative and IAG representative also have a seat in the group.
- BCUs and departments are developing their own DAGs that feed into the central group. The process is now becoming a two-way positive relationship.
- The HR strategy, which incorporates diversity, is available on the force intranet. All policies, procedures and guidance relating to diversity are readily available on the force IIS. All staff were sent a copy of the *Dignity in Action* guidance to their home addresses. All staff undertake diversity training, the level of which depends upon their rank, grade or role. The new ICF PDR system will look at individual performance with regard to respect for diversity. A staff survey is conducted every 2–3 years within Northumbria Police. The survey contains a specific section on diversity, and the results of this section are shared with the equal opportunities adviser.
- The force is working closely with the internal DSA to address disability issues. The DSA was set up in March 2004 following a disability survey conducted in February 2003. Also stemming from the results of the survey, the force is currently conducting a training needs analysis for disability awareness training. Reasonable adjustments are made for staff where needed and where practicable. The DAG is to monitor and action access issues relating to the DDA.
- Facilities management has carried out a disability audit on all buildings and adjustments are being made to facilitate access. Implementation of the recommendations is under way.
- A gender support group was launched on International Women's Day in March 2005.

- A working group is to be formed to consider age discrimination legislation. The force previously worked with other forces in the region on the implementation of the Disability (Amendment) Act 2003. Work undertaken by the working group informed national developments. The equal opportunities adviser is a member of the national age discrimination working group.
- Membership of the BPA is growing with 21 members split between police officers and police staff. The highest ranking member is at superintendent level. The BPA seek the opportunity to use the skills of members on a more structured approach in supporting force activity, e.g. incidents involving minority communities etc. The BPA has joined a regional forum involving neighbouring forces.
- The force has set up a colleague support network that has recently been reviewed, updated and expanded.
- The difference between the percentage of applicants appointed from white and minority ethnic applicants has decreased over the past two years from 6.51 in 2003/04 to 3.3 in 2004/05.
- The ratio of minority ethnic groups resigning to all other resignations (white to BME officers) is 1:0 in 2004/05, which is an improvement on the 2003/04 ratio of 1:2.24.

Areas for Improvement

- The BPA states there is a perception among members that the number of discipline cases involving minority ethnic staff remains disproportionate. Meetings are held between the BPA and the head of professional standards as appropriate. In response, the professional standards department is to develop a departmental race and diversity plan, which will include measures to address disproportional issues. This will include an IAG approach to case scrutiny. The professional standards department has a representative on the DAG.
- The professional standards department is looking to recruit female staff and minority ethnic staff with appropriate investigative experience. The department is looking at the creation of a central grievance procedure index to enable effective quality assurance.
- Following the BVR of training and the subsequent HMIC inspection of the force, it is recommended that a community consultation involvement strategy be developed and this is to be included in the force improvement plan.
- Phase two of diversity training is being scoped within the force, which will include the identification and delivery of role-related training. Training will be prioritised with DDA training being the first priority; a training needs analysis is currently being conducted.
- An internal audit will be carried out during 2005 to determine the religion and belief, disability and sexual orientation of all existing staff. The audit will also question whether the force is meeting the needs of its diverse workforce. Information is already collated and analysed in terms of gender and ethnicity.

*Northumbria Police – Baseline Assessment
October 2005*

- The percentage of female officers compared with overall force strength has increased over the past two years from 18.5% in 2003/04 to 19.5% in 2004/05; however, this remained below both the MSF mean (22.2%) and the national mean (21.1%).
- The percentage of female police officer applicants appointed decreased from 18.8% in 2003/04 to 11.0% in 2004/05, which was a much lower rate than both the MSF group mean of 21.5% and the national mean of 29.1%.

6D Resource Management

Good

Improved

Strengths

- Since the publication of the 2004 finance and resources baseline assessment, the force has positively responded to the areas for improvement identified in the assessment. Significant improvements include:
 - strengthening of the role of director of finance and resources together with additional professional staff in the finance department;
 - the appointments of procurement and estate managers in the force and the transfer of services previously provided by Gateshead Metropolitan Borough Council;
 - the establishment of the efficiency steering group with an emphasis on efficiency planning and ABC;
 - a new area structure with strengthened roles of business managers and finance officers;
 - increased numbers of vehicles – especially with the ratio of vehicles to police officers (this has made a positive contribution to performance);
 - business plans that focus on performance have been introduced for finance and resources services;
 - the appointment of a risk management co-ordinator;
 - a procurement strategy has been developed. Collaboration on procurement with other forces is being developed; and
 - a proactive approach to the development of the Gershon agenda, but the authority will need to consider how the Gershon recommendations concerned with building construction/building contracts will be implemented and integrated with the efficiency steering group.
- The force business planning process is being developed; financial planning will be aligned and fully integrated with the force planning process. A review of the senior police staff structure has created new posts of business manager and co-ordinator that will be supported by locally based finance officers. These post-holders will produce local business plans, which will include financial and resource planning. A medium-term financial plan is produced annually that is agreed by the force senior management team and by the police authority. The development of medium-term plans will be further refined as part of the process. The force finance director is a full member of the chief officer team, ensuring that planning at that level can take due cognisance of financial implications of operational decisions. In addition to the above, there will be a trial within the 2005/06 revenue budget of performance-led budgeting to be linked to performance indicators and supported by targets,

milestones and evaluation criteria. Front-line activity is supported beyond core revenue funding by extensive policies and procedures for income generation and supplementary funding that all accord with the guidance issued by the police forum for income generation (POLFIG).

- The local police federation is very positive about the level of support from the police authority, particularly in the provision of facilities and equipment.
- The police authority is currently modernising its approach and looking at the way the authority works on a day-to-day basis.
- This restructuring of the roles and responsibilities of members, committees and advisory groups will mean:
 - an approach that will enable members to take a more active role in particular areas with lead/support members;
 - increased training and support for lead/support members;
 - a more focused and informed approach to specific areas including performance management, citizen focus and community engagement;
 - a more strategic agenda for the police authority meetings minimising bureaucracy and making more time available to discuss strategic finance and priority setting issues; and
 - more timely opportunities in advisory groups for members to discuss and respond to a variety of issues and consultation documents among themselves and with the force senior management team.
- All strategic financial, resource and performance issues will be discussed in the most appropriate forum, which could mean:
 - a seminar for members providing information;
 - a discussion involving members and force representatives at an advisory group;
 - a report to a committee that focuses specifically on a service area, e.g. performance or resources; and
 - a report to a full meeting of the police authority that will require a decision by members.
- The BCU inspection of Newcastle highlighted that the new police staff structures are appropriate to the size of the BCU and the introduction of a business manager, strongly supported by two support services managers, is a key development. The business manager is extremely enthusiastic, committed and clearly has a good grasp of the development needed to take the BCU forward.
- The force is an active member of the Institute of Public Finance benchmarking club

and is participating in the latest benchmarking exercise launched in January 2005. National benchmarking will be supported by the introduction of performance indicators for financial services in 2005/06.

- The new HR IT system will considerably improve the force resource management capability. The system has been designed taking account of the requirements of front-line police and police staff managers and should assist them greatly in resource deployment and management. The system relies on local input of resource capabilities therefore ensuring local accountability. As the system develops in the future, it will integrate with other force systems, and it will reconcile with payroll.
- The force takes a positive stance on seeking to accommodate flexible working. The workforce data report shows 109 part-time police officers and 184 part-time police staff. Of these 15 are male and 278 female. The career-break scheme has recently been made more flexible to give staff this option more readily, and with wider provisions than previously existed.
- The force has produced a corporate establishment model (CEM) that proposes a proportional distribution of area command officers of 60% for 24/7 patrol, 15% for community policing, 20% for crime and 5% for support and supervision levels. The CEM includes the force's resource deployment model (RDM), which produces a recommended distribution of a given total of area command officers between area commands. The RDM does not determine the resources to be disaggregated. The model will next be revised when the analysis of the latest ABC data is ready.
- The percentage of police officers in operational posts has increased from 91.6% in 2003/04 to 95.1% in 2004/05, which was higher than the MSF group mean of 91.7% ranking the force second in the MSF group.
- Total spending per police officer has increased from £59,399.87 in 2003/04 to £61,101.25 in 2004/05, which was similar to the MSF group mean of £61,184.55 but lower than the national mean of £121,668.41.
- Total spending per 1,000 population has increased from £173,241.41 in 2003/04 to £179,403.21 in 2004/05, which was similar to the MSF group mean of £183,549.45 but substantially lower than the national mean of £320,496.85.
- The authority and force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national ABC model. In the Audit Commission national ABC data quality report issued in May 2005, the results for the force are shown as:

2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
Excellent	Good	Good	Good	Weak	Good

- The force has demonstrated its commitment to implement ABC. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.

Areas for Improvement

- There remain many characteristics of a good/excellent force that have not yet been implemented – though the force is on course to achieve many of these over the next few years. Examples include:
 - There is a need to demonstrate transparency on finance service provision by Gateshead Metropolitan Borough Council. These arrangements could provide a good example of partnership working (as recommended by Gershon), but there is a need for service provision and performance to be documented and for costs to be transparent. The force and authority now need to progress this issue, and a similar position exists with the provision of professional building services.
 - The annual procurement report needs to be prepared and presented. This is due in March 2006.
 - Additional procurement staff are to transfer into the force.
 - On-line ordering is planned to be introduced at the end of 2005/06.
 - The overall level of BACS payments is 50% – the force accepts that this is too low and has targets to increase the use of electronic payments.
 - There has been progress at analysing transport costs and examples of cost reductions have been noted. The key issue of workshop costs and productivity is yet to be reviewed on a comparative basis. The force has not implemented the HMIC recommendation that a transport consultant should be used to drive the business plan of the service, but intends to complete a review of vehicle fleet management in 2005.
 - Some police officers are still delivering vehicles to workshops. The force is to look at this issue.
 - Transport IT systems need to be developed.
 - The force is participating in the production of national benchmark data on transport and estates and these will need to be analysed, in due course, to drive performance.
 - The force and authority are aware that they have the resources to undertake a strategic update of the estate to ensure that it is fit for purpose. Immediate priorities, which are being progressed, are Newcastle and North Tyneside. These need to be followed by a detailed long-term estate strategy setting out policing requirements across the force.
 - Risk management is at an early stage of development. As yet the Chief Constable does not sign the annual internal control statement.

- Steps are being taken to make sure that Northumbria matches resource availability to demand. Taking on board the introduction of 38 neighbourhood policing teams, the force is in the process of introducing a corporate shift pattern aligning shifts of officers from different functions and departments to ensure a better fit with the operational requirement. The analysis for this work is based around ABC.
- The BCU inspection of Newcastle highlighted that there are significant variations in the standard of police station facilities across the BCU, with several in need of some refurbishment or replacement. The force intends to build new facilities, but there are difficulties in securing appropriate sites as they are in great demand with commercial developers. The SMT is fully aware of these issues and the inspection team was pleased to hear that essential work has been agreed through the building review estimates programme and this can now be progressed.

6E Science and Technology Management

Good	Stable
------	--------

Strengths

- The ACC (management services) has specific portfolio responsibility for IS&T. IS&T implications are always identified as a specific requirement for policy papers. The requirements for delivery of IS&T and the potential for IS&T to enable change has always been a fundamental part of the strategic planning within the force. Chief officer involvement and leadership in the IS&T area is demonstrated through the chair of the IT management group (ITMG) and the IT-related security issues through the professional standards and information security management group (PS&ISMG).
- The director of information systems is a member of the force policy group and provides regular updates to chief officers as required. Major programmes are managed through a process that considers all major implications including IT. The new corporate planning process is intended to improve the cohesion between financial, human and IS&T resource planning. Overall force objectives will be the clear drivers for all resource commitment and conflicting project demands should be avoided. This will enable identified business benefits to be achieved.
- All IS&T project managers are PRINCE 2 (Projects IN Controlled Environments 2)-trained. PRINCE is used to manage all major projects involving significant business change or risk. Each project will have HR, finance and business change experts represented as formal roles within a PRINCE project board structure. Overall IS&T programme management is performed by the ITMG.
- Benefits realisation procedures have been implemented for major projects and recent examples include Airwave and e-policing. PRINCE lessons learnt logs have been used on more recent projects including the force public service and performance review that required all force systems to be changed to incorporate a significant organisational restructuring.
- The force has long-established information management, information systems and information technology strategy documents. These are updated to reflect changes in policy or technology, usually on an annual basis. The strategy documents acknowledge the national policing plan, science and technology strategy, fully support the information strategy for the police service ISS4PS, and embrace the concepts and principles of the corporate data model and collaborative working. The force is fully committed to taking national applications where there are clear benefits in doing so, but always needs to review the potential financial and operational impact on services of implementing any national solution. The new corporate planning process is being developed to align the traditional competing demands for financial, human, training and technology resources. This will require the IS&T strategies to be redefined to align with the cohesive corporate planning approach.
- The force has extremely reliable and integrated systems that have been one of the cornerstones of the force's success over recent years. The force benefits from an

experienced IS&T department, which has relatively low turnover but high productivity. Plans to renew or upgrade existing integrated applications have been stalled due to uncertainty over the delivery and suitability of proposed national solutions. The need to sustain a robust set of integrated operational systems has remained the highest priority. There are still major concerns over how the transition from existing operational systems towards nationally provided solutions could take place without significant loss of operational capability. The department continually strives to improve through an annual improvement action process and by adopting new and emerging standards as appropriate, e.g. the IT infrastructure library. The force also benefits from a formal technology refresh programme, which ensures that systems are evaluated and updated or replaced as part of a rolling programme.

- The ITMG considers all requests for IT services to ensure that resources are directed towards achieving business benefits.
- The IS&T department has recently completed a BVR that encompassed all IS&T services. This ensured a realignment of services against user and business expectations. The IS&T department implemented an IT account manager function more than five years ago, which was identified as best practice by HMIC. This service has gone from strength to strength and is constantly rated as a service highly valued by users as a means of identifying their requirements. The department also carries out bi-annual surveys of all 6,000 force users as part of the ACPO information management benchmarking process.
- The force carries out a staff satisfaction survey at regular intervals that has a number of questions that focus directly on IS&T services and customer satisfaction. Each live system in use has a nominated system owner and key systems have user groups that inform future developments.
- The IS&T help desk has both an automated call distribution telephone system and fault recording system that produces many performance statistics that are reported to customers and measured against service level agreements. The desktop maintenance and repair service is internally provided and managed and again works to agreed service level agreements. Recent customer satisfaction surveys show an increase from 70% to 84%.
- The IS&T department benefits from having a ring-fenced training budget for technical product training. This ensures that staff can be trained in new products adopted, and new staff quickly aligned to the products in use. This can also assist in staff obtaining the appropriate professional qualifications in their area of expertise where required. The department's structure is reviewed regularly to ensure team alignment with the current technology demands. Each team has a defined skill set that must be matched by appropriately qualified staff and it is therefore relatively easy to identify skill gaps. The force has links with universities in the area to assist in the recruitment processes and tries to offer student placements where practical. Internal PDRs ensure that individuals are encouraged in life-long learning and development in both technical and managerial skills.
- The force's security arrangements are well documented and tested, historically

through work undertaken by the local computer auditor of the Audit Commission, and more recently by using PITO's penetration testing services. The force information security officer provides an excellent independent internal challenge to proposals from IS&T for system changes. The force has a programme of planned improvements to implement changes recommended by the most recent penetration testing. Reviews of overall security are constantly undertaken as part of the IS&T management process – this has recently resulted in a request for additional CCTV to counter potential weaknesses introduced through building alterations and access routes.

- IS&T services contribute to the overall business continuity planning undertaken through the operations department. This includes advice on potential scenarios for loss of whole or part service, and the requirements in the event of disaster recovery being needed. The IS&T department has a wide range of disaster recovery systems and plans, each one pertinent to the needs of the individual systems. Risk assessments for each system exist that identify the priority and rating of that system against the impact on continued delivery of the policing services. The recovery plans vary from real-time, off-site system duplication and data updating to paper-based fallback systems. Fallback exercises are held regularly for key communications systems involving communications centres. Major disaster recovery plans have been tested in simulated desktop exercises and a full fallback exercise using back-up equipment is carried out at opportune times (e.g. equipment changeover).

Areas for Improvement

- There is acknowledgement that there is not the corporate togetherness around performance to produce a coherent requirement for IT solutions to enable performance management. This issue will manifest itself when the force develops demand management and resource modelling, in particular around neighbourhood policing.
- The force envisages the introduction of a user interface called the My World Portal, which will sit on top of the integrated environment and present a picture to the user of information that relates to them. For example, a list of their outstanding responsibilities when they log on.
- IT training needs to be strengthened to ensure the proper use of force systems, to teach people to use IT tools in a business environment, i.e. what is relied on for the system to work well, what do the users need to do, and what outcomes are expected from the use of the IT.
- Recruitment of staff can be a challenge. The market changes in approach to IS&T staff and recruitment now tend to expect quick response through internet job sites or through use of specialist agencies. This issue was highlighted in the IS&T BVR.
- Northumbria was an early adopter of the ACPO information benchmarking toolkit and assisted Greater Manchester Police in refining the system. The spreadsheet calculation to ensure consistency of calculation is an adapted version of the original provided by Northumbria. Northumbria is keen to learn from forces that

*Northumbria Police – Baseline Assessment
October 2005*

appear to be performing better in some areas. A formal assessment of areas for potential improvement is planned for early in 2005.

6F National Intelligence Model

Good	Stable
-------------	---------------

Strengths

- The chief officer lead is the ACC (crime). The NIM implementation plan that also included the aspirational standards has been implemented by a dedicated team. The final part of the process was a series of road shows to all operational staff, together with the completion of an intranet site and guidance.
- An intelligence steering group has been formed with representatives from a cross-section of the force to ensure that the momentum and impetus for driving intelligence forward is maintained.
- A recent review of corporate planning processes has ensured that NIM forms an integral part of business planning by using a wide range of source material including strategic assessment and control strategies.
- The TCG processes are working effectively within area commands and are improving as the new management teams are gaining experience. In June 2004, the NIM implementation team reviewed these processes and approved their compliance. The Northumbria NIM team currently monitor their performance through the force intelligence managers meeting. The processes are corporate, in that the tactical assessment informs the process, they are run fortnightly on the same day, and they make recommendations from the tactical menu and adhere to the control strategy.
- To ensure the corporate approach is embedded, new procedure and guidance is currently being drafted, which will also link in with prolific and priority offenders, problem solving and community engagement.
- The BCU inspection of Newcastle highlighted that there was substantial evidence the NIM was embedded in the BCU and fully integrated and focused on driving daily policing activity and operational performance. In accordance with the NIM, BCU strategic priorities are discussed at the tactical TCG, which is chaired by the superintendent (operations).
- All strategic assessments are completed using the national template. Senior analysts are dedicated to completing the strategic documents, and subsequent to their preparation are run through a consultation process to ensure that priorities set are realistic and achievable. Reference is made to these priorities and recommendations throughout the tasking and co-ordination process. The control strategy and the intelligence requirement are inter-linked with the strategic assessment process.
- The management of researchers and analysts has been reclaimed by the centre in terms of training, support and maintaining standards. The standard of analysts in the force is good; however, there is still a need for police input. Products need to be realistic and sensible and this approach helps to build trust.

- The BCU inspection of Northumberland noted that the strategic threat assessment is produced on a six monthly basis, follows the force template and is of a high quality. The resulting control strategy has been in place since October 2004 and has identified five crime areas (burglary other than dwelling, criminal damage, Class A drugs, theft from unattended motor vehicle and youth disorder). These all appear appropriate as this reflects the current performance and crime trends of the BCU.
- A fundamental review of area command intelligence units has taken place. This led to the formation of six dedicated intelligence units with set roles, functions and minimum and maximum staffing levels. These are based on the NIM minimum standards and best practice. These units are managed by a dedicated detective inspector and contain source units separated by sterile corridors, intelligence development, management of intelligence and analytical functions. A minimum and maximum establishment for the units is set between 4% and 6% of the area command strength, except South Tyneside, which is between 5% and 7%.
- The dedicated source units have additional controllers (detective inspectors) within the larger area commands.
- In respect of level 2, all key intelligence roles are adequately resourced with the recent addition of a detective superintendent. A full review has been undertaken to assess the effectiveness and efficiency of the various units within the central force intelligence unit. A number of recommendations are to be implemented.
- Northumbria Police is an active partner and contributor to the cross regional information sharing project (CRISP) – the IT infrastructure that effectively joins up intelligence systems to facilitate sharing information. The project takes information from legacy systems and puts it into a sub-regional data warehouse. CRISP is likely to be an enabler for the IMPACT project. The Bichard report has provided an additional driver for the development of this project. PITO is also driving CRISP as a means of achieving IMPACT.
- The NCPE compliance check 2005 identified the following strengths:
 - The force has maintained an implementation team that continues to market the NIM via road shows, training inputs and general guidance. A comprehensive action plan has been developed to revisit the original minimum standards and to address gaps, while ensuring compliance with the new NIM standards.
 - The force has recognised the NIM as a key business process that drives performance and strong support was demonstrated for it within the units visited.
 - Good IT support exists and the force is pursuing a policy of integrated technologies where appropriate.
 - All NIM intelligence products are in use within the force and are completed to a standard format.
- The NCPE compliance check 2005 identified the following areas of strength in

good practice:

- the provision of a dedicated team to lead NCPE development in the force;
- good project management discipline;
- intelligence training for SOCO managers;
- the tasking of dedicated units/focus teams and target ownership;
- NIM marketing;
- use of a dedicated Regulation of Investigations and Proceeding Act authorities vetting/monitoring officer within BCUs; and
- the forming of a central disclosure unit to hold, monitor and review policies and protocols.

Areas for Improvement

- The ACPO national intelligence model implementation team (NIMIT) has carried out a baseline assessment in relation to NIM compliance and the force's intelligence capability. The NIMIT identified a number of areas for development. An action plan has been developed that is monitored by the force NIM project board.
- In respect of briefing, the BCU inspection of Newcastle highlighted that standard briefings are delivered by supervisors based on the information provided electronically by the intelligence unit, coupled with a briefing note. The BCU management team should satisfy itself that supervisors have the knowledge and skill to undertake this role. In particular, supervisors need to be able to integrate all NIM products from the intelligence unit to ensure the full range of intelligence-led tactical options are considered when tasking. The force acknowledged this area and a new IT solution is being developed that will link in with the briefing model.
- The BCU inspection of Northumberland highlighted a number of areas for improvement:
 - HMIC encourages the BCU commander to consider the need for quality intelligence submissions as well as the volume of intelligence received. This is to prioritise information that best supports the BCU control strategy. Once this has been reviewed, in order to drive forward intelligence-led policing, there is a need to ensure that the intelligence unit has the capacity to rate and promulgate intelligence in a timely manner.
 - HMIC encourages the BCU command team to satisfy itself that the roles, responsibilities and deployment of Field Intelligence Officers are appropriate to fully utilise their skills to drive and co-ordinate intelligence-led policing across the BCU.
 - HMIC encourages the BCU commander to review the single line management

and co-location of source management and intelligence units to satisfy himself of compliance with national and force guidance.

- The BCU inspection South Tyneside stated that the BCU commander conducts a review into the handling of actionable intelligence and devises a more efficient system for fuller implementation of the NIM at South Tyneside.
- A training needs analysis identified that there is a shortfall in training provision. A solution has been identified, where in-house modular training will be developed and delivered starting April 2005.
- A number of central resources have now been devolved to area commands, eg TSG, roads policing. At present, the bidding process between area commands and the remaining resources retained at the centre is being reviewed.
- The NCPE compliance check 2005 identified the following areas for improvement:
 - The force is encouraged to develop their source base to ensure that every information avenue is explored.
 - A gap in what people understand of the process of recording and disseminating intelligence using the 5x5x5 system was identified to the team.
 - More involvement from partner agencies in the TCG process, both to inform products and to play their part in action plans, may be beneficial.
 - Some products would also benefit from greater input from intelligence managers and subject experts.
 - In addition to exploiting the opportunity of involving partners in tasking, consideration of the full range of police staff available for deployment is recommended.
 - Further work on the national briefing model is encouraged, particularly patrol briefing.

7 Leadership and Direction

The new Chief Constable has brought about a change in style and focus marketed as Total Policing. This represents an all-embracing philosophy on policing. The approach will be associated with activities to deal with specific issues and to raise the profile of the force using the media and other marketing activity linked to operations.

The focus for Northumbria over many years has been crime reduction and the development of community policing. Despite its position as one of the leading forces in England and Wales, Northumbria has undertaken a wide-ranging public service and performance review (PSPR) aimed at providing an improved service at a local level. The review was conducted with the full support of the police authority.

The review was aimed at ensuring the force deliver better public service and develop a new public service ethos – local governance, reduce ASB, focus on police performance assessment framework (PPAF) outcomes, implement NIM and achieve higher standards of performance. The force looks to stay ahead of the national agenda and, despite the significant changes that have occurred, performance continues to improve.

7A Leadership

Good

Strengths

- The Chief Constable has introduced Total Policing to Northumbria with a focus on building trust and confidence in the community, and reducing crime and disorder.
- The Chief Constable and the DCC have undertaken a number of presentations outlining the future direction of the force to all staff. The presentations outline the commitment to listen and respond to the needs of local communities, and the drive to take a hard line approach to those who break the law.
- Northumbria has an effective and well-balanced chief officer team. There is a clear focus on priority areas including those of community engagement, diversity, call management, and reducing and detecting crime.
- Northumbria hosts an annual conference at which all members of staff at chief inspector level and above, and equivalent police staff, are present. This allows staff the opportunity to be actively involved in planning the future direction of the force and ensures ownership of relevant issues. Police authority members are active participants at the conference.
- The Chief Constable has actively engaged with the media on a local and national basis since his appointment. Every opportunity has been taken to outline the vision for the future of the force. On an internal basis, good use has been made of the force newspaper.

- Northumbria continues to make significant improvements in performance across a range of indicators. There is a commitment from chief officers to focus on performance with a belief there is a need to 'raise the bar'.
- Crime reduction has been a strength over a sustained period of time and the force sits first in its most similar family group for all the key crime categories.
- Northumbria successfully hosted the Labour Party Spring Conference in 2005.
- The Chief Constable has retained the role of diversity champion. He is well supported by the ACC (management services) who takes a proactive approach to all aspects of diversity. Staff associations reported positively in this area.
- Chief officers engage in a series of visits to area commands and departments. The Chief Constable engages with staff in a series of programmed events and through 'chats with the chief' via e-mail.
- The force instructional information system allows staff access to organisational policy, procedures and guidance. Minutes of key meetings such as the DSG are also posted on the intranet for the information of all staff.
- The force and the police authority have an effective professional working relationship. The authority was actively engaged on the project board for the recent force restructure.
- BVRs are focused at appropriate areas of service, including reassurance and communications.
- Chief officers agree a number of days for personal and professional development. Regular 'blue sky' meetings are held.
- The appointment of an additional ACC, with responsibility for criminal justice and call management, demonstrates the commitment and importance placed on these areas.
- The BCU inspection of Northumberland highlighted that leadership by sergeants and inspectors is a particular strength of this BCU. They impressed the inspection team with their enthusiasm and the way they play an active role in driving necessary changes forward. The BCU commander has plans to better engage detective sergeants in the sector/community policing model and the inspection team agrees that this represents a positive step forward.

Area for Improvement

- There has been some disruption to the chief officer team following the retirement of the Chief Constable. Continuity has been maintained with the promotion of the DCC. There will be further changes at chief officer level in the next 12 months.

7B Strategic Management

Excellent

Stable

Strengths

- The strategic and local policing plan is produced in co-operation with the police authority involving consultation with partners and agencies. Northumbria Police and Northumbria Police Authority work with the local CDRPs to ensure a consistent approach. There is a logical cascade of plans from the national policing plan, the force strategic and local policing plan, departmental plans and area command plans. Priorities and targets in local plans reflect the national policing plan and local community consultation. Targets set are challenging, but realistic, and are aligned to CDRPs where possible.
- The PSPR was aimed at ensuring the force delivers better public service and develops a new public service ethos – local governance, reduce ASB, focus on PPAF outcomes, implement NIM and achieve higher standards of performance. The force looks to stay ahead of the national agenda and, despite the significant change, performance continues to improve.
- The restructuring saw the force reconfigure from 15 BCUs to six, commencing in April 2004. One advantage of the change is that all boundaries are coterminous with CDRP and local authority designations.
- The vision for Northumbria Police is ‘to build on our success in making Northumbria a better place to live, work and visit by reducing crime and the fear of crime’. The force strategic and local policing plan is jointly produced with Northumbria Police Authority and includes the force vision and priorities. This document is sent to every householder within the force area, published on the force website and within the force intranet system for the benefit of all staff. The strategic priorities outlined within this document also form part of the force policy group agenda for regular consideration. The strategic and local policing plan is produced following consultation with partners and agencies.
- The Chief Constable has introduced Total Policing to build trust and confidence in the community and reduce crime and disorder. The Chief Constable and DCC have undertaken a number of presentations to inform staff. Northumbria is focused on building trust and confidence in citizens, engaging in problem solving through 38 neighbourhoods policing units, visible leadership to reduce crime and disorder, achieving targets and fulfilling public expectations.
- The BCU inspection of Northumberland highlighted that longer term planning in preparation for the 2005/06 BCU business plan is evident. The creation of a BCU business plan represents a significant step forward to provide necessary direction for the BCU over the next 12 months, being as it is an all-inclusive plan outlining strategies and resource usage to achieve intended goals. HMIC was encouraged by the commitment and effort being expended by the SMT in the preparation of this essential new plan. There was clear evidence during the inspection that corporate plans and reviews had been communicated.

- Strategic management of resources within the force is controlled by the resource management group (RMG). This covers all resources, ie human, financial and physical assets. Typical considerations are additional police officer or police staff posts, including funded posts, changes to accommodation or purchase of equipment. Papers to RMG have to specify how the allocation of additional resources will support force strategy, priorities and targets. A clear link must be demonstrated. RMG also considers efficiency savings generated by new proposals. In some cases an efficiency saving in one area may be used to fund the allocation of additional resources elsewhere, eg the deletion of one post to create another that better serves the public and achieves force objectives.
- The force chief officer team demonstrates a very high level of commitment to the police reform agenda. The force policy group monitors progress against a police reform action plan on a six monthly basis.
- Media services is undertaking a review of internal communications alongside the BVR of public reassurance to make sure that all members of staff have access to relevant information to allow them to do their job.
- Staff within the corporate development department have responsibility for environmental scanning. A strategic bulletin is produced every six weeks and presented to the force policy group for discussion and consideration. The strategic bulletin is also available on the force intranet for information of all officers and staff. Environmental scanning is used to support strategic planning and is one of the inputs into the corporate planning process. Strategic bulletins are also considered during the strategic assessment stage of the force control strategy. Environmental scanning is a standing item on many force strategy groups, including the health and safety strategy group and the DSG.
- Northumbria has integrated the policing bureaucracy gateway within the force meetings structure. This includes the function of assessing the bureaucratic implications of any changes of policy or practice for front-line policing.
- ABC is used extensively in BVRs, and police authority members receive reports on the use of ABC in the force to help deliver efficiency savings.

Areas for Improvement

- The force has identified the need for a strategic corporate planning process that takes into account the NIM and is developing a corporate planning process for implementation for 2005/06 that considers all necessary inputs and integrates planning cycles. The DCC has lead responsibility for the process. The corporate planning process will provide the force with a mechanism to ensure local plans support the force strategic and local policing plan, and that resources and areas for growth and change are prioritised.
- The BCU inspection of Northumberland highlighted that an area command plan exists setting out broad objectives but it does not provide the necessary detail nor demonstrate how objectives are to be achieved. To date, the senior management team has relied on an action matrix of issues to be progressed within the BCU.

While this matrix clearly identifies both the actions needed to address problems and to whom within the SMT they are ascribed, it is principally reactive in nature.

- The BCU inspection of Newcastle noted longer term planning is less evident and may have suffered as a consequence of demands placed on the command team during this difficult period. While acknowledging that it has not been a force requirement to date to have a formal business plan, HMIC is concerned that there is no single plan or similar process to draw together all the separate strands of BCU development into a single, SMARTS document. This should provide direction for the BCU over the next 12 months, being an all-inclusive plan outlining strategies and intended resource usage to achieve intended goals. It is recognised that the force has identified a corporate need for a business plan from April 2005.

7C Performance Management and Continuous Improvement

Good	Stable
-------------	---------------

Strengths

- The new Chief Constable has brought about a change in style and focus marketed as Total Policing. This represents an all-embracing philosophy on policing. The approach will be associated with activities to deal with specific issues and to raise the profile of the force, using the media and other marketing activity linked to operations.
- While already one of the best performing forces, Northumbria has set out the intention to create a formalised and embedded approach, which will make performance systemic, helping to 'raise the bar', particularly by identifying and dealing with key issues on a corporate basis.
- Throughout the year, chief officers have undertaken a series of road shows to area commands and headquarters departments. The presentations have been a combination of a strategic overview of government priorities and objectives, how these are reflected in the national policing plan and devolved into force priorities and targets. The second phase of the presentation has been provided by corporate development demonstrating where performance information is stored, how to access it and how to interpret it. The third and final phase has been delivered by the DCC and relates to the level of leadership and intervention that is expected of supervisors.
- The mechanism for monitoring the impact of Total Policing will be an enhancement of performance management within the force. There is an acknowledgement of a need to be more task focused, integrating a performance framework into all corporate activities. This will be linked to the corporate and business planning processes, and link performance issues to PDR.
- The performance and policy group is to meet on a monthly basis chaired by the Chief Constable. The meeting will be attended by the command team and all of the area commanders and departmental heads. The process is to be supported by weekly performance meetings.
- The police authority has also restructured and now has a performance sub-committee correctly referred to as the audit and service improvement group where the force will be represented by the DCC. This group will also meet on a monthly basis and will be in sync with the force performance and policy group. Command team members will then hold performance meetings within their portfolio areas, which in turn will be fed by local performance meetings chaired by BCU and departmental commanders. The Chief Constable and DCC are achieving a buy-in to the new approach by personally delivering presentations to all the inspectors and sergeants in the force.
- Analysis of iQuanta is provided to the crime department from the performance review section to allow any indication of significant change to be quickly identified

and incorporated into the analysis of crime. The force produces a strategic assessment of crime on a quarterly basis. This is produced by the crime department, with some editorial input from the performance review to ensure that the general thrust of the findings is not contradicting other aspects of force performance reporting.

- The force has a regular force planning group meeting attended by all senior officers. Performance matters form a core agenda item for these meetings that are chaired by one of the ACPO officers. The meeting reviews performance to date, prioritises future actions on the basis of this, and provides explanations for aspects of performance.
- Senior managers state strategic assessment is now more focused and strengthened by the involvement of the corporate development unit who ensures that the process takes business planning and risk management on board. There is a need to develop a strategic plan for the force intelligence function including NIM 2 and Bichard.
- Departments have been required to produce annual plans for several years. These plans incorporate actions to address performance issues identified internally or in response to external inspection. Some departments have used a suite of performance indicators to assist managers and report on performance to the force. Progress against actions is reported to the force policy group. The new corporate planning process builds on existing work and will ensure more accountability for the contribution to force performance. The successful inspection regime for area commands based on Going Local will be adapted to provide a further level of accountability.
- During the last 12 months, the force has taken much closer interest in all aspects of performance. All performance information is now accessed from a single link on the force intranet. This takes a user to a 'force performance information' homepage that has direct links to the performance information of each department. The relative ease of access has encouraged greater corporacy in the presentation and timeliness of information provided by each department. Performance review has been proactive in adapting the information it provides to reflect the new six-area command structure of the force, together with each of the sectors. In order to allow comparisons with the previous structure of the force, the old 15-area command structure information is also available. A recent audit of performance information of the force by the Audit Commission found that the force had robust systems and mechanisms.
- On a quarterly basis, the police authority is provided with a performance matrix together with a written report explaining performance. The matrix is set up in police performance assessment framework (PPAF) domains and provides information regarding current performance, performance for the same period in the previous year, target for the year and a traffic light assessment of performance towards that target.
- The inspection regime for area commands has been acknowledged by HMIC as good practice. Each area command has a two-week inspection annually, followed

by a chief officer review. The focus is on performance and compliance with corporate standards. The inspection will produce recommendations and the area commander is responsible for producing an action plan that will be reviewed and agreed by the DCC. The ACC (area operations) takes a keen interest in the inspection process.

- In addition to these specific inspections of area command performance, the internal inspection teams will conduct thematic inspections that impact on operational activity. Recent and ongoing work includes detections (acknowledged by the police standards unit as excellent), stop and search, and probationer performance.
- Performance review provides a written assessment of performance for each area command prior to its inspection. It identifies areas where performance is high in comparison with the MSF group or other Northumbria area commands, with a view to quantifying the reasons/actions responsible for this performance in order that they may be employed in other areas. Likewise, areas of under-performance are identified. These areas are examined by the force inspectorate to ensure that the area command has recognised this, developed an action plan to address relevant issues, and set in place a system to monitor the results. Area commands that are given/identify actions for improvement are revisited within six months to have progress to that date monitored.
- As well as the quantitative information that is provided in relation to crime, detections etc, the force produces a range of qualitative information. The majority of this arises from criminal justice and relates to issues such as file quality and timeliness, fingerprint submissions, DNA sampling, updating records, submission and completion of RTC forms. The force also undertakes NCRS test 1 (incidents being correctly finalised) and test 2 (submission of crime reports within 24 hours) on a monthly basis. The results of these tests are published at area command level.
- The BCU inspection of Northumberland highlighted that HMIC congratulates the BCU command team on the introduction of a robust sector performance review process which, although recognised to be in its infancy and requiring refinement and further development, forms the basis of a very effective mechanism to manage BCU, sector and individual performance.
- The force has invested in a good practice database that currently holds over 700 items drawn from internal and external sources including HMIC reports. The database is available on the force intranet to all staff and contains a feedback facility to encourage discussion of ideas. A strong feedback loop for internal and external recommendations has been developed using a tracking database. This records the action required, owner and completion date. This newly developed tool will permit all improvement actions to be monitored until completion.
- The force operates a suggestions and ideas scheme under the THINK! banner. This is open to all staff and provides encouragement awards and full awards.
- The force has reapplied for the Charter Mark award. The force has held the award since 1994, with successful re-applications in 1997 and 2000. Such

successful re-applications clearly demonstrate the force commitment to continuous improvement.

- The force and the police authority have a joint approach to best value with supervision being provided by officers from both parties. Review teams are staffed by the force and are supported by permanent best value officers from the force and authority. Reporting is via a staged series of joint force and authority meetings (service improvement group, best value advisory group and full police authority).

Areas for Improvement

- The Chief Constable has identified a number of areas for improvement:
 - The corporate plan will overarch everything including the business plans and organisational statements. The strategy will then be revisited to incorporate the Chief Constable's vision, a performance focus, and making it domain based with a clear understanding of how the force will achieve its aims.
 - Having addressed the corporate plan, the next level is to look at the business plans linking them to the PPAF domains, and linking them on to PDR. For example, the business plan will form the basis of the business element of the BCU commanders' PAR (PDR).
 - The force is developing a performance management framework to facilitate improvement in areas such as detections.
 - The PDR system has been the subject of review and the force has just launched a major revision to incorporate national PDR. This will address previous concerns identified by personnel and corporate development that adherence to the previous system was inconsistent.

Northumbria Police – Baseline Assessment
October 2005

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	55.8%	N/A	45.8%	1 out of 7	48.6%	13 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	81.9%	N/A	70.8%	1 out of 7	71.5%	3 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	62.2%	N/A	58.3%	2 out of 7	56.8%	10 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	51.1%	N/A	46.6%	1 out of 7	44.1%	15 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	11.1 pts	N/A	11.6 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	81.7%	N/A	80.5%	3 out of 7	78.0%	10 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	76.3%	N/A	74.9%	3 out of 7	71.2%	14 out of 37
Difference between satisfied rates (SPI 3b)	N/A	5.36 pts	N/A	5.59 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	28.5%	N/A	30.8%	4 out of 5	24.7%	22 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	34.3%	N/A	35.9%	4 out of 5	34.6%	21 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	5.764 pts	N/A	5.08 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.70	0.64	-9 %	0.89	3 out of 7	0.70	33 out of 42
% detected racially or religiously aggravated offences	39.5%	37.7%	-1.8 Pts	32.0%	3 out of 7	36.4%	27 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	55.8%	N/A	47.0%	1 out of 7	48.6%	6 out of 42

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	73.8%	N/A	66.3%	2 out of 7	65.9%	8 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	59.1%	N/A	55.5%	2 out of 7	54.9%	17 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	43.6%	N/A	41.4%	2 out of 7	38.8%	10 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	74.3%	N/A	69.2%	1 out of 7	69.5%	11 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	61.5%	N/A	57.2%	1 out of 7	55.6%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	92.1%	N/A	89.0%	3 out of 7	87.8%	6 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	78.5%	N/A	77.3%	3 out of 7	75.4%	14 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	61.4%	N/A	63.4%	4 out of 7	58.5%	13 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	90.0%	N/A	89.0%	3 out of 7	87.8%	13 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	81.2%	N/A	80.0%	3 out of 7	77.3%	11 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	55.8%	N/A	47.0%	1 out of 7	48.6%	6 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	55.8%	N/A	45.8%	1 out of 7	48.6%	13 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	81.9%	N/A	70.8%	1 out of 7	71.5%	3 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	67.7%	76.7%	8.9 Pts	73.6%	5 out of 7	76.9%	21 out of 38

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	80.9%	81.2%	0.4 Pts	66.9%	1 out of 5	55.7%	4 out of 28
% of partner-on-partner violence (SPI 8b)	79.9%	79.3%	-0.6 Pts	76.6%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.70	0.64	-9 %	0.89	3 out of 7	0.70	33 out of 42
% detected racially or religiously aggravated offences	39.5%	37.7%	-1.8 Pts	32.0%	3 out of 7	36.4%	27 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.0%	4.0%	-2.1 Pts	4.5%	4 out of 7	5.3%	12 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.8%	17.5%	-2.4 Pts	19.5%	3 out of 7	17.9%	21 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	16.86	13.02	-22.8 %	20.05	1 out of 7	14.40	29 out of 43
Violent crime per 1,000 population (SPI 5b)	19.66	18.33	-6.8 %	23.87	1 out of 7	22.44	18 out of 42
Robberies per 1,000 population (SPI 5c)	0.88	0.84	-3.8 %	2.04	1 out of 7	1.68	26 out of 42
Vehicle crime per 1,000 population (SPI 5d)	12.99	11.51	-11.4 %	17.38	1 out of 7	13.99	21 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.51	-8 %	0.99	1 out of 7	0.61	27 out of 42
Total recorded crime per 1000 population	112.79	102.07	-9.5 %	119.13	1 out of 7	105.37	27 out of 42
Violent Crime committed by a stranger per 1,000 population	4.81	3.84	-20.2 %	9.33	1 out of 6	9.87	9 out of 34
Violent Crime committed in a public place per 1,000 population	15.38	11.56	-24.8 %	15.69	1 out of 6	13.86	21 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	2.21	2.47	12.2 %	3.71	3 out of 6	4.16	9 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.57	1.48	-5.8 %	1.38	2 out of 6	1.44	17 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	10.8%	9.9%	-1 Pts	9.7%	3 out of 6	8.3%	32 out of 37

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.0%	4.0%	-2.1 Pts	4.5%	4 out of 7	5.3%	12 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	19.8%	17.5%	-2.4 Pts	19.5%	3 out of 7	17.9%	21 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	16.86	13.02	-22.8 %	20.05	1 out of 7	14.40	29 out of 43
Violent crime per 1,000 population (SPI 5b)	19.66	18.33	-6.8 %	23.87	1 out of 7	22.44	18 out of 42
Robberies per 1,000 population (SPI 5c)	0.88	0.84	-3.8 %	2.04	1 out of 7	1.68	26 out of 42
Vehicle crime per 1,000 population (SPI 5d)	12.99	11.51	-11.4 %	17.38	1 out of 7	13.99	21 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.51	-8 %	0.99	1 out of 7	0.61	27 out of 42
Total recorded crime per 1000 population	112.79	102.07	-9.5 %	119.13	1 out of 7	105.37	27 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.51	-8 %	0.99	1 out of 7	0.61	27 out of 42
Number of abductions per 10,000 population	0.022	0.	-100 %	0.014	1= out of 7	0.016	3= out of 42
% of abduction crimes detected	0.0%	0.0%	0 %	47.1%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.05	0.06	28.6 %	0.23	1 out of 7	0.14	9 out of 42
% of attempted murder crimes detected	100.0%	100.0%	0 Pts	66.4%	1= out of 7	72.7%	7= out of 43
Number of blackmail per 10,000 population	0.101	0.05	-50 %	0.24	1 out of 7	0.28	2 out of 42
% of blackmail crimes detected	71.4%	42.9%	-28.6 Pts	33.3%	3 out of 7	26.2%	14= out of 43
Number of kidnappings per 10,000 population	0.517	0.34	-34.7 %	0.61	1 out of 7	0.53	17 out of 42
% of kidnapping crimes detected	88.9%	74.5%	-14.4 Pts	48.1%	1 out of 7	44.3%	5 out of 43
Number of manslaughters per 10,000 population	0.036	0.022	-40 %	0.025	3 out of 7	0.025	22 out of 42
% of manslaughter crimes detected	80.0%	100.0%	20 Pts	83.3%	3= out of 7	119.2%	8= out of 43
Number of murders per 10,000 population	0.129	0.101	-22.2 %	0.189	2 out of 7	0.138	21 out of 42
% of murder crimes detected	94.4%	107.1%	12.7 Pts	88.3%	1 out of 7	94.5%	12 out of 43
Number of rapes per 10,000 population	2.43	2.47	1.8 %	3.05	2 out of 7	2.65	24 out of 42
% of rape crimes detected	30.2%	24.7%	-5.5 Pts	27.7%	6 out of 7	29.5%	29 out of 43

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	19.66	18.33	-6.8 %	23.87	1 out of 7	22.44	18 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.56	0.51	-8 %	0.99	1 out of 7	0.61	27 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.25	0.29	15.9 %	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	9.6%	19.5%	103.5 %	22.3%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	37.8%	41.2%	8.8 %	50.4%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	6.00	500 %	2.20	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	4	100 %	7.7	N/A	6.78	N/A
No. of confiscation orders	19	18	-5.3 %	41.4	N/A	43.16	N/A
Total value of confiscation orders	£827,910	£772,525	-6.7 %	£557,730	N/A	£1,179,340	N/A
No. of forfeiture orders	37	13	-64.9 %	12.6	N/A	18.21	N/A
Forfeiture value	£42,855	£201,449	370.1 %	£52,563	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.4	0.33	-16.3 %	0.53	1 out of 7	0.45	16 out of 42
% detected trafficking in controlled drugs offences	96.4%	92.2%	-4.2 Pts	88.3%	3 out of 7	91.7%	22 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	80.9%	81.2%	0.4 Pts	66.9%	1 out of 5	55.7%	4 out of 28
% of partner-on-partner violence (SPI 8b)	79.9%	79.3%	-0.6 Pts	76.6%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.7	0.64	-9 %	0.89	3 out of 7	0.7	33 out of 42
% detected racially or religiously aggravated offences	39.5%	37.7%	-1.8 Pts	32.0%	3 out of 7	36.4%	27 out of 43

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	11.4%	13.0%	1.6 Pts	10.3%	3 out of 7	10.1%	19 out of 43
% detected of violent crime (SPI 7c)	58.2%	53.9%	-4.3 Pts	50.4%	3 out of 7	49.5%	25 out of 43
% detected of domestic burglaries (SPI 7b)	17.7%	13.3%	-4.4 Pts	14.6%	5 out of 7	15.9%	35 out of 43
% detected of robberies (SPI 7d)	25.5%	22.0%	-3.5 Pts	22.0%	4 out of 7	19.9%	33 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	26.4%	26.8%	0.4 Pts	22.5%	1 out of 7	21.4%	7 out of 43
% total crime detected	30.3%	28.6%	-1.7 Pts	25.0%	2 out of 7	25.7%	18 out of 43
% sanction detected of vehicle crimes	10.7%	11.3%	0.6 Pts	9.5%	2 out of 7	9.3%	19 out of 43
% sanction detected of violent crime	43.9%	43.4%	-0.5 Pts	39.3%	2 out of 7	34.3%	8 out of 43
% sanction detected of domestic burglaries	16.1%	12.0%	-4.1 Pts	12.9%	6 out of 7	14.3%	35 out of 43
% sanction detected of robberies	23.5%	20.5%	-3 Pts	20.2%	4 out of 7	17.2%	30 out of 43
% detected racially or religiously aggravated offences	39.5%	37.7%	-1.8 Pts	32.0%	3 out of 7	36.4%	27 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	41578	37960	-8.7 %	45040	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	25.1%	26.7%	1.6 Pts	22.4%	1 out of 7	20.7%	7 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.25	0.29	15.9 %	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	9.6%	19.5%	103.5 %	22.3%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	37.8%	41.2%	8.8 %	50.4%	N/A	43.7%	N/A

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	74.0%	82.4%	8.4 Pts	82.5%	3 out of 7	85.4%	28 out of 42
Theft of motor vehicle (MV) - % scenes examined	51.0%	53.3%	2.3 Pts	43.4%	2 out of 7	40.1%	16 out of 42
% fingerprint recovery from burglary dwelling scenes examined	25.0%	26.4%	1.4 Pts	27.9%	5 out of 7	32.1%	36 out of 42
% fingerprint recovery from theft of MV scenes examined	34.0%	31.3%	-2.7 Pts	47.7%	7 out of 7	48.9%	40 out of 42
% DNA recovery from burglary scenes examined	5.0%	6.4%	1.4 Pts	7.4%	5 out of 7	8.2%	35 out of 42
% DNA recovery from theft of MV scenes examined	11.0%	11.6%	0.6 Pts	19.2%	6 out of 7	20.1%	41 out of 42
% fingerprint identifications from recovery at burglary dwelling scenes	34.0%	30.6%	-3.4 Pts	18.6%	1 out of 7	16.8%	2 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	44.7%	N/A	39.5%	3 out of 7	35.5%	9 out of 42
% DNA matches from recovery at theft of MV scenes	*	38.5%	N/A	33.6%	4 out of 7	38.3%	19 out of 42
% fingerprint identifications from recovery at theft of MV scenes	63.0%	52.7%	-10.3 Pts	27.2%	1 out of 7	27.9%	2 out of 42
% conversion of fingerprint identifications to primary detections	53.0%	76.7%	23.7 Pts	43.3%	1 out of 7	45.3%	1 out of 41
% conversion of fingerprint identifications to total detections (incl. Secondary)	65.0%	106.2%	41.2 Pts	82.5%	2 out of 7	82.5%	10 out of 41
% DNA primary detections per match	76.0%	60.3%	-15.7 Pts	43.3%	1 out of 7	49.5%	13 out of 42
% DNA total detections per match (incl. secondary)	100.0%	100.5%	0.5 Pts	85.2%	4 out of 7	88.7%	17 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	41578	37960	-8.7 %	45040.0	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	25.1%	26.7%	2 Pts	22.4%	1 out of 7	20.7%	7 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	91.1%	90.5%	-0.6 Pts	83.4%	1 out of 7	82.0%	3 out of 43
% of court results entered onto the PNC in 10 days	84.7%	89.4%	4.7 Pts	58.7%	1 out of 7	54.5%	1 out of 43
Number of sanction detections	41,507	38,111	-8.2 %	45,088.1	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	14.6%	9.1%	-5.5 Pts	14.0%	1 out of 7	11.3%	16 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	17.0%	14.1%	-2.9 Pts	16.4%	3 out of 7	12.5%	31 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	18.4%	18.2%	-0.2 Pts	18.9%	3 out of 7	15.1%	33 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	22.7%	16.3%	-6.4 Pts	18.5%	2 out of 7	15.8%	27 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	45.2%	47.6%	2.4 Pts	43.4%	5 out of 6	37.8%	28 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	10.8%	9.9%	-1 Pts	9.7%	3 out of 6	8.3%	32 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	15.	15.	0 %	12.86	N/A	11.1	N/A
Number of calls answered within local target time	233,612	203,987	-12.7 %	321,111	N/A	254,988	N/A
% of 999 calls answered within locally set target time	83.8%	94.5%	10.7 Pts	84.5%	1 out of 7	87.3%	7 out of 39

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	1140	977	-14.3 %	766.3	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	17	9	-47.1 %	32.4	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness by police officers (SPI 13a)	84.50	76.57	-9.4 %	75.46	3 out of 6	70.57	17 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	91.23	70.43	-22.8 %	71.44	3 out of 6	63.72	28 out of 37
Medical retirements per 1,000 police officers	2.22	0.73	-66.9 %	2.19	1 out of 6	2.9	2 out of 39
Medical retirements per 1,000 police staff	2.01	0.	-100 %	2.36	1 out of 6	2.16	1= out of 39

* This data was not available at time of publication

*Northumbria Police – Baseline Assessment
October 2005*

6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	0.5%	2.7%	2.2 Pts	6.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	2.4%	N/A	8.0%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	1: 2.24	1: 0	-100 %	1: 1.41	1 out of 5	1: 1.47	1= out of 37
% of female officers compared to overall force strength (SPI 12c)	18.5%	19.5%	1 Pts	22.2%	5 out of 7	21.2%	33 out of 42
% of female police staff compared to total police staff	63.3%	62.0%	-1.4 Pts	63.1%	6 out of 7	62.3%	26 out of 42
% of white police officer applicants appointed	18.5%	9.3%	-9.2 Pts	18.1%	N/A	26.9%	N/A
% of BME police officer applicants appointed	25.0%	5.9%	-19.1 Pts	15.3%	N/A	24.0%	N/A
Difference in % of applicants appointed	6.51	3.3	-321 Pts	2.8 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	18.8%	11.0%	-7.8 Pts	21.5%	N/A	29.1%	N/A
% of male police officer applicants appointed	18.4%	8.5%	-9.9 Pts	15.8%	N/A	24.2%	N/A
Difference in % of applicants appointed	0.3	2.5	220 Pts	5.7 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.96	1: 1.48	-24.4 %	1: 1.49	4 out of 6	1: 1.41	22 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	91.6%	95.1%	3.6 Pts	91.7%	2 out of 7	88.2%	5 out of 41
Total spending per police officer	£59,399.87	£61,101.25	2.9 %	£61,184.55	N/A	£121,668.41	N/A
Total spending per 1,000 population	£173,241.41	£179,403.21	3.6 %	£183,549.45	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
AFO	authorised firearms officer
ANPR	automatic number plate recognition
APA	Association of Police Authorities
ASB	anti-social behaviour
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CBM	community beat manager
CDRP	Crime and Disorder Reduction Partnership
CEM	corporate establishment model
CID	Crime Investigation Department
CIS	computerised intelligence system
CJU	criminal justice unit
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service

*Northumbria Police – Baseline Assessment
October 2005*

CRE	Commission for Racial Equality
CRISP	Cross-Regional Information Sharing Project
DAG	diversity action group
DAT	drug action team
DCC	deputy chief constable
DDA	Disability Discrimination Act
DNA	deoxyribonucleic acid
DSA	Disability Support Association
DSG	diversity strategy group
DV	domestic violence
FSS	forensic science service
GAIN	Government Agencies' Intelligence Network
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
Gershon	Sir Peter Gershon's review for HM Treasury 'Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency' July 2004 ISBN 1-84532-032-8
GONE	Government Office North East
GPA	Gay Police Association
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	HM Revenues and Customs
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework

*Northumbria Police – Baseline Assessment
October 2005*

IIS	instructional information system
IMPACT	PITO Information Project
iQuanta	a web-based tool for policing performance information and analysis, developed by the police standards unit (PSU) of the Home Office
IS/IT	information services / information technology
ITMG	information technology management group
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
LTPG	local training priorities group
MAPPA	multi-agency police protection arrangements
MIR	major incident room
MIRSAP	major incident room standardised administrative procedures
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSIR	National Standard of Incident Recording
NWNJ	No Witness, No Justice
OBTJ	offences brought to justice
Osman	Osman v UK (1999) 1 FLR 193 where the court established that in

certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.

PA	police authority
PACE	Police and Criminal Evidence Act
PAR	performance assessment review
PCSO	police community support officer
PDR	performance development review
PDU	performance development unit
PITO	Police Information Technology Organisation
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPU	public protection unit
PRINCE 2	Projects IN Controlled Environments 2 (project management methodology)
PSPR	police service and performance review
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
RDM	resource deployment model
RES	race equality scheme
RMG	resource management group
RTC	road traffic collision
Sanction Detections	Offences that are detected by way of charge, summons, caution,

	fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SGC	specific grading criteria
SIO	senior investigating officer
SMARTS	specific, measurable, achievable, realistic, timely, stretching
SMT	senior management team
SOCO	scenes of crime officer
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
TCG	tasking and co-ordination group
TPAC	Tactical Pursuit and Containment
TPG	training prioritisation group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
VOSA	Vehicle and Operator Services Agency
YOT	youth offending team